

# Chapter 7 – Marketing

## 7.1 INTRODUCTION

This chapter proposes strategies for the marketing and public promotion of public transportation services in the Corvallis metropolitan area. A series of marketing strategies designed to help meet the region’s alternative transportation goals is presented and prioritized. While proposed strategies focus largely on Corvallis Transit System (CTS) and the City of Corvallis, they apply broadly to the entire metropolitan area, including Philomath and Adair Village. Public transportation services operating in the metropolitan area include: Corvallis Transit System (CTS), the Linn-Benton Loop, the Philomath Connection, Dial-a-Bus, and rideshare services coordinated by the Council of Governments.

A primary goal of this marketing plan is to increase ridership on CTS fixed-route bus services as well as to promote walking, cycling and carshare as alternative to the single-occupancy automobile trip. Since bus services are a fixed element of the City’s transportation infrastructure, attracting more patrons to the service benefits the City in a number of ways, including:

1. Increasing system revenue through fares;
2. Removing cars from the road, thereby decreasing the need for costly road expansion and maintenance;
3. Reducing exhaust emissions by decreasing the number of single-occupancy vehicle trips;
4. Reducing the need for other special services to meet the transportation needs of social and human service clients, seniors, and persons with disabilities, which can be very costly;
5. Improving safety for pedestrian and motorists by managing traffic volumes on local roadways; and
6. Eliminating or decreasing the need to provide expensive parking facilities.

Ultimately, a successful plan needs to focus on attracting more riders to the CTS bus system, while educating those who don’t use the system about the secondary benefits to themselves and their fellow citizens.

A second and important purpose of this marketing element is to provide the City with strategies to inform the broader non-riding public about the benefits of public transportation. Corvallis Transit is supported by local property taxes and competes with other general fund supported activities, including police, fire, parks and recreation. City surveys show that just under 25 percent of all Corvallis residents have used the transit system. Therefore, the majority of local citizens do not use transit, but have historically voted to support transit through serial levies. The City’s sustainability goals are directly tied to the continued support of transit by users and non-users alike. In this context, it is important for all residents to understand how transit and other alternative modes contribute to a broader social good. Fiscal support for transit often suffers because citizens don’t see a clear nexus between investment and community benefits, not because citizens are unwilling to pay for a service they don’t use. Broad based support for schools and senior services shows that citizens don’t need to be direct beneficiaries of a service to support it, so long as they can see a direct link to the broader public good.

Strategies presented in this report seek to help the City achieve both of these goals simultaneously. The strategies are prioritized and include estimated duration, costs, staff time, and other resources needed for implementation. Some strategies require few resources and can be considered immediately, others, while important, require substantially more resources than are currently available and should be considered as long-term program goals.

## 7.2 INVENTORY AND REVIEW OF MARKETING MATERIALS

This section provides a brief overview of marketing materials used by CTS as of the summer of 2004. These include:

- Route map and schedule (Jan. 2004, with sticker update for Route 1 July 2004)
- City Website (Transit page of City of Corvallis official website)
- Brochures (“Be Independent,” - aimed at seniors, the Holiday Trolley map and schedule, “Rack & Roll” bike rack information, Paratransit Service for disabled passengers, “Get There Another Way” Week transportation alternatives registration and events calendar, “Try Transit” Week registration and events calendar)
- “What’s New” quarterly information
- Newspaper ads and articles (Barometer, Corvallis Gazette-Times)
- Sunglasses with CTS logo for Summer Fun Transit Pass program
- Small magnets with phone number; CTS stickers

Philomath Connection marketing materials consist of a black and white brochure with route schedule and map, last updated May 2002.

Linn-Benton Loop marketing materials consist of a color brochure with a route schedule and map, last updated May 2003.

Dial-A-Bus marketing materials consist of a color brochure with contact information, fare table, service zones, and service hours.

Other related transit promotional materials include:

- Bicycle Guide, City of Corvallis
- Getting There By Bike, Hewlett Packard
- Corvallis-Benton County Bike Map
- Albany Transit Guide, City of Albany
- Carpool guide, Cascades West Carpool
- Oregon Inter City Passenger Timetables, Oregon Department of Transportation
- Valley Vanpool
- 7 Reasons Why You Should Leave This Home, published Partners for Smart Commuting
- An Expensive Love Affair, published by Coalition for a Livable Future.

### Marketing Materials Design

The primary marketing items provided by all of the transit systems in the Corvallis metropolitan area are the published route map/schedules. Because the effectiveness of marketing campaign is based on clear and readily available public information, the design of the transit guide should be tactical and user-friendly. The information a rider needs should be readily apparent and understandable. The most recent version of the CTS Map and Guide largely meets these criteria through the effective use of graphic design elements and comprehensible language, both in Spanish and English. The CTS Map and Guide is of high quality and includes

much important information, but such characteristics also contribute to its cost and portability. The map/schedule/guide publications for the Linn-Benton Loop, Philomath Connection, and Dial-A-Bus are simple and economical without the detail and use of color that is appropriate for the more complex Corvallis Transit System.

The consistent use of transit system logos is evident in the design of marketing materials for CTS, Dial-A-Bus, and the Linn-Benton Loop. However, neither CTS nor other transit systems of the Corvallis metropolitan area have developed a comprehensive branding strategy; thus, branding elements, incorporated into the design of marketing materials, are few and inconsistent.

Although signage and shelters for bus stops are most appropriately considered as transit system facilities, such structures and the buses themselves also have a strong marketing function. The new Downtown Transit Center is in a highly visible and convenient location. The mall functions well in terms of providing route and schedule information, and a safe and sheltered place for riders. As CTS adds more designated stops, new signs for CTS Bus Stops are being placed and will eventually designate approximately 250 locations. Because the Bus Stop signs appear similar in shape to No Parking signs, they are not highly distinctive, especially compared to the signs of other bus system. In addition, route identification is hard to read from passing vehicles because of the font selection, color, and size. While this does not limit their effectiveness for pedestrians, it does limit the secondary marketing value for passing motorists. The signs do include the CTS phone number, which consistently appears with the logo in other marketing materials. No schedule information is provided at the bus stops (other than at 57 locations with shelters). Shelters do not incorporate a designated location for route and schedule information; typically, the Guide and Map is laminated and taped to the Plexiglas of the shelter.

With the recent addition of advertising including complete bus wraps on certain vehicles in the CTS fleet, the buses demand increased attention from potential riders. Because of such distinctive markings, there is a potential problem that some riders will not recognize "their bus" when the advertising changes. Nevertheless, an electronic reader board at the top front and right side of the bus displays the route number and destinations, and at the top rear left corner of the bus the route number is displayed.

The CTS home web page ([www.ci.corvallis.or.us/pw/cts](http://www.ci.corvallis.or.us/pw/cts)) resides as part of the City of Corvallis website. There is no link to the CTS page on the City home page. Thus, the CTS site is not easy to remember or access (unless bookmarked); in fact, it is four levels down in the City's site map hierarchy. People have to be fairly knowledgeable about City organization to find the CTS website. The path is City>City Services>Transportation Services>Transit System. The CTS homepage is very uninteresting and does not employ graphics for pointing to information. Route and schedule information is only provided in a 3.6 MB .pdf file of the CTS Guide and Map. The route schedules are unreadable unless the image is increased from 63 percent to 150 percent. Information and links regarding other transportation demand management (TDM) programs in the area are missing. The homepage was last updated in January 2004; however, information for current special events appears to be provided in a timely manner (e.g., web page updated July 30 for Benton County Fair the following week).

Important information, such as bus routes and schedules, are additional sublevels within the site structures, which increases a user's time in locating necessary information. As mentioned, the route and schedule information is provided only in a 3.6 MB .pdf file, which is incorrectly noted on the home page as 35k, version of the CTS Guide and Map. The large file size makes the information virtually inaccessible for a large percentage of users who have dial-up connections. The single map includes street names only for a few main routes and the site does not offer easy access to information on full maps of Corvallis, leaving users to locate this information on their own. Links on navigation menu bars are inconsistent and difficult to follow. There are two navigation systems, a menu bar to the left and a text string near the top. At times, the categories on the menu bar change, requiring the user to use the text string or the back arrows of the browser to return to the CTS homepage.

“Home” in the text string navigation tool takes the user back to the City’s homepage, not CTS’s homepage, which means the user has to keep track of where CTS’s site is located within the broader City structure.

### **Marketing Materials Distribution**

The Corvallis Transit System Guide and Map is widely distributed in the community. The Guide and Map is available for people to pick-up on buses and from display racks located in public places (e.g., Library, Post Office, and City Hall), commercial centers (WinCo Foods and motels), health care and retirement complexes (e.g., Good Samaritan Regional Medical Center and Stoneybrook Lodge), large employers (e.g., Hewlett-Packard and CH2M HILL), and OSU centers. The Guide and Map also is sometimes distributed from booths at events where large numbers of residents, students, and visitors gather (e.g., Earth Day, University Day, and OSU New Student Week).

In addition to the CTS Guide and Map, the brochures targeted for seniors and the disabled are distributed at retirement and care facilities and at special meetings for those groups.

Guides for the Linn-Benton Loop and the Philomath Connection also are widely distributed at the same locations as the CTS Guide and Map and at similar locations in Philomath, Albany, and the LBCC campus.

Racks are kept stocked and staff/volunteers who work at the businesses and organizations where the racks are located order additional materials from the City.

### **Public Outreach Efforts**

The CTS has a long-standing commitment to public outreach and participates in many community events sponsored by the City, OSU, library, school district, and non-profit organizations.

Existing targeted public outreach efforts include special meetings with seniors and the disabled to explain how to use public transit in the Corvallis metropolitan area. These meetings are organized and conducted by City of Corvallis transit staff, with the assistance of other local government and agency staff and volunteers, as appropriate. Particularly successful have been the T(ea) for Transit events held at senior/assisted living facilities, where a ridership orientation, including a boarding demonstration, is provided. City staff operates a booth on the OSU campus for Earth Day, University Day, and New Student Week. There are no similar programs regularly conducted for youth under age 18 in the community.

Efforts targeted at large employers in the area are key public outreach components. These include working with the Employee Transportation Coordinators, who meet monthly as the Transportation Management Association (TMA) to discuss and develop programs to encourage their fellow employees to use alternative transportation modes. An individual review of activities at each employment site is beyond the scope of this report, but generally annual community transit events, such as Try Transit Week (which includes free rides) and Get There Another Way Week, are supported.

The CTS also publishes a quarterly newsletter regarding its activities. The newsletter is used to advise riders about schedule changes, special events, and other useful information. Distribution is via hard copy on the bus, selected public locations, the City-wide newsletter as well as an electronic copy on the CTS website.

CTS also provides transit services during special events, often using a special shuttle (e.g., the Trolley). This contributes to overall public outreach efforts by exposing CTS to citizens who might not otherwise use the service. Promotions for these special events and regular operations include advertisements in the OSU Daily Barometer and the Corvallis Gazette-Times newspapers, the OSU Campus Directory, the OSU Connect summer newsletter to incoming students, and the Qwest Dex yellow pages. Press releases also are submitted to newspapers. Radio and television media are not regularly utilized for advertising.

## 7.3 MARKETING STRATEGIES

The purpose of including a marketing element in the Corvallis Transit Master Plan is to help maintain and increase ridership and, thus, operating revenue. In addition, through effective marketing of public transportation options, the City hopes to reduce reliance on Single Occupancy Vehicle trips. The expectation is to similarly maintain or increase service, especially during times when funding levels for all City services and programs are being re-examined and re-allocated. Thus, successful marketing strategies must:

- Be easy-to-implement in terms of staff resources;
- Be inexpensive and cost effective (some more resource intensive strategies are included, but may be less feasible to implement in the short-term);
- Recognize the marketing and branding value – subliminal or explicit – of all of the agency’s activities, including some that may not be traditionally thought of in these terms;
- Provide strategies to build ridership and keep current riders satisfied for the short and long term; and
- Recognize the diversity of the service area and potential transit markets, and target efforts as appropriate to each of them.

In order to aid CTS in implementing an effective, locally focused marketing plan, the recommended marketing strategies described below are prioritized and include duration, estimated costs, City staff time, and other resource requirements.

### 1. Public Information As Marketing

The public information function is a key element of overall marketing, and is often overlooked. Many agencies undertake expensive marketing programs without first ensuring that information is easily available on the street or by phone. Without easy access to public information, new passengers attracted by promotional efforts will find the system alienating and will be less likely to use it for all their needs.

It is important to maximize this casual marketing value of information services such as signage, shelters and the buses themselves. Every citizen of Corvallis will see the agency's bus overhead signs and bus stop signs. These can function not only as information, but also as "miniature billboards", advertising the fact that bus service is available in a certain area. On the other hand, it is important to not let marketing interfere with clear information. Information sources should always strive to communicate the necessary information as clearly and concisely as possible, without distracting material. Promotional material included with information should be careful not to distract from the primary goal of clear information. Clear information is ultimately the best marketing.

Public information function has five major elements:

- a. Route Naming, Numbering and Overhead Signs
- b. Bus stop signage
- c. Schedule brochure and other publications
- d. Website
- e. Phone information

#### a) Route Naming, Numbering and Overhead Signs

The naming of a route can start to communicate the right type and amount of information to customers so that, at a glance, they can learn as much about the system as possible. Route numbers determine the sequence in which

routes are presented, in a schedule brochure or on a website. A logical sequence to this presentation helps customers to more quickly find the services that they need.

Good route names are simple, usually just the name of the main arterial used and major destination the route is bound for. As a good route name is reinforced on bus overhead signs, maps, signs, and other media, the person who has never used the bus gradually begins to learn where certain routes go and, in so doing, become potential customers because they start to understand the how the system works and how it might be useful for them.

CTS's current route naming conventions are good. We propose some minor changes for future marketing materials. The route name is shown in capitals. Following this are the two possible destination signs. These indicate the endpoints of the route, and therefore also convey a sense of the direction that the bus is going. So rather than the current "osu/kings/timberhill," the route name would be "KINGS – osu" or "KINGS - timberhill." The slightly more complicated Route 4 might read "5th/HIGHLAND – good samaritan" and "HIGHLAND/11th – downtown." Where possible, two-way loops with two strong termini should be divided into two two-way routes. This can give people the impression that they will need to transfer, an issue which can be addressed by developing a clear system for displaying "through-route" numbers (and colors) in the front window of the bus.

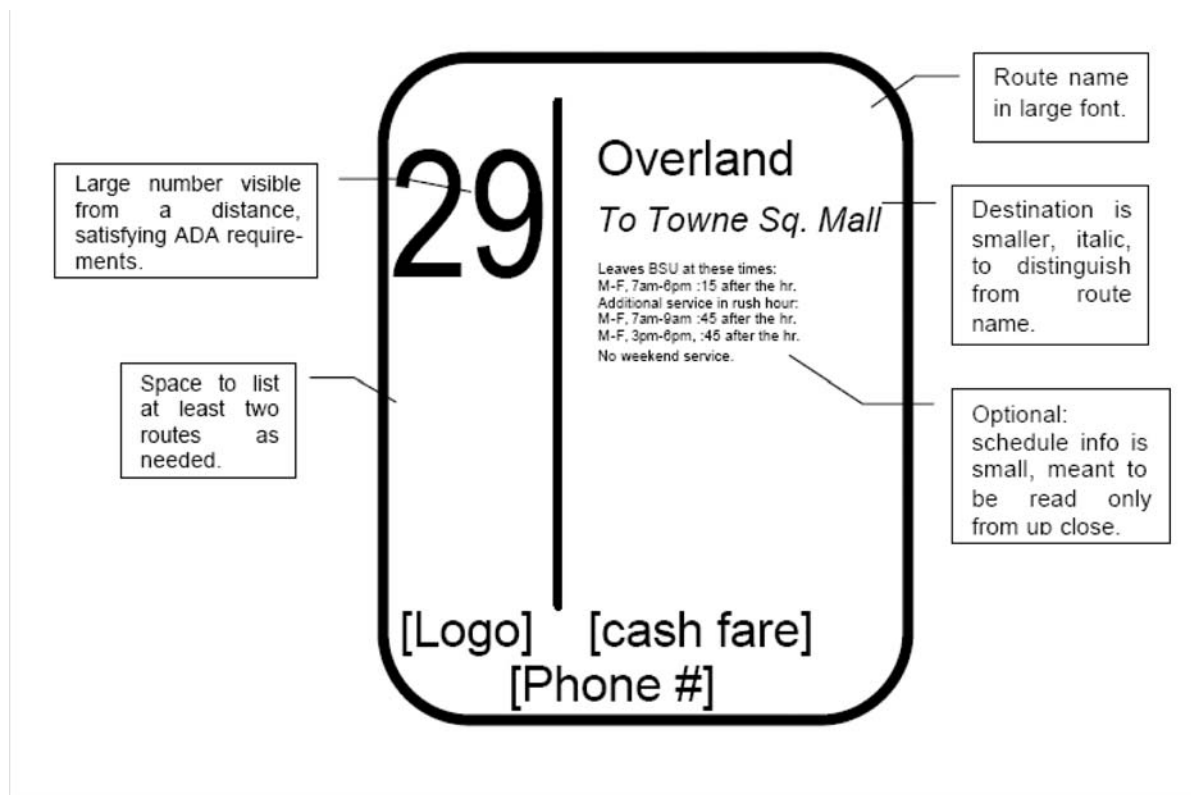
Good route naming is most obviously beneficial when it is employed on bus overhead signs. When done well, overhead signs alert customers as to what bus is approaching, where the bus is going, and more or less how it's getting there (the main routing). When the route name describes the routing, it helps customers to associate the bus with its route and thereby requires them to remember less in order to use the system. When all routes are named according to the major corridors they serve, it makes learning the whole system (rather than one or two commonly used routes) a much easier task for customers, lowering one barrier for increased use by potential customers.

## **b) Bus Stop Signage**

It is important to maximize the casual marketing value of information services such as signage. Information sources should always present the necessary information as clearly and concisely as possible. Ultimately, clear information is the best marketing tool.

Fixed bus stops allow a transit agency to provide riders with information about the system (e.g., what bus routes stop there, where they go, how often the bus arrives, how late the bus operates, etc.). This is particularly helpful for attracting new riders to the system by making it more comprehensible to the uninitiated.

Informative bus stops also provide an invaluable ongoing marketing function. Comprehensive bus stop signs show people who are not familiar with the transit service that it exists and might be available to them. They also reassure riders that they are at the correct location — something of great concern when buses run long distances with limited frequency. Bus stop signs should be clear, and should include the system name, logo and contact phone number. Information elements not currently provided on the CTS bus stop signs can be added using stickers, which can be ordered cheaply. See Figure 1 below as an example of the recommended information to be included on bus stop signs.



**Figure 7-1 Sample Bus Stop Signage**

**c) Brochure and Informational Materials**

**c-1) Revise the CTS Guide and Map.** Clear and simple maps are a powerful way to make a transit services feel easily accessible, transparent, and simple to use for potential customers. For a transit system the size of CTS, a good system map can obviate the need for individual route maps and makes a bus book unnecessary. CTS has an excellent layout for its bus map and schedules. From a customer’s perspective, a single fold out map that explains a system, such as the one CTS produces, is usually less intimidating and easier to carry than a bus book.

In general, a good transit system map has certain characteristics:

- **Effective use of color** – color can be used in several ways, but it must be as meaningful as possible. For relatively simple systems, routes can be color coded, but as the number of routes increases on a map, the

more likely that color-coding will be counter-productive. At that point, switch to color-coding by frequency, so that the maps assist in marketing the most frequent services. Since most CTS routes operate at the same frequency, using a separate color for each route, as is the current practice, is the most effective strategy.

- **Appropriate scale** – the map must be at a scale that's legible for most people.
- **Practical size** – either as a fold out map or as part of a bus book, system maps should not be too big.
- **Utility** -- The same map should be useful in several media, e.g. in the bus book, posted in shelters, and on the website.

Besides potentially making bus books unnecessary, a good system map is also a boon for a transit agency website and other tools for customer service. The hard work that is required to make a system map clear and simple will help at every turn when creating other customer materials.

The existing use of color and graphics in the CTS brochure works well for differentiating similar information, fostering remembrance, and generating interest. One exception, however, is the use of purple hues for Routes 2 and 5 where the differences are less distinct. It is recommended that the Route 5 color be changed to another bold hue. The map also should indicate additional potential destinations and commercial areas of the city, particularly downtown and motels, to promote transit use by city residents and visitors. Type font and size should be revised to facilitate readability by people with impaired vision.

**c-2 ) Provide Separate Route Schedules.** The CTS Guide and Map effectively provides comprehensive system information and should continue to be distributed, but its format can too large and unwieldy to be handy as an in-transit reference. They also are expensive to print. Much cheaper individual route schedule could be provided in a wallet-sized version that is available on-board buses and at other information locations. The bus route schedules of the CTS Guide and Map could practically be cut into separate pieces, folded in half, and slightly revised to provide essential information while fitting into a pocket or wallet. They also could include on one side the features of the Transit Trip Reminder card (see description below).

This strategy is secondary and should not replace the primary CTS transit route map and schedule brochure. This strategy would require additional resources, which may not be available in the short term. Separate route maps for certain services could be sponsored by interested businesses along a route. Unitrans in Davis, California created a successful route specific marketing campaign that included a separate schedule and map with key sponsoring destinations illustrated on the map.

**c-3) Provide Transit Trip Reminder Cards.** Infrequent riders likely do not remember bus routes and schedules well. Existing schedules provide information about where the bus is located every 5 minutes, sufficient for most riders to determine when the bus will arrive at their stop. For some new riders who are apprehensive about using the bus, more specific schedule information could be helpful. It is recommended that blank "Transit Trip Reminder" cards, sized similarly to the individual Route Schedules, be distributed whereby riders can indicate important information regarding specific trips via CTS and other Corvallis area systems. "Trip Reminder" cards would be a good addition to one-on-one events at senior facilities, schools, and activities for persons with disabilities. Volunteers can be used at these locations or special events to help people identify their routes and schedules and fill-out the reminder cards. This activity would be particularly appropriate during "Try Transit Week."

**c-4) Indicate Routes and Schedules in Real Space & Time.** At present, the only way potential riders can conceptualize a CTS trip is to study the CTS Guide and Map. There are several ways to communicate in real space ("on the ground") the information of the CTS Guide and Map. The colored and numbered dots used for

route identification in the CTS Guide and Map should be utilized in real space. Needed are 3-inch-round vinyl reflective stickers for application to Bus Stop signs and signposts along curbs of the routes. The Bus Stop signs can accommodate up to three of these dots without overlap. The regularity of 60- and 30-minute service that is unique to the CTS schedules also should be indicated in real space. New accessory signs should be placed below Bus Stops signs at locations shown on the CTS Guide and Map. These new signs should be sized to be readable by passing vehicles and include numerals followed by "minutes after the hour". Buses might also use a large colored/numbered dot in the front windshield and right-side window of the bus. With such markings, customers and potential customers will be able to visually determine which color route provides transit service in a particular area, to particular destinations, and at what regular times.

Finally, people on foot, who may be walking in their neighborhood, on campus or shopping downtown, should be reminded that there is a bus stop not far from where they are and helped to find it. An excellent example of this type of branding is the practice used by Lynx (Orlando, Florida) of painting a paw print on the ground at each shuttle stop. This might be a particularly useful strategy for calling attention to CTS bus stops on the OSU campus. Directional markers (vinyl stickers) could be placed on signposts within one-quarter mile of bus stops--the distance most people will walk to a bus stop. These markers would be narrow and vertically oriented, with an arrow at the top and the green CTS bus logo at the bottom, and in the middle the words, "THIS WAY TO RIDE THE BUS."

CTS is in the process of purchasing Automatic Vehicle Location (AVL) systems for their fixed route buses. AVL is useful for on-board data collection, but also provides the capacity to provide real time schedule information to passengers. Real-time arrival information displayed on electronic reader boards at key stops and transfer centers has typically been used in larger urban rail and bus systems, but decreasing costs of the technology are making it relevant in smaller city environments. This technology also allows bus systems to provide real time information on their web sites so that passengers can tell where their bus is even before they leave their house or office. The effectiveness of real-time information in attracting new riders is still relatively unquantified, but the feature is very popular among customers where it has been implemented.

**c-5) Develop Distribution Plan for Brochures and other marketing materials.** Developing a simple, useful brochure is a key step in providing high quality public information. However, a good brochure is useless if it doesn't get in the hands of those people that need it. Having schedule or routing information immediately available can be the key decision point in a traveler mode choice. CTS should develop a detailed inventory of its distribution points and a bi-weekly or monthly schedule for restocking brochure and marketing materials at each location.

To reach the maximum potential riders, brochures should be made available at a variety of locations, in addition to on-board buses and at transit offices. Such locales should include:

- Ticket/pass Vendor Locales
- Chamber of Commerce
- Campus Locales
- Senior/Group Homes
- Community Organizations
- Libraries

While CTS already does an excellent job distributing materials at the major civic centers and retail locations throughout the community, there may be ways to better advertise that information is available at these locations.

It is important to clearly and boldly identify locations that provide transit information. Ideally, a brochure rack or display case would be distributed to all locations to openly exhibit the transit brochures. Some locales, however, especially ‘mom and pop’ retailers, may not have the room for such a display. Therefore, a window decal could easily be designed, printed and distributed to all locations providing transit information brochures. The decal design should be simple, bold and consistent.

CTS can expand its visibility by offering pre-paid tickets or establishing discount transit passes at a more diverse range of locations. Selling passes at popular grocery stores or at major employment sites could boost ticket sales. All ticket outlets should be furnished with system information brochures for distribution.

An effective information distribution campaign should include a solid network to reach employees, particularly at major employment sites such as OSU and Hewlett Packard. A network of Employee Transportation Coordinators (ETC) at employment sites over 50 people could provide a basis for information dissemination. A key challenge is keeping this volunteer group engaged. The Lloyd District TMA in Portland holds monthly social breakfast meetings for its ETC’s to ensure continued support and participation. They have found that holding this informal social event has been crucial in keeping ETC’s invested in their duties and leveraging their participation when most needed.

**d) Redesign the CTS Website**

Make the CTS website easily accessible for Internet users by separating it from the City site. Developing a high quality, stand-alone website should be a top priority for CTS in this Internet savvy community. A good web page will provide a link for customers and others seeking information about transportation in the community. In addition to serving riders, a solid web presence is a crucial link to the community and will be the first place many voters go when they have questions about how their tax dollars are being utilized.

In the case of CTS, there is little advantage in complying with the City’s web page format, since most people will not associate transit with the City Public Works Department. The web page is an important element of developing a unique and recognizable brand for CTS. The current address, [www.ci.corvallis.or.us/pw/cts](http://www.ci.corvallis.or.us/pw/cts), is too long to remember easily and it does not follow standard address format familiar to most users. The address is a perceived jumble of letters, difficult to associate with CTS. An example of a memorable address is [www.cts.com](http://www.cts.com). This address is short, follows familiar address format ([www..com](http://www..com)), and is quickly associated with CTS. Whatcom Transportation Authority in Bellingham, WA uses the web address [www.ridewta.com](http://www.ridewta.com), a short and catchy address that combines their marketing slogan and the agency initials.



**The CTS website should be an extension of the overall look and feel of the system, as displayed on the Whatcom Transit Authority Website**

The purpose of the CTS website should be to make public transportation information easily available for users. The longer it takes users to find the information they’re looking for, the less likely they are to return to the site. The homepage and site structure is the key to a usable website. Elements of a good homepage are clear navigation tools, immediate access to important information, and strong visual layout to engage the user. A well-organized site structure will guide the user through the site and maintain a sense of location within the site.

The CTS homepage currently consists of a text link to the route map and schedule and a copy of the mission statement. The navigation tools are a menu bar to the left for CTS-specific links and a text string with links to general City location. Though the mission statement is important to CTS, the information that is important to the user is the bus schedule and route map. Other important information includes fares, programs, and services. The information needs to be presented in a format appropriate for the Internet. Having the high-resolution route map

and schedule available for downloading is a nice feature, but it should not be the only option. A low resolution, quick download version needs to be available, as well as a schedule that can be viewed as a page of the website, not just as a .pdf attachment.

The homepage is also a good location to include current news on CTS services and programs. CTS often provides free transportation to local events such as daVinci Days and the Fall Festival. Including quick bites of news, “hot news” regarding current events, keeps users interested in returning to the site to see what’s new with CTS. Some systems have developed customer profiles or “customer of the month” links to convey the message that “people like you” use the bus regularly.

All the CTS information should be organized into smaller categories, such as Riding CTS, Programs, Transit News & Business, and Useful Links. These categories should be kept consistent on each page, with additional navigation information appearing as users browse more deeply into the site. Too much information at a time overwhelms users and makes them less likely to use the site.

An example site organization structure is:

**Homepage:** Information on the homepage would include obvious links to Corvallis routes and schedules; hot news – what’s new today (or this week) with CTS; contact CTS; link to City website; navigation tool with the four main categories below. Each of the four categories would remain visible throughout the site, but subcategories would appear as users browsed the site.

### **Riding CTS**

- Maps, Schedules (Corvallis, Philomath Connection, Linn-Benton Loop)

- Fares, Passes, Coupon Books

- Paratransit, Senior News

- Bikes on Buses

- Special Events (Fall Festival, daVinci Days, etc)

### **Programs**

- Dial A Bus

- “Get There Another Way” Week

- Rack and Roll

- Summer Fun Transit

- “Try Transit” Week

### **Transit News and Business**

- Contact CTS

- Mission Statement

- History

- Business Opportunities

- Quarterly What’s New

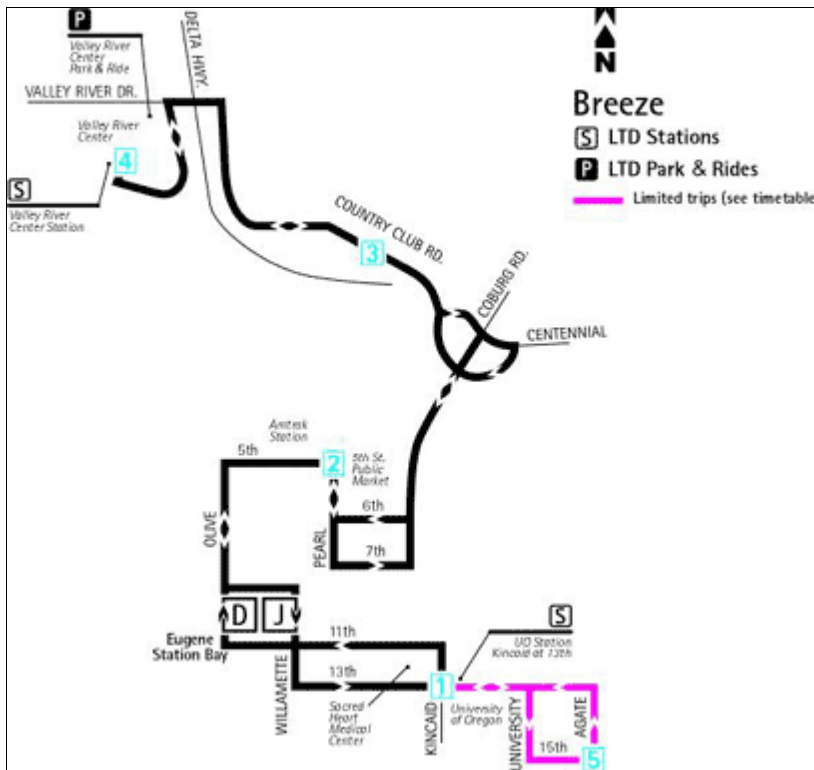
## Useful Links

- Albany Transit
- Linn-Benton Loop Transit System
- ValleyRetriever
- Corvallis Downtown Association

Web site creation can be made a relatively low cost proposition by developing it as a project for a local college multimedia class. Likewise, an outside contractor could be hired. The site should be maintained regularly and information should be updated as service changes are implemented.

While it is not important to provide route level maps in the print brochure, it can be helpful to have them available on the web. Placing individual route maps with the corresponding schedule allows for smaller file sizes, which browsers can open more quickly, and a greater level of detail about what stops are served by the route. The following map shows an individual route map from Lane Transit District. On the actual web page the map is followed by a complete stop-by-stop schedule.

**Figure 7-2 Sample Web-Based Route Map**



In addition to providing transit information, the website could be developed to serve as an e-commerce site for selling CTS transit tickets and passes. E-commerce provides maximum convenience, by allowing customers to order tickets from anywhere, at any time, and have them sent directly to their homes.

**Case Study:** Lane Transit District (LTD), which serves the campus town of Eugene, Oregon, is currently implementing an e-commerce component to its website (<http://www.ltd.org>). The service will be up and running by late 2004.

### e) Offer “One Number” Telephone Information Service

Quality telephone information is necessary to inform new customers about available services and answer questions for regular and potential customers. CTS has an information telephone line (766-6998) that is widely advertised and is available during hours that CTS is in service. During these times a live operator answers the line. A phone service answered by a recording is frustrating to customers and can be enough to dissuade those who have other transportation options from using the bus. Telephone service also allows for troubleshooting when necessary. Advertising the telephone number on buses, signs, the brochure, in any print advertisements and on bus passes/tickets ensures that individuals with questions about CTS always have access to a number to call. Individuals who provide customer service should be courteous and trained to answer questions.

The Corvallis and Albany area should consider combining transportation information services through a single number that acts as transit information for CTS, Albany Transit, the Philomath Connection, the Linn-Benton Loop and for regional ridesharing options. Providing a catchy number, such as 754-RIDE, or maintaining the current number and marketing it throughout the area will create a single, ubiquitous source for information about all transit options. For special events or sporting events the information line could provide information about parking and free shuttle services. A combined number could also provide after hours support for transit customers, a service which is not currently offered.



**A combined logo and number provide a universal point of contact for transportation information throughout the area**

## 2. Promote Sustainable Behavior

### a) Study and Adopt Community-Based Social Marketing

Conventional ways of promoting transit ridership are focused on information campaigns and advertising techniques that make information available for everyone, allowing those who are interested to consume it. It is important to recognize that advertising alone is not marketing, especially in the service sector. Advertising is a subset of marketing, and for the promotion of transit ridership, fairly ineffective by itself. This is because advertising can only provide a relatively small amount of information and motivation that a person needs to make a major change from a predisposed behavior (i.e., driving a car). An effective marketing plan - one that promotes mode change and builds transit ridership - must go beyond media advertising and the distribution of brochures, flyers, and newsletters. Additionally, a broad based campaign will need to focus on a range of transportation alternatives, bus transit being one option among many.

Based upon research in social psychology, community-based social marketing (CBSM) is becoming recognized as a best practice for successfully marketing "sustainable behaviors." Examples of sustainable behavior include recycling, use of public transportation, and energy conservation. This concept builds on the idea that person-to-person contact is essential to motivate change. Individualize Marketing is the term used to coin the practical

implementation of broader CBSM strategies to promote specific behaviors, including the use of transportation alternatives. In the transportation world, cities including Portland, Seattle and Bellingham, Washington have begun using Individualized Marketing techniques focused on specific neighborhoods, typically older neighborhoods where alternative transportation options are realistic. These programs are based on comprehensive survey efforts, which determine which households are using and/or interested in using alternative modes. Outreach and educational resources are then focused on the segment of the population that is interested, but is not already using sustainable, non-SOV transportation options. People that are not interested are left alone.

Individualized marketing concepts are geared toward the promotion of a range of SOV alternatives, including transit, biking, walking, vanpools, carpools, telecommuting and other alternatives. Focus on sustainable behavior, rather than the promotion of a single mode, is a hallmark of this concept. Pilot programs in Portland neighborhoods have been successful in creating 8% to 9% mode shift among target are populations, substantially higher than can be expected through more traditional marketing techniques. Citizens appreciate Individualized Marketing because it does not push information on those who are not interested and provides balanced and informative information on a range of options for those who are. As in any marketplace, consumers respond positively to campaigns that promote personal choice.

Part of the concept is to educate interested participants about the very sustainable behaviors it promotes. Particularly its ability to create positive change in the following areas:

- Consumption of fewer non-renewable energy and natural resources;
- Introduction of fewer noxious by-products into the biosphere;
- Minimal degradation of the physical and cultural environment; and
- Active involvement of stakeholders to meet human and community needs.

Individualized Marketing uses strategies at the community level and involves direct contact with people. It is recommended for marketing transit and other alternative mode options in the Corvallis area because it builds on adopted, successful programs involving a wide range of Corvallis citizen groups and profiles.

An important strategy is for City staff to become knowledgeable about CBSM and Individualized Marketing techniques. In the short-term it is recommended that City of Corvallis staff study the principles of CBSM and integrate them in day-to-day marketing and public information programs. In the longer term, the City should consider implementing, perhaps with the assistance of a consultant, a marketing program based upon these approaches. CBSM is incorporated in many of the strategies presented in this marketing element. See the attached Quick Reference on CBSM for an overview of this approach and its tools. Also visit [www.cbsm.com](http://www.cbsm.com), or consult the book, "Fostering Sustainable Behavior" by McKenzie-Mohr and Smith, New Society Publishers, 1999).

The remainder of this section discusses barriers and benefits to transit ridership and the practical elements of an Individualized Marketing campaign used to address barriers and educate about benefits and practical use of services.

#### **b) Identify Barriers and Benefits to Transit Ridership**

Knowing which factors are most important in distinguishing individuals who have adopted a sustainable behavior from those who have not is an essential first step in developing an Individualized Marketing program (McKenzie-Mohr & Smith, 1999). CTS ridership is dominated by OSU students, which has shown a steady increase in recent years and now accounts for approximately 43 percent of ridership (Jan. 2004 survey). OSU

staff account for another 6 percent. The youth population (ages 6-18) is the next highest segment of CTS ridership according to an April 2004 survey, making up approximately 20 percent. This group is followed in size by adults with disabilities at 11 percent, and seniors at 8 percent.

Without discussing the particulars of disabled and senior riders, assumed barriers to using transit or other alternatives to the SOV include:

- Reliability of service
- Frequency of service
- Availability of good information (schedule, route, and bus signs)
- Proximity to destination
- Comfort of travel
- Desire for privacy
- Perceived extra expense and time
- Exposure to weather
- Packages handling
- Need for trip chaining
- Prevailing social norms

Assumed benefits of transit ridership include:

- Exercise walking to work, walking to and from bus, or cycling
- Social interaction on the bus
- Personal time onboard
- Do "the right thing" environmentally
- No parking or driving hassles
- Reduced traffic congestion
- Reduced expense
- More deliberate, less hurried lifestyle
- Less stressful

Every person will have different perceptions of barriers and benefits of riding the bus or using other alternatives. Existing bus riders or cyclists have already made a determination that the benefits overcome the barriers. In fact many of these people have little interest in marketing campaigns promoting alternative modes, because it is what they do every day. Individualized Marketing succeeds by focusing on those people that are interested in learning more and are most likely to change their predisposition not to ride the bus or not to walk to work. In short, it encourages behavioral change through education of benefits and breaks down barriers by making alternatives easily available. Individualized outreach benefits the city by engaging those that are interested in learning more, but also by letting other taxpayers know that good information about bus services is available to those who need it most.

The City should seek opportunities to receive feedback from the community, both qualitative and quantitative, about specific barriers to using transit and perceived strengths and benefits of the system. General public and on-board surveys, focus groups, simple surveys at public meetings, newsletters with response surveys, call lines and web-feedback forms all provide opportunities for this type of feedback. Developing a database to track this information can be invaluable in quantifying the level of interest or concern about certain issues.

The City occasionally funds surveys to determine the use of alternative modes and barriers to using them. The next time the City funds such a survey it should build the instrument around established Individualized Marketing strategies and a well planned follow-up strategy.

### **c) Implement Tools for Changing Behavior**

Individualized Marketing campaigns, while limited in their application in the US, have been very successful. The pilot program in southwest Portland was successful in changing the travel behaviors of over 8 percent of participants. In Corvallis, the implementation of an Individualized Marketing program would need to be supported through grant funding, as it requires intensive staff and/or consultant participation. It is important to pilot-test strategies and tactical application of these tools because they might not overcome barriers without considerable investment of time and resources. Strategies and tactical actions should first be implemented for a target neighborhood or area where land uses and demographics show potential for behavior change.

The following section describes the range of direct outreach and education techniques employed in Individualized Marketing campaigns:

### **Case Study Illustrating Behavior Change Tools**

Whatcom Transportation Authority (WTA) was one of four grantees for Federal Transit Administration's Individualized Marketing Demonstration Program designed to change commuter travel behavior by promoting the use of public transportation through targeted, customized marketing methods. WTA, in Bellingham, Washington was chosen as the small urban pilot. The City of Portland completed a similar pilot program called TravelSmart®, which focused on two residential neighborhoods in southwest Portland (see detail on the program and its results at [TravelSmart®/FinalReport.pdf](#)).

The goal of these programs is to provide residents with information about travel options specific to their local community and their personal travel needs. Previous pilot projects in Europe, Australia and Portland have demonstrated that program participants will move some of their trips to alternative modes once they know what options are available to them. By increasing knowledge about local retail, service, entertainment, and recreational destinations, in conjunction with information on alternative travel modes, individuals are likely to reduce trip lengths and try alternative to their automobile.

The Individualize Marketing Program has four key phases:

1. Identify willing participants from study area;
2. Survey them to determine current travel behavior (Pre-Survey);
3. Provide specific information on travel options (Intervention); and
4. Survey again to ascertain changes in travel behavior (Post Survey).

After selecting participants from a brief initial contact survey, a more extensive written or phone survey is implemented. The survey questions respondents as to what type of travel options they are interested in, if any, and allows them to request written information or a home visit. By only providing information to those who are interested, Individualized Marketing avoids over pressuring participants and reduces the amount of staff support needed. During the intervention phase, information is delivered to those who have requested it. Those who have requested an on site visit are visited by someone with expertise in transit, bicycling or the respondents particular area of interest. The individualized marketing information is typically a combination of specially developed material, such as local maps and trip planning guidance, as well as existing material on alternative modes. Informational materials are then delivered by representatives from the sponsoring agency, local/regional government partners, and/or bicycle and pedestrian advocacy groups. Various gifts and practical give-a-ways help increase participation and “experimentation” with alternative modes. These typically include umbrellas, pedometers and other travel theme gifts.

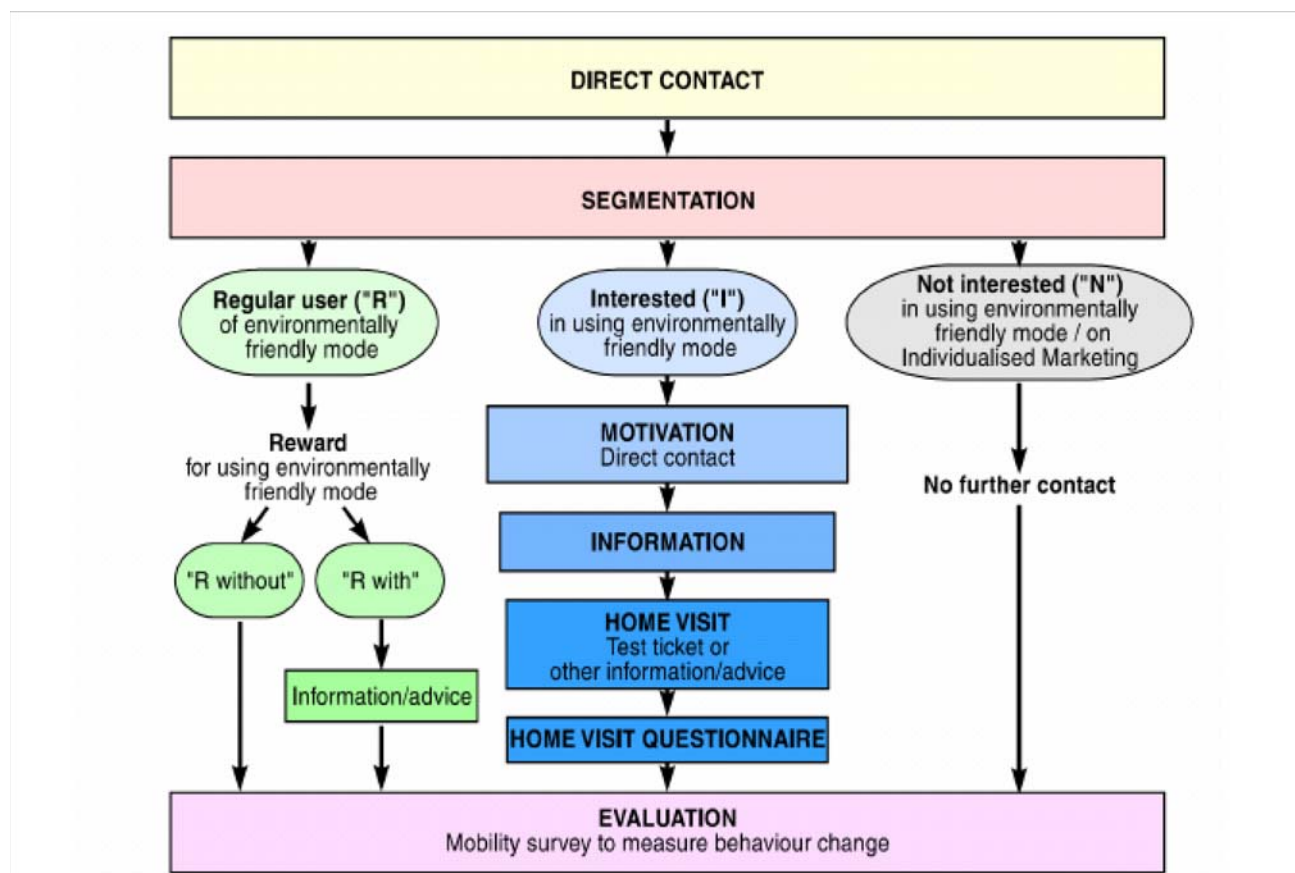
Individualized Marketing Information distributed by WTA during their 2004 program included:

- Detailed neighborhood map –local destinations and transportation options
- Stop Specific Bus Schedules – “Departure Times for the stop nearest your home”
- Transit Guide and System Map
- “Trip Planning Sticky Notes”
- Taking the bus to popular destinations guides
- Regional trail maps
- Special needs transportation guides
- Bicycle laws, safety and maintenance tips
- Discounts at local bike shops
- Pedestrian maps, safety and health tips
- Travel to school information
- Discount for pedometer
- Personal advice on public transportation, bicycling and/or walking

Residents requesting one-on-one interactions received site visits from transit agency staff, City of Bellingham staff, or from bicycle advocacy group members to discuss their specific travel needs and provide more detailed information on how they could reduce auto use or access alternatives modes.

The following figure, taken from the City of Portland TravelSmart® Pilot Project Final Report produced by Socialdata America, Ltd., provides a graphic representation of the Individualized Marketing process.

**Figure 7-3 Individualized Marketing Process**



Source: Socialdata America, Ltd. Portland TravelSmart® Program

The WTA pilot study area encompasses a cross section of several neighborhoods. It was chosen because it presents a few challenges. These include: a non-overabundance of Western Washington University (WWU) students; and older and more established single-family homes in a historic district (not typically transit users).

The area also presents some solid opportunities including: good transit service, with some on evenings and Sundays; close proximity to downtown; relatively flat for cycling; some neighborhood centers (for shopping, etc); and a few areas of high-density housing.

WTA conducted pre-surveys (segmentation) of interested residents in March of 2004. The intervention phase was completed during June and July and post-surveys are currently being analyzed. WTA supported project with 1.5 FTE. Federal grant money paid for a contractor and WTA staff to conduct surveys, deliver information and process data. It remains to be seen whether the impacts of Individualized Marketing in a mid-sized college community will be as dramatic as they have been in Portland and other larger cities. The City of Corvallis should follow the results of this effort to determine its value as a future strategy in the Corvallis area.

### 3. Use of Media

CTS and other Corvallis area transit providers have limited budget for media advertising. Use of media is primarily non-paid coverage through press releases or newspaper articles published in local newspapers. CTS also uses the City of Corvallis Newsletter, which is published on-line and distributed to all households by mail, to advertise and update citizens on its services. An effective media strategy needs to be realistic about CTS's

staff and financial resources. The following are strategies for using more traditional media forms to promote public transportation. While some strategies can be adopted immediately, with little cost, others require resources that are not currently available. Strategies are prioritized and cost estimates provided at the conclusion of the chapter.

### **a) Create Focused Advertising Message(s) and Distribution Plan**

An effective advertising campaign is both eye-catching and informative. Newspaper advertisements should be designed for a specific purpose. If the purpose is to inform the public about proposed service changes, the service should be described clearly. The transit information telephone number should be included and an information brochure mailed to anyone who calls.

As a public service there are often ways to procure services for free or at a lower costs than a private company may have to pay. Barter and trades for advertising can also be an effective way to promote transit services in the media. For example, Rogue Valley Transit District in Medford, Oregon trades for advertising with a local radio station. They receive a free air spot in exchange for carrying the radio stations advertisement on its buses. Many other transit operators have similar barter agreements with radio stations or newspapers for an advertising trade. Since buses are highly visible throughout the community, bus advertising is attractive to private businesses and can be used to leverage media advertising in the way of barter or trades.

Some avenues for advertising that have been used effectively by other transit systems are listed below. These strategies are listed roughly in the order of cost, so the least costly are listed first and more cost prohibitive options, such as television spots, are at the end of the list.

- Sponsorship of and participation in special events.
- Community, school and church newsletters.
- Playbills or programs distributed in community theaters or at sporting events.
- ACTS rider newsletter or newsletters and brochures for nearby transit systems.
- Organizing Try Transit Week Promotions, Bike-to-Work Days, etc.
- Radio station advertisements or Public Service Announcements (PSAs).
- “Collectors edition” historic/local art/local attraction transit posters that can be offered for sale and used as attractive marketing tools (see example below).
- Partnerships with major employers and activity centers.
- Promotions printed on bowling alley score sheets, in television guides, or in household direct-marketing coupon envelopes.
- Slides shown in movie theaters before the film begins.
- Local television stations and widely viewed cable television stations which offer local television commercials. View local cable television advertisements for Lane Transit District at their website

[http://www.ltd.org/site\\_files/about/ltd\\_commercials.htm](http://www.ltd.org/site_files/about/ltd_commercials.htm)

- Sponsorship of transit education films on local cable access television.

Several of the strategies listed above may be cost prohibitive



for CTS in the short term; however, it is useful include them as part of a broader marketing plan in case funding or cost sharing opportunities arise.

### **b) Use of Newspaper Media**

In addition to public speaking, some local newspapers and radio stations, as well as local cable television providers, seek informative news items and are glad to make available news in the public interest. Some local newspapers are relatively active in providing general public information about transit issues. Often, newspapers readily print press releases, word-for-word, that describe new bus service, new hours or special promotional events. Because public transportation is a community service, published press releases can amount to fairly regular media exposure.

Writing and faxing press releases does not have to be labor intensive and is an excellent means of free advertising. While CTS has been good about sharing operating information and basic information on the “state of the transit system” with the press, there may be more opportunity to use the written press to portray the contributions CTS makes to the community. We recommend that CTS develop a regular press release program that focuses on the success of specific transit or rideshare programs and/or shares personal riders profiles. Focusing on a specific bus rider or cyclist’s personal story can provide a captivating and positive way to relate the benefits of alternative modes and relay personal motivations with which other residents can relate. Ben Franklin Transit in the Tri-Cities of Washington has adopted the “Give ‘em The Pickle” strategy of business operations and customer service. This is a renowned leadership program that focuses on four primary business attributes: (1) attitude, (2) consistency, (3) teamwork and (4) customer service. The program permeates internal and external business activities, highlighting positive actions of operators and passengers through a series of “Pickle Awards.” Agency staff attribute the program with a major shift in the public perception of transit and an increase in ridership. More information on this program can be viewed at [http://leadershipcenter.osu.edu/signature\\_programs/pickle.htm](http://leadershipcenter.osu.edu/signature_programs/pickle.htm).

### **c) Special Events**

CTS currently provides special event shuttle services at a number of major community events, including DaVinci Days, Fall Festival and the County Fair. CTS should continue to seek opportunities to partner with events sponsors to provide event transportation and work with environmentally friendly organizations to co-sponsor events to promote transit ridership.

One area that CTS has not capitalized on is OSU sporting events, primarily football games, which draw huge crowds and create a massive demand for parking. By working with OSU to create free or low-cost shuttles from satellite parking lots, CTS could provide a valuable service and gain an opportunity to get many potential riders on-board. While CTS does not currently have the fleet resources to implement a major football game day shuttle program, working with OSU to provide assistance to smaller events or to certain lots may be a good place to start. The OSU Parking and Transportation program does not currently have plan to incorporate CTS services into its event parking program, but may be willing to discuss this in the future.

While this strategy may not be feasible in the next one to three years; developing a dialog with OSU about CTS’s role in parking demand management and shuttle services will benefit both parties in the long run. This strategy has particular appeal given college age students are, and will continue to be, a target demographic for transit services. The following case study provides an example of a highly successful game day shuttle program operating in Eugene; while OSU and CTS are a long way from needing or implementing this type of service it provides a sense of what a future program might entail.

*Case Study: Lane Transit District has been contracted by the University of Oregon (UO) to provide shuttle transit service to the UO football games. LTD dedicates 80 buses to the “UO Duck Express.” Shuttle service begins 4 hours before game time with buses running every 5 to 15 minutes from eleven Park & Ride locations. Round trip fare on the Duck Express is \$3. LTD also offers a DUCKExpress Season Pass for \$10 that is good for all six home games—“Ten Bucks for All Ducks!” Mailers advertising the DUCK Express and season pass are sent along with the tickets to season ticket holders. For the School Year 2003-04, the Duck Express averaged 10,400 riders per game, and sold 5,500 season passes.*



#### 4. Promote Transit Benefits

Promotion is communication and requires creation of an effective (persuasive) message. Promoters need to present captivating information, know the attitudes and beliefs of their target audience, use credible sources, and frame a non-threatening message. Publicizing the benefits of transit also has secondary impacts, in that it educates non-riders about how their tax dollars are being used to improve the livability of the community. A review of existing marketing materials and ridership demographics shows opportunities to promote (as in advertising) the benefits to potential new riders by undertaking the following actions:

##### a) Focus on Reliability, Economy, Convenience, and Speed

In the past, many transit marketing campaigns have focused on social “feel good” issues, such as the environment, or on elements that separated transit riders from auto users. In recent years, however, more savvy marketers have realized that selling transit, particularly to riders who have other options, requires a focus on the elements of trip decision-making that often lead people to use private autos. Specifically, these are: **reliability, economy, convenience, and speed**. These three themes should be central to any integrated marketing campaign developed for the Corvallis area. The following paragraphs describe how each of these themes applied to CTS:

**Reliability:** This is an area where CTS has struggled in the past. Recent efforts to improve on-time performance have improved reliability systemwide, although some routes still perform below adopted standards. In order to successfully market the system, measures need to be taken to ensure that route schedules are realistic and promote on time service throughout the system.

**Economy:** Direct economic benefits of using public transportation vary from customer to customer based on the length of trips taken and frequency of travel. CTS’s relatively low fares combined with rising gas prices make transit a good deal when compared to the cost of owning, maintaining and fueling a car. Additionally, carpools and vanpools can provide an opportunity for residents to share travel costs.

**Convenience:** The convenience of public transportation services is much more subjective to individual residents depending on their regular travel patterns. Using the bus may be very convenient for someone who lives and works close to a transit line, for others it may be much less convenient that using a car. For those who can easily access transit, the primary selling point for convenience is frequency. A route that comes every 15 minutes provides a customer with a high level of comfort that they will be able to travel when they want to, without having to consult a schedule. CTS does not currently offer any service at frequencies higher than every 30 minutes. Until 15-minute service is offered, marketing strategies focusing on convenience

should emphasize travel time and directness between major origins and destinations (ie, dense areas of student housing and OSU).

**Speed:** Since traffic congestion is not a major problem in Corvallis, transit does not have an advantage over the private automobile as it does in larger urban areas where signal priorities or exclusive right-of-way is given to buses. Still, it is an important message that certain trips made door-to-door on transit are competitive with driving and parking a car. Focusing on trips to downtown and particularly OSU, where parking is most constrained, and transit can be competitive is important in overcoming the perception that transit is slow.

For CTS and/or the Philomath Connection, perhaps “race” to OSU would reveal that a bus rider actually gets to the office or class during morning commute hours in a comparable time when compared to driving and parking a car.

***Case Study:** Unitrans is the public transit provider in Davis California, serving University of California at Davis and the community of Davis. Largely oriented toward the university, the system has taken a marketing approach driven by three of the four key factors listed above. Unitrans produces brochures and newspaper advertisements that read:*

### **RIDE UNITRANS**

It's **CONVENIENT!** Over 14 routes and 300 stops take you where you need to go in Davis. Unitrans goes to all major Davis destinations.

It's **FAST!** Most routes are less than 30 minutes long so you'll get to your destination in no time at all.

It's **ECONOMICAL!** Only \$1.00 per ride or free with an Undergrad Reg. Card. Unitrans also offers many types of passes to meet your needs.

### **b) Reinforce Brand**

Transit is more than a substitute for driving a car somewhere alone. It is a totally different and adventurous experience. Transit is an opportunistic mode for meeting interesting people and enriching one's life. Messages and images of the transit experience should be designed to appeal to the emotional needs of people, suggesting that if you're not riding transit, you're missing out. "A great place to BE, to enjoy getting **THERE. The Bus.**"

Advertising needs to go beyond just providing information about schedules and special events. Advertising should show on-board photographs of various targeted audiences pleasantly interacting or individually taking advantage of free time to read, study, or think--instead of fighting traffic and finding parking. For example, one photo might be of two students laughing over an open textbook and making eye contact. Other photos might include a faculty member reading the morning paper, or two shoppers showing-off clothing that each just bought. These photos also could be juxtaposed to a photo of a frustrated driver who can't find a parking space or is backed-up in traffic.

### **c) Reinforce Desirable Social Norms**

It is essential that people frequently encounter the desired behavior that the norm prescribes. Fortunately, many Corvallis citizens generally support measures to promote health and protect the environment. Nevertheless, potential riders need to be reminded of the personal and public benefits of transit ridership, specifically healthful exercise, lower stress, and reduced air pollution and noise. The belief that riding the bus "is a good thing" should be reinforced by advertising that shows respected leaders of community organizations, schools, and businesses receiving a personal benefit (e.g., "arrived at work relaxed and refreshed") from having made the choice to leave their car at home. This presupposes there are such individuals in the community, and that they will agree to be photographed. CBSM strongly encourages pilot-testing on small groups and individuals; such efforts can often provide new recruits and volunteers who can serve as models of behavior. Newspaper ads, posters in schools and businesses, windshield flyers, bumper stickers, and personal stickers ("I rode the bus today") are candidate means of advertising.

## **5. Leverage Existing City, School, and Business Programs**

The Corvallis area is rich with programs sponsored and conducted by various city departments, schools and colleges, and businesses. CTS staff should approach such organizations to explore what programs may be suitable for incorporating transit information, tapping volunteers and staff, and reaching out to target audiences. A review of existing liaison activities with various community organizations shows opportunities to leverage those relationships and programs. Commitments from groups and individuals to ride the bus can be gained by undertaking the following actions:

### **a) Continue and Expand Public Outreach and Education Efforts**

The T(ea) for Transit events held at senior/assisted living facilities, where a ridership orientation including boarding demonstration is provided, is an outstanding model to use with other community organizations and neighborhood groups. Buses during non-service hours should be parked where people gather for meetings and even offered as meeting places. Such efforts are effective because they require only small commitments, but they lead to larger commitments and consistent behavior change. Just boarding the bus once, even if it's not going anywhere, can be enough to facilitate change and overcome barriers. City staff, and even bus drivers, need to find every opportunity to meet with citizens and facilitate their transit ridership. Besides citizen-led organizations, there are opportunities to piggy-back on activities by other City departments. For example, the Police Department conducts Neighborhood Watch meetings. The Parks and Recreation Department has many youth activities, including the summer Youth Conservation Corps, where transit ridership can be explained and promoted. Discussions with the City's Public Involvement Coordinator may reveal additional opportunities.

**Case Study:** *ValleyRide, the public transportation provider in Boise, Idaho, recently conducted a series of traveling luncheons for local elected officials and stakeholders. Held on a transit coach, attendees were treated to lunch and given a tour of certain transit routes to explain system operations and impacts of land use decisions on the overall effectiveness of transit in the community. The program was very well received and has helped to ensure local funding support from the City of Boise, which contributes heavily to ValleyRide operations from its General Fund.*

## **b) Continue and Expand Collaboration with Public Library and Parks and Recreation Youth Programs**

CTS already provides an, annual, seasonal group pass program for the Corvallis Parks and Recreation Summer Youth Corp. This helps expose local youth to the opportunities of using transit to commute to work sites throughout the community.

Also each summer, the Public Library and CTS collaborate to promote reading books and transit bus use in a fun atmosphere through the Library's Summer Reading Program. For each book a child reads, they receive a free, one-trip bus pass for CTS.

## **c) Audit TMA Activities and Rejuvenate with CBSM**

CTS's established programs with OSU and area employers (the Transportation Management Association) would benefit from an audit of implemented practices. Such an audit would identify areas of potential improvement and innovation, and determine the effectiveness of existing incentives. City staff, a volunteer, or a consultant should provide an orientation workshop on CBSM theory and tools. New approaches at the business organization level may develop to increase employee transit ridership. For example, pilot-testing with one small group of employees (e.g., a department) might lead to an effective program business-wide. At OSU, perhaps a department within the College of Health and Human Performance could be the subjects of a pilot study, conducted with the assistance of a marketing class in the College of Business. The key is to start small, model the behavior, and grow the success.

## **d) Provide Educational Materials and Support to Secondary Schools**

Although CTS has had increasing ridership from college students, there has been less success with younger students in secondary school programs. Transit service is available to students for many after school activities, and would relieve parents (e.g., "soccer moms") from many extra car trips in the late afternoon. City staff could work with coaches and social studies teachers to reward and acknowledge students who for the first time have tried taking the bus after school and weekends. Incentives might be free movie passes (and Route Schedule with transit trip info to the theater). Again, variants of the (T)ea for Transit event would be appropriate at every secondary school annually for the 7th grade class. Behaviors learned at a young age are more likely to continue into adulthood. "Art on the Bus" and "Poetry on the Bus" are two activities that could involve schools and summer youth programs. Poems and paintings could be displayed inside the bus in the overhead advertising spaces, and businesses could perhaps provide sponsorship and recognition awards.

**Case Study:** *The City of Albuquerque, New Mexico Transit ("ABQ Ride") operates two youth programs – Kids in Motion and Teens in Motion. The sessions are hands-on educational programs designed to teach younger children and teenagers about transportation and its effects on our environment and our health. Kids sessions are typically two hours in duration and the teens program can be a single class period or an entire unit based on the educator's desires. Program specialists are also available to make field trip buses and transit learning experience. Information for the public and educators is available at:*

*<http://www.cabq.gov/transit/kim.html> and <http://www.cabq.gov/transit/teens.html>.*



### **e) Provide Incentives to City Staff**

The City needs to show leadership in programs it expects other major area employers to embrace. Some employers take advantage of the Business Energy Tax Credit (BETC) and furnish free or discounted transit passes upon request of employees. Although the City does not qualify for the BETC, free or subsidized transit passes provided to City employees would help to establish the City as a model employer and provide quantifiable results as to the impact of an employee benefit program.

### **f) Enlist Riders to be Volunteers Supporting Transit Programs and Routes**

Some people who ride the bus may be committed enough to dedicate their time to helping others access and understand the service. Such people can act as "block leaders" within their neighborhood to encourage and educate their neighbors. They can also act as travel trainers or outreach assistants working through contacts at schools, senior centers or other social service sites. The same could be true for employees at their work places, and members of community groups. They might attend community events and staff booths, or present "their own story" at meetings of community organizations as to why they like the bus. Things as simple as wearing a button or sticker that says, "I ride CTS" would help. Members of the Youth Conservation Corps and block leaders could be tasked with placing Route Markers to Bus Stops in neighborhoods and downtown. Certainly, there are many other activities that could be helpful if volunteers could be identified. City staff and bus drivers need to be tasked with developing the approaches to the volunteer recruitment effort. A card distributed to passengers upon boarding and collected by the bus drivers might be one method.

### **g) Develop Travel Training Program**

Elderly and disabled citizens and junior and senior high school aged students are frequent consumers of transit services, because many cannot drive. Experience has shown that many people in these groups do not use transit systems because of fear or uncertainty about how they would take their trip.

Much of this fear and uncertainty can be alleviated through the use of "peer travel trainers." Under this program elderly and disabled volunteers and/or volunteers from local schools are educated in all aspects of the system from where to buy passes, to how to read schedules. Next, potential passengers are paired with a peer "partner". That partner actually rides with the new passenger and shows the passenger how to use the system. Similar programs have been very successful in cities throughout the County. The significance of this program is that it gets people to take that initial "first trip". Salem Area Mass Transit District employs full-time travel trainers to work with current and future customers. Many systems run travel-training programs reliant on volunteer labor or part-time employers. A number of agencies from Albany, NY to Santa Rosa, CA employ "Bus Buddy" programs to match volunteers with new riders in order to welcome them to the world of bus riding.

Easter Seals Project Action provides excellent education materials and training programs for travel trainers working in school settings and with senior and disabled citizens. The Project Action website is:

[http://projectaction.easterseals.com/site/PageServer?pagename=ESPA\\_homepage](http://projectaction.easterseals.com/site/PageServer?pagename=ESPA_homepage)

## **6. Agency Identity and Branding**

To promote ridership and the coherence of any transit effort, visual identity is important. When people can easily identify the buses traveling throughout Corvallis, they are reminded of its availability and they may seek information about how to use it. Elements of system identity include the use of logos, the transit system name, and the delivery of public information on signage, at bus stops and on the buses themselves.

### **a) Rethink and Redesign Logo**

A logo is an identification device, allowing the public to relate to the service being offered. While some logos are better than others, the most enduring usually suggest simplicity, clarity and familiarity. Logos should be used on all buses, shuttles, bus stops, and brochures. Other items featuring the logo that might be considered include a logo patch on a driver's shirt or promotional items. CTS's current logo is very basic and provides little "life" to the system. It gives the impression that transit is "city service," not an exciting, progressive or responsive transportation service. A new logo design and/or associate slogan could bring new life and vitality to the system and provide opportunity to target specific rider markets. An altogether new logo may not be necessary if a catchy slogan can be developed to complement the existing "CTS" logo. A new logo and/or slogan should be developed with the assistance of a diverse group of riders and citizen stakeholders to ensure the new design and theme is appealing and matches local interests.

### **b) Branding Services**

Transit branding is the term used to describe a unique identity given to a specific route or service. Vehicles, bus stops, signs and maps are "branded" with a certain identity to increase "way finding" and route identification, and often, to reflect the local character of the neighborhood the routes traverses. A brain storming session should be held with user-groups and other stakeholders to develop an effective and informative theme. The following is an example of a color-coded, nature-icon theme that could be used to differential routes. CTS should develop a theme that responds to local conditions, is consistent with customer interests and appeals to the general public.

Rt. 1: Blue Bird (color on map is sky blue) "Fly with the Blue Bird"

Rt. 2: Purple Grape (color on map is purple) "Juice-up with the Purple Grape"

Rt. 3: Orange Pumpkin (color on map is orange) "GrOw with the Orange Pumpkin"

Rt. 4: Grey Whale (color on map presently is light green--change to grey) "Ride the Grey Whale"

Rt. 5: Yellow Jacket (color on map presently is magenta--change to yellow) "Buzz with the Yellow Jacket"

Rt. 6: Brown Bear (color on map presently is dark blue--change to brown) "Run with the Brown Bear"

Rt. 7: Red Pepper (color on map is red) "Fire-up with the Red Pepper"

Rt. 8: Green Frog (color on map presently is true green) "Jump with the Green Frog"

The following case studies illustrates how other college towns have successfully branded services using locally based themes.

**Case Study:** Go Boulder provides a community transit network for the City of Boulder, Colorado and its surrounding communities. First implemented in 1990, there are presently six buses in the Community Transit Network with one more to be implemented in Fall 2004. Each vehicle—Hop, Skip, Jump, Leap, Bound, Dash and Stampede—has a unique identity and amenities shaped with community input and direction.



For example, the HOP service is decorated with drawings of fellow “hoppers” — rabbits, crickets and frogs, representing its quick, high frequency service to downtown Boulder, University of Colorado and Crossroads Mall. Words surrounding the bus, such as “Work”, “Play” and “Shop”, let people know the destinations along the route and the activities they can take in along the way.

As one of the primary corridors in Boulder, the SKIP high frequency service along Broadway was the second addition to the Community Transit Network. As advertised: “SKIP the traffic. SKIP the parking. SKIP the hassle. Are you a caffeinated commuter? Or a late night club cruiser? If so, the SKIP is for you.” The majority of the SKIP ridership uses the service to commute to work or school during the day and for a night out on the town. The bus graphics show an electrified commuter, toting a coffee cup. For the evening traveler, the exterior bus graphics reflect the headlights from traffic.



The JUMP, LEAP, BOUND and DASH bus designs were created to represent their route destinations. For example, since the DASH is an intergovernmental project between RTD, Boulder County and the cities of Lafayette, Louisville and Boulder, the bus graphics are representative of the scenery one would see traveling between the communities: rolling hills, horses, foxes, from business to residential neighborhoods and the prairie lands.



**Case Study:** Although less extensive than GO Boulder, LTD has used line specific branding, The Breeze, to differentiate a high frequency service that targets university students and staff. LTD made a service investment to provide direct service to UO's student housing complexes. The Breeze is a direct service shuttle that connects the University with the 5th Street Market and the Valley River Center regional mall (a destination previously reached only through a transfer).

Originally a hybrid-fuel bus with graphics of clouds on the vehicle, the Breeze name connoted both the cleaner air provided by the hybrid bus, as well as an easy ride from one destination to the other. In addition, bus stops along the Breeze line are designed to match the people theme to the environment. A server and chef bus stop is in front of the Oregon Electric Station restaurant, while a bus stop with shoppers (see pictures below), is in the 5th Street Public Market district.



LTD Shelter at 5<sup>th</sup> St. Public Market



LTD Shelter at Oregon Electric Station

## **7. Other Opportunities to Target Specific Markets**

A successful marketing program should target specific populations with specific types of advertisements and special activities. For example, provisions for improved commuter services will require marketing activities directed at the commuter population. Other services require specially targeted marketing.

Five key target groups for the marketing of transit services have been identified in Corvallis. In addition to the many potential strategies outlined above, samples of other marketing activities that have been used successfully by peer providers are listed below. While these strategies are not detailed for implementation, they provide a range of other options for CTS to explore in developing ridership among its primary target markets. The five primary target markets are listed in order of ridership potential. The OSU student and staff market, which currently comprises over 40 percent of CTS ridership, holds the highest potential for attracting new ridership. Senior and junior and high school students are secondary markets that also have significant ridership potential.

### **a) College/University Students**

- Obtain a travel trailer information kiosk for special community and campus events including orientation.
- Do focused advertising in campus newspaper, radio station, and other OSU literature.
- “Beaver Bus” designed with OSU logo and used on one of the main OSU service routes.
- Participate in promotional events with student groups.

### **b) Senior Citizens**

- Travel training presentations.
- Special travel information brochures for seniors.
- Volunteer travel assistance program.
- Special discounts at retail establishments and restaurants accessible by transit.

### **c) Adolescents and Teenagers**

- Develop special programs and incentives for youth ridership such as a special transit pass or after school events and activities.
- Transit use training programs for young people.
- Develop pilot high school class pass.

### **d) Commuters**

- Special promotions such as providing coffee and donuts (or a coupon for them) at key boarding/alighting locations.
- Providing free newspapers to bus commuters on Fridays.
- Clever signs on buses that read “Happy commuters reading good books on board. Call 800-BUS-READ to join them” or other billboard-style transit advertising on buses
- Ride Free Week with emphasis on marketing at employment sites.
- Develop program for employee transit passes.

- Encouraging parking-cash out programs among employers (City could be the first to offer) and marketing transit as a way to “Avoid Parking Hassles!”
- Promote use of transit to lunch and midday errand destinations.

**e) Infrequent Discretionary Riders**

- Develop “reminders” of the availability of service. Good information is key.
- Expand the number of schedule information providers to include more employers, retailers and services such as hospitals and auto repair shops.
- Coordinate the staffing of an occasional booth at a shopping center or discount store to distribute information and promotional items.

**7.4 SUMMARY OF STRATEGIES**

This marketing element presents seven main categories of marketing strategies along with detailed tactical actions:

1. Provide Clear and Accessible Public Information
2. Adopt Community-Based Social Marketing
3. Use Media Effectively
4. Promote Many Benefits of Transit
5. Leverage Existing City, School, and Business Programs
6. Agency Identity and Branding
7. Other Targeted Strategies

Strategies and tactical actions should first be implemented for one route, neighborhood, community organization, or small group of a larger business or school. Detailed action plans should be developed for each marketing activity, including City staff, consultants, and suppliers who should be involved, resources need, and funding sources and budgets. Figure 4 summarizes the tactical actions recommended for each of the above strategies, prioritizes them based on impact and feasibility of short-term implementation, and estimates duration, cost, and City staff time. Strategies are given a priority ranking from 1 (highest priority) to 5 (lowest priority).

**7.5 STAFF REQUIREMENTS AND COSTS**

Internal staff required to support recommended strategies is detailed in Figure 4 below. Staffing needs are dependent on available funding, as are the City’s ability to implement many of the recommended marketing strategies. The implementation of Priority 1 strategies would require less than 0.25 FTE (in addition to current staff time expended on marketing duties) and cost the City between \$5,000 to \$10,000 in direct costs. Several of the Priority 2, 3, and 4 strategies carry higher price tags, both in terms of staffing and one-time direct costs. Web site design, among the highest priority strategies, would be implemented with the assistance of a web-design consultant or through collaboration with an OSU graphics/web design workshop. We estimate web design costs at \$2,500 to \$4,000 although it may be achieved for less by working with OSU or Linn-Benton Community College.

**Figure 7-4 Summary of Strategies and Implementation Requirements**

Tactical Action to Implement Strategy	Priority	Ongoing Task	Duration (weeks)	Direct Cost - \$ (est.)	Description	Staff Responsibilities	Staff Hrs.* (est.)
<b>1. Public Information</b>							
a) Route Naming, Numbering and Overhead Signs	1	No	1	NA	Revise Naming, Signage, Public Information and Reader Board Displays	Revise as per proposed strategies	24
b) Bus Stop Signage	2	Yes	-	NA	Update signage and information as funding is available	Update signage as per strategy as feasible	NA
c-1) Revise the CTS Guide and Map	3	No	1	\$500 + printing	Revised guide as per proposed strategies	Manage implementation of revisions and printing	12
c-2 ) Provide Separate Route Schedules	5	Yes	-	\$1,500 / year	Develop simple, low-cost route schedules	Distribute schedules on vehicles and at key locations	24
c-3) Provide Transit Trip Reminder Cards	2	Yes	-	\$500 / year	Promote distribution through volunteer groups, presentations, ETCs and special workshops	Ensure supplies are available and are distributed at all possible opportunities	1-2 hrs/month
c-4) Indicate Routes and Schedules in Real Space	4	No	24	\$2,500 - \$20,000	Develop signage, wayfinding and painting strategies	Implement strategies as funding becomes available	80
c-4) Develop Distribution Plan for Brochures and other marketing materials	2	Yes	-	\$50	Develop written strategy and action plan	Develop plan & implement	4 hrs/month
d) Redesign the CTS Website	1	No	4	\$2,500 - \$4,000	Hire contractor or student group to redesign CTS website based on proposed strategies	Monitor job progress and completion	12
e) Offer "One Number" Telephone Service	3	No	Ongoing	\$2,000 - \$4,000 /year	Expand existing Laidlaw contract to include information on other modes and services	Monitor quality of service and contract	2 hrs/month

<b>Tactical Action to Implement Strategy</b>	<b>Priority</b>	<b>Ongoing Task</b>	<b>Duration (weeks)</b>	<b>Direct Cost - \$ (est.)</b>	<b>Description</b>	<b>Staff Responsibilities</b>	<b>Staff Hrs.* (est.)</b>
<b>2. Promote Sustainable Behavior</b>							
a) Study and Adopt Community-Based Social Marketing	1	Yes	24	\$100	A range of educational materials are available in print and on web	Study CBSM materials and talk with experienced peer agencies	40
b) Identify Barriers and Benefits to Transit Ridership	3	No	4	\$25,000	Develop community input database	Ongoing process	4 hr/month
c) Implement Change Measures	4	Yes	-	\$15,000 - \$40,000	See range of measure presented in proposed strategies	Hire consultant and manage contract	12 hr/month
<b>3. Use of Media</b>							
a) Create Focused Advertising Message and Distribution Plan	1	No	1	\$100	Develop detailed action plan to be update annually	Implement action plan	6 hr/month
b) Use of Newspaper Media	2	Yes	Ongoing	\$2,000	Develop action plan for news releases and promotional stories	Nurture relationship with newspapers and develop regular news releases	3 hr/month
c) Special Events	2	Yes	Ongoing	TBD	Provide service and set information at community events	Continue to support key community events and expand where feasible	TBD
<b>4. Promote Transit Benefits</b>							
a) Focus on speed, reliability, economy and convenience.	1	Yes	-	\$1,500	Tailor slogans and ad messages as per proposed strategies	Understand and adopt	40
b) Develop and Reinforce Brand	2	No	16	\$2,500 +	Develop Route Level Branding Scheme –color and local theme	Implement brand throughout public information	TBD
c) Reinforce Desirable Social Norms	5	Yes	-	TBD	Build on CBSM principles throughout all CTS activities	Develop Mission and Marketing goals rooted in CBSM principles	40

<b>Tactical Action to Implement Strategy</b>	<b>Priority</b>	<b>Ongoing Task</b>	<b>Duration (weeks)</b>	<b>Direct Cost - \$ (est.)</b>	<b>Description</b>	<b>Staff Responsibilities</b>	<b>Staff Hrs.* (est.)</b>
<b>5. Leverage Existing City, School, and Business Programs</b>							
a) Continue and Expand Public Outreach and Education Efforts	2	Yes	-	\$2,500	Develop canned presentation and speakers bureau program	Provide presentation at 1 to 2 locations each month	6 hr/month
b) Audit TMA Activities and Rejuvenate with CBSM	4	No	24	\$15,000	Hire consultant to audit TMA activities and develop action plan	Implement action plan	6 hr/month
d) Provide Incentives to City Staff	3	Yes	-	TBD	Develop incentive package for city staff that provides regional example	Educate staff about benefits and share successes with other employers	3 hr/month
c) Provide Educational Materials and Support to Secondary Schools	3	Yes		\$3,000 / year	Work with teachers and students to develop student education and participation programs (ie. Student art on Transit)	Coordinate with local teachers and administrators to develop materials and programs	6 hr/month
e) Enlist Riders to be Volunteers Supporting Transit Programs and Routes	3	Yes	-	\$250	Work with senior, school and other groups to develop volunteer network	Add staff capacity to support strong volunteer network	6 hr/month
f) Develop and Support Travel Training Program	2	Yes	-	\$5,000 - \$15,000 /yr	Develop program based on local peers & Easter Seals Project Action (ie, Salem, OR)	Add staff capacity and develop volunteer network	160
a) Rethink and Redesign Logo	4	No	36	\$10,000 + printing and painting	Hire consultant or hold competition to develop locally based logo	Finalize design and integrate into all information, signage and fleet paint designs	TBD
This section presents a number of low-cost strategies. Some of these strategies are already employed by CTS; others provide ideas for targeting specific market groups.							

Marketing strategies should contribute to the broader regional goals described in the introduction to this chapter. Specifically, strategies are designed to:

- Increase ridership on existing public transportation services, including CTS, Philomath Connection and Linn Benton Loop bus services.
- Improve the overall knowledge, access and visibility of transit and other non-SOV modes in the Corvallis Metropolitan Area.
- Educate the voting public (riders and non-riders) on the broader social and economic benefits of public transportation and other alternative transportation programs.

Figure 7-5 indicates which strategies contribute to each of these three goals. Each strategy is rated with zero (no contribution) to three (highest level) “+” symbols to indicate the extent it contributes to each of the three goals.

**Figure 7-5 Strategy Contributions to Marketing Goals**

	Increase Bus Ridership	Improve Knowledge, Access & Visibility of SOV Alternatives	Educate General Public on Community Benefits of Alternative Modes
<b>1. Public Information</b>			
a) Route Naming, Numbering and Overhead Signs	+++	0	
b) Bus Stop Signage	+++	0	
c-1) Revise the CTS Guide and Map	0	0	
c-2 ) Provide Separate Route Schedules	0	0	
c-3) Provide Transit Trip Reminder Cards	0	0	
c-4) Indicate Routes and Schedules in Real Space	+++	0	
c-4) Develop Distribution Plan for Brochures and other marketing materials	0	0	0
d) Redesign the CTS Website	+++	+++	+++
e) Offer “One Number” Telephone Service	0	0	
<b>2. Promote Sustainable Behavior</b>			
a) Study and Adopt Community-Based Social Marketing	0	0	0
b) Identify Barriers and Benefits to Transit Ridership		0	0
c) Implement Change Measures	+++	+++	+++

	Increase Bus Ridership	Improve Knowledge, Access & Visibility of SOV Alternatives	Educate General Public on Community Benefits of Alternative Modes
<b>3. Use of Media</b>			
a) Create Focus Advertising Message and Distribution Plan	0	0	
b) Use of Newspaper Media	0	0	+++
c) Special Events	0	0	0
<b>4. Promote Transit Benefits</b>			
a) Focus on speed, reliability, economy and convenience.	+++		
b) Reinforce Brand	0	0	
c) Reinforce Desirable Social Norms	0	0	0
<b>5. Leverage Existing City, School, and Business Programs</b>			
a) Continue and Expand Public Outreach and Education Efforts	0	+++	0
b) Audit TMA Activities and Rejuvenate with CBSM	0	0	0
d) Provide Incentives to City Staff	0	0	0
c) Provide Educational Materials and Support to Secondary Schools	0	0	0
e) Enlist Riders to be Volunteers Supporting Transit Programs and Routes.	0	0	0
f) Develop Travel Training Program	0	+++	
<b>6. Agency Identity and Branding</b>			
a) Rethink and redesign logo	0	0	
<b>7. Other Targeted Strategies</b>			
This section presents a number of low-cost strategies. Strategies are primarily focused on developing ridership among specific target markets.			

## 7.6 REFERENCES

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**Appendix A**      **Quick Reference: Community-Based Social Marketing** by Doug McKenzie-Mohr, Ph.D.