

Wellington Regional Council

Transport Division – Marketing / Communication Strategy

Prepared by Andrew Cutler / Margaret McLachlan

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1. Executive Summary

Goals of this strategy

1. Increasing awareness of the link between public transport and sustainability.
2. Increasing patronage.
3. Develop understanding of the Wellington Regional Council's role in public transport.
4. Develop support for RLTC / Wellington Regional Council policy objectives.

Key marketing /communication activities.

Behaviour Change	Attitude Change	Stakeholder Information	Raising Awareness
<ul style="list-style-type: none"> ➤ Direct-to-Institution marketing project to target large employers with public transport promotions for staff – eg: hospitals, tertiary institutions, Parliament. ➤ Direct-to-Corporate marketing project targeting large businesses with public transport promotions for staff. ➤ Investigate / trial direct marketing campaign to residents in key transport corridors. ➤ Investigate direct marketing to cultural / sporting / community organisations. 	<p>9 Presentation programme on public transport – sustainability to community / stakeholder groups – eg: service organisations, environment groups, church organisations.</p> <p>9 Communicate RLTC / WRC transport policy to key local / national decision makers and stakeholders.</p>	<p>9 Establish relationships with stakeholders with common objectives in transport / sustainability area – i.e.: lobby groups, Parliamentary Commissioner for Environment, EECA.</p> <p>9 Support public transport user groups where appropriate.</p> <p>9 Establish relationships with key community stakeholders.</p>	<p>9 Investigate bus advertising for brand / key messages.</p> <p>9 Develop / Implement public transport brand, and incorporate new identity into publications, advertising, signage.</p> <p>9 Review use of radio / paid advertising to promote services.</p> <p>9 Incorporate sustainability messages in web-site, publications, branding.</p> <p>9 Support new initiatives such as integrated ticketing / real time information with media / advertising.</p>

1.2 Specific Goals and Objectives

This strategy will make a major contribution to increasing patronage of the services and substantially increase public awareness and knowledge of the region's public transport services. The strategy achieves these outcomes through achieving four goals.

(Note: Once the strategic direction is approved, percentage objectives will be identified through the communication / public transport user research process).

Goal One

The public has a positive perception of public transport and the role it plays in achieving a sustainable region.

Objectives

- X % of the public associates public transport with economic, social and environmental sustainability.
- The Transport Division is consulted on sustainability and land-use decisions within the council and regionally.

Goal Two

Information about and promotion of public transport has contributed to an overall increase in patronage.

Objectives

- X% of public transport users, and Y% of the public believe information about public transport services is easily accessible and understandable – and has encouraged them use the services.
- A brand identity for public transport is established and recognised by X% of the public.
- Usage of Point Click Ride rises from X to Y hits per week.

Goal Three

The community has an understanding and positive perception of the WRC's role in providing public transport services.

Objectives

- There is high awareness among stakeholders of the Wellington Regional Council's role and responsibility.

- There is a perception among stakeholders and the community that public transport services are well managed.
- There is awareness of, and support from stakeholders for the Wellington Regional Council's long-term vision (RLTS).

Goal Four

There is political and community support for the Wellington Regional Council's objectives for transport funding and regulation.

- Public support for transport subsidies rises to 65%
- Central Government and key stakeholders understand and support the Wellington Regional Council's proposal to purchase regional rail.
- The Wellington Regional Council's views on transport funding are regarded as authoritative by key stakeholders.

When implemented we will have created a supportive political and stakeholder environment in which the Transport Division can operate. Establishing this environment goes hand in hand with increasing patronage, and influencing key stakeholders. In addition the strategy will extend awareness of the substantial role public transport plays in the achievement of a sustainable region. Linking public transport to sustainability goals will increase leverage on issues such as transport funding (road pricing) and the maintenance and extension of subsidies.

2. Introduction

The Regional Council through the Transport Division implements policies and funds services that promote a safe and sustainable land transport system. This system is planned to maximise environmental, social and economic benefits resulting in a strong and inclusive regional community.

In particular, the public transport system:

- Provides convenient, safe and affordable travel opportunities to the regional community.
- Reduces congestion on the roads, and enables people to travel and work throughout the region.
- Contributes to reducing energy consumption and pollution caused by private transport.

Public transport is the Council's largest expenditure area. In 2001/02 the Council will spend more than \$42 million on public transport – projected to rise to more than \$53 million in 20 1 0/1 1. This is funded through rates and government subsidy.

3. Situation Analysis

3.1 Organisational / Strategic Drivers

The Transport Division Business Plan 2001 – 2010 identifies two critical success factors:

- Public transport patronage increases overall.
- Establishment of alternative, independent, long-term public transport funding mechanisms which have community endorsement.

In addition the plan notes that the Council wishes to promote public transport use through the cost effective purchase of services, and the provision of easily available information.

The Regional Policy Statement

The Regional Policy Statement (RPS) is a framework document under the Resource Management Act that identifies objectives for the sustainable management of resources within the Wellington Region. The objectives of the Built Environment and Transportation section of the RPS relate directly to the operations of the Transport Division.

The objectives of the Built Environment and Transport section are:

1. *Urban areas, the built environment and transportation systems are developed so that they, and their associated activities, use resources efficiently and demand for the use of finite resources is moderated.*
2. *The adverse environmental effects that result from the use of urban areas, transportation systems and infrastructure are avoided, remedied or mitigated and, in particular, any effects that result from the concentration and scale of activities in urban areas are recognised and provided for.*
3. *The environmental quality of urban areas is maintained and enhanced.*

The operations of the Transport Division contribute to the achievement of a number of other objectives outlined in the Air Quality and Energy sections of the RPS.

Air Quality

1. *High quality air in the Region is maintained and protected, and there is no significant deterioration in air quality in any part of the Region.*
- &
4. *The output of gases which potentially promote climate change is at a level which is consistent with central government climate change policy.*

Energy

1. *Energy demand is moderated and energy that is needed is produced, distributed and used efficiently so as to reduce impacts on the environment and to make effective use of limited energy resources.*

&

3. *Adverse local and global environmental effects of energy production, transportation, transmission, conversion and end use are avoided, remedied or mitigated.*

Essentially, the organisational drivers point towards increasing patronage of public transport services in order to achieve a diverse range of policy objectives. There is a clear need to develop communications / marketing programmes to support these drivers, and to support the marketing activities of public transport operators.

3.2 External Issues

In addition to the organisational drivers, the Transport Division has identified the following external issues that it must address.

- A. The future of urban passenger rail services.

Following Tranz Rail's decision to divest its urban passenger rail services the Council has determined to pursue an ownership interest in the service. The Council has also been dissatisfied with the existing contracting environment, and wishes, at the least, to see changes to this environment.

- B. Public perception of Wellington Regional Council's role in public transport.

The public has a general understanding that it is the Regional Council's responsibility to provide public transport. Increasing the level of public awareness and knowledge of the Council's responsibility will help create a supportive environment for the Council's policies.

- C. Public transport's role in the development of a sustainable region.

Public transport has a vital role to play in the development of an economic, social and environmentally sustainable region. The challenge is for the Transport Division to increase its influence in regional planning of land use, urban development, air and energy quality.

3.3 Internal Issues

The Transport Division identified the following internal communication issues.

- A. Lack of awareness of the scope and role of public transport services in the Council’s activities.

4. Stakeholders

The Transport Division has identified the following stakeholders as having an important role to play in communications. The groups are first listed as informal or formal stakeholders, and are then described in a power / support matrix. This stakeholder analysis is a guide based on current knowledge and perceptions of the groups named, and should not be considered as complete.

4.1 Formal / Informal Stakeholders

Formal S takeholders	
<ul style="list-style-type: none"> • Ministry of Transport • Transfund • Ministry of Education • Transit NZ <p>Key regulators, funders and implementers of public transport. Relationships with Transport and Transfund are occasionally adversarial. Issues with Education’s management of school bus services.</p>	<ul style="list-style-type: none"> • Regional Councils – (political/ officer levels) Auckland/Waikato/Canterbury Local Authorities and community boards. <p>Other agencies in the same business. Occasionally adversarial relationships with TLA’s over local service issues, or specific initiatives such as urban rail.</p>
<ul style="list-style-type: none"> • Pedestrian working group • Road safety working group <p>Community consultative groups. Often supportive of public transport initiatives.</p>	<ul style="list-style-type: none"> • Health and disability groups • Hospital sites and institutions • Business community/ Chamber of Commerce • School principals <p>Communities and organisations with high interest in services and policy.</p>
<ul style="list-style-type: none"> • MPs <p>Interested in local services. Greens very supportive of public transport, particularly Rail. Coalition government generally supportive. National status quo. ACT generally negative towards subsidised services.</p>	<ul style="list-style-type: none"> • Service Operators and potential operators – Stagecoach and Newlands/Mana Coach. <p>Obviously self-interested. Issues with Wellington Regional Council over branding, routes and other implementation policies.</p>

Informal Stakeholders	
<p>Industry Associations</p> <ul style="list-style-type: none"> . AA • Bus & Coach Association • Road Transport Forum <p>Represent private motorists and private transport companies. Can be negative towards subsidies that are seen to favour certain modes of transport (particularly rail).</p>	<p>Public transport lobby groups</p> <ul style="list-style-type: none"> • Transmac (Transmission Gully) • Transport 2000+ • Cycle Aware • Cycle Forum <p>Generally supportive of public transport in general. Strong lobbyists for particular projects – can be negative if they don't get their way.</p>
<ul style="list-style-type: none"> • Taxi companies <p>Ongoing negative attitude towards subsidised services, and “unfair” treatment.</p>	<ul style="list-style-type: none"> • Residents Associations <p>Interested and generally supportive of public transport, and local initiatives.</p>
	<ul style="list-style-type: none"> • Ministry for the Environment • Parliamentary Commissioner for the Environment . EECA <p>Agencies that support sustainable development, and thereby public transport.</p>
	<ul style="list-style-type: none"> • Research Community / PhD students Consultants • Interested group, have often provided useful information to support projects.

4.2 Power / Position Matrix

	Positive	Negative
High Power	<ul style="list-style-type: none"> • Service Operators and potential operators – Stagecoach and Newlands/Mana Coach. • Transfund • Green MPs. Coalition Government. 	<ul style="list-style-type: none"> • Bus & Coach Assn • Road Transport Forum • Ministry of Transport • Business community/ Chamber of Commerce
Low Power	<p>Public transport lobby groups</p> <ul style="list-style-type: none"> • Transmac / Transport 	<ul style="list-style-type: none"> . AA

	<p>2000+ / Cycle Aware / Cycle Forum</p> <ul style="list-style-type: none"> • Residents Associations • Research Community / PhD students / Consultants <p>Government Agencies</p> <ul style="list-style-type: none"> • Ministry of Education • Transit NZ • Ministry for the Environment • Parliamentary Commissioner for the Environment • EECA <ul style="list-style-type: none"> • Health and disability groups / Hospital sites and institutions • Pedestrian working group • Road safety working group • Regional Councils / Local Authorities 	
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This analysis suggests that there are a small number of high powered stakeholders with whom we can establish relationships, but a large number of community based organisations that could potentially be very supportive to the Wellington Regional Council's objectives.

4. Goals/Objectives

Goal One

The public has a positive perception of public transport and the role it plays in achieving a sustainable region.

Achieving this outcome will enable the Division to contribute to the RPS objectives, and will contribute to the success of Goal Three.

Objectives

- X % of the public associates public transport with economic, social and environmental sustainability.
- The Transport Division is consulted on sustainability and land-use decisions within the council and regionally.

Goal Two

Information about public transport has contributed to an overall increase in patronage.

Achieving this outcome will assist in achieving the objectives of the RPS, as well as increasing funding for public transport, and increasing awareness of and satisfaction with the WRC's public transport services.

Objectives

- X% of public transport users, and Y% of the public believe information about public transport services is easily accessible and understandable.
- A brand identity for public transport is established and recognised by X% of the public.
- Usage of Point Click Ride rises from X to Y hits per week.

Goal Three

The community has an understanding and positive perception of the WRC's role in providing public transport services.

Achievement of this outcome will create a supportive environment that will reduce the constraints on the WRC to undertake its statutory responsibilities, and increase its ability to achieve political objectives – such as the purchase of regional rail, changes to transport funding, and construction of Transmission Gully.

Objectives

- There is high awareness among stakeholders of the WRC's role and responsibility.
- There is a perception among stakeholders and the community that public transport services are well managed.
- There is awareness of, and support from stakeholders for the WRC's long-term vision (RLTS).

Goal Four

There is political and community support for the WRC's objectives for transport funding and regulation.

- Public support for transport subsidies rises to 65%
- Central Government and key stakeholders understand and support the WRC's proposal to purchase regional rail.
- The WRC's views on transport funding are regarded as authoritative by key stakeholders.

6. Implementation

The Following chart outlines the implementation plan for the strategy.

Goal	Objectives	Channels / Tools	Messages	Tasks	Budget
<p>Goal One</p> <p><i>The public has a positive perception of public transport and the role it plays in achieving a sustainable region.</i></p>	<ul style="list-style-type: none"> X % of the public associates public transport with economic, social and environmental sustainability. The Transport Division is consulted on sustainability and land-use decisions within the council and regionally. 	<p>Public Transport Brand Positioning</p> <ul style="list-style-type: none"> Media Elements Information Direct stakeholder communications 	<ul style="list-style-type: none"> To be inserted once branding process completed. 	<ul style="list-style-type: none"> Branding incorporates sustainability messages as key theme. Establish relationships with stakeholders in sustainability area – Parliamentary Commissioner / EECA Investigate bus-advertising for key messages / brand. Develop and implement presentation programme to community / stakeholder groups that incorporates sustainability messages. 15 presentations in first year. Review web-site and publications and media to ensure sustainability messages are included. Ensure transport policy and strategy is communicated to key decision makers and stakeholders. 	<ul style="list-style-type: none"> Presentation programme. \$2k materials. 1 week staff time, preparation. 3 hours per presentation – 45 hours. Relationships – database generation – Contact – 1 week. Web site / brand / publications review – 2 weeks time. Media stories re: sustainability – 1 day per month – 12 days per year.
<p>Goal Two</p> <ul style="list-style-type: none"> X% of public transport users, and 	<ul style="list-style-type: none"> Messages emphasize 	<ul style="list-style-type: none"> Timetables Radio 	<ul style="list-style-type: none"> Brand Develop and implement public stakeholders. 	<ul style="list-style-type: none"> Brand Brand development 	

<p><i>Information about and promotion of public transport has contributed to an overall increase in patronage.</i></p>	<p>Y% of non-users believe information about public transport services is easily accessible and understandable.</p> <ul style="list-style-type: none"> • A brand identity for public transport is established and recognised by X% of the public. • Usage of Point Click Ride rises from X to Y hits per week. 	<ul style="list-style-type: none"> • Signage • Web • Brand • Marketing 	<p>theme of convenience and accessibility. (Meta-message -- accessible and convenient information reflects an accessible and convenient service.)</p>	<p>transport brand.</p> <ul style="list-style-type: none"> • Apply branding to all public transport information. <p>Information</p> <ul style="list-style-type: none"> • Market research has identified the information needs and best means of informing non-users. • Review design of existing PT information to align with brand and key messages. • Develop web-timetable service. • Review bus-stop and station signage to ensure ease of understanding and accessibility. <p>Direct Marketing</p> <ul style="list-style-type: none"> • Investigate undertaking a trial direct marketing campaign, along the lines of those done n Perth, to increase public transport and alternative transport use in key corridors. • Investigate undertaking Sustainable Region Direct-to-Corporate marketing project to target large employers with easy to use public transport promotions. 	<p>and implementation – 2 months staff time. \$20 – 40k.</p> <ul style="list-style-type: none"> • Application of brand – reprint as scheduled – 1 week staff time. <p>Information</p> <ul style="list-style-type: none"> • Market research 30k. 1 week of staff time. • Signage / information review – 2-4 weeks. <p>Direct Marketing</p> <ul style="list-style-type: none"> • Scoping and planning of direct marketing trial – 4 – 6 weeks staff time, 30k cost. • Direct to corporate / institution marketing – 4 - 6 weeks staff time, 30k cost.
<p>Goal Three</p>	<ul style="list-style-type: none"> • There is high 	<p>Direct Stakeholder</p>	<ul style="list-style-type: none"> • To be 	<ul style="list-style-type: none"> • Develop stakeholder mailing 	<ul style="list-style-type: none"> • Stakeholder mailing

<p><i>The community has an understanding and positive perception of the WRC's role in providing public transport services.</i></p>	<p>awareness among stakeholders of the WRC's role and responsibility.</p> <ul style="list-style-type: none"> There is a perception among stakeholders and the community that public transport services are well managed. There is awareness of, and support from stakeholders for the WRC's long-term vision (RLTS). 	<p>Communications Media Liaison Publications</p>	<p>inserted once . branding process completed.</p>	<p>list and stakeholder communication tools (eg – newsletter / briefings).</p> <ul style="list-style-type: none"> Support public transport community groups. Undertake media liaison / briefings. Ensure increase in dissemination (media / stakeholders) of information about public transport (eg – numbers of passengers / services). Publish (paper / electronic) explanation of the management of public transport in the region. Undertake presentations to community and stakeholder groups. 	<p>lists – 1 week.</p> <ul style="list-style-type: none"> Newsletters 4 per year @ 3k = 12k. 4 weeks staff time. Briefings 2 @ 2k. = 4k. Support for community groups – 1 week staff time. Media / stakeholder information – 2 weeks staff time. Publication on role of Wellington Regional Council – 1 week staff time, 5k. Contributions to Elements / Web site – 2 weeks.
<p>Goal Four <i>There is political and community support for the WRC's objectives for transport funding and regulation.</i></p>	<ul style="list-style-type: none"> Public support for transport subsidies rises to 65% Central Government and key stakeholders understand and support the WRC's proposal to purchase regional rail. 	<p>Stakeholder Management Information</p> <ul style="list-style-type: none"> Stakeholder contact Public Information 	<ul style="list-style-type: none"> To be inserted once branding process completed. 	<ul style="list-style-type: none"> Key stakeholders identified and programme of communications implemented (eg – briefings / provision of information / meeting between key staff). Key messages re: strategy / value of PT incorporated in publications / information. 	<ul style="list-style-type: none"> Information / publications / support – 4 weeks staff time, briefing information cost 4k. Stakeholder contact / support – 1 week.

	<ul style="list-style-type: none">• The WRC's views on transport funding are regarded as authoritative by key stakeholders.			<ul style="list-style-type: none">• PT interest groups supported• Information targeted to key publications.	
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7. Budget / Staffing

Total budget to implement identified projects: \$157,000
 Staff Time 46 weeks dedicated, excluding other duties (eg: 1 week per year attending Transport Committee meetings).

The existing budget for publications is as follows:

Division	Department	1 Year Cost	3 Year Cost
Transport	Transport Policy	\$142,400	\$7,200
	Public Transport	\$250,000	\$750,000
	Customer Services		

One staff member is currently employed as a web developer. Anthony Cross, Manager Public Transport, handles much of the design / publication work. There is no dedicated marketing / communication resource.

8. Channels and Tools

Web

The Transport Division currently operates an interactive web-based timetable service – marketed as Point Click Ride. Other information provided on the Transport website includes information on Ridewell, Total Mobility, and the Regional Land Transport Strategy.

Issues surrounding the future development of the Transport website are:

- Development of a separate public transport brand – and hence a separate web identity.
- Enhancement or replacement of the timetable databases – hence technology changes.
- Development of information services (eg – more information on polices, services), and more interactive services.
- Marketing of web site.

9. Evaluation

Evaluation of the objectives will be undertaken using the following tools:

Goal	Objectives	Evaluation
<p>Goal One</p> <p><i>The public has a positive perception of public transport and the role it plays in achieving a sustainable region.</i></p>	<ul style="list-style-type: none"> • X % of the public associates public transport with economic, social and environmental sustainability. • The Transport Division is consulted on sustainability and land-use decisions within the council and regionally. 	<ul style="list-style-type: none"> • Annual communications survey. • Record of Divisional involvement in decision making.
<p>Goal Two</p> <p><i>Information about and promotion of public transport has contributed to an overall increase in patronage.</i></p>	<ul style="list-style-type: none"> • X% of public transport users, and Y% of non-users believe information about public transport services is easily accessible and understandable. • A brand identity for public transport is established and recognised by X% of the public. • Usage of Point Click Ride rises from X to Y hits per week. 	<ul style="list-style-type: none"> • Transport users survey. • Communication survey. • Record of web-site usage.
<p>Goal Three</p> <p><i>The community has an understanding and positive perception of the WRC's role in providing public transport services.</i></p>	<ul style="list-style-type: none"> • There is high awareness among stakeholders of the WRC's role and responsibility. • There is a perception among stakeholders and the community that public transport services are well managed. • There is awareness of, and support from stakeholders for the WRC's long-term vision (RLTS). 	<ul style="list-style-type: none"> • Communication survey. • Stakeholder survey. • Anecdotal reports.
<p>Goal Four</p> <p><i>There is political and community support for the WRC's objectives for transport funding and regulation.</i></p>	<ul style="list-style-type: none"> • Public support for transport subsidies rises to 65% • Central Government and key stakeholders understand and support the WRC's proposal to purchase regional rail. • The WRC's views on transport funding are regarded as authoritative by key stakeholders. 	<ul style="list-style-type: none"> • Transport users survey. • Stakeholder survey.