



# REGIONAL TRAVEL OPTIONS

## FY14 Marketing Strategy + Plan

*April 2, 2013*

Metro's Regional Travel Options (RTO) program exists to connect and support a wide range of regional organizations and initiatives working to reduce the environmental, economic and social impacts of driving. RTO is guided by a renewed five-year strategic plan (2012-2017) developed in partnership with regional stakeholders and funded through grants from the U.S. Department of Transportation. These grants are prioritized by the region and allocated through the Regional Flexible Funds Program.

RTO provides financial, strategic, policy and marketing leadership in promoting more sustainable travel options — including public transit, bicycling, walking and ridesharing.

As guided by Metro's core values and strategic plan, RTO's purpose is to:

1. Increase transit ridership, rideshare, bicycling and walking for non-recreational trips (e.g., commuting and short trips).
2. Support regional partners and their localized or mode-specific objectives.

It is with these core values and program goals in mind that EnviroMedia Social Marketing has developed a marketing and communications strategy for RTO to use across each of its FY14 funding priorities.

### Understanding RTO Marketing + Communications Priorities

RTO regularly convenes a Collaborative Marketing Group (CMG) of travel options stakeholders to inform public awareness and engagement campaigns. Momentum for travel options continues to grow as RTO expands existing programs and launches new regional initiatives.

As the region's traffic grows more congested, gas prices rise and communities prioritize environmental and social concerns, residents are showing increasing receptivity to alternative travel options. This is particularly evident when programs address alternative modes of transportation that align with cultural sensibilities and values.

Through the collective impact of regional partners, RTO works to shift the public away from chronic SOV use toward more sustainable forms of daily transportation.

Driving less improves air quality, reduces greenhouse gas emissions, decreases traffic congestion, extends the life of roadways and infrastructure, and promotes healthier, more

equitable communities. Reducing personal vehicle use will positively affect environmental, economic and social impacts.

## Key Program Priorities for RTO Partners

The RTO Collaborative Marketing Group, made up of partners from around the region, has identified several top-tier priorities for its organizations that should be addressed through a coordination of FY13/14 marketing and communications investments:

### Public Transit

- Increase ridership by 2 percent, resulting in an additional 40,000 yearly transit trips— including on weekends, nonpeak hours, Green Line (MAX), WES and streetcar
- Increase positive perception of transit among both users and nonusers

### Biking

- Increase daily/weekly ridership
- Execute more frequent and effective commute challenges
- Expand May Bike Month and the fall Bicycle Transportation Alliance (BTA) Challenge
- Engage with employer and school programs
- Increase messages on safely using travel options
- Increase the number of female bicyclists

### Walking

- Increase participation by schools and businesses
- Highlight ease of walking safely
- Promote short trips and local walking initiatives

### Other

- Increase “Drive Less Connect” rideshare matches
- Increase rideshare adoption by large employers

**The RTO mission statement:** Metro’s RTO program improves air quality and reduces car traffic by helping people drive less and use travel options, such as walking, biking, taking transit, vanpooling or carpooling. Reducing the number of cars on the road cuts vehicle emissions, decreases congestion, extends the life cycle of existing roadways and promotes healthier communities.

The strategy and recommended approach to communicating with audiences about regional travel options outlined in this plan are designed to: 1) move RTO closer to its identified goals and objectives; 2) support sustained behavior change across all modes of travel in the region; and 3) elevate the awareness, integration and adoption of tools and programs into more residents’ daily activities.

EnviroMedia has designed a marketing strategy and implementation plan that remains focused on helping Metro and RTO partners across all modes of travel meet these objectives — in FY13/14 and beyond. This plan has been subsequently revised, with partner input, by Metro communications staff.

## Executive Summary: Overview of FY14 Strategy + Approach

Metro and its RTO partners will coordinate efforts related to regional travel option marketing and communications in FY13/14.

This plan provides a roadmap that enables partners to leverage Metro's investments in marketing initiatives to promote public transit, biking, walking and ridesharing behaviors. Specifically, this plan:

- Uses Metro's 2012 [research of travel habits](#) to identify, prioritize and target specific audiences that are most likely to make measurable changes if engaged through a marketing and communications effort.
- Identifies two [primary audiences](#) for RTO communications investments: 1) "Grow" audiences (specifically Women and Generation Y), which have barriers to adoption that can be reduced through small marketing investments; and 2) "Support" audiences, which are using travel options already but can expand the multitude, frequency and cross-modality of their use. The Support audience should serve as a social norming force for peers in the Grow group.
- Focuses on implanting a [coordinated regional marketing strategy](#) rooted in a "continuum-based approach" to influencing modal behavior (explained in more detail on page 8). This strategy leverages RTO's need to address multiple variants in residents' access, willingness, motivations and values across biking, walking, public transit and ridesharing.
- Concentrates on a series of [messaging themes](#) that Metro's research shows will be most effective with the primary targets: planning and preparation, safety, health, and community. These are themes that specific messages and talking points will build on throughout FY13/14 campaigns.

The following provides Metro and its partners with a comprehensive work plan and implementation calendar (see Appendix). To assist with allocating Metro's \$100,000 and Drive Less Save More's approximately \$220,000 budget for RTO initiatives in FY14, we have made a preliminary budget assessment showing how funds — including additional budget that can be leveraged through the Oregon Department of Transportation, Drive Less Connect and Drive Less Save More budgets in FY14 — can help prioritize activities and investments.

## **RTO MARKETING + COMMUNICATIONS PLAN**

**Research Findings — 2012 RTO survey.** In 2012, Metro conducted its second biannual audience survey of regional travel options and awareness. This data showed that across the region a majority of the local population consider themselves “daily drivers” (53 percent). This includes 88 percent of adults reporting that they drive at least monthly.

What’s most noteworthy is that, when compared to the 2010 data, regional travel options use is trending upward. In 2012, 46 percent of area residents say they walk, 32 percent ride transit and 16 percent bicycle as forms of regular transportation (daily, weekly or monthly.) Compare this with 2010 figures: Two years ago, 34 percent of area residents said they walked, 12 percent rode transit and 11 percent rode bicycles as a form of regular transportation — those are increases of 12 percent, 20 percent and 5 percent, respectively.

The data also showed that adults ages 16-24 enjoy the highest use of travel options and the lowest percentage of driving (with the exception of adults 65+).

In collaboration with Metro, EnviroMedia conducted a thorough analysis of the 2012 survey findings as a method of benchmarking key data to measure throughout the implementation of an FY14 marketing and communications plan. Moreover, the data helped us identify key insights into target audiences and strategies that will help RTO influence the right populations with the right messages and tools. Several other key findings have informed our recommendations. Among other things, the data showed that:

- Saving money is the most popular response to why someone might drive less (41 percent) compared to being healthier (24 percent) or spending less time in traffic (12 percent). Eighteen percent “don’t know” what would motivate them to drive less.
- 69 percent commute by car alone (SOV) and these commuters, not surprisingly, mostly rely on their car for daily travel in general (85% are daily drivers).
- 41 percent of commuters who drive would use public transit if they didn’t have access to a car.
- Men and women report similar travel behaviors and commuting habits, with the exception of biking. Men are twice as likely to bike as women.
- Men also ride public transportation on a slightly more frequent basis than women.
- 72 percent of survey respondents report never biking as a form of transportation, yet 69 percent have access to a bike.
- 32 percent of bicyclists use their bike to commute to work, as compared to 24 percent of transit riders and 15 percent of walkers.
- High satisfaction of travel option experiences is reported from users across all modes.
- TriMet’s TripPlanner (66 percent), Drive Less Save More (48 percent), and Sunday Parkways (40 percent) report the highest region-wide awareness.
- Multnomah County residents show the highest awareness across all programs — except for Drive Less Save More, which had slightly higher awareness in Clackamas County.

This data established the groundwork for RTO marketing and communications in FY14. Based on the analysis of these findings, and others that follow, EnviroMedia has developed a series of recommendations to help the program and its partners prioritize audiences, messages and a strategic framework to guide all of RTO's communications.

**Proposed Audience Segmentation.** RTO aims to engage diverse populations across the Metro area. We believe it would be best to focus outreach efforts by clustering residents into three target groups:

### **“GROW”**

**These are “occasional or casual users” (weekly, monthly or infrequent use).** Specific target(s) = adults 16-34 (Generation Y), women, low-income and minority residents and suburban residents with travel options.

Broadly speaking, the “Grow” audience already has some awareness of and experience with travel options. Members of this audience may use these options on a limited basis for trips they are already comfortable with — and under ideal weather conditions. This group has the most potential to be converted into more regular users of different travel modes. The key is to make biking, public transit and walking more valuable to expand use with this group.

This group tends to be more pragmatic. Audience members may need greater awareness of resources and tools that make travel options top-of-mind and seem convenient and safe to move them to action. It also may be easier to keep members of this group engaged once they are using travel options; data from a variety of sources show a significant drop-off across modes during months of inclement weather.

Two core demographics within this Grow audience should be prioritized based on their willingness to engage and existing trends in adopting alternative travel behaviors:

**Generation Y.** In the next decade, people now between 20 and 35 years old will replace the current Baby Boomer generation as the dominant commuting class. Along with this change comes a generation that is more educated, more digitally connected and more concerned with environmental and social issues than any before.

A 2012 study by U.S. Public Interest Research Group (PIRG) titled *Transportation and the New Generation* shows that Gen Y is already making changes in travel habits — driving less and opting to use travel options more. The expectation is that this trend will only continue to grow in the next three to five years. In addition, this age group is also in a state of transition — changing jobs and housing while being more open to new modes of transportation. As this cohort earns more, what message will they carry along with their aspirations?

**Women.** Another growth audience is younger and middle-aged women. Metro research shows that women have similar travel habits to men, though women tend to have lower concentrations of bicyclists and transit riders. We also know from

other social movements that women may prove to be a tipping point in signaling mainstream adoption. Currently, several local and national organizations are promoting bicycling to women, given that they have unique barriers to travel options. Barriers to address include family responsibilities, concerns about safety, attire for work, and cultural norms or stereotypes.

Women in the region make 1.8% of their trips by bicycle, compared to 4% for men. However, the proportion of women riding bicycles is increasing up 16.5% since 1994.

Lower income households in the region make more of their trips using active travel, especially walking, than do households with higher incomes. As level of income increases, so does the percentage of trips made by auto. Households with annual incomes of less than \$35,000 make up to 25% of their trips walking, bicycling and taking transit.

Non-white householders in the region make a greater percentage of their trips by walking, bicycling and transit than white householders. Non-white householders make 20.5% of all their trips by walking and bicycling and transit, while white householders make 15% of all their trips by walking and bicycling and transit.

These audiences will be addressed when creating outreach and messaging strategies to reach the “Grow” audience. Engaging residents with economic, language or cultural barriers to travel options will also take unique, and often separate, community-based outreach efforts.

Reaching low-income and minority audiences is an opportunity to influence our region’s fastest growing populations and fulfills Metro’s goals to engage communities of color. Community Cycling Center’s Understanding Barriers to Bicycling Project addressed strategies in bicycle transportation outreach to people with low-incomes, women, and minority communities. The study outlined several important barriers that prevent individuals from obtaining affordable, convenient transportation.

- Low-income households that don’t own cars are still likely to make most of their trips by automobile. This indicates that people with low incomes carpool often, or are reliant on the use of vehicles borrowed from friends;
- Concerns about bicycle theft and the lack of secure parking facilities may prevent people from choosing to ride bicycles.

The “Grow” audience may also include suburban audiences who can incorporate travel options through trip chaining, using walking/biking for short trips. Additional audiences also include new residents who bring a familiarity of travel options from other cities, but have not yet figured out how it works in this region. Engaging these Grow audiences will require RTO to focus on dispelling myths and providing emotional and social triggers that justify changing existing “default” behaviors. The lowest-hanging fruit will be younger and middle-aged, digitally-minded residents with no kids who travel short distances for work or school and already have access to bikes, transit and walking infrastructure.

Positive reinforcement will be a key catalyst for expanding use of all modes. So will be the



normalizing affect of seeing other residents adopting specific behaviors.

### **“SUPPORT”**

**These are the existing or “frequent” travel options users (daily or weekly use).**

Specific target(s) = adults 25-54, high-income residents, urban greenbelt professionals, higher awareness of programs, short distances to work or school.

In general, current users of a product or service tend to be the values-driven, early adopters. In the transit world, this “Support” audience knows how to get from point A to point B and generally understands how travel options work.

That said, there are still options or tools members of this audience are not aware of that can improve experience, convenience and frequency of use. This group may not be using travel options to their fullest potential, including multimodal use, expanded destinations and daily commuting.

While their behavior should be reinforced to encourage increased use of travel options, people in this group can also be enlisted to encourage others to join them. For this reason, using their stories and experiences to help motivate others will position Support users as role models for aspiring Grow audiences — helping them to overcome barriers and dispelling myths while having fun and highlighting rewards.

### **“TOUGH”**

**These are non-users who face multiple barriers to adoption (rarely or never use).**

Specific target(s) = older residents 55+, working families with young children, people with physical impairments, limited access to travel options and distance or geographic obstacles.

People in this group face the most barriers to adoption. As such, they will remain the most challenging for RTO to engage and convert. The “tough” audience is comprised largely of adults living in suburban areas. They are less likely to have tried one or all travel options as an alternative to driving, and they may be unaware of availability in their area. This uncertainty may be an additional barrier to experiencing new modes of transportation.

The far end of this spectrum includes the most challenging residents to engage — adults 65+ with a lifetime of driving, greater financial means, geographic or distance obstacles, work-related travel obligations, and/or even limitations of physical ability. Converting this segment of the population will require significantly more resources — and, most likely, a different marketing strategy altogether.

**Prioritizing your audiences.** While partners throughout the region will have specific audiences unique to their geographic areas or programs, the target audiences that Metro RTO programs should focus on reaching and engaging across all modes and communities are:

Grow audiences

Focus on: Increasing use

- Occasional travel options users (leisure travel and errands)
- Younger adults (16-34) and “transitionals”
- Special focus on engaging women and low-income and minority residents
- Target suburban communities via short trips and trip-chaining
- Initiate engagement during fair-weather months (activate the season)
- Enlist help from Gen Y + Women influencers — peers, local personalities, media
- New and relocating residents; new employees

### Support audiences

#### Focus on: Reinforcing use + social norming for Grow audience

- Regular travel options users (leisure travel, errands and commuters)
- Adults 25-54, and residents with higher-incomes
- Urban communities — closer proximity to work or school
- Reinforce engagement prior to inclement weather

We recognize that some partners with RTO may need to focus efforts on shifting behaviors among the “Tough” group. This plan provides those partners with materials and support for doing so. Promoting awareness and trial is important to getting this group over initial barriers. This includes providing a first-hand experience and showing that travel options are not as difficult as commuters may have thought. That said, without fully committing RTO to eliminating this audience as a primary target, we would advise that funds, time and resources be limited in trying to influence this group in FY14.

## MARKETING GOALS, OBJECTIVES AND STRATEGY

Our central goal for RTO marketing initiatives is rooted in getting more people to think ahead about travel options. RTO can accomplish this by connecting Grow and Support audiences to relevant information and timely resources based on their individualized needs, experiences and access points. In doing so, RTO’s marketing efforts will play a central role in helping residents make better travel choices.

While RTO and its various programs have a set of primary objectives anchored in addressing integrated travel behaviors, the marketing and communications objectives that support those longer-term goals include:

1. Increase [awareness of the benefits and availability](#) of travel options.
2. Increase [awareness and use of travel options](#) programs and tools.
3. Increase [engagement in partner events](#) and promotions.

Building from these core objectives, EnviroMedia has developed a plan that will help RTO move forward in addressing its vision for the region through a well-crafted marketing strategy that can be applied across all modes of travel — and leveraged by each of RTO’s regional partners.

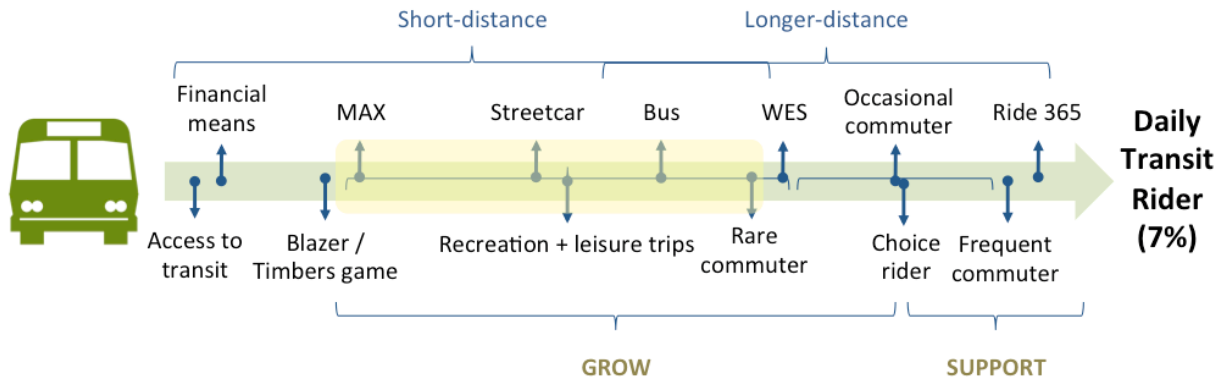
**The Strategy.** The proposed strategy for the FY14 RTO communications effort is simple: RTO will take a “continuum-based approach” that allows Metro and its partners to target



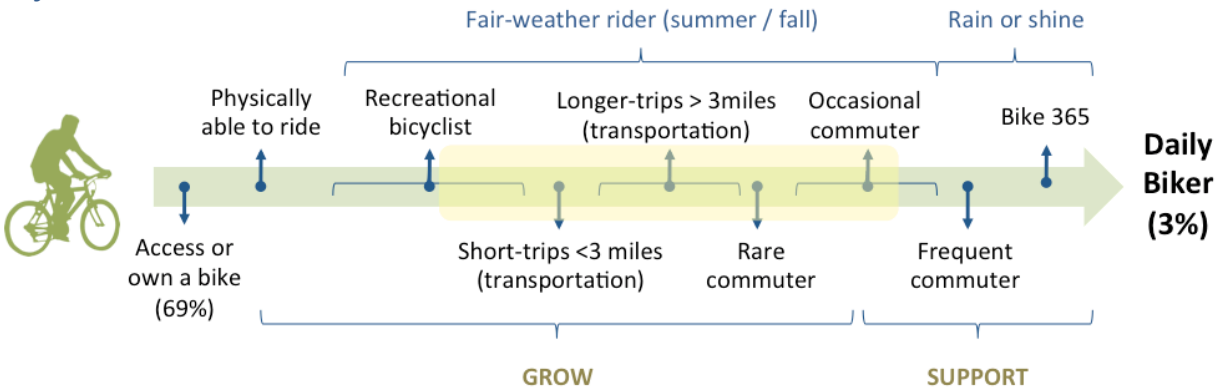
its marketing initiatives toward Grow and Support audiences at various stages of modal continuums. The purpose of this approach is to help more residents identify and act on the most feasible next steps along any given continuum — including public transit, bicycling and walking — based on their individual circumstances and behaviors.

This approach will help Metro and its partners avoid the mistake of trying to move different audiences by promoting unattainable or irrelevant behaviors. This strategy is rooted in helping RTO see travel options as a series of steps — and empowering different people within its audience to move through the continuum in the most logical way. These continuums for each mode are:

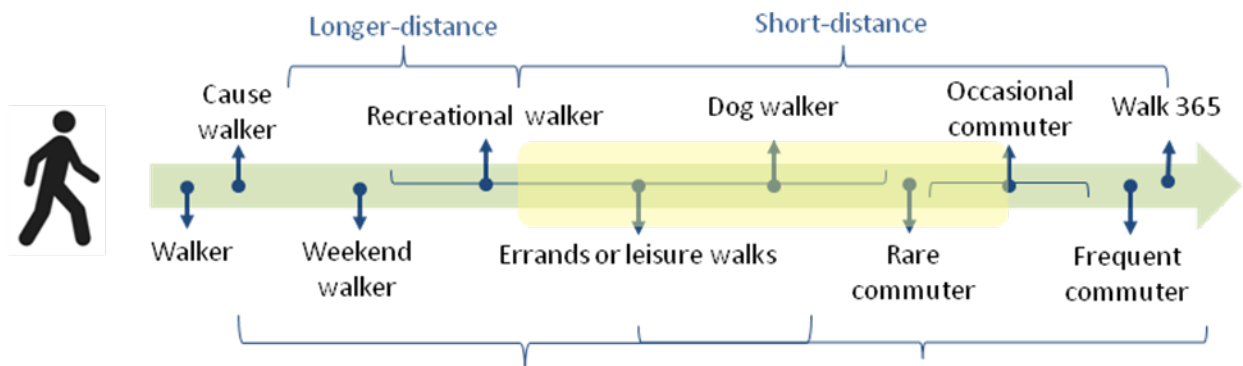
## Public Transit continuum



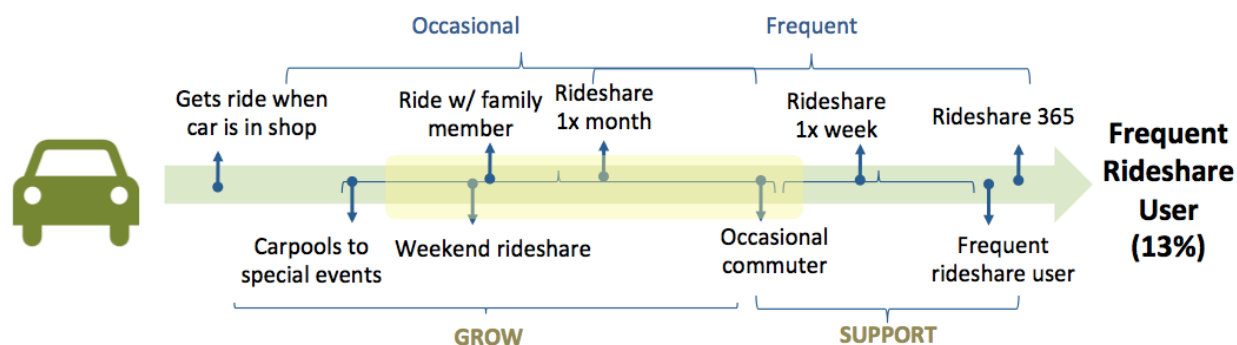
## Bicyclist continuum



## Walker continuum

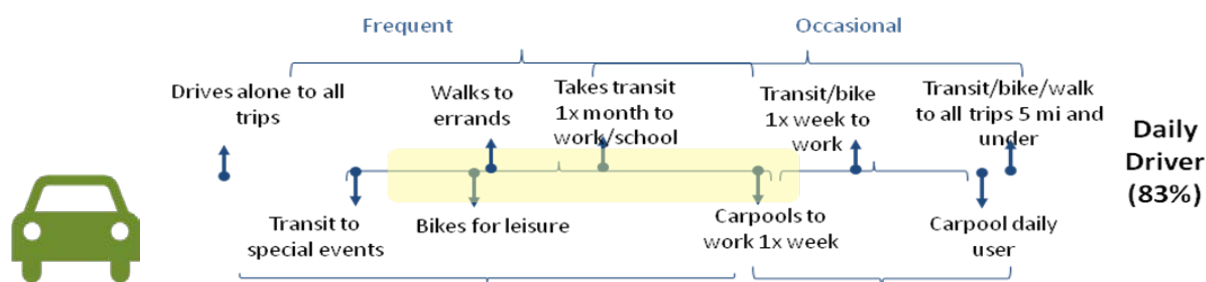


## Rideshare continuum\*



*\*Includes individuals who commute daily, weekly and monthly by car with someone in their household, or in a carpool (either organized carpool or with people outside of household)*

## Daily Driver continuum



**Key Messages.** Metro and its regional partners will need to integrate similar messaging themes in order to collectively address opportunities and barriers necessary to engage the Grow and Support audience groups. We recommend tailoring specific messaging to organizations and jurisdictions around these five core travel options themes.

These messaging categories should be adopted as guidelines; and specific messages can be developed in support of each Metro RTO marketing initiative for its targeted audience(s) and objectives.

The primary messaging themes are:

**Think Ahead.** While this is not the “headline” to use in reaching Grow and Support groups, the central message to prepare, anticipate and plan is critical to making travel options easier throughout the region — and across all modes and target audiences (Gen Y, Women). Specifically:

- Talk about how being prepared will make travel options easier and most convenient.
- Emphasize the tools and services that help you make a plan, know your route, know

the schedule and prepare for all weather.

- Demonstrate how to get equipped, tune your bike, and get the right gear to ensure travel ease and success.
- Share resources and tools that help people become informed and prepared.

**Safety.** This theme needs to pivot away from strict adherence to “be safe” message for the Support group and include messages about the safety, efficacy and accessibility of safe alternatives to driving for the Grow group — particularly women. Specifically:

- Show Support audiences what good safety looks like, empower Support audiences to share safety information while providing Grow audiences with facts about the safety of biking, walking and public transportation.
- Emphasize and celebrate safety improvements, programs and tools already commonly used by the “norm” setters.
- Address and dispel myths about safety — particularly for women around biking.
- Share resources and tools that support drivers and promote safety.

**Health.** Research shows that health messages make a convincing case with many residents that driving should not be their default option. The ability for RTO to focus on the comprehensive health benefits will support the central priorities residents identify, including cost savings and time savings. Specifically:

- Focus on the physical and mental health benefits of travel options. These can include messages like: “Biking to work is like having membership to a gym with a view” or “Commuting by transit is the most relaxing part of your day (read, listen, sleep).”
- Identify messages that help set social norms about the health costs of driving. Focus on educating residents about how driving is unhealthy (pollution, sedentary lifestyle, stress).
- Don’t just message that “it’s good for you.” Focus on ways to integrate the health messages with the comprehensive messages about costs, time, socializing, and cultural values as a reflection of overall community health and wellness.

**Community.** As an extension of the health message, this theme is designed to enable Metro and its partners to pave the way toward setting new social norms among the target groups. It supports local values in a way that invites participation from more than just the “trendsetters.” It makes it harder for people to see driving as the mainstream option. Specifically:

- Promote messages that show Grow audiences that they are not alone. Help them make social and cultural contacts that enable them to see other people using transit, bikes and walking as safe, healthy and accessible alternatives to driving.
- Be inviting: Messages should focus on ways to “join in” and say “let’s ride/bike/walk together” as a group.
- Align with local, neighborhood cultural values — i.e., “Support the Portland/Wilsonville/Hillsboro way...”

**Short-Trips.** Travel options are not just for commuting. RTO should elevate the visibility of riding transit, biking and walking as ways to make short trips for recreational purposes —

going to the store, meeting friends or attending events. Specifically:

- Educate the Support audience about how to use travel options for everyday short trips, not just for getting to or from work/school.
- Make residents aware of how to take short trips in their community. Identify the most common places people ride buses, bike and walk to on weekends or after hours.
- Focus on dispelling myths about the distance and time to get from point A to point B — and emphasize the social norms of short-trip behaviors.

Throughout plan implementation in FY14, each of these messaging themes can be developed to focus on specific program and travel options that RTO prioritizes.

## **MARKETING + OUTREACH: IMPLEMENTATION PLAN**

*The following sections outline EnviroMedia's recommendations for helping RTO implement the communications strategy. Collectively, this plan helps identify key tactics, timelines and integration points for partners that will ensure that Metro and RTO are maximizing their marketing dollars and reaching the right audience(s) with the right message(s) in FY14.*

RTO must support a range of initiatives throughout the year that further its marketing goals and objectives. The intention is to invest in a suite of community engagement initiatives throughout the year — both Metro-led and partner-led. The two primary outreach elements will include:

*Regional travel options calendar.* In order to inform and choreograph regional marketing initiatives, Metro will take on the role of stewarding a region-wide travel options calendar, which will be updated on a quarterly basis. This calendar will identify both opportunities for collaboration, as well as gaps to fill for both community- and employer/school-based initiatives.

*Partner toolkits.* For programs and initiatives that Metro will invest in throughout the year, partners will receive individualized toolkits to help them adapt and customize outreach efforts for their organization or jurisdiction. The intention will be to keep tools simple and cost-effective to ensure a higher likelihood of adoption by partners. This will include print-ready media placements, public relations tools, materials, co-branded tools, and social media guidelines and messages. When possible, partners will be asked to help inform these tools, sharing specific needs and requirements.

**FY13/14 & FY14/15 Roadmap.** The following provides a suite of initiatives that Metro will invest its yearly \$100,000 marketing budget toward during the next fiscal year. As the year goes on, RTO will work with regional partners to develop tactical campaign plans for each initiative, highlighting specific promotional ideas, tactics and events for partner engagement.

A full work plan and implementation roadmap is outlined in more detail in the Appendix. The following outlines our core program recommendations for marketing and communications support in FY14/15.

***Women’s Media Campaign (FY 13/14 & FY 14/15)*** While media campaigns presented and led by Metro may be rare, we feel that a limited-run — but high-profile — local media campaign aimed at getting women to feel safe, secure and connected riding their bikes is overdue. Knowing what the research tells us, Metro and RTO partners have ample support to demonstrate that women have different barriers that prevent them from moving up the biking continuum, such as family/child obligations, perceptions of safety and lack of bike infrastructure that supports travel to schools, shopping and community services. This campaign would borrow from the popular “My Name is Martha” campaign that OHSU launched to educate local women about breast cancer survivorship. It would use strategically placed billboards, radio spots and online advertising to showcase real, local women who have successfully moved along the continuum.

The goal would be to elevate the profile of diverse female RTO heroes — and to do so in the same way that made the Timbers brand so recognizable and accessible to multiple demographics. To support this media campaign, EnviroMedia will provide partners with tools, messaging and materials that enable them to implement localized micro-campaigns at the local levels. These will include an “event in a box” that allows partners to host events and workshops with some of the real women riders to talk with and engage other women in their community at popular social and gathering venues — including day cares, coffee shops and popular retailers.

Supports the strategy by:	Engaging a large percentage of the Grow audience and directly speaking to women through relatable, identifiable influencers who ride and can help others join them. Moves women up the bike continuum.
Audience(s):	Women
Mode(s):	Biking
Message(s):	Safety, Community
Deliverables:	Media campaign (billboards, radio, online); co-branded media tools for partners (flyers, print ads, banner ads); public relations support (messages, Swiss cheese release); an “event in a box” toolkit and speakers list.
Budget:	FY 13/14: \$50,000 (planning, creative and development) + \$75,000 media + materials budget for launch. FY 14/15: \$110,000 one-year campaign
Timing:	July 2013 – June 2015
Partner support:	The Metro-led campaign would require minimal partner support, but become a more robust campaign with full utilization of provided messaging and tools by partners.

**Notes:** Rated in the top three by Trimet (1), PSU (3), VRide (3), LTMA (2), and PBOT (2). Suggested messages from partners include:

- Low traffic routes; health and time savings

Partners planned on putting the campaign to use through:

- Women on Bikes program; PBOT SmartTrips female participants; Sunday Parkways; PSU women’s resource center; PSU Bike Hub; social media; employer campaigns;



women specific events and workshops.

- Encourage female staff to participate in workshops
- Swan Island TMA will be launching a similar outreach effort, specifically to Daimler women through their WIN group

Concerns: Effectiveness of campaign in suburban areas where low-traffic bikeways are limited, over-saturation of marketing with bike campaigns.

***BTA Bike Commute Challenge (FY 13/14 & FY 14/15)*** To maintain visibility with the Support audience — and help attract more Grow participants in this annual tradition — RTO will continue to support the BTA's fall bike commute challenge. In 2013 Metro and EnviroMedia and Metro will work in partnership with challenge coordinators to identify the tools and recommendations that can expand and complement this existing event to include messaging that targets women audiences. These tactics and messages will be expanded in 2014 to a fully targeted campaign. Specific marketing and media tactics are to be determined.

Supports the strategy by:	Helping a regional partner maintain its relationships with an employer-focused engagement campaign, cultivate the Support audiences and convert more Grow audience members through employer-engagement strategies. Moves diverse groups up the biking continuum.
Audience(s):	Grow (Women, Gen Y) + Support
Mode(s):	Biking
Message(s):	Thinking ahead and planning, Safety, Health, Community
Deliverables:	TBD
Budget:	FY 13/14 \$7,500 (EnviroMedia consultation) FY14/15: \$17,500
Timing:	August - September 2013; August – September 2014
Partner support:	The campaign is led by the BTA, and is an important campaign for members that serve communities that have biking to work as a viable option. Partner support is given through kits with materials, strategies and messaging.

**Notes:** Rated in the top three by WTA (1), LTMA (3), TriMet (3), and PBOT (1).

Opportunities for campaign improvement include:

- Segment audiences, with tailored outreach to different types.
- Lead up campaign to build awareness.
- Increase visibility at worksites (buttons as passive in-office visibility).
- Mid-month visibility opportunities

Partners planned on putting the campaign to use through:

- Social media, newsletters
- Partnerships with members
- Hosting events
- Creating events geared towards women

***Multi-Modal Winter Options (FY 14/15)***. With the start of the seasonal change in our local weather, partners need to find a way to get residents to prepare for winter travel behaviors before they get back into their default daily car trips. This effort would be a multimodal, preseason “weather preparation and mode-change” campaign in partnership with area travel organizations and jurisdictions. The goal would be to create a suite of events,

workshops and resources to promote multimodal preparedness for wet-weather and darker days. The intention is to target occasional, fair-weather riders (Grow) and extend their travel options use into the fall/winter, whether that's riding their bike a month longer, or switching to transit for the wetter months. Additionally the campaign will reach Support audiences with "Thanks for (still) Riding" messaging/campaign.

Supports the strategy by:	Taking a multimodal approach to moving different segments of the target audiences up their continuums — including walking, using public transportation and biking.
Audience(s):	Grow (Women, Gen Y) + Support
Mode(s):	Biking, walking, public transportation
Message(s):	Thinking ahead and planning, safety, community
Deliverables:	Partnership development plan, event materials, limited media materials, promotional materials, workshop materials and giveaways.
Budget:	\$25,000 for planning, partnership development + \$40,000 media and materials
Timing:	August - November 2013
Partner support:	Heavy partner support, campaign hinges on promoting partner activities. Partner support is given through kits with materials, strategies and messaging.

**Notes:** Rated in the top three by VRide (2), PSU (2).

Partners planned on putting the campaign to use through:

- Promotion of travel tools and resources
- PBOT autumn rides and clinics expansion
- Sunday Parkways
- Umbrella party
- Work with partners to host workshops, provide materials and resources
- Capitalizing post BTA challenge energy – a lot of people are tuned in and a key time to engage.
- Tips resonates well, BTA would be a partner in those. "How to" performs well.
- Region fall calendar between partners

Concerns: The term "weatherization" is not inviting and should be avoided. Focus on benefits.

**Be Seen. Be Safe (FY 13/14 & FY 14/15)** During the darker winter months, RTO can continue to support multimodal education by expanding its support of TriMet's ongoing "Be Seen. Be Safe" safety education campaign. There are opportunities to leverage fresh messaging around the "truths" about safety, including first-hand stories about how using transit, biking and walking are actually safer than driving. This will help lay the groundwork for spring efforts to keep the Grow audiences engaged with alternative-options behaviors.

This collaboration will be done in partnership with TriMet and a subgroup of partners to help Metro elevate and expand the ongoing campaign with messages from this plan. Materials and media deliverables will be based on filling gaps in TriMet's capabilities and needs.

Supports the strategy by:	Addressing barriers rooted in the safety concerns, providing groundwork for the Grow audiences that can lead to continuum movement when they return to alternative modes, such as walking and biking, in the spring. Helps retain and support continuum shifts among public transportation ridership.
Audience(s):	Grow (Women, Gen Y) + Support
Mode(s):	Biking, walking, public transportation
Message(s):	Think ahead, Safety, Community
Deliverables:	TBD based on collaboration with TriMet and partners
Budget:	FY 13/14: \$25,000 for planning, partnership development, materials and execution + \$TBD TriMet paid media contribution (extra \$10K for lights) FY 14/15: \$15,000 for planning, partnership development, materials and execution + \$TBD TriMet paid media contribution
Timing:	October 2013 – February 2014
Partner support:	The campaign is led by TriMet. Partner support is giving through kits with materials, strategies, event support and messaging.

**Notes:** Ranked in the top three by TriMet (2).

Partners planned on putting the campaign to use through:

- Member outreach
- Participate in campaign events

Opportunities for campaign improvement include:

- Focus on drivers to watch for bike/ped
- More opportunities throughout the year to talk about safety
- Other topics that can increase safety – speed, distractions
- Utilize more attractive and normal safety gear in visuals
- Sponsorship for safety materials, such as blinky lights.

***Spanish Language rideshare (FY 13/14 – FY 14/15)*** While the mode of “carpooling” isn’t as prominent in projected communications priorities, Metro and its RTO partners can leverage the existing online platform Drive Less Connect to refine and engage more employers around getting staff to use alternative modes of transportation — including regular carpooling with colleagues.

This effort would focus on building a targeted, employer-based campaign in Spanish, that helps Spanish speaking workers at some of the major work centers in the region “find their match.” This effort would center on helping people “find their match” by having them register with the site and getting them paired with a short list of their best connections. The goal would be to drive pledges, registrations and site usership, and build interest in viewing the site as a social tool that happens to let people get to know their colleagues through a commute partnership.

Supports the strategy by:	This recommendation offers a separate strategy that supports Drive Less Connect — and helps move the Grow audience along the continuum of driving less through carpooling. It also helps elevate biking partnerships.
Audience(s):	Grow

Mode(s):	Ridesharing
Message(s):	TBD
Deliverables:	Mobile or online tools that support existing DLC site; online media flight; social media plan; public relations support (release template, key messages, reporter outreach); employer Transportation Coordinator tool kit (displays and materials)
Budget:	FY 13/14: \$80,000 for Spanish-language survey, planning, partnership development, media and materials budget. \$80,000 Transit underserved individual marketing campaign pilots FY 14/15: \$80,000 for Spanish-language campaign implementation. \$80,000 Transit underserved individual marketing campaign expansion.
Timing:	July 2013 – June 2015
Partner support:	The campaign is led by Metro. Partner support is giving through kits with materials, strategies, and messaging. Partners serving populations most likely to carpool will be engaged and serve as possible pilot-project areas.

**Notes:** Ranked in the top three by WTA (2).

Partners planned on putting the campaign to use through:

- Helping to target business with needs
- Identify opportunities to partner with TDM also working on Spanish outreach.
- Supply materials to community organizations.

Concerns: Outreach challenging without Spanish-speaking staff.

***National Bike Month (FY 13/14 & 14/15)*** As the U.S.'s most bike-friendly city, and third most bike friendly state, this campaign launches the season for fair-weather riders and inspire new riders to try biking rallying around our region's successes and resources. A campaign highlighting those who already ride – and more importantly why – supported by materials that provide the grow audience with the tools to become a part of the movement. Spring 2014 will see the launch of an updated Bike There! map, possible mobile app , and additional resources on the new Metro web site. The strategy is designed to demonstrate inclusiveness for a larger percentage of the Grow audience and relevance to our diverse local way of doing things.”

RTO will use this promotion in May 2014 to launch an updated Bike There! printed map and mobile app. The promotions utilize public relations, social media and a limited media buy. The campaign would include materials, messages, and event support. They will: increase bike commuters and biking for short-trips; leverage the momentum behind sunny days; co-exist with other like-minded promotions; and signal to the region that biking season has officially begun.

Supports the strategy by:	Building community around the multiple resources available moves the Grow audience up their continuum
Audience(s):	Grow (Women, Gen Y)
Mode(s):	Biking
Message(s):	Think ahead; normalize the behavior of biking; get your bike road ready (and your gear); know how to get around (quickest + safest routes, timing); use bike for short-trips errands
Deliverables:	May campaign — including public relations, social media, and online and print media flights; a centralized one-page microsite for content that is integrated with Metro or Drive Less Save More sites; provide users with easy tips and signup (capture) as well as text, email and/or social media “fair weather” ride alerts; partner toolkits with co-op ads, a poster, window clings, bike seat covers; partnerships with TV (KGW, KATU, KOIN, Fox12) and radio stations promote via daily weather + traffic reports
Budget:	FY 13/14: \$7,500 for planning and execution + \$60,000 media and materials FY 14/15: \$7,500 for planning and execution + \$40,000 media and materials
Timing:	April – June 2014; April – June 2015
Partner support:	The campaign is led by Metro. Partner support is giving through kits with materials, strategies, event support and messaging. Partners serving populations most likely to bike will be given bike-specific materials.

**Notes:** Ranked in the top three by LTMA (1), TriMet (3), PSU (1).

Partners planned on putting the campaign to use through:

- Bike Breakfasts
- Bike2PSU Challenge
- Events
- Social media and newsletters

Opportunities for campaign improvement include:

- Resources for biking
- Lead up campaign in April with prep events
- More organized approach for partners
- A chance to focus on non-commuter options, get out there! It’s fun – go to the store or school.

**Carefree Commuter Challenge (FY 13/14)** This campaign provides partners an opportunity to encourage residents to use the spectrum of travel options, including transit, biking, walking, carpool, vanpool and telecommute. Through online trip logging, resident track their commutes and are entered to win prizes. The incentive-based campaign brings awareness to travel options and the Drive Less Connect system. Both Grow and Support audiences are targeted for participation through partner outreach and advertising. It is recommended that the campaign is re-evaluated for 2015, when it may require additional funding for redesign and additional online tools.

Supports the strategy by:	Building awareness of travel options move the Grow and Support audiences up their continuum
Audience(s):	Grow (Women, Gen Y) Support (current weekly TO users)
Mode(s):	All modes
Message(s):	Think ahead; normalize the behavior of non-SOV use; plan your trip, find your carpool match.
Deliverables:	July campaign — including public relations, social media, and online and limited print media flights; Drive Less Save More sites; provide users with easy tips and signup (capture) as well as text, email and/or social media; partner toolkits with co-op ads, a poster.
Budget:	FY 13/14: \$25,000 to maintain current campaign FY 14/15: \$55,000 for launch of new multi-modal concept
Timing:	June-July 2014; April-July 2015
Partner support:	The campaign is led by Metro. Partner support is giving through kits with materials, strategies, event support and messaging.

***Transit Is... (FY 13/14)*** This campaign provides partners an opportunity to talk to residents about the importance of a strong public transportation system to everyone in the region – both those that may ride transit and those that do/will not. Through advertising, social media and publicity events, residents are encouraged to share what transit means to them, and are informed of the benefits of transit for our entire region.

Supports the strategy by:	Building awareness of the benefits of public transportation.
Audience(s):	Grow (Women, Gen Y) Support (current weekly TO users) Tough (non-TO users)
Mode(s):	Transit
Message(s):	Transit benefits everyone. Why do you love transit?
Deliverables:	
Budget:	FY 13/14: \$45,000 FY 14/15: \$45,000
Timing:	February 2014; February 2015
Partner support:	The campaign is led by TriMet. Partner support is giving through kits with materials, strategies, event opportunities and messaging.

***Campus Commuter*** This ongoing campaign provides resources to partners serving college students and faculty to encourage residents to use the spectrum of travel options, including transit, biking, walking and carpool. Recognizing the unique issues that higher education partners (and non-partners) face, a set of materials, messaging, visual assets and tools have been created and are available for download and use on a centralized web-site. While marketing recommendations will accompany the kit, there are currently no plans for a coordinated or collaborative campaign, and partners are free to use the materials to fit their needs.

Supports the strategy by:	Building awareness of travel options move the Grow and Support audiences up their continuum
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Audience(s):	Grow (Women, Gen Y) Support (current weekly TO users)
Mode(s):	All modes
Message(s):	Think ahead; normalize the behavior of non-SOV use; plan your trip, find your carpool match.
Deliverables:	July campaign — including public relations, social media, and online and limited print media flights; Drive Less Save More sites; provide users with easy tips and signup (capture) as well as text, email and/or social media; partner toolkits with co-op ads, a poster.
Budget:	\$30,000
Timing:	July 2013 - ongoing
Partner support:	The campaign is led by Pac/West. Partner support is giving through kits with materials, strategies, event support and messaging.

## ADDITIONAL RECOMMENDATIONS

- Focus media at point-of-use, including radio during AM/PM commute times; out-of-home (billboards, signage, transit); mobile media (smartphones and relevant digital content); and relevant TV news broadcasts (weather report, traffic report)
- Promote bicycling and walking resources at cause-related events throughout the year that draw participants already in the mindset to bike or walk (e.g., Race for the Cure, Walk to End Alzheimer's, Bridge Pedal, etc.). This may be an opportunity to convert recreational walkers/bikers.

## NEW PARTNERSHIP PLANNING

Looking at the horizon beyond FY14, RTO should begin to lay the groundwork for several longer-term initiatives that will help achieve its stated goals. This investment is part of RTO's mission to continue positioning the region as innovators in travel options.

As such, it's recommended that a small portion of RTO's funding in FY14 be dedicated to helping Metro and its partners explore new methods and technology partnerships that can advance the ever-changing transportation landscape of the region.

Potential investments include: [Begin plans to expand Portland SmartTrips regionally](#). The City of Portland has invested in a brand and program with positive traction within the urban area. Instead of each jurisdiction having its own branded program, or using Metro's "RTO" moniker, it's recommended that Metro partner with PBOT to extend SmartTrips out — making it a regional resource for jurisdictions (e.g., SmartTrips Tigard), businesses (e.g., SmartTrips Intel) and even localized to neighborhoods (e.g., SmartTrips Laurelhurst)

[Begin mapping out how to evolve Drive Less Save More to reflect broader motivations](#). Saving money is only one benefit of driving less. It's recommended to expand the value proposition beyond saving to highlight the many other benefits of driving less. Many of these benefits resonate with younger residents (e.g., Drive Less, Bike More, Ride More, Walk More, Smile More, See More, Sweat More, Read More, Sleep More, Surf More, Explore More, etc.). Framing messaging around more positive abundance (doing more) versus more

negative restrictions (doing less) may be a strategy to evolve Drive Less Save More and appeal to the next generation of travel options users.

Taking a longer view — particularly given the evolution of RTO’s target Gen Y and female audiences — will help ensure that travel options marketing and communications can address more than just short-term program needs. Taking these steps in FY14 will help lay the groundwork for future project integration, and take advantage of the continuation of rapidly shifting communications behaviors in the next three to five years.

## MEASUREMENT AND METRICS

Tracking progress over time is critical to the ongoing success of RTO marketing initiatives. Metro will continue to conduct a biennial “travel habit and awareness” study to provide ongoing benchmarking and trending data.

In addition, each initiative throughout the year will have measurement metrics associated with promotional tactics, events and media coverage. Results will be compared against target goals and past year’s results.

## FY14 BUDGET ALLOCATION

The following provides a preliminary overview of the FY13/14 and FY 14/15 budget allocations for the development and implementation of this plan.

Tentative FY 13/14 (campaigns running July 3013 to June 2014)

TASK	METRO RTO (\$100K)	ODOT/DLC (\$160K)	DLSM (\$220K)	TOTAL
Women’s Media Campaign	\$50,000		\$75,000	\$125,000
BTA Commuter Challenge	\$7,500			\$7,500
Be Safe Be Seen			\$25,000 (\$10K lights)	\$25,000
Drive Less Connect “Find Your Match” Campaign		\$80,000		\$80,000
Spanish-Language Drive Less Connect “Find Your Match” Campaign		\$80,000		\$80,000
2014 Bike Month	\$7,500		\$60,000	\$67,500
Carefree Commuter Challenge			\$25,000	\$25,000
Metro collective marketing	29,400			\$94,400
TOTAL	\$94,400	160,000	\$185,000	\$504,400

Tentative FY 14/15 (campaigns running July 3014 to June 2015)

TASK	METRO RTO (\$100K)	ODOT/DLC (\$160K)	DLSM (\$220K)	TOTAL
Women's Media Campaign	\$50,000		\$60,000	\$110,000
BTA Commuter Challenge	\$7,500		\$10,000	\$17,500
Fall/Winter Mode Campaign	\$25,000		\$40,000	\$65,000
Be Safe Be Seen			\$15,000	\$15,000
Drive Less Connect "Find Your Match" Campaign		\$80,000		\$80,000
Spanish-Language Drive Less Connect "Find Your Match" Campaign		\$80,000		\$80,000
2014 Bike Month	\$7,500		\$40,000	\$47,500
Carefree Commuter Challenge			\$55,000	\$55,000
TOTAL	\$90,000	\$160,000	\$220,000	\$470,000

When possible, partner organizations will leverage their marketing and promotions budgets in support of collective travel-options marketing initiatives. While the Metro RTO marketing budget is limited, participation from partner organizations can help expand on efforts, providing scalability to various initiatives throughout the year.