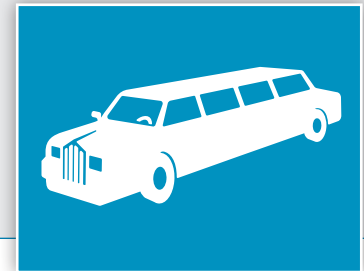
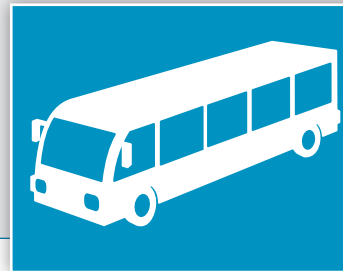




# Strategic Plan

April 2015 – March 2018





## INTRODUCTION

The Board's strategic plan is a "living document". It provides a blueprint for much of our policy development, operational projects and governance work.

The Board engages in two types of activities: core and complementary. Core activities centre on decision-making and other duties associated with fulfilling the Board's statutory mandate. Complementary activities, such as research and policy development, add value to the Board's core activities. Core work remains the Board priority. Figure 1 outlines the Board's distinction between core and supplemental activities. However, these are inter-related.

This is our fourth strategic planning cycle. We are pleased with our accomplishments under the 2013/14 to 2015/16 plan, such as initiating a taxi standards project, introducing a Voluntary Taxi Bill of Rights for taxis operating outside the Lower Mainland, a Taxi Identification Code for operators in the Lower Mainland and establishing minimum/maximum hourly rates for limousines operating in Victoria, Vancouver and surrounding areas.

In this Strategic Plan, we concentrated on updating our performance measures. Most other elements of the plan remain unchanged from the previous plan.

The following pages set out the Board's updated strategic plan from April 2015 to March 2018. The plan is a collaborative document of Board members and staff. We all are committed to accomplishing the performance measures. All of us seek a plan that will enable us to work in a way that:

- is meaningful to industry as well as users, government and other agencies;
- is relevant to the times; and
- creates positive interactions between the Board and our stakeholders.

We review our performance measures quarterly. We may make adjustments periodically to ensure that our resources are directed towards our priority activities.



## GOAL A

Policies contribute to a commercial passenger directed vehicle and inter-city bus industry that:

- serves the public
- is run by capable licensees
- is economically sustainable

<b>Objectives</b>	<p>Board policies facilitate:</p> <ol style="list-style-type: none"> <li>1. a dynamic, innovative and healthy industry;</li> <li>2. licensing of responsible, competent and accountable persons or companies;</li> <li>3. diversity of service options; and</li> <li>4. responsiveness to market conditions and relevant legislation.</li> </ol>
<b>Strategies</b>	<p>Guide policy development by:</p> <ol style="list-style-type: none"> <li>1. Focusing resources on matters that are relevant to the Board’s core statutory duties and the interests of the commercial passenger transportation industry and passengers.</li> <li>2. Maintaining and initiating contact with licensees and other stakeholders on priority and emerging issues in the commercial passenger transportation industry.</li> <li>3. Ongoing monitoring of social trends and developments relative to commercial passenger transportation.</li> <li>4. Monitoring other strategic planning processes involved with transportation in B.C.</li> </ol>
<b>Performance Measures</b>	<p>2015/16</p> <ul style="list-style-type: none"> <li>• Advance the standardization of licences:             <ul style="list-style-type: none"> <li>– by region, for return/reverse trip authority;</li> <li>– by requiring a dispatch service priority for any licences authorizing accessible taxis, starting with the Greater Vancouver Regional District (GVRD); and</li> <li>– establishing a common term for minimum operating times for wheelchair accessible taxis in the GVRD.</li> </ul> </li> <li>• Publish “best practices” guidelines and revised rules in follow up to the taxi camera equipment review.</li> <li>• Promote adoption of taxi cameras in other communities.</li> <li>• Apply Taxi Standards Project materials to smaller markets.</li> </ul>

**GOAL A, Continued**

<b>Performance Measures Con't</b>	2016/17	<ul style="list-style-type: none"> <li>• Take proactive steps to include limousine industry representatives (including Perimeter Seating Buses and mid-tier luxury services) in Board policy development activities and consultations.</li> <li>• Review issues related to hailing and flagging, and express authorization requirements in the Act, in light of changing technologies.</li> <li>• Include accessible taxi usage in the next fleet size review.</li> <li>• Review policy on the use of meters and apps for metering taxi and limousine fares.</li> <li>• Consider a policy of incorporating flip seat authorization on any licence where the licensee has authority for accessible taxis.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete limousine rate policy work, including:             <ul style="list-style-type: none"> <li>– flat rates and package rates for GVRD and Capiatl Regional District;</li> <li>– minimum/maximum hourly rates for B.C.;</li> <li>– applying Taxi and Limousine Cost Index to limousine rate reviews; and</li> <li>– PDV fuel surcharge replacement.</li> </ul> </li> <li>• Complete a review of the Board’s Operational Policies, incorporating policies arising from the Perimeter Seating Bus project.</li> <li>• Review and update application materials, with particular attention to Reference Sheet 10, “Sample Terms and Conditions for Special Authorization Licences.”</li> <li>• Initiate an update to the Board’s report on Wheelchair Accessible Transportation by Taxi and Inter-city Bus (WAT Report) in B.C.</li> </ul>
	2017/18		
	<ul style="list-style-type: none"> <li>• Survey taxi camera program stakeholders to identify priority equipment and program issues that need to be addressed in a review to be completed in 2018/19.</li> <li>• Finalize WAT Report update.</li> </ul>		

## GOAL A, Continued

### Recurring performance measures

- At least once a year, engage in consultation with appropriate representatives from the taxi, luxury sedan, limousine, perimeter seating buses or inter-city bus industry, other stakeholders or resource persons on topical policy issues.
- At least once a year, undertake a web search of various jurisdictions' approaches to taxi regulation and service.
- At least once per year, staff will prepare a summary of relevant material from the strategic plan of B.C. transportation related organizations.
- Undertake administrative fleet size reviews as required.
- Review taxi rates annually and use the Taxi and Limousine Cost Index to make decision on rate increases.
- Discuss emerging or ongoing policy issues at Board meetings
- At least every two years, review and update application guides, reference sheets, including Reference Sheet 10, and forms.



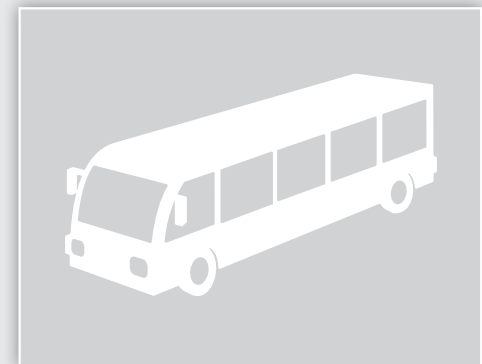
## GOAL B

Board processes are clear and relevant

<b>Objectives</b>	Processes are efficient, effective and administratively fair.	
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Evaluate Board application processes from an internal and an external perspective.</li> <li>2. Modify application processes to improve timelines, public access to materials and increase efficiency.</li> </ol>	
<b>Performance Measures</b>	2015/16	
	<ul style="list-style-type: none"> <li>• Investigate a menu of options for stakeholder feedback on application materials including:               <ul style="list-style-type: none"> <li>– website surveys,</li> <li>– oral surveys, and</li> <li>– stakeholder meetings.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Complete a comprehensive review of Board’s “Rules of Practice and Procedure”.</li> <li>• Evaluate Perimeter Seating Bus streamlining processes to identify changes to other processes.</li> <li>• Finalize guidelines and spreadsheets for taxi additional vehicle applications.</li> </ul>
	2016/17	
	<ul style="list-style-type: none"> <li>• Work with the PT Branch to:               <ol style="list-style-type: none"> <li>a) investigate options to replace our current database with a more functional joint case management system; and</li> <li>b) develop a business case to obtain appropriate funding.</li> </ol> </li> <li>• Evaluate and implement one or more stakeholder feedback options.</li> <li>• Develop a process for responding to stakeholder feedback, depending upon option chosen.</li> </ul> <p>With the PT Branch, develop a file management system for appeals.</p>	<ul style="list-style-type: none"> <li>• Publish a simple, all-purpose data spreadsheet that non-taxi applicants can use to summarize public need indicators for an additional vehicle application.</li> <li>• Develop self-populating Board forms.</li> <li>• Develop an inventory of investigation questions for various application types.</li> <li>• Gather information pertaining to administrative file reviews.</li> <li>• Consider alternatives to ZZEEM such as sharepoint or new database.</li> </ul>

## GOAL B, Continued

	2017/18
	<ul style="list-style-type: none"><li>• Implement a new case management system, if funding approved.</li><li>• Review and revise processes, as required, in response to feedback.</li></ul>
<b>Recurring performance measures</b>	<ul style="list-style-type: none"><li>• Monitor and evaluate the effectiveness of significant revisions to application processes and adjust as necessary.</li></ul>





## GOAL C

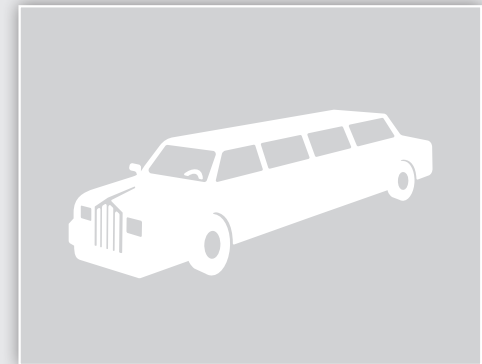
Board facilitates, and participates in, communications with stakeholders.

<b>Objectives</b>	Board communications are relevant, effective and meaningful.	
<b>Strategies</b>	<p>Enhance accessibility of information by:</p> <ul style="list-style-type: none"> <li>a) Organizing and presenting online information so it is user centred, related materials are centralized in a single place, and stakeholders can find, understand and use what is important.</li> <li>b) Using technology to communicate more proactively with stakeholders.</li> <li>c) Maintain openness to stakeholder input on Board initiatives and policy changes by seeking and considering stakeholder perspectives on key Board policy or projects.</li> <li>d) Maintain a productive working relationship with the Passenger Transportation Branch.</li> </ul>	
<b>Performance Measures</b>	2015/16	
	<ul style="list-style-type: none"> <li>• Implement, if feasible, an automated notice system on the Board's website.</li> <li>• Initiate website changes to make operational policies more accessible and modular.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in stakeholder discussions such as the Vehicle for Hire Dialogue initiated by the City of Vancouver.</li> </ul>
	2016/17	
	<ul style="list-style-type: none"> <li>• Identify and evaluate options for social media as a tool for enhancing stakeholder engagement.</li> <li>• Finalize website "modularization" of policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate, if agreed to, social media as a stakeholder engagement tool.</li> </ul>
	2017/18	
<ul style="list-style-type: none"> <li>• Undertake a comprehensive review of PT Board website.</li> </ul>		

## GOAL C, Continued

### Recurring performance measures

- Applications, decisions and advisories published in the weekly Bulletin.
- Website content is reviewed and updated as required.
- Two Passenger Directed Vehicle Advisory meetings and one limousine meeting held each year.
- Board participates in at least one engagement activity each year, as appropriate, with local, municipal, regional organization, etc.
- The Director and Registrar communicate on a regular basis.
- The Registrar is invited to participate in Board meetings as appropriate.
- New members to meet PT Branch staff within a year of their appointment, and at least every two years hold a Board meeting at the Branch.
- Encourage Board and Branch staff collaboration on joint issues.



## GOAL D

Board governance that leads to organizational excellence.

<b>Objectives</b>	Board communications are relevant, effective and meaningful.  The Board: a) fosters a culture of professionalism and fairness; b) evaluates its performance; c) seeks continual improvement; and d) is accountable to government and the public.
<b>Strategies</b>	1) Board members and staff adhere to principles of administrative justice while striving for consistency and efficiency in all processes. 2) Board members and staff have access to ongoing training and learning opportunities in administrative justice and other subjects that are needed to fulfill Board operational and governance responsibilities. 3) The Board evaluates its performance against targets. 4) The Board fulfills its obligations as per the MOU between the Chair and the Minister. 5) Budget is managed in accordance with government legislation and policies.
<b>Performance Measures</b>	2015/16 <ul style="list-style-type: none"><li>• Modify performance measures processes and instruction sheet.</li><li>• In house workshops related to the analysis of data and evidence.</li><li>• Provide a day of in-house orientation for new Board members</li><li>• Update reference manuals for Board members.</li><li>• Track Perimeter Seating Bus application volumes and assess Board resource impacts of the 2015 expansion in Board jurisdiction to include Perimeter Seating Buses.</li></ul>

## GOAL D, Continued

<b>Performance Measures Con't</b>	2016/17	
	<ul style="list-style-type: none"> <li>Track Perimeter Seating Bus application volumes and assess Board resource impacts of the 2015 expansion in Board jurisdiction to include Perimeter Seating Buses.</li> <li>In-house Board discussion and workshops centred on evaluating evidence (e.g. social media as evidence of need, assessing quantitative data, considering quantitative and qualitative together).</li> </ul>	<ul style="list-style-type: none"> <li>During Annual Report and Strategic Planning work, identify risk and capacity factors that could affect future Board performance.</li> <li>Initiate a Board/Branch workshop to enhance understanding of roles and responsibilities of each organization.</li> </ul>
	2017/18	
<b>Recurring performance measures</b>	<ul style="list-style-type: none"> <li>In-house workshops on topical matters.</li> </ul>	
	<ul style="list-style-type: none"> <li>Board members meet at least five times throughout the year to: <ul style="list-style-type: none"> <li>Facilitate a strategic approach to implementation of the Board's mandate.</li> <li>Promote excellence in decision making.</li> <li>Provide leadership on policy and program matters.</li> <li>Undertake professional development and team building activities.</li> <li>Participate in an annual strategic planning session</li> </ul> </li> <li>At least one Board member and one staff participate at an external professional development activity each year.</li> <li>Annual conversation among Board members and staff about the decision-writing process and handbook for Board members.</li> <li>Board members participate in Board advisory panels and committees as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Board Chair participates, as appropriate, in Circle of Chairs meeting(s), which is comprised of tribunal chairs.</li> <li>Regular performance evaluations are undertaken as follows: <ul style="list-style-type: none"> <li>Chair reviews individual members performance per Board process.</li> <li>Chair reviews director per government process.</li> <li>Director reviews staff per government process.</li> </ul> </li> <li>Board will review the Minister/Chair MOU periodically and initiate updates, if required.</li> <li>Budget is managed per allocations (including any Ministry adjustments); costs of substantive projects are tracked.</li> <li>The Board reviews file performance measures stats at each Board meeting to ensure targets are met or exceeded.</li> </ul>

## **BOARD MANDATE**

*Licensing Decisions*

*Appeals of Administrative Penalties*

### **CORE ACTIVITIES**

- |   |  |                           |
|---|--|---------------------------|
| • Application Management                  | • Rule Making, Operational Policy and Programs | • Performance Measurement |
| • Appeal Management                       | • Stakeholder Engagement                       | • Annual Report           |
| • Application Guides and Reference Sheets | • Strategic Planning                           | • Governance              |
|   |  | • Bulletin                |

### **COMPLEMENTARY ACTIVITIES**

- |                                   |                             |                                      |
|-----------------------------------|-----------------------------|--------------------------------------|
| • Research and Policy Development | • Electronic Communications | • Board Development                  |
| • Major Projects                  | • Outreach                  | • Program Evaluation and Development |



## Strategic Plan

April 2015 – March 2018