

BC TRANSIT

STRATEGIC PLAN 2024



TERRITORIAL ACKNOWLEDGEMENT

We acknowledge with respect that BC Transit delivers our mission on the ancestral territories of Indigenous Peoples across British Columbia, and their historical relationships with the land continue to this day.

We recognize that our Victoria corporate offices are located on the territories of the lək̓ʷəŋən (Esquimalt and Songhees), W̱SÁNEĆ (BOKÉCEN, W̱JOŁEŁP, S̱TÁUTW, W̱SÍKEM, MÁLEXEŁ), Pacheedaht, Scia'new and T'Sou-ke peoples.

"The generous connection and intention from relationship building has led to the commissioned original titled 'Transiting the Margins'. The transparent watercolor is a testament to deepening relationships with Indigenous peoples. First Nations have been marginalized since colonization and today we race down main street, we move together in a good way with respect, and connection."

DANIEL ELLIOTT, COVER ARTIST
STZ'UMINUS FIRST NATION

"This art reflects our commitment to building relationships with Indigenous communities. It's a way for us to bring cultural awareness to our customers, our employees, and to signify the importance of the traditional territories across British Columbia. We thank Daniel Elliott for this beautiful artwork."

ERINN PINKERTON, PRESIDENT AND CEO



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THE 2024 STRATEGIC PLAN

BC Transit's Strategic Plan captures the vision, mission, values and key goals for the coming years. The main objectives prioritize safety, employees, partners, customers, communities, financial stability and the environment. These themes, along with the focus areas for key projects, plans and initiatives link to our business plan and numerous internal guiding documents that provide further details for implementation.

BC Transit remains focused on delivering safe, reliable and efficient transit services across the province, making transit the best choice to get people where they need to be.



ACKNOWLEDGEMENTS

This Strategic Plan was approved by the Board of Directors after being prepared by BC Transit in collaboration and consultation with employees, customers through the Voice of the Rider program, Local Government staff, elected officials, the Ministry of Transportation and Infrastructure, and operating companies from across B.C. Sincere thanks to all who took the time to engage in the process of developing the 2024 Strategic Plan.



INTRODUCTION FROM THE CHAIR AND CEO

We are thrilled to introduce the 2024 BC Transit Strategic Plan. As we embark on this exciting journey into the future of BC Transit, it's essential to reflect on our past accomplishments and the challenges we've overcome in recent years.

In early 2020, we unveiled our previous Strategic Plan "Transforming Your Journey," only to face the unprecedented global pandemic of COVID-19 shortly thereafter. While this crisis presented us with new and formidable obstacles, we demonstrated resilience by ensuring the continued provision of essential transit services to communities throughout British Columbia. Despite the challenges we faced during the pandemic, we remained steadfast in our commitment to our long-term goals, successfully accomplishing many of the initiatives outlined in our 2020 plan.

With the pandemic came a significant decline in transit ridership, and a need to ensure the ongoing safety and comfort of our passengers and employees. However, we are now delighted to announce that BC Transit ridership has reached an all-time high, recently surpassing 100% of pre-pandemic levels. This achievement was made possible in part through the invaluable contribution of \$116.4 million in Safe Restart funding from the Government of Canada and the Province of B.C., which supported the sustained delivery of essential transit services during and after the pandemic.

Our unwavering focus on modernizing our operations will persist in the years ahead. We have already introduced the Umo payment system across the province, continued investments in battery electric buses, implemented our flagship Blink Rapidbus service in Victoria, and launched our first flexible OnDemand transit services in Kelowna. We are committed to providing safe, reliable, and accessible services to our customers by investing in our fleet, facilities, and partnerships that promote transit-friendly communities.

Environmental stewardship remains central to our mission. We are resolute in our commitment to transitioning to a low-carbon fleet and creating an attractive alternative to car ownership, encouraging more people to choose transit.



In the coming years, we will continue to emphasize reconciliation and collaboration with Indigenous communities to enhance transit access. Our dedication extends to ensuring a safe and inclusive workplace, where both physical and psychological safety are paramount. We are proud to maintain a comprehensive Inclusion, Diversity, Equity, and Accessibility (IDEA) program, complete with numerous initiatives for the future. This program includes customer-focused initiatives, such as employing gender-based analysis plus (GBA+) to examine customer feedback across demographic groups and identify improvements that benefit all.

Our “Voice of the Rider” program provides opportunities for engagement, allowing you to share your transit experiences and contribute to our continuous improvement efforts. Ensuring a secure transit experience is another priority, encompassing safety both on and off the bus and at transit stops and exchanges.

The future holds promising opportunities for transit-oriented development areas and frequent transit routes that support sustainable transportation options to and from much needed new housing across the province. Expanding and growing our services to meet the diverse needs of rural and urban communities will remain a high priority, creating inclusive and accessible transportation solutions for communities across the province.

In our 2024 Strategic Plan we outline our objectives, focus areas, and key priorities for the next few years. This plan serves as our roadmap for BC Transit’s future, enabling us to play a vital role in addressing the challenges our communities face today and anticipate tomorrow. The 2024 plan focuses on progressing to a low carbon fleet, expanding transit services, ensuring sustainable funding and enhancing the customer experience.

We remain steadfast in our commitment to offering an affordable, inclusive, reliable and sustainable public transit service that British Columbians can depend on for work, education, appointments, and social activities. This plan will guide BC Transit as we make decisions for tomorrow, ushering in an exciting new era for transportation and transit services across British Columbia.

Thank you for your continued support as we embark on this journey together.

ERINN PINKERTON
PRESIDENT AND CHIEF EXECUTIVE OFFICER

SHERRI BELL
BOARD CHAIR

OUR VISION

Your best transportation solution

OUR MISSION

*Delivering transportation services
you can rely on*

OUR VALUES

Safety First



We prioritize the **physical** and **psychological** safety of our customers and employees

Adapt and Thrive



We champion **innovation** and continuous improvement, focusing on **sustainable** solutions and responsible stewardship

Team Spirit



We accomplish more together through **teamwork**, **collaboration** and an **inclusive** environment

Community Minded



We are responsive to our **communities** and **customers**, offering the best experience to meet their **diverse** needs

IMAGINING THE FUTURE

Over the past four years, BC Transit has achieved significant milestones including the implementation of Umo, an electronic fare collection system, the procurement of battery electric buses and construction of associated infrastructure, the expansion of real-time bus tracking platform NextRide, and the creation of a new RapidBus service between Victoria and the West Shore.

Looking ahead to the next decade, BC Transit anticipates transformative changes in the transportation landscape driven by emerging technologies, artificial intelligence, evolving customer expectations and continued support of transit as a key contributor to livable communities. Envision a future where you have access to a variety of service types tailored to your unique travel needs, the ability to plan your trip when you want and how you want, and the assurance that your mode of travel supports your community while being sustainable and green.

Provincial legislation now links housing developments to transit hubs and positions British Columbians to embrace an affordable, low-carbon, and sustainable lifestyle. In line with this vision for the future, BC Transit's strategic focus will be on expanding responsive and reliable services, enhancing integration with other mobility providers, introducing innovative service types such as RapidBus and OnDemand services, improving on-board amenities, and expanding transit infrastructure. Together, these initiatives will pave the way for a transportation system that aligns with the dynamic needs of communities and the evolving landscape of mobility.

As the significance of transit services continues to rise, it is imperative that funding mechanisms remain sustainable and meet investment needs across the province. Collaboration with federal, provincial, and local governments will be ongoing to ensure transit systems continue to thrive in the years ahead. This collaborative effort ensures a comprehensive approach to sustaining and enhancing reliable transit services, fostering a resilient and efficient transportation network that benefits communities across the province.

This new Strategic Plan provides the outline for how BC Transit will facilitate this transformation over the next few years. It is based on a comprehensive planning and engagement process that balances the past, present and future and ensures that BC Transit is positioned to provide the best possible service to its diverse customers across B.C.

BC TRANSIT MANDATE & SCOPE

BC Transit is unique in Canada in terms of its funding model and its province-wide coordination of multiple transit systems. The Province of B.C. sets out the priorities for BC Transit in its Mandate Letter.

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.

BC Transit's shared services model helps to ensure the most efficient and effective delivery of transit services across all transit systems. In most regional transit systems, service is provided through a partnership between BC Transit, a local government, and a contracted transit management company. Under this partnership model, BC Transit provides a variety of shared services available for all transit systems such as financial planning and budgeting, asset management and construction, procurement, marketing, planning, scheduling, safety, and training expertise. BC Transit also operates the conventional service in the Victoria Regional Transit System. From small towns to large urban centres, BC Transit provides more than 54 million passenger trips in communities across the province every year.

BC Transit is governed by the *British Columbia Transit Act*. This Act mandates BC Transit to establish, maintain, and manage public transportation systems for all regions outside of Metro Vancouver. These transit systems are designed to support community growth, urban planning, and economic development. The Act outlines three primary funding sources for BC Transit operations: grants from the provincial government, contributions from local governments, and income generated through fares and advertising.



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 with disabilities who cannot use conventional transit. Contracted taxi supplement and taxi saver (discounted coupon) programs complement these services.
- **Paratransit** serves small towns, First Nations and rural communities as well as some suburban areas using minibuses, taxis, and vans for flexible routing and schedules.
- **Interregional transit** links many communities in many jurisdictions, including between more urban areas that operate primarily for daily commuters as well as between more remote, smaller communities where service may operate 1-3 days per week to provide access to health care, services and amenities.
- **OnDemand transit** is a flexible, demand responsive service that allows customers to book a bus ride in a set area.



PART OF THE SOLUTION






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

Challenge	Description	How BC Transit Supports a Solution
Climate Change 	Climate change is a threat to urban and rural communities across B.C., impacting biological 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 environmentally-sustainable modes of transportation, such as transit, can help realize an overall reduction in greenhouse gas emissions. Likewise, BC Transit is pursuing an electric fleet, planning to reduce emissions by 60% by 2040 and meeting the Province’s targets.
Safety 	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. BC Transit strives to create an experience where everyone feels safe riding transit.
Affordability & Inflation 	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 15% of most people’s expenditures.	BC Transit is committed to making transportation affordable by providing a lower-cost alternative. This includes serving vulnerable and remote communities across the province, linking people to jobs, healthcare, and education with flexible fares, and providing free transit for children 12 and under.
Social Isolation (Rural-Urban Divide) 	Social isolation is experienced in communities across B.C., is prevalent in aging, immigrant and Indigenous populations, and 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 soften the rural-urban divide and help connect people to each other, to social and community programs, economic opportunities and to other modes of transportation, enriching B.C.’s culture and the lives of its citizens.

Challenge	Description	How BC Transit Supports a Solution
 <p data-bbox="136 186 294 219">Congestion</p>	<p data-bbox="378 186 1108 357">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. With hybrid and remote work options, travel patterns have changed, and congestion is happening outside of typical peak commuting hours.</p>	<p data-bbox="1129 186 1961 389">By shifting modes and increasing transit ridership, it can help alleviate congestion by moving people more efficiently and effectively, particularly where transit priority treatments and supportive infrastructure is available, and in transit-oriented areas. BC Transit will also continue to make data-informed decisions when allocating service.</p>
 <p data-bbox="136 418 304 451">Accessibility</p>	<p data-bbox="378 418 1041 589">Accessibility is the quality of something being able to be used by everyone. The Accessible British Columbia Act requires organizations to have an accessibility plan and committee, as well as a tool to give feedback on accessibility.</p>	<p data-bbox="1129 418 1919 657">BC Transit provides accessible transit services, and custom transit services for people with disabilities. Transit can help address community challenges such as an aging population, diverse customer needs and a desire to create more accessible communities. BC Transit will continue to look at ways to enhance the customer experience and make it more accessible, which in turn provides a better service for all.</p>
 <p data-bbox="136 730 252 763">Housing</p>	<p data-bbox="378 730 1075 933">The housing crisis in British Columbia has reached critical levels, characterized by soaring home prices, affordability challenges, and a scarcity of available rental properties. Skyrocketing demand, coupled with constrained housing supply, has led to widespread challenges in securing adequate and affordable housing for residents.</p>	<p data-bbox="1129 730 1948 966">The introduction of transit-supportive housing legislation, which ties higher density developments to the proximity of transit services, will result in the creation of livable and compact communities. This approach ensures that transit services are more readily accessible within these communities and may enable more affordable developments that are less reliant on parking and single occupancy vehicle ownership.</p>

OBJECTIVES

Meeting the challenges and opportunities in the future requires BC Transit to position the organization to achieve the Vision and Mission. BC Transit's Objectives provide the framework that drives the organization forward and provide the measurements for success.

					
Always Safe	Engaged People and Partners	Satisfied Customers	Thriving Communities	Financial Stewardship	Sustainable Future
<i>Put safety first in everything we do</i>	<i>Support our people and partners to achieve more together</i>	<i>Enhance the customer experience</i>	<i>Build responsive transit systems that support livable communities</i>	<i>Deliver resources wisely and invest in the future</i>	<i>Achieve a cleaner and healthier future through responsible and resilient transit</i>
Measurements of Success					
<ul style="list-style-type: none"> • Prioritize and maintain strong safety performance for employees and customers 	<ul style="list-style-type: none"> • Increase employee engagement and workplace satisfaction • Remain one of BC's top 100 employers 	<ul style="list-style-type: none"> • Increase transit ridership to 75 million annual boardings by 2030 • Increase customer satisfaction and service reliability 	<ul style="list-style-type: none"> • Support the provincial mode share target of 50% of trips made by walking, cycling and transit by 2050 • Expand access to affordable, reliable, frequent and efficient transit 	<ul style="list-style-type: none"> • Uphold financial responsibility to efficiency and affordability • Acquire funding and support for long term sustainability of service delivery 	<ul style="list-style-type: none"> • Replace over 1,200 buses with low carbon solutions • Reduce emissions by 60% by 2040

OBJECTIVE 1:

Always Safe



Put safety first in everything we do

Safety is at the forefront of everything we do at BC Transit, and we strive to provide a safe transit experience for our customers and a safe workplace for our employees.

FOCUS AREAS

Safe transit experience

- Provide a safe and reliable service for customers through an enhanced Safety Management System
- Explore opportunities to use vehicle safety technology that will minimize preventable incidents

Employee safety

- Support employees through training programs with physical, psychological, and cultural safety at the forefront

Business Resilience

- Enhance cybersecurity, business continuity and emergency management readiness through the provision of preparedness activities for major events and more sophisticated cybersecurity monitoring systems, anticipating future events that could impact the business

OBJECTIVE 2:

Engaged People & Partners



Support our people and partners to achieve more together

BC Transit fosters a people-focused culture, valuing employees for their individual and team contributions, collaborating with government partners, operating companies, and vendors, and prioritizing meaningful relationships with Indigenous communities to promote mobility equity and reconciliation.

FOCUS AREAS

Employee Experience

- Inspire employee growth and engagement with learning opportunities for career development and an inclusive workplace that values diversity
- Progress workforce planning and recruitment to meet service delivery needs
- Enhance the timeliness and reach of internal communications through the introduction of new channels that respond to a diverse workforce

Government Partners

- Strengthen partnerships with Federal, Provincial and Local Governments and work collaboratively to implement shared goals for transit

Indigenous Communities

- Build the foundations for meaningful, trust-based relationships with Indigenous organizations and communities centring authenticity, respect, transparency, and accountability to advance reconciliation

Operating Companies

- Leverage the strengths of Operating partners to deliver efficient and effective transit operations

Vendors and Suppliers

- Ensure high quality performance and accountability of suppliers and vendors

OBJECTIVE 3:

Satisfied Customers



Enhance the customer experience

BC Transit prioritizes delivering reliable, safe, and frequent service while adapting to evolving customer expectations by introducing new service types, digital tools, and convenient payment options to enhance the overall customer experience.

FOCUS AREAS

Operational excellence

- Improve service delivery, reliability and on-time performance

Accessibility and Inclusion

- Improve accessibility of transit services and infrastructure
- Meet Accessible BC Act requirements

Leverage technology for customer convenience

- Continue to modernize service types, customer information delivery and pursue integration with other transportation modes through the provision of emerging technologies
- Fully implement Umo payment system and identify data driven improvements

Door to door experience

- Implement the Custom Transit Strategy and enhance the experience for non-fixed transit service including handyDART and OnDemand

Community Engagement

- Continue to use and grow the Voice of the Rider engagement program to understand diverse customer needs

OBJECTIVE 4:

Thriving Communities



Build responsive transit systems that support livable communities

BC Transit serves diverse communities that continue to grow and change, emphasizing the need to coordinate transit routes with housing development and expand the network, including facilities for bus storage, charging, and maintenance, to meet future demand.

FOCUS AREAS

Access to transit

- Work with Indigenous communities and rural areas to improve access to transit

Infrastructure investment

- Develop transit exchanges and rapid transit priority treatments that enable efficient and convenient transit networks
- Strategically acquire land and pursue the construction of new operations and maintenance facilities in select communities

Transit-oriented development areas

- Improve services to align with the introduction of transit-oriented development areas while supporting affordable housing

Service network design

- Expand services to improve frequency, convenience, and coverage while reducing commute times for fast growing areas

Service coordination with other mobility providers

- Work with TransLink and BC Ferries to provide an integrated customer experience

OBJECTIVE 5:

Financial Stewardship



Manage resources wisely and invest for the future

BC Transit responsibly manages its financial resources and identifies long-term investments in transit projects to facilitate growth and expansion of services.

FOCUS AREAS

Project management and procurement

- Continue the investment planning and implementation of projects

Financial accountability

- Ensure financial accountability and sustainability for BC Transit and its partners with an emphasis on sustainable funding, enterprise risk management, and governance

Data-informed process improvements

- Leverage artificial intelligence and innovation technologies to enhance efficiency and utilize data-driven insights for informed decision-making

OBJECTIVE 6:

Sustainable Future



Achieve a cleaner and healthier future through responsible and resilient transit

BC Transit focuses on sustainability by actively advocating for sustainable transportation modes to reduce emissions and moving our operations to low carbon alternatives.

FOCUS AREAS

Environmental sustainability

- Implement the Environmental Sustainability Plan with a focus on the low carbon fleet program and meeting provincial greenhouse gas reduction targets

Alignment with shared sustainability objectives

- Work in tandem with key stakeholders, including the Ministry of Transportation and Infrastructure and Local Governments, to establish common sustainability objectives

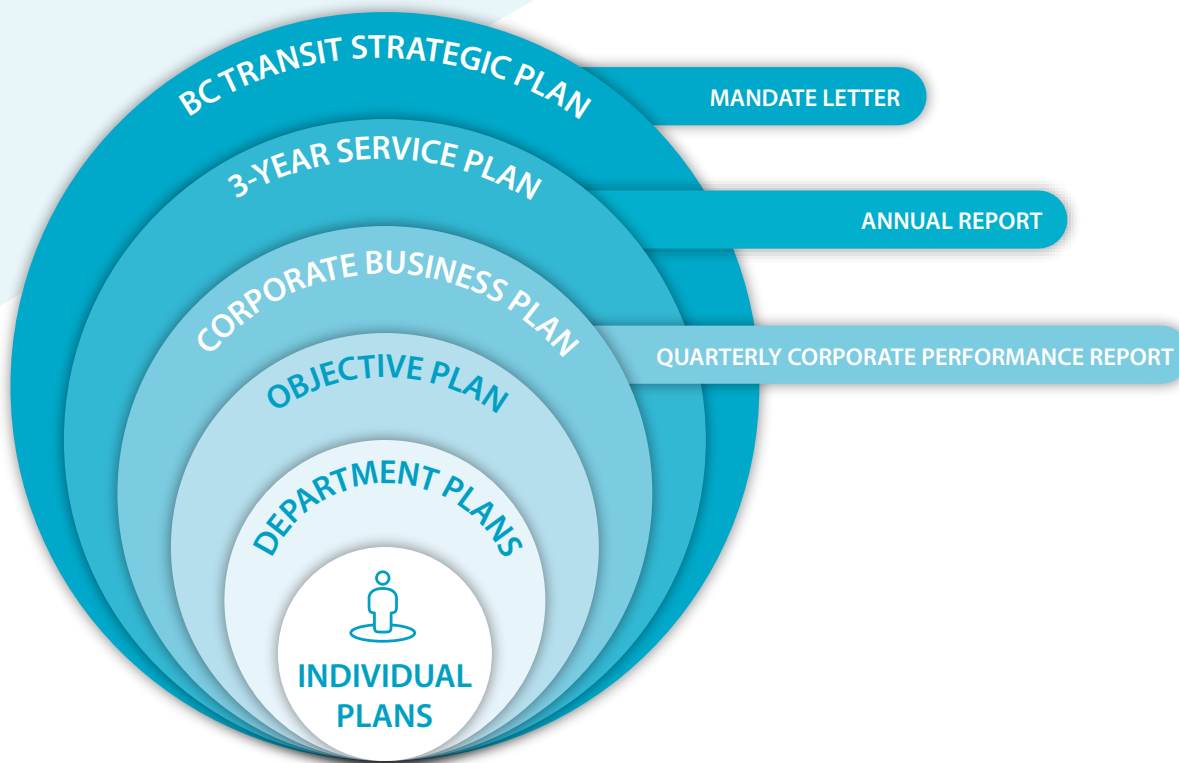
Service resilience

- Adapt service delivery systems to be more resilient in the face of changing climate conditions, with a particular focus on ensuring safety

IMPLEMENTING THE PLAN

BC Transit will continue to be guided by its vision, mission, values and key goals for the coming years. The priorities of providing a safe, positive customer experience, engaging employees and partners, being part of B.C. communities, and being responsible stewards of financial and environmental resources will drive future decisions. This Strategic Plan is part of a comprehensive framework of plans that enables BC Transit to set targets, progress projects and report on achievements. BC Transit remains committed to delivering transit service that meets the needs of customers and communities, making transit the best choice for future generations.

The Strategic Plan is a living document. In alignment with other business planning processes, this plan will be reviewed regularly to address emerging trends and monitor performance.



OUR VISION

Your best transportation solution

OUR MISSION

Delivering transportation services you can rely on

OUR VALUES

Safety First



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OUR OBJECTIVES

Always Safe

Engaged People

Satisfied Customers

Thriving Communities

Financial Stewardship

Sustainable Future

