



Introduction

The Passenger Transportation Board was established in June 2004. The Passenger Transportation Act sets out the Board's mandate. In the spring & summer of 2009, the Board engaged in a strategic planning exercise. This resulted in our first year strategic plan that covered the years 2009/10-2011/12.

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 supplemental. Core activities centre on application decisions and other statutory duties. Supplemental activities, such as research projects, 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. These, however, are inter-related.

We are pleased with our accomplishments under the 2009/10-2011/12 plan. In the summer of 2011, the Board once again reviewed its mission, values and goals as well as the objectives, strategies and performance measures for each goal.

Our mandate, mission and values remain unchanged. We describe our values more succinctly. Our goal statements remain the same in substance, although some have been reworded for clarity and precision. We have updated our objectives, strategies and performance measures.

The following pages set out the Board's updated strategic plan and cover the years 2011/12-2013/14. All Board members and staff contributed to the plan. All will work to accomplish 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 core 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, agents, government representatives and members of the public.

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

Objectives	Board policies facilitate: <ol style="list-style-type: none"> 1. a dynamic, innovative and healthy industry 2. licensing of responsible, competent and accountable persons or companies 3. diversity of service options and; 4. responsiveness to market conditions and relevant legislation. 	Strategies	Guide policy development by: <ol style="list-style-type: none"> 1. Initiating contact with licensees and other stakeholders on priority and emerging issues in the commercial passenger transportation industry 2. Identifying social trends and developments relative to commercial passenger transportation 3. Assessing relevant legislation and policies 4. Monitoring or linking to other strategic planning processes involved with transportation in BC
Performance Measures	<p>2011/12</p> <ul style="list-style-type: none"> • Implement phase II of the Licence District conversion project • Publish final report on wheelchair accessible transportation • Review and, where feasible, implement recommendations in the wheelchair accessible transportation report that are in the Board's jurisdiction 		

<p>Performance Measures</p>	<p>2012/13</p> <ul style="list-style-type: none"> • Complete Phase II of Licence District Project • Confirm and initiate implementation of a common vehicle identification system in the Lower Mainland • Complete analysis of flip seat authorization processes and policies 	<ul style="list-style-type: none"> • Initiate, in consultation with the taxi industry and other stakeholders, a Taxi Standards Project to establish standards and performance measures for taxi services • Review Taxi Cost Index methodology • Examine whether other communities and companies would benefit from an expansion of the Taxi Bill of Rights and discuss results with the Ministry of Transportation & Infrastructure
	<p>2013/14</p> <ul style="list-style-type: none"> • Complete basic review of Lower Mainland taxi camera program • Standardize, by region, licence terms and conditions for return/reverse trip authority. • Complete consultations with provincial inter-city buses operators regarding accessible vehicles • Complete policy development work on the Taxi Standards Project • Review limousine minimum/maximum rates pilot project • Implement a process for stakeholder feedback on the application guides and reference sheets introduced in 2011/12 • Review the taxi camera programs generally focussing on policies, equipment and processes ○ Identify trends, undertake research into changes in industry structure in BC (over the last 6 or 7 years) through such things as: (a) documenting factual changes and noting any trends in the increases and/or decreases in ICB services; and (b) analyzing fleet size of passenger directed vehicle licensees by sector, geographic area, business type, etc. 	<p>Recurring performance measures</p> <ul style="list-style-type: none"> • Once a year engage in consultation with appropriate stakeholder 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 • New and amended operational policies/rules are reviewed at Board meetings • Emerging policy matters are discussed at Board meetings • At least once per year, staff will prepare a summary of relevant material from the strategic plan of organizations such as BC Transit, Translink, YVR or Regional Districts • Undertake administrative fleet size reviews every 2 years • Board will review taxi rates each Spring based on the Taxi Cost Index data

Goal B

Board processes are clear and relevant

Objectives	Processes are efficient, effective and administratively fair	Strategies	<ol style="list-style-type: none"> 1. Evaluate Board application processes from an internal and an external perspective 2. Modify application processes to improve timelines, public access to materials and increase efficiency
Performance Measures	2011/12 <ul style="list-style-type: none"> • Review Board/Branch processes regarding: <ul style="list-style-type: none"> ○ Digital vs. hard copy transmission of files ○ File content, formats and structure 	2012/13 <ul style="list-style-type: none"> • Develop interim guidelines for additional vehicle applications that will be revised at the completion of the Taxi Standards Project 	
	2013/14 <ul style="list-style-type: none"> • Initiate a stakeholder survey of Board application processes, focussing on licence applications • Where feasible, implement changes to application processes resulting from the stakeholder survey • Develop and implement new procedures for fleet reviews based on recommendations of 2010/11 PDV Fleet Size Review Working Group 	Recurring performance measures <ul style="list-style-type: none"> • Monitor and evaluate the effectiveness of significant revisions to application processes 	

Goal C

Board facilitates, and participates in, communications with stakeholders

<i>Objectives</i>	Board communications are effective and meaningful	<i>Strategies</i>	
			<ol style="list-style-type: none"> 1) Enhance accessibility of information by: <ol style="list-style-type: none"> (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 (b) Making information available to stakeholders and the interested public on the PT Board mandate. (c) Using technology to communicate more proactively with stakeholders 2) Maintain openness to stakeholder input on Board initiatives and policy changes by <ol style="list-style-type: none"> (a) Considering stakeholder perspectives when changing Board policy (b) Monitoring multiple communications channels to stay current with stakeholder issues and concerns 3) Maintain a productive working relationship with the Passenger Transportation Branch

Performance Measures	<p>2011/12</p> <ul style="list-style-type: none"> • Enhance the Board Website by: <ul style="list-style-type: none"> ○ Replacing the Board's Application Handbook with a series of guides for different types of applications, and a series of reference sheets that focus on specific Board processes or requirements ○ Creating a section of the website that focuses on the information that people need to make an application ○ Adding a limited number of hot buttons that link directly to web pages that are important or change often • Complete the “plain language” drafting of <ul style="list-style-type: none"> ○ application-specific guides ○ reference sheets 	<p>2012/13</p> <ul style="list-style-type: none"> • Create a section or webpage that provides notice of important, upcoming dates
	<p>2013/14</p> <ul style="list-style-type: none"> • Conduct a stakeholder review of the Board website enhancements undertaken in 2011/12 • Identify and implement, if feasible, options that would allow the Board to notify stakeholders electronically of “new” Board information • Research and make a decision on the potential use of social media as a tool for enhancing stakeholder engagement • Modularize the Board's Operational Policies and Rules of Practice & Procedure 	<p>Recurring performance measures</p> <ul style="list-style-type: none"> • 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 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

<p>Objectives</p>	<p>The Board:</p> <ul style="list-style-type: none"> (a) fosters a culture of professionalism and fairness (b) evaluates its performance (c) seeks continual improvement (d) is accountable to government and the public. 	<p>Strategies</p>	<ol style="list-style-type: none"> 1) Board members and staff adhere to principles of administrative justice and strive for consistency 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) 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.
<p>Performance Measures</p>	<p>2011/12</p> <ul style="list-style-type: none"> • Initiate a review of the Memorandum of Understanding between the Minister of Transportation & Infrastructure and the Chair of the Passenger Transportation Board. 	<p>2012/13</p> <ul style="list-style-type: none"> • Review member performance evaluation processes and procedures 	

	<p>2013/14</p> <ul style="list-style-type: none"> • Hold decision writing workshop for Board members that includes plain language writing for decision makers. • Develop a decision-writing reference guide for Board members 	<p>Recurring performance measures</p> <ul style="list-style-type: none"> • Board members: <ul style="list-style-type: none"> ○ Meet at least 5 times throughout the year to: ○ Discuss recently-published decisions at a minimum of 3 of these meetings each year ○ Participate in at least one strategic planning session per year to review the current plan • At least one Board member and one staff participate at an administrative justice conference or course 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. • The performance of individual Board members is reviewed at least once per year with the Board Chair. • Board to review MOU at one meeting per year and initiate updates, if required • Budget is managed per allocations. • At each Board meeting, the Board reviews organizational work performance to ensure targets are met or exceeded.
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Figure 1: Core and Supplementary Activities of the Passenger Transportation Board

