



## 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 third strategic planning cycle. We are pleased with our accomplishments under the 2011/12-2013/14 plan, such as introducing plain language application materials, piloting minimum and maximum rates for limousines in the Lower Mainland and Capital Regional District.*

*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 and cover the years 2013/14 – 2015/16. 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*
- 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.*

## Mandate

The Passenger Transportation Board, an independent tribunal established pursuant to the *Passenger Transportation Act*, (a) makes decisions on applications for taxis, limousines, small vans

and inter-city buses and (b) hears appeals regarding administrative penalties imposed by the Registrar of Passenger Transportation.

## Mission

This mission of the Passenger Transportation Board is to make decisions pertaining to the commercial passenger transportation industry in a way that

- ❖ enables people throughout the province to access diverse, stable and competitive commercial passenger transportation, and

- ❖ promotes consistency and fairness in application decisions and enforcement measures

The Board will make its decisions in a timely, fair, consistent and open fashion, and will provide responsive and accurate information to applicants, licensees, submitters

## Values

**Integrity** – ethical, professional and honest conduct

**Fairness** – just treatment and impartial decision making

**Respect** – treat all persons with courtesy and dignity

**Accountability** – transparency in processes, policies and conduct

**Responsiveness** – timely, effective actions and communications

## Goal A

### Policies contribute to a commercial, small passenger 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. Initiating contact with licensees and other stakeholders on priority and emerging issues in the commercial passenger transportation industry</li> <li>2. Identifying social trends and developments relative to commercial passenger transportation</li> <li>3. Assessing relevant legislation and policies</li> <li>4. Monitoring or linking to other strategic planning processes involved with transportation in BC</li> </ol>
<b>Performance Measures</b>	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• Implement a common vehicle identification system for taxis in the Lower Mainland.</li> <li>• Implement the Taxi Voluntary Bill of Rights program.</li> <li>• Initiate standardization of licence T&amp;Cs, by region, for return/reverse trip authority.</li> <li>• Initiate standardization of licence T&amp;Cs, by region, for return/reverse trip authority.</li> <li>• Complete evaluation of limousine minimum/maximum rates pilot project for LM &amp; CRD</li> <li>• Analyze regulatory issues related to smartphone apps used by taxi &amp; limousine companies and develop policies/guidelines</li> <li>• Initiate a review of the weighting components for TCI</li> </ul>	<p><b>2014/15</b></p> <ul style="list-style-type: none"> <li>• Complete taxi camera equipment review (Lower Mainland)</li> <li>• Initiate Phase 5 (implementation) of the Taxi Standards Project</li> <li>• Implement new limousine minimum/maximum rates for LM &amp; CRD</li> <li>• Complete a review of the weighting components for TCI</li> <li>• Consult with intra provincial ICB operators re: accessible vehicles</li> <li>• Complete standardization of licence T&amp;Cs, by region, for return/reverse trip authority</li> <li>• Complete a review of the Board's <i>Operational Policies</i>.</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Complete evaluation of provincial taxi camera program</li> <li>• Investigate applying TSP outcomes to smaller markets</li> </ul>	

***Recurring performance measures***

- At least once a year, engage in consultation with appropriate representatives from the taxi, limousine 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 transportation related organizations
- Undertake administrative fleet size reviews as required
- Review taxi rates annually and use the Taxi Cost Index to make decision on rate increases
- Discuss emerging or ongoing policy issues at Board meetings

## Goal B

### Board processes are clear and relevant

<i>Objectives</i>	Processes are efficient, effective and administratively fair	<i>Strategies</i>	<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>
<i>Performance Measures</i>	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• Publish interim guidelines and spreadsheets for taxi additional vehicle applications (pending completion of the Taxi Standards Project)</li> <li>• Participate, as required, in Tribunal Transformation discussions, with a view to acquiring access to an interactive case management system</li> <li>• Revise fleet size review process (based on recommendations from 2010/11 review)</li> </ul> <p><b>Recurring performance measures</b></p> <ul style="list-style-type: none"> <li>• Monitor and evaluate the effectiveness of significant revisions to application processes</li> </ul>		<p><b>2014/15</b></p> <ul style="list-style-type: none"> <li>• Identify options for obtaining stakeholder feedback on application and other processes</li> <li>• Finalize guidelines and spreadsheets for taxi additional vehicle applications</li> <li>• Participate, as required, in Tribunal Transformation discussions, with a view to acquiring access to an interactive case management system</li> <li>• Complete a review of Board's "Rules of Practice and Procedure"</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Implement a formal stakeholder feedback system</li> </ul>

## Goal C

### Board facilitates, and participates in, communications with stakeholders

<b>Objectives</b>	Board communications are effective and meaningful	<b>Strategies</b>	<ol style="list-style-type: none"> <li>1) Enhance accessibility of information by:             <ol 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) Making information available to stakeholders and the interested public on the PT Board mandate.</li> <li>(c) Using technology to communicate more proactively with stakeholders</li> </ol> </li> <li>2) Maintain openness to stakeholder input on Board initiatives and policy changes by             <ol style="list-style-type: none"> <li>(a) Considering stakeholder perspectives when changing Board policy</li> <li>(b) Monitoring multiple communications channels to stay current with stakeholder issues and concerns</li> </ol> </li> <li>3) Maintain a productive working relationship with the Passenger Transportation Branch</li> </ol>
<b>Performance Measures</b>	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• Implement, if feasible, an automated notice system on the Board's website</li> </ul>	<p><b>2014/15</b></p> <ul style="list-style-type: none"> <li>• Identify and evaluate options for social media as a tool for enhancing stakeholder engagement</li> </ul> <p><b>2015/16</b></p> <ul style="list-style-type: none"> <li>• Implement, if agreed to, social media as a stakeholder engagement tool.</li> <li>• Initiate website changes to make operational policies more accessible</li> </ul>	

*Recurring performance measures*

- Applications, decisions and advisories published in the weekly Bulletin
- Website content reviewed annually
- 2 Passenger Directed Vehicle Advisory meetings held each year
- Board participates in at least one outreach 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 joint issues



## Goal D

### Board governance that leads to organizational excellence

<b>Objectives</b>	<p>The Board:</p> <ul style="list-style-type: none"> <li>(a) fosters a culture of professionalism and fairness</li> <li>(b) evaluates its performance</li> <li>(c) seeks continual improvement</li> <li>(d) is accountable to government and the public.</li> </ul>	<b>Strategies</b>	<ol style="list-style-type: none"> <li>1) Board members and staff adhere to principles of administrative justice and strive for consistency in all processes.</li> <li>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.</li> <li>3) The Board evaluates its performance against targets.</li> <li>4) Board fulfills its obligations as per the MOU between the Chair and the Minister.</li> <li>5) Budget is managed in accordance with government legislation and policies.</li> </ol>
<b>Performance Measures</b>	<p><b>2013/14</b></p> <ul style="list-style-type: none"> <li>• Hold in-house decision writing workshops for Board members</li> <li>• Produce a decision-writing reference guide for Board members.</li> <li>• Participate, as required, in the Ministry's core review processes re: PT Board.</li> </ul>	<p><b>2014/15</b></p> <ul style="list-style-type: none"> <li>• Participate, as required, in the Ministry's core review processes re: PT Board.</li> </ul> <p><b>2015/16</b></p>	

### *Recurring performance measures*

- Board members meet at least 5 times throughout the year to:
  - Facilitate a strategic approach to implementation of the Board's mandate
  - Promote excellence in decision making
  - Provide leadership on policy and program matters
  - Undertake professional development and team building activities
  - Participate in an annual strategic planning session
- At least one Board member and one staff participate at an external professional development activity each year.
- Board members participate in Board advisory panels and committees as appropriate.
- Board Chair participates, as appropriate, in Circle of Chairs meeting(s), which is comprised of tribunal chairs.
- Annual performance evaluations are undertaken as follows:
  - Chair reviews individual members performance per Board process
  - Chair reviews director per government process
  - Director reviews staff per government process
- Board will review the Minister/Chair MOU periodically and initiate updates, if required
- Budget is managed per allocations
- At each Board meeting, the Board reviews file performance measures stats to ensure targets are met or exceeded.

**Figure 1: Core & Complementary Activities**

