

# *Transforming Your Journey*

BC TRANSIT'S **STRATEGIC PLAN**  
2020 – 2025

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## ACKNOWLEDGEMENTS

This Plan was approved by the Board of Directors after being prepared by BC Transit in collaboration and consultation with employees, passengers, Local Government staff, elected officials, the Ministry of Transportation and Infrastructure, and operating companies from across B.C.

Our sincere thanks to all who took the time to engage in the process of transforming our journey.

**BC Transit acknowledges with respect that it carries out its work on the traditional territories of Indigenous nations throughout British Columbia.**



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**OUR VISION**

# Your best transportation solution

**OUR MISSION**

# Delivering transportation services you can rely on

**OUR OBJECTIVES**

**Always Safe:** We will put safety first in everything that we do

**Engaged People:** We will support our people to achieve success

**Satisfied Customers:** We will grow ridership by making mobility accessible and enjoyable

**Thriving Communities:** We will work with Local Government and First Nations partners to improve livability

**Responsible Stewardship:** We will use our resources wisely and develop the most sustainable solutions

**OUR VALUES**

## Safety



At the forefront of everything we do

## Innovation



Always improving and adapting to change

## Customer Service



Offering the best

## Teamwork



We can achieve more together

## Trust & Respect



Actions that inspire integrity, honesty and accountability

## Community



Responsive to the communities where we live and serve

# INTRODUCTION FROM THE CHAIR AND THE CEO

Our new Vision Statement, *your best transportation solution* captures the spirit, the optimism and the reality of BC Transit. This is an exciting and demanding time to be responsible for the provincial transit system. Citizens are looking for better ways to move that reduce emissions, are affordable, frequent, clean, safe and connected. Transit is the proven solution. B.C. already has the most extensive bus service of any province in the country and demand is growing. BC Transit requires riders, provincial funding, employees, municipal partners, land, equipment and technology so it can provide the best transportation solution. This is the plan for how we will do that.

This Strategic Plan is the culmination of extensive dialogue, feedback, and innovation from the people and communities across the province that we work with on a daily basis. The diversity and scale of these partnerships is reflected in the Strategic Plan, and will enable BC Transit to provide crucial assistance to communities to meet the challenges of the future. The power of our partnership model also enables BC Transit to remain a leader in Canada, with its services on average operating at a lower cost and carrying more people than its peers.

To determine the pathway outlined in this Plan, BC Transit undertook surveys, workshops and open houses with employees, elected officials, partners and stakeholders over the past year. We also listened closely to ongoing passenger and citizen

feedback. While the nature of the communities we serve varies widely—municipalities of all sizes and geographic locations, First Nations, and Regional Districts—the key themes we heard through this process are similar. Communities seek to address the challenges of climate change, growing populations, increasing traffic congestion, regionalization of services and affordability.

We also heard that public transit services offer benefits that are meaningful to individuals and society to meet these challenges. Transit makes it possible for communities to reshape themselves to reduce reliance on single occupant vehicles and fossil fuels and to increase affordability and access. At the individual level, transit can help connect people to each other, to social and community programs, employment and education, and to other modes of transportation, enriching B.C.'s culture and the lives of its citizens.

This Strategic Plan facilitates the continued evolution of BC Transit and the services it provides by refreshing the focus of the organization and setting performance objectives for the next five years. We will strive to meet these objectives grounded in the renewed Vision, Mission and Values presented here and through the priority actions we have outlined. And we won't do it alone.

The future is bright for transit, and the Board, employees and partners of BC Transit look forward to ensuring that it is *your best transportation solution*.



**ERINN PINKERTON,**  
PRESIDENT AND CHIEF EXECUTIVE OFFICER

**CATHERINE HOLT,**  
CHAIR OF BC TRANSIT BOARD OF DIRECTORS

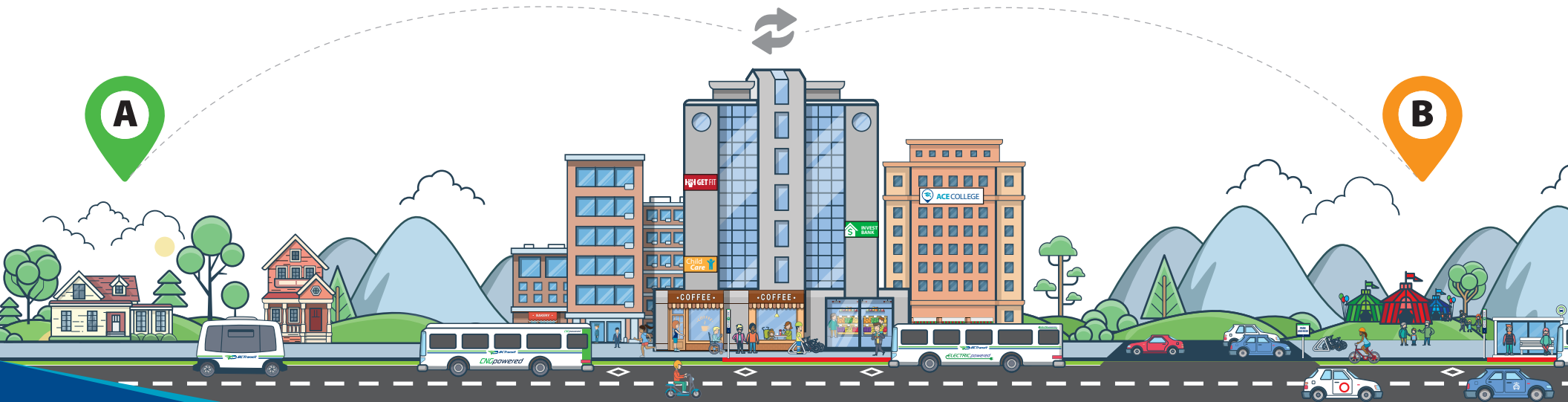
# IMAGINING THE FUTURE

Over the past five years, transit systems in BC have experienced significant ridership growth. In response to increasing demand for both urban and regional connections, BC Transit has invested heavily in service hour expansions, more buses, and better infrastructure to meet customer needs, all while ensuring services remain accessible, affordable and sustainable. We are proud of our accomplishments, including services to new areas, customer-focused technology such as NextRide, the construction of transit priority corridors, and the introduction of compressed natural gas buses. To keep this positive momentum going, BC Transit has an exciting vision for the future.

With emerging technologies, evolving demands and significant funding opportunities, the next decade will likely change the transportation landscape for years to come. Imagine having access to a variety of service types that meet your unique travel needs, the ability to book and pay for your trip before you leave your home, and peace of mind knowing that your mode of travel supports your community, is sustainable and green.

Over the next five years, our plan is to pursue our vision of the future by creating more responsive and reliable services, improving integration with other mobility providers, introducing electronic fare systems, providing better on-board amenities, creating advanced digital information, building more transit supportive infrastructure and transitioning to a greener fleet. Integrating these innovations into our already safe, efficient and affordable transit services will position BC Transit as a leader in the transportation industry.

This new Strategic Plan provides the blueprint for how we will facilitate this transformation over the next five years. It is based on a comprehensive planning and engagement process that balances our past, present and future and ensures that we're positioned to provide the best possible service to our customers across B.C.



# ABOUT BC TRANSIT

BC Transit is unique in Canada in terms of its funding model and its province-wide coordination of multiple transit systems.

BC Transit is the provincial Crown agency charged with coordinating the delivery of public transportation across British Columbia, with the exception of those areas serviced by TransLink (Metro Vancouver). More than 1.8 million British Columbians in over 130 communities across the province have access to BC Transit local and regional transit services.

From small towns to large urban centres, BC Transit provides more than 57 million passenger trips in communities across the province every year.

## BC Transit Legislated Mandate

In partnership with the Ministry of Transportation and Infrastructure, BC Transit adheres to the *British Columbia Transit Act*. This Act requires us to:

- Plan, acquire, construct or cause to be constructed public passenger transportation systems and rail systems that support regional growth strategies, official community plans, and the economic development of transit service areas;
- To provide for the maintenance and operation of those systems; and,
- To enter into commercial revenue opportunities in respect of the authority's assets and resources.

2019

63M

TOTAL KM'S PER YEAR THAT BC TRANSIT OPERATES



RIDERSHIP GROWTH OVER THE LAST FIVE YEARS

13%



2.4M

TOTAL SERVICE HOURS ACROSS BC PER YEAR



57M

ANNUAL PASSENGER TRIPS



50+

TRANSIT SYSTEMS



OVER 130+

COMMUNITY PARTNERSHIPS



\$342m

TOTAL ANNUAL BC TRANSIT BUDGET



1,051

BC TRANSIT EMPLOYEES IN VICTORIA



1,681

INDIRECT OPERATING EMPLOYEES ACROSS THE PROVINCE



1,185

VEHICLES IN THE PROVINCIAL FLEET



# THE SHARED SERVICES MODEL

BC Transit's shared services model enables the delivery of some of the most productive and efficient transit systems in Canada. The benefits of the shared services model include:

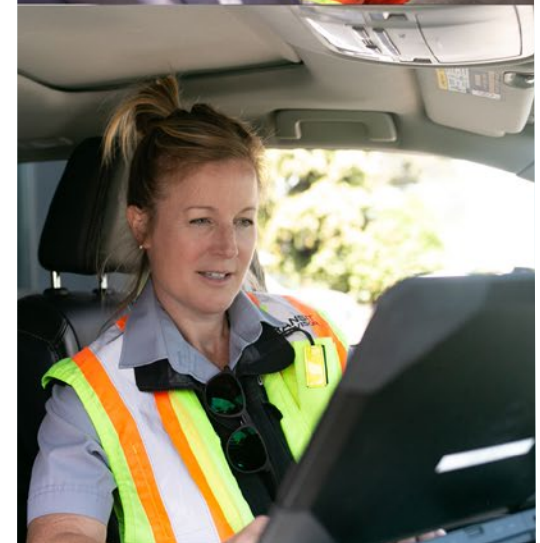
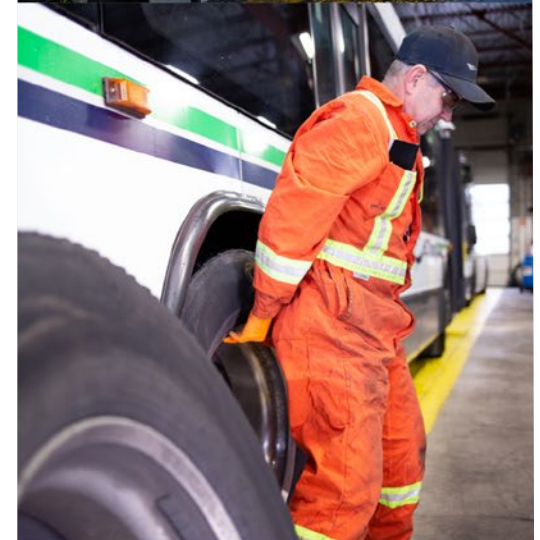
- Economies of scale achieved through delivering transit on a provincial scale, rather than on a municipality-by-municipality basis;
- Sharing of expertise and best practices, particularly in planning, asset management, and financial management;
- Reduced costs through bulk purchase of supplies and assets, such as fuel and vehicles; and
- Operational efficiency through private sector partnerships for the service delivery of many of our systems.

In most BC Transit systems, service is delivered through a partnership between BC Transit, the Local Government and a transit management company. Under this model, BC Transit provides funding, planning, scheduling, marketing, fleet and asset management, operations support, and contract administration services for each system.

Sponsoring Local Government and First Nations communities provide the remaining portion of funding (less passenger fares), approve service levels and fare structures, and maintain roadside transit facilities, such as bus stops, exchanges and shelters.

A contracted transit management company operates the service, including hiring and training drivers, providing front-line customer service, and maintaining vehicles. A range of private and non-profit companies operate BC Transit's service. In some locations – the Regional District of Nanaimo, City of Nelson, City of Powell River, and the Sunshine Coast Regional District – the sponsoring local government operates the system.

In the case of the Victoria Regional Transit System, BC Transit operates the conventional services, and a private transit management company operates the handyDART.





# DIVERSE SERVICES FOR A DIVERSE PROVINCE






BC Transit's systems are as diverse as our province and include a range of service types:

- **Conventional transit** serves the general population in more urban settings and offers scheduled bus service that operates on fixed routes and fixed schedules. All vehicles are accessible and range in size from minibuses to double-deck buses in order to best match ridership and community needs.
- **Custom transit** is known in many communities as handyDART and employs minibuses and taxis to provide transportation for passengers who cannot use conventional transit. Contracted taxi supplement and taxi saver (discounted coupon) programs complement these services.
- **Flexible transit** serves small towns, First Nations and rural communities as well as some suburban areas using minibuses, taxis, and vans for flexible routing and schedules.
- **Regional connector services** provides connections between more urban areas primarily for daily commuters as well as linking more remote, smaller communities where service may operate 1-3 days per week to provide access to healthcare, services and amenities.



# PART OF THE SOLUTION

Communities across British Columbia are facing some big challenges, and BC Transit can be part of the solution.

Challenge	Description	Opportunity
<b>Climate Change</b> 	Climate change is a threat to urban and rural communities across B.C., impacting resources, air quality, general temperatures, and quality of life. Most greenhouse gas emissions in B.C. come from creating and using energy, including transportation.	Shifting to more environmentally-sustainable modes of transportation, such as transit, can help realize an overall reduction in greenhouse gas emissions. Likewise, BC Transit has committed to operating a low-carbon, fully-electric fleet by 2040, cutting emissions significantly and meeting the Province's targets.
<b>Safety</b> 	Transportation-related impacts on safety are an ongoing concern; from crashes, near-misses, auto crime, and impaired driving, the need to increase multimodal safety is top-of-mind as B.C.'s population continues to grow.	Public transit is one of the safest modes of travel, and at BC Transit, safety is at the forefront of all we do.
<b>Affordability</b> 	British Columbia has the second highest rate of poverty in Canada and is one of the most expensive places in Canada to live. In our province, transportation costs account for nearly 20% of most people's expenditures.	BC Transit is committed to making transportation affordable. This includes serving vulnerable and remote communities across the province and linking people to jobs, healthcare, and education with flexible fares.
<b>Social Isolation (Rural-Urban Divide)</b> 	Social isolation is experienced in communities across B.C., is prevalent in aging and new-Canadian populations, and is common across urban and rural areas with housing affordability challenges. Social isolation and loneliness can affect mental, physical, and emotional health.	BC Transit serves diverse communities across the province, including northern and coastal First Nations communities, island communities, and regional collections of smaller centres. Transit can link rural and urban communities and help connect people to each other, to social and community programs, to economic opportunities and to other modes of transportation, enriching B.C.'s culture and the lives of its citizens.
<b>Congestion</b> 	Traffic congestion is growing across B.C. which is bad for the environment, bad for the economy and bad for our citizens' health and quality of life.	By shifting modes and increasing transit ridership, we can help alleviate congestion by moving people more efficiently and effectively, particularly where transit supportive infrastructure is available.

# OUR VISION

Our Vision Statement speaks to the many customers that we serve and positions us as a leader in developing solutions for many of the complex challenges that exist across the province.

## *Your best transportation solution*

### **How is BC Transit *your best transportation solution today?***

- Public transit is the most efficient and cost-effective way of moving large numbers of people through limited urban space or between regional centres
- With funding support from the Province and local governments, BC Transit is able to provide one of the most affordable transportation options
- With a fleet of 100% universally accessible buses, BC Transit provides the most accessible mode of transportation
- With professional staff and high service standards, public transit remains one of the safest modes of transportation

### **How will BC Transit be *your best transportation solution in the future?***

- Through our Low Carbon Fleet Strategy, BC Transit's Fleet will become 100% carbon emission free by 2040
- Through investments in transit priority infrastructure, public transit will become one of the fastest modes of transportation
- With the introduction of electronic fare systems and through integration with other mobility options, public transit will become even more convenient for our customers

# OUR MISSION

Our Mission Statement describes how BC Transit is going to accomplish the goals set by the Vision Statement.

## *Delivering transportation services you can rely on*

### What do we want our customers to be able to rely on?

- Safety
- Comfort
- Cleanliness
- Quality
- Reliability
- Customer Service
- Affordability
- Efficiency
- Cost Effectiveness
- Sustainability
- Accessibility
- Partnerships

# OUR OBJECTIVES

Meeting the challenges and opportunities in the future requires us to think about how we position ourselves as an organization to achieve our Vision and Mission. Our Objectives provide the framework that drives our organization forward and provides the measurement of how we are doing. BC Transit is also committed to continuous evaluation, monitoring, and optimization of the Plan and its priorities.

				
<b>Always Safe</b>	<b>Engaged People</b>	<b>Satisfied Customers</b>	<b>Thriving Communities</b>	<b>Responsible Stewardship</b>
<i>We will put safety first in everything that we do</i>	<i>We will support our people to achieve success</i>	<i>We will grow ridership by making mobility accessible and enjoyable</i>	<i>We will work with Local Government and First Nations Partners to improve livability</i>	<i>We will use our resources wisely and develop the most sustainable solutions</i>
<b>Measurements of Success</b>				
<ul style="list-style-type: none"> <li>Maintaining our strong safety performance for employees and customers</li> </ul>	<ul style="list-style-type: none"> <li>Increasing employee engagement and workplace satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Increasing transit ridership</li> <li>Improving customer satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Increasing access to affordable, reliable and efficient transit</li> <li>Facilitating collaborative partnerships that lead to effective transportation solutions</li> </ul>	<ul style="list-style-type: none"> <li>Meeting our commitments to full electrification of our fleet by 2040</li> <li>Reducing greenhouse gases</li> <li>Upholding our financial responsibility to efficiency and affordability</li> </ul>

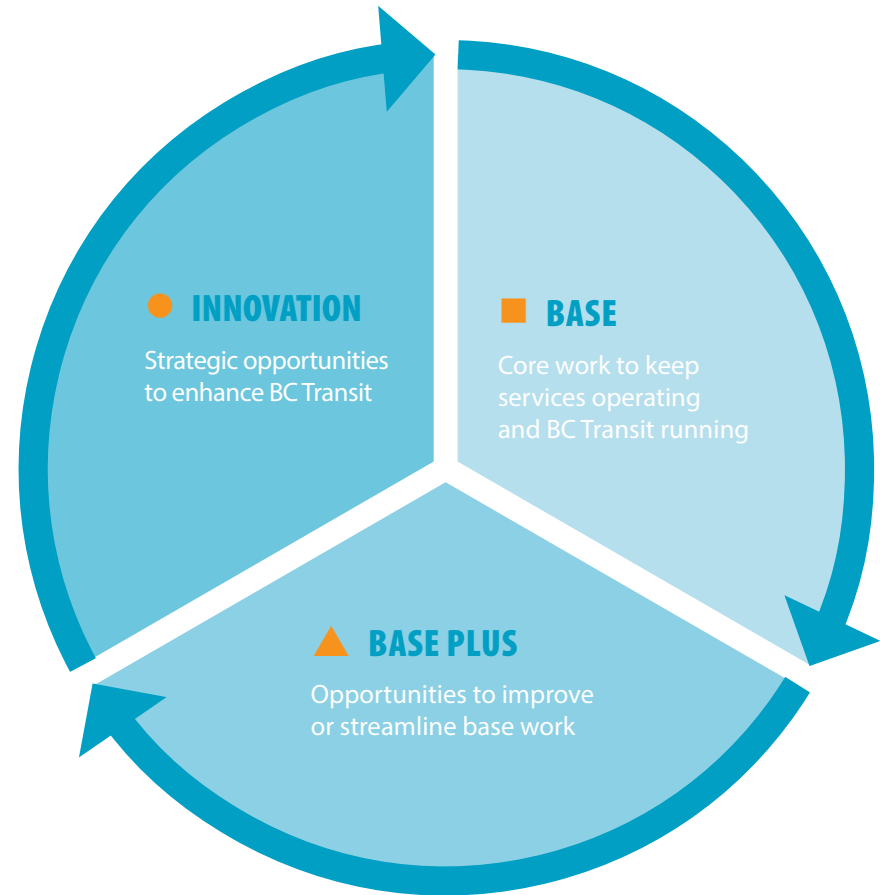
# THE FIVE YEAR PLAN

To achieve the overarching Objectives of Always Safe, Engaged People, Satisfied Customers, Thriving Communities and Responsible Stewardship, over the next five years BC Transit will both continue and pursue a set of action areas. Recognizing the importance of balancing core day-to-day work with transformational innovation, the priorities within each action area have been divided into three different categories to assist in their development and implementation:

- **BASE:** Core work to keep services operating and BC Transit running
- ▲ **BASE PLUS:** Opportunities to improve or streamline base work
- **INNOVATION:** Strategic opportunities to enhance BC Transit

These priority activities are part of a cycle that will propel BC Transit forward as the actions implemented as “innovation” will eventually become tomorrow’s “base”. We need to plan and resource them all accordingly to ensure they can be maintained on an ongoing basis and become the foundation for future improvements.

The actions and priorities presented in the following sections show our focus over the next five years and what we hope to accomplish together in a coordinated, collaborative and meaningful way.



# Action Area 1: Engaged People and Partners

Fostering engagement and commitment through investment in the growth and development of our people and partners

■ BASE	▲ BASE PLUS	● INNOVATION
<ul style="list-style-type: none"> <li>• Attract and retain great people</li> <li>• Strengthen partnerships through communication and collaboration</li> <li>• Develop and maintain constructive relationships with unions</li> <li>• Develop succession planning based on identified business-critical positions</li> <li>• Continue to invest in the training and development of our people and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programs with mental, physical and emotional well being at the forefront</li> <li>• Create employment strategies to build a diverse workforce and inclusive work environment. This includes expanded opportunities for the First Nations Employment Program, Women in Trades, EmployAbilities, New Canadians, and Trades Scholarships</li> </ul>	<ul style="list-style-type: none"> <li>• Use predictive analytics to improve and support business decisions and make the employee experience even better</li> <li>• Identify opportunities for task automation to improve the timeliness and quality of work and employee satisfaction and retention</li> </ul>



1. Engaged People and Partners
2. Positive Customer Experience
3. Safe and Responsive Service Delivery
4. Modernized and Low Carbon Fleet
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## Action Area 2: Positive Customer Experience

A customer centric approach

■ <b>BASE</b>	▲ <b>BASE PLUS</b>	● <b>INNOVATION</b>	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Deliver safe, clean and reliable transit service</li> <li>• Provide accurate, reliable information through a diverse range of means</li> <li>• Provide excellent customer experience and interactions and develop a Customer Experience Strategy</li> <li>• Provide safe, secure and desirable bus stop amenities</li> <li>• Improve the Custom Transit experience</li> </ul>	<ul style="list-style-type: none"> <li>• Actively engage our customers through an expanded social media presence</li> <li>• Implement website improvements</li> <li>• Introduce more robust customer feedback methodologies</li> <li>• Further improve on-street and on-board amenities</li> <li>• Continue to diversify and expand engagement and outreach</li> <li>• Develop a wayfinding strategy to improve and simplify the customer journey</li> <li>• Develop a provincial fare strategy that better enables connections across systems</li> <li>• Enhance multi-modal integration</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce electronic and digital fare options</li> <li>• Keep pace with improved on-bus amenities</li> <li>• Define and expand the customer support model to enable more sophisticated interactions with our customers</li> <li>• Develop a comprehensive Service Excellence Program for employees and partners</li> <li>• Develop a Mobility as a Service (MaaS) model that works for BC Transit, its partners and systems</li> <li>• Introduce NextRide for Custom Transit to better enable customers to track and prepare for their trip</li> </ul>	2. Positive Customer Experience
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## In Focus: Modernizing Our Fare Collection System

We have plans to modernize our farebox and bring it in line with today's industry standards. This transformational project will improve the travel experience for our customers by introducing new forms of payment, like mobile and contactless. As well as having clear benefits for customers, it will also help improve the reliability of our data and reduce the number of visual ticket validations performed by operators.

Our existing fare collection technology is now over 30 years old. The payment industry has mostly moved away from magnetic stripe ticketing, which means that our equipment is now obsolete. This makes it expensive to maintain and repair. It also makes it challenging for us to access the data that we need to monitor travel trends and make evidence-based decisions.

Smart cards dominated the industry for most of the 2000's. They were capable of storing much more information than traditional magnetic stripe tickets. They also required significantly more infrastructure investment, including readers, kiosks and a complex back-office system. Smart cards, however, are now being transitioned out. The focus today is on removing the need to buy a ticket altogether and allowing the customer to bring their own ticket. The benefits of this are two fold:

1. Eliminating the need to pre-purchase and load a ticket lowers a barrier to travel for the customer, making transit a more convenient travel option.
2. Removing card distribution and vendor networks also lowers overall infrastructure costs.

In Canada, there has been a steady decline in the use of cash for small value purchases and a growth in credit and debit card usage. Consequently, our customers' expectations have shifted away from paper based tickets and cash, towards digital forms of payments. Yet, to date, our transit customers have not been able to benefit from technology readily available elsewhere, such as smart cards and contactless payments.

This will change as BC Transit modernizes our fare collection system, at which point we will start accepting a wider range of fare payment methods, including contactless payments. We will also continue to accept cash payments and retain a separate travel product for people unable or unwilling to use mobile or contactless payments (e.g. debit cards, credit cards and mobile phones).

The new electronic and digital fare collection system will make the experience of travelling by public transit more seamless, thereby encouraging more people to make their journey using our services. It will also improve the reliability, richness and variety of data that we collect to enable us to make better decisions, focusing on what brings the greatest value to the communities we serve. In due course, we will also be able to participate in any efforts to aggregate payment for travel services of all types on a single platform.

# Action Area 3: Safe and Responsive Service Delivery

Making reliable service happen

■ BASE	▲ BASE PLUS	● INNOVATION
<ul style="list-style-type: none"> <li>• Deliver safe, efficient and reliable scheduled services</li> <li>• Continue to provide a range of transportation services that best match customer needs</li> <li>• Plan and continuously optimize services, including implementing additional and new service approaches to best meet customer and community needs, within available resources</li> <li>• Continue to engage our operating companies and support training and other programs to improve safety and service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the provision of real-time information and use by both customers and operations</li> <li>• Implement improved security (Closed-Circuit TV) functionality</li> <li>• Expand interregional services to meet customer needs</li> <li>• Implement Custom Transit dispatch processes and technologies to improve efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate information and service planning where possible with other mobility providers</li> <li>• Expand services to include additional on-demand and flexible delivery models (first and last mile multimodal integration)</li> </ul>

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# Action Area 4: Modernized and Low Carbon Fleet

Optimizing vehicle technology for safety and GHG reduction while reliably meeting passenger demand and customer experience

■ BASE	▲ BASE PLUS	● INNOVATION	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Ensure vehicles are available, reliable and maintained by continuing to support the province-wide Preventative Maintenance Program and Fleet Standards</li> <li>• Support an affordable and environmentally sustainable fleet, including the timely replacement of buses at end-of-life</li> <li>• Leverage the Provincial Fleet Plan for shared benefits and risk mitigation</li> <li>• Leverage data collected through enhanced means to match vehicle size to community demand</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire buses in support of service expansion and growth</li> <li>• Develop more standardized data collection methods and use new data streams to support maintenance and asset investment decision-making</li> <li>• Use predictive analytics to inform decision-making and better plan fleet maintenance activities</li> <li>• Support the transition to Smart Bus technologies, including NextRide and Electronic Fare Payment technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Low Carbon Fleet Strategy, BC Transit's commitment to being 100% emission free by 2040</li> <li>• Secure alternative fuel supplies as the fleet transitions away from fossil fuels</li> <li>• Explore driver-assist technologies</li> </ul>	2. Positive Customer Experience
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## In Focus: BC Transit's Low Carbon Fleet Strategy

In November 2018, BC Transit approved a Low Carbon Fleet Strategy to support provincial targets for greenhouse gas (GHG) emissions and to align with the provincial CleanBC plan. Core to this program is a 10-year fleet replacement strategy to replace over 1,200 existing buses.

We are committed to pursuing new and low carbon technologies, supported by the use of renewable fuels, as we strive towards a cleaner, greener fleet. This includes a commitment to start buying electric-only heavy duty buses starting 2023 and a target to create a fully-electric provincial fleet by 2040, with the first 10 electric buses set to arrive in the Victoria Regional Transit System in 2021.

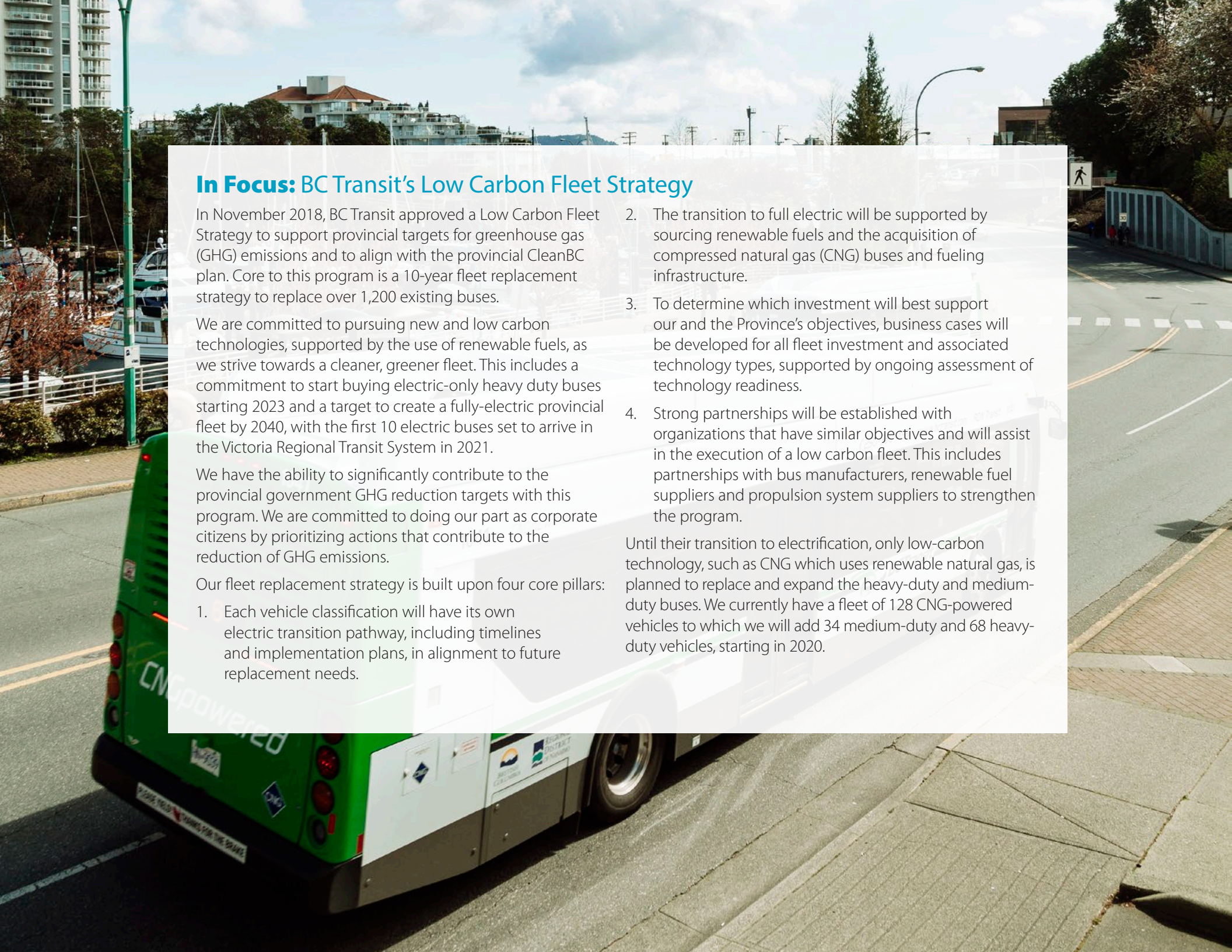
We have the ability to significantly contribute to the provincial government GHG reduction targets with this program. We are committed to doing our part as corporate citizens by prioritizing actions that contribute to the reduction of GHG emissions.

Our fleet replacement strategy is built upon four core pillars:

1. Each vehicle classification will have its own electric transition pathway, including timelines and implementation plans, in alignment to future replacement needs.

2. The transition to full electric will be supported by sourcing renewable fuels and the acquisition of compressed natural gas (CNG) buses and fueling infrastructure.
3. To determine which investment will best support our and the Province's objectives, business cases will be developed for all fleet investment and associated technology types, supported by ongoing assessment of technology readiness.
4. Strong partnerships will be established with organizations that have similar objectives and will assist in the execution of a low carbon fleet. This includes partnerships with bus manufacturers, renewable fuel suppliers and propulsion system suppliers to strengthen the program.

Until their transition to electrification, only low-carbon technology, such as CNG which uses renewable natural gas, is planned to replace and expand the heavy-duty and medium-duty buses. We currently have a fleet of 128 CNG-powered vehicles to which we will add 34 medium-duty and 68 heavy-duty vehicles, starting in 2020.



## Action Area 5: Supportive Infrastructure

Giving transit the space and place it needs to be reliable, and to create a better customer experience now and into the future

■ BASE	▲ BASE PLUS	● INNOVATION	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Develop and maintain fixed assets such as Operations and Maintenance Facilities, major exchanges, stops and other transit-supportive infrastructure that conform with sustainability principles</li> <li>• Continue the Long Term Capital Plan that sustains current infrastructure and prepares for future needs</li> <li>• Work with partners to identify opportunities to introduce or expand transit supportive or transit priority infrastructure</li> <li>• Collaborate with Local Government partners and First Nations to highlight and influence the relationship between land-use planning and efficient and effective transportation planning</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance the alignment of transit service growth and transit infrastructure needs with community land-use plans and capital plans</li> <li>• Develop partnerships with other organizations in support of creating effective transit supportive infrastructure</li> <li>• Enhance facility planning and preventative maintenance programs</li> <li>• Leverage funding opportunities, such as those that may arise from federal infrastructure programs</li> <li>• Explore opportunities to acquire real estate to meet anticipated future infrastructure needs</li> <li>• Support the development of Rapid Transit corridors to increase mode shift to transit</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare infrastructure to support the transition to low or zero carbon fleet</li> <li>• Explore opportunities in the governance and legislative framework to advance transit supportive capital and infrastructure investment</li> </ul>	2. Positive Customer Experience
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## In Focus: Making Services More Reliable Through Investment in Infrastructure

Two areas of infrastructure investment are required in order to support transit being your best transportation solution in communities across the province.

The first is the introduction of new or expanded transit priority infrastructure. Urban communities across our province are experiencing increasing levels of congestion, which is impacting average journey times and reliability. Investing in transit priority measures improves speed, reliability, comfort and convenience for public transit customers. It also benefits other road users by reducing the total number of vehicles on the road.

Improving the overall performance and attractiveness of transit is a defining factor in convincing more British Columbians to make the switch from their personal car to public transit. Less congested streets are more pleasant to

walk and cycle on, are safer for all road users and improve the quality of the air that we breathe. Reducing congestion levels on the road also helps us mitigate future operational cost increases.

The second area for infrastructure investment is to continue to invest in adequate transit operations and maintenance (O&M) facilities. O&M facilities are an integral part of transit systems as they are where the buses are stored, maintained and dispatched to their assigned service. As many of the O&M facilities across the province are reaching their capacity, it is important to identify and invest in the expansion of these facilities to ensure that space is available for transit systems to grow into the future.

## Action Area 6: Enabling Technology

Providing the foundation for technology and information that enables evidence-based decision-making and access to the services our people and customers need

■ <b>BASE</b>	▲ <b>BASE PLUS</b>	● <b>INNOVATION</b>	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Provide continuous cybersecurity, privacy and data protection</li> <li>• Provide ongoing records management and file storage practices</li> <li>• Enable effective and reliable collection and storage of data</li> <li>• Deliver and support the Information Technology (IT) tools and applications that allow people to be as effective as possible</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and implement updated Data Governance structure and policies</li> <li>• Explore opportunities to improve the analysis and visualisation of data and connect data between multiple business areas in support of decision-making across the organization</li> <li>• Explore and improve partnerships for data sharing</li> <li>• Support improvements to business applications and processes to ensure they stay relevant to changing opportunities and business needs</li> </ul>	<ul style="list-style-type: none"> <li>• Explore opportunities for big data and the Internet of Things (IoT) to enhance cost optimization, asset utilization, customer service analysis, safety and security</li> <li>• Broker best cloud-based solutions</li> <li>• Support the evaluation and transition to further automation of processes where feasible</li> </ul>	2. Positive Customer Experience
			3. Safe and Responsive Service Delivery
			4. Modernized and Low Carbon Fleet
			5. Supportive Infrastructure
			6. Enabling Technology
			7. Effective Contracts and Standards
			8. Open and Transparent Communication
			9. Stable Funding and Governance
			10. Prudent Financial Stewardship



## Action Area 7: Effective Contracts and Standards

Ensuring successful frameworks that promote safety, sustainability and consistency for partners and suppliers across the province

■ <b>BASE</b>	▲ <b>BASE PLUS</b>	● <b>INNOVATION</b>	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>Deliver the services and responsibilities defined by the <i>British Columbia Transit Act</i></li> <li>Deliver an effective vendor procurement and contract management strategy</li> <li>Ensure business continuity, mitigate risk and reduce the potential for cost volatility through contract clauses</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate and regionalize transit system operating contracts</li> <li>Improve contract adherence standards and enhance measurement tools to manage performance</li> <li>Enhance the vendor and contract management framework to allow for more robust service level agreements</li> </ul>	<ul style="list-style-type: none"> <li>Centralize contract management duties</li> <li>Develop a sustainable supply chain risk analysis</li> <li>Consider and implement contract and partnership structures that will be required to integrate with other forms of transportation through Mobility as a Service (MaaS)</li> </ul>	2. Positive Customer Experience
			3. Safe and Responsive Service Delivery
			4. Modernized and Low Carbon Fleet
			5. Supportive Infrastructure
			6. Enabling Technology
			7. Effective Contracts and Standards
			8. Open and Transparent Communication
			9. Stable Funding and Governance
			10. Prudent Financial Stewardship





## Action Area 8: Open and Transparent Communication

Fostering community support for transit

■ BASE	▲ BASE PLUS	● INNOVATION	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>Actively engage with our employees, partners and customers</li> <li>Increase corporate reporting to celebrate and promote transit related accomplishments</li> <li>Continue to participate in elected official meetings and public events</li> <li>Improve communication with partners and front line employees</li> <li>Collaborate and enhance communication with other transportation service providers such as TransLink and BC Ferries</li> </ul>	<ul style="list-style-type: none"> <li>Improve the website and other online tools to better match customer needs</li> <li>Conduct more community outreach to grow ridership and inform the development of service (e.g. schools, assisted living communities)</li> <li>Improve travel training programs for current and prospective transit riders to make it even easier to become a transit customer</li> <li>Collaborate with Local Government partners to host transit industry workshops, events and dialogues</li> <li>Improve integration of BC Transit planning documents into other partner reports (e.g. Official Community Plans)</li> <li>Enhance the Transit Ambassador Program to better support outreach at the local level</li> </ul>	<ul style="list-style-type: none"> <li>Explore opportunities for collaboration with other government organizations (such as the Ministry of Health, Housing and Environment) to enhance awareness of BC Transit and more effectively plan and implement improvements that meet multiple needs</li> <li>Develop relationships with transit advocates to increase community awareness and support for transit at the grassroots level</li> <li>Create a Champions of Transit program to provide interested local elected officials with information they can use to advocate for improved transit and supportive land use in their communities</li> </ul>	2. Positive Customer Experience
			3. Safe and Responsive Service Delivery
			4. Modernized and Low Carbon Fleet
			5. Supportive Infrastructure
			6. Enabling Technology
			7. Effective Contracts and Standards
			8. Open and Transparent Communication
			9. Stable Funding and Governance
			10. Prudent Financial Stewardship



## Action Area 9: Stable Funding and Governance

Charting the path to successful transit systems through sustainable funding sources, accountable decision-making and insightful reporting

■ BASE	▲ BASE PLUS	● INNOVATION	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Maintain existing funding sources that support transit</li> <li>• Develop three-year budgets and expansion proposals for funding partners and apply to Ministry of Transportation &amp; Infrastructure for funding</li> <li>• Adhere to the Mandate Letter and develop Corporate Reports (Annual Service Plan and Corporate Service Plan)</li> <li>• Support the Board and local partnerships</li> <li>• Define the impacts of complimentary fare programs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop more partnerships with First Nations' communities and improve opportunities for Community Partnership Transit Agreements</li> <li>• Communicate a clear framework for different governing options that may be available to govern transit systems (Council/Board, Committees, Commission)</li> <li>• Continue to explore alternative funding models</li> <li>• Explore partnerships and alliances with other organizations (e.g. TransLink, BC Ferries, BC Hydro) to build ridership/revenue and mitigate cost increases</li> <li>• Create strong alignment between community growth and transit investment needs (particularly in maintaining service reliability by addressing congestion)</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate new funding mechanisms to supplement existing sources that may evolve in the future</li> <li>• Establish a framework for supporting transportation services to small communities unable to afford BC Transit services</li> <li>• Explore opportunities for additional funding sources related to climate change levers</li> <li>• Review the <i>British Columbia Transit Act</i> to prepare for future integration with Mobility as a Service, such as changes to service types, land-use and jurisdictional influence</li> </ul>	2. Positive Customer Experience
			3. Safe and Responsive Service Delivery
			4. Modernized and Low Carbon Fleet
			5. Supportive Infrastructure
			6. Enabling Technology
			7. Effective Contracts and Standards
			8. Open and Transparent Communication
			9. Stable Funding and Governance
			10. Prudent Financial Stewardship



## Action Area 10: Prudent Financial Stewardship

To ensure financial accountability and sustainability for BC Transit and its partners

■ <b>BASE</b>	▲ <b>BASE PLUS</b>	● <b>INNOVATION</b>	1. Engaged People and Partners
<ul style="list-style-type: none"> <li>• Maximize organizational efficiencies and adhere to fiduciary duties</li> <li>• Administer enterprise risk and insurance programs</li> <li>• Continue revenue and financial reporting</li> <li>• Adhere to internal controls, business continuity, policies and process manuals</li> <li>• Renew the standardized vehicle lease fees to provide improved budget certainty and continuity to BC Transit and its partners</li> <li>• Conduct regular audits</li> <li>• Continue annual reporting, budgeting and forecasting</li> </ul>	<ul style="list-style-type: none"> <li>• Improve organizational readiness to change</li> <li>• Leverage opportunities for federal infrastructure funding and streamline the application and reporting process</li> <li>• Improve performance reporting to support business decisions</li> <li>• Enhance the capital project governance, framework and tools</li> <li>• Improve the transition of capital projects to implementation and operations (funding and processes)</li> <li>• Develop a framework for measurement of enterprise risk to support the business</li> </ul>	<ul style="list-style-type: none"> <li>• Identify new sustainable funding sources</li> <li>• Implement technology tools to improve and make more efficient budgeting and forecasting processes</li> </ul>	2. Positive Customer Experience
			3. Safe and Responsive Service Delivery
			4. Modernized and Low Carbon Fleet
			5. Supportive Infrastructure
			6. Enabling Technology
			7. Effective Contracts and Standards
			8. Open and Transparent Communication
			9. Stable Funding and Governance
			10. Prudent Financial Stewardship



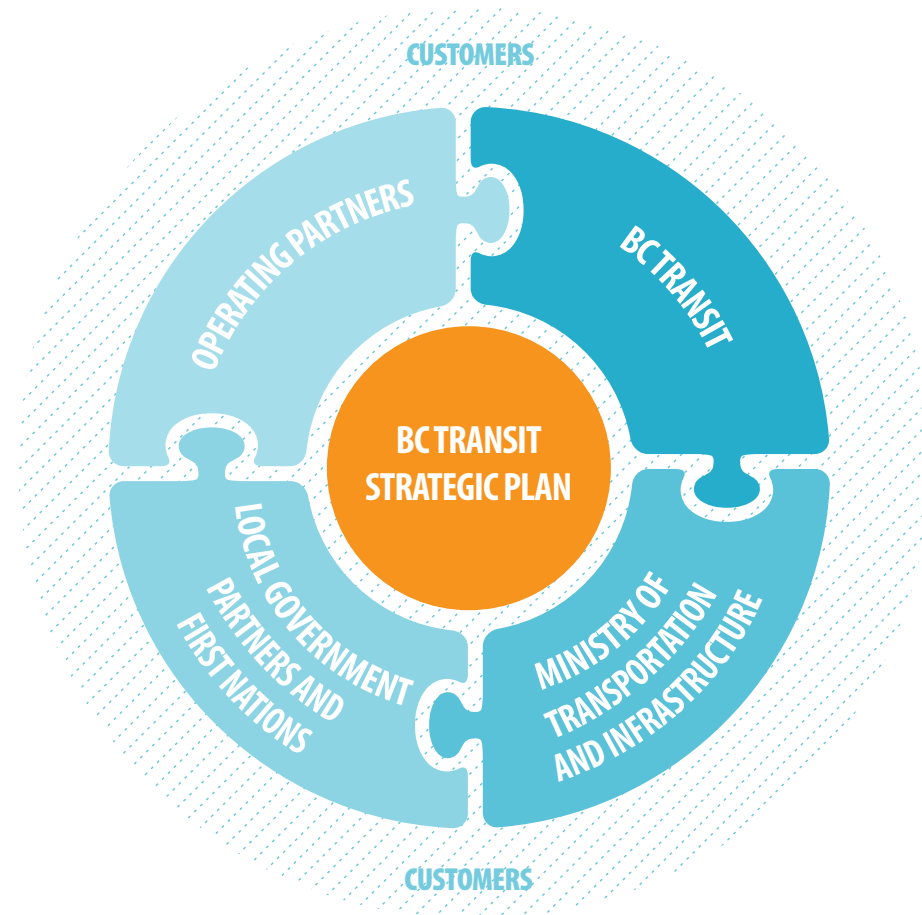
# IMPLEMENTING THE PLAN

The Strategic Plan is not a static document. In concert with other business planning processes and the many stakeholders we serve, this Plan will be reviewed annually to address emerging trends and performance, and determine if immediate changes are required to the presented objectives and action areas. Furthermore, a comprehensive Strategic Plan engagement, review and update will be undertaken every five years.

As part of our continued commitment to public involvement in our Strategic Plan process, this Plan will be provided to our employees, Local Government partners and First Nations, transit operating companies and major stakeholders. The plan, plus summaries and highlights, will also be available online to our customers and the general public.

This Strategic Plan is intended to serve as the overarching framework for BC Transit's regular business plans as well as to support our key stakeholders in the development of their own plans and process.

**Together with our people, government and operating partners, BC Transit looks forward to transforming your journey in the years to come.**



## OUR VISION

# Your best transportation solution

## OUR MISSION

# Delivering transportation services you can rely on

## OUR OBJECTIVES

**Always Safe:** We will put safety first in everything that we do

**Engaged People:** We will support our people to achieve success

**Satisfied Customers:** We will grow ridership by making mobility accessible and enjoyable

**Thriving Communities:** We will work with Local Government and First Nations partners to improve livability

**Responsible Stewardship:** We will use our resources wisely and develop the most sustainable solutions

## OUR VALUES

### Safety



At the forefront of everything we do

### Innovation



Always improving and adapting to change

### Customer Service



Offering the best

### Teamwork



We can achieve more together

### Trust & Respect



Actions that inspire integrity, honesty and accountability

### Community



Responsive to the communities where we live and serve



