

Preliminary Summary of Employee and Partner Feedback to BC Transit SWOC Analysis (April – June, 2009)

Items shown are those that were most frequently cited in process to-date.

Strengths

Internal staff responses:

- **BC Transit is a good place to work**
 - Pensions, wages, benefits, job security, equal opportunity, job flexibility
 - Relatively small corporate size: ability to connect with others, access supervisors/ managers, between departments
 - Safe
 - Innovative
 - Friendly, customer oriented
 - Opportunity for growth

External partner responses:

- **Shared Services model is beneficial**
 - Access to resource and expertise in many fields (Planning, financial, marketing, fleet acquisition, technical, environmental, etc).and technical expertise
 - Funding
 - Bulk purchasing and fleet acquisition expertise and savings
 - Standardization for things like safety, training,
 - Innovation
- **BC Transit is community oriented**
 - Quick and personal access to staff (single point of contact, no automation of reception)
 - Responsiveness and tailoring to individual community needs
 - Understanding of smaller systems
 - Public consultation and community involvement

Weaknesses

- **Organizational relationships and processes are in need of attention**
 - Need better and more timely communication:
 - Internally, particularly between departments and between those who develop and deliver service.
 - Externally, particularly with respect to project/service changes, decision making, and delays
 - Need for standardization, clarification , integration of policies, roles, responsibilities and expectations internally and externally
 - Lack of enough information on how schedules/routes developed and process for adjusting them, particularly with respect to running times and connections.
 - Lack of enough tools, information, and incentives to staff, local partners, decision-makers on role of transit, best practices, integration of transit and land use.
 - Need for more consistent and adequate number of staff, better link between expectations and resources.
 - More rigour and transparency to our decision making and alignment within an overall strategic plan.
 - Lack of multi-year budgeting / planning and tailoring of budgets to a municipal calendar year
 - Need for more customer, staff, and partner engagement in decision making, particularly with respect to service development/refinements, fleet, facilities
 - Need for improved local community presence by BC Transit
- **Quality of Service needs to be improved**
 - Cleanliness and maintenance issues on vehicles and their contribution to poorer public perception / staff morale
 - Lack of amenities, standards, cleanliness at transit stops
 - Need to improve safety and security of passengers and staff on bus, at stop, while travelling to/from stop.
 - Perception of transit as slow, too complex, unreliable, dowdy, catering to the marginal
 - Need for better integration with local government to deliver service (land use plans, environment, stops, roads
 - Need for better integration of local and regional services
 - Lack of system coverage, frequency, days of operation
 - Improved use of technology and timeliness of marketing products.
 - Need for continued and more training

Opportunities

- **In our Social Environment**
 - Support of aging in place and capture 50+ market as their ability to use automobiles changes
 - Ability to better link pedestrian / cycling with transit
 - Youth; school bussing, transportation to post-secondary
 - Public sentiment is changing with respect to public transportation, environmentalism, notion of the common good
 - More infrastructure opportunities to create faster travel: LRT, BRT, separate Right of Way, busways, etc.
 - More options / variety in transit vehicles
 - Changing social culture around transit
 - Transit as a healthy, active, community-minded alternative to the automobile
- **To Improve our service**
 - Better use of technology to inform passengers, aid communication and decision making
 - Simplify and increase reliability of services, fares, passenger information
 - Opportunity to link communities together better
 - Increased use of prepaid technology and simplified, long term fares.
- **In our Political Environment**
 - For BC Transit to capture legislated mandate to influence reduced automobile use and support of green transportation and rural/urban planning
 - Changing political culture around transit
- **In our Physical Environment**
 - Opportunity to create / integrate transit oriented developments
 - Opportunity to better integrate exchanges with amenities, services, park and rides
- **In our Organizational Culture**
 - Opportunity to engage and develop customers, staff and partners as allies: cultivate champions for transit
 - Further educate decision makers, youth, general public on role/benefits of transit

Challenges (Threats)

- **In our Political Environment**
 - Lack of stable and predictable funding, both at the provincial and local government level results in confusion, distrust and failure
 - Need for renewal of infrastructure (and related cost increases to this)
 - Environmental changes: emissions standards, increasing complexity and cost to transit as demand increases
 - Need for more diverse funding sources
 - Uncertainty around energy supply and cost (and also supply costs for other parts, services we rely on)
 - Relationship with other levels of government – we are only revenue source to some municipalities, unclear role
 - Perceived lack of political will, knowledge, incentive, particularly at the local government level
 - Economic downturn and shifting global situation and its impacts on safety, security, local tax base, rural/small towns
- **In our Physical Environment**
 - Traffic congestion
 - Lack of control / influence on / integration with land use and development
- **In our Social Environment**
 - Aging of the population and its impacts on accessibility, how we inform & attract riders, decreased tax base, workforce
 - Population growth and its impacts on demand, congestion
 - Increased regionalization of services and travel patterns
 - handyDART impacts from increased number of seniors
- **To our Organizational Culture**
 - Staff recruitment
 - Potential impact of pandemics
 - Lack of resources is a barrier to meeting commitments and expectations