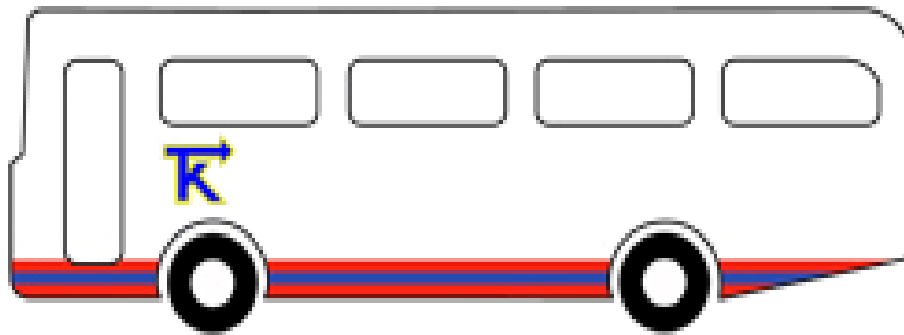


STRATEGIC PLAN

KINGS TRANSIT



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November 1, 2012



Facilitated by: Kings Regional Development Agency
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KINGS TRANSIT

STRATEGIC PLAN

PURPOSE OF SESSION

On October 3, 2012, at the Berwick and District Volunteer Fire Department, the Kings Transit Board of Directors and Ex Officio Members held a Strategic Planning Session. The Board conducted a SWOT Analysis and determined its vision, mission, objectives, goals and action plans at the session. In total, 15 people were present, including 2 resource staff (Kings Transit and the Kings Regional Development Agency).

SWOT ANALYSIS

In order to determine the Kings Transit's vision, mission and objectives, the members present conducted a SWOT Analysis; an internal analysis to take stock of its strengths (internal), weaknesses (internal), opportunities (external) and threats (external). The following chart indicates the strengths, weaknesses, opportunities and threats identified by the members present at the Strategic Planning session.

STRENGTHS	
2012	2008
<ul style="list-style-type: none"> • Reputation; • History; • Staff; • Committed partners/partnerships; • Linking communities; • Extensive coverage area; • Accessible – bike racks, wheelchairs; • Affordable; • Accountable; • Only show in Town; • Service excellence; • Municipal leadership; • Innovative – extensive network in rural area; • Follows linear development pattern; • Keeping a regular schedule; • Hail-a-ride; • Social media presence. 	<ul style="list-style-type: none"> • Name recognition; • Consistent service; • Distance covered (Weymouth to Hants County); • Flexible and friendly staff; • Very dedicated administrative staff and Operations Manager; • Affordable fares; • Wheelchair accessibility; • Bike racks; • Attendant fare policy for persons with disabilities (attendants ride bus free of service); • Disability Advisory Group (deals with issues around disability); • Formation of partnerships; • Only transit service in region; • New and accessible fleet; • Dial-a-ride service; • Relationship with Trans County Transportation Society (Annapolis County); • Environmentally friendly (alternative to usage of vehicle); • Diversity and cooperation of municipalities.
WEAKNESSES	
2012	2008
<ul style="list-style-type: none"> • Operational funding; <ul style="list-style-type: none"> • Lack of human resources for public education, policy development and marketing/promotions; • Frequency; • Not everyone can access the bus; • Ridership; • Length of travel/time it takes to travel; • No schedules at bus stops; • Rural service: highway driving and wear and tear on buses; • Follows linear development pattern; • Difficult to be innovative – hard to make changes; • Some communities still not services; • Affordability for taxpayer/user – a lot of tax payers are not 	<ul style="list-style-type: none"> • Lack of convenience (timely); • Long routes; • Turnover of Board and GM position; • Distance covered (scheduling, breaks, etc.); • Lack of resources (i.e. spare buses and administrative staff); • Communication with ridership; • Inadequate garage facility and location; • Ineffective office environment; • Food policy on buses; • No designated wheelchair stops; • No shuttle service; • Small fleet; • Schedule restrictions (tightness);

<ul style="list-style-type: none"> users and some still cannot afford to use the service; • Inequity – funding; • Governance structure; • Lack of marketing – HR limitations of a small system; • Ridership survey/customer interactions; • Lack of research – lack of ridership statistics, need to track ridership better/more, no accurate numbers; • Inability to provide frequent service; • Keeping a regular schedule; • Not many park and rides available to connect to. 	<ul style="list-style-type: none"> • Lack of relationship with Para Transit; • Lack of proper bus shelters; • Low population density in the service area; • Lack of provincial funding; • Lack of car pool lots • Change people’s mentality to take the bus.
OPPORTUNITIES	
2012	2008
<ul style="list-style-type: none"> • Transparency; • Tie into Acadia – professors; • Park and ride spots – tie into Kings Transit; • Communities put up shelters – community participation; • Broadening of ridership <ul style="list-style-type: none"> • Social media growth; • There’s an app for that; • GPS tracking – bring new users; • Greater integration with other transport systems • Green Rider – coordinate/work with transportation providers; • Loss of Acadian Lines <ul style="list-style-type: none"> • Interest in developing service; • Feasibility study to Metro; • Tourism – promotion/marketing of travel through Valley; • Utilize municipalities to help with promotion and marketing to residents – spread the message; • Transit planning and land use planning integration; • Improve visibility; • Rebranding; • Building partnerships with organizations that have potential users – Food Bank, Community Services; • Environmental awareness – take action to help the environment; • Cost of fuel; • Climate Change Adaptation Plans – integrate with transit; • Create incentives/disincentives; • Understand limitations of Kings Transit; • Promote and educate public about hail-a-ride. 	<ul style="list-style-type: none"> • Provincial and federal funding opportunities; • Corporate run with Michelin/Conserve NS; • Publicity; • Growth opportunities; • Increased ridership; • Future partnership opportunities; • Conference and special event possibilities; • Strengthen Para Transit relationship; • Acadian Lines abandonment; • Rising fuel costs; • Aging population; • Re-negotiation to include new municipalities on Board of Directors.
THREATS	
2012	2008
<ul style="list-style-type: none"> • Ease of car travel; • Fuel price; • Culture of cars; • Stigma of public transit usage; • Free parking available; • Move to drive down fuel prices artificially; • Senior government ambivalence – attitudes towards transit; • Utility board restrictions; • Fiscal challenges of municipalities; • Not a mandated service; • Poor decisions by municipal and provincial governments; • Weakening relationships between municipalities. 	<ul style="list-style-type: none"> • Lack of potential resources in the future; • Rising fuel costs; • Uncertain support of all levels of government; • Increasing ridership (time pressure on bus schedule); • Aging buses (repairs and maintenance); • Lack of awareness of transit issues (change mindset); • Stigma of transit; • Decreasing population; • Aging population; • Lack of funding (capital funding not operational).

VISION, MISSION AND GOALS

VISION

Our vision is to be the leader in viable public transportation.

MISSION

Our mission is to provide sustainable public transportation services.

GOALS

Seven goals were identified through the Strategic Planning process. The seven goals are as follows:

1. To increase passenger ridership
2. To reduce operating costs by passenger kilometer
3. To receive a positive evaluation of customer service
4. To maintain open communication with municipal partners
5. To maintain favourable employee satisfaction
6. To provide safe work and transport environments
7. To minimize the environmental impact per passenger kilometer.

***Please note: In regards to the Timeline: Short Term = 1-2 years Medium Term = 2-5 years Long Term = 5-10 years
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Goal 1: To increase passenger ridership

Measurables:

- Paid Ridership:
 - # of passengers
 - # of passengers per capita
- Dollars per passenger kilometer

Objectives:

- 1) To promote the positive image of public transportation
- 2) To participate and act as a resource on municipal land use and route planning
- 3) To create partnerships with other transportation services
- 4) To increase visibility of shelters and stops
- 5) To maintain good value for the service
- 6) To explore Sunday service
- 7) To explore the use of incentives
- 8) To explore opportunities with the loss of Acadian Lines
- 9) To complete a cost benefit analysis for WiFi and GPS
- 10) To rebrand Kings Transit

Action Item	Timeline	Responsibility	Comments
Post resource links and links to other transportation service providers on website	Short Term	GM/Office Clerk	
Create newsletter (internal and public)	Short Term	GM/Office Manager	
Create press releases (good news stories)	Short Term	GM	
Become a member of the Chamber of Commerce	Short Term	GM	
Enter into discussions with Metro Transit	Short-Medium Term	GM	
Work with educational institutions to promote usage with students	Short-Medium Term	GM	
Promote “free transit” days for targeted groups	Short-Medium Term	GM	
Showcase Kings Transit booth at local events	Short-Medium Term	GM	
Continue to educate Councils about other transportation services	Short-Medium Term	GM	
Provide Kings Transit information to other transportation service providers	Short-Medium Term	GM	
Make the buses more attractive and distinct	Short-Medium Term	GM/Office Manager	
Enter into discussions with other transportation services and school boards	Medium Term	GM	
Plan initiatives with other transportation services and school boards	Medium Term	GM	
Enter into discussions with alternative opportunities (Recreation NS, etc.)	Medium Term	GM	
Conduct a rebranding campaign	Medium-Long Term	GM/RDA (?)	
Create a cross promotional program with businesses (discounts) to promote usage	Medium-Long Term	GM	
Create promotional campaigns with employers (work with RDA through BRE program)	Medium-Long Term	GM/RDA	
Work with municipalities to better current car pool lots or to create new car pool lots	Medium-Long Term	GM/Planning Depts.	
Put a trial run in place for Sunday service	Medium-Long Term	GM/Board	Review during Budget Process
Conduct a cost benefit analysis for WiFi and GPS	Medium-Long Term	GM/Board	Review during Budget Process
Enter into discussions with Canada Post and coach service providers	Long Term	GM	

Goal 2: To reduce operating costs by passenger kilometre

Measurables:

- Cost per passenger kilometre:
 - # of passengers
 - # of kilometres

Objectives:

- 1) To explore models of fare structures
- 2) To increase subsidies from other levels of government
- 3) To reduce subsidies from municipal governments

Action Item	Timeline	Responsibility	Comments
Identify ways to measure kilometers per passenger travelled	Short-Medium Term	GM/Office Manager	
Research funding opportunities	Short-Medium Term	GM	
Utilize resources of municipalities and other organizations (Kings RDA, Chamber, etc.)	Short-Medium Term	GM	
Utilize summer students and co-op students	Short-Medium Term	GM	
Enter into discussions with the Province for support	Short-Medium Term	GM/Board Chair	
Research models of fare structures	Short-Medium Term	GM/Office Manager	

Goal 3: To receive a positive evaluation of customer service

Measurables:

- 80% of customers are satisfied or more than satisfied with the service

Objectives:

- 1) To administer a survey to determine customer satisfaction
- 2) To communicate better with customers
- 3) To explore an express bus service
- 4) To continue to develop the U-pass initiative
- 5) To explore the possibility of additional services

Action Item	Timeline	Responsibility	Comments
Create a survey form for the Kings Transit website and Facebook	Short Term	GM	
Hold free day every year (1 day per year in each municipality)	Short Term	GM	
Meet with school boards to promote the usage of transit	Short Term	GM	
Continue to use social media and website to communicate with customers	Short Term	GM	
Survey riders and potential riders – users, non-users and new riders	Short-Medium Term	GM/Staff	
Encourage municipalities to promote “free rides” to promote public transit	Short-Medium Term	GM/Board	
Create a student pass program (U-pass)	Short-Medium Term	GM	
Improve travel time to reduce inconvenience	Medium-Long Term	GM/Board	Review during Budget Process
Put a trial run in place for Sunday service	Medium-Long Term	GM/Board	Review during Budget Process
Conduct a cost benefit analysis for WiFi and GPS	Medium-Long Term	GM/Board	Review during Budget Process

Goal 4: To maintain open communication with municipal partners

Measurables:

- 80% of partners are satisfied or more than satisfied with the service

Objectives:

- 1) To hold a yearly forum for municipalities
- 2) To explore governance models
- 3) To work with and act as a resource for planning departments when new developments occur

Action Item	Timeline	Responsibility	Comments
Create and send an annual report to funding partners prior to budget presentation	Short Term	GM	
Present status report to Councils prior to budget presentation	Short Term	GM	
Meet quarterly with CAO's (as a group if possible)	Short Term	GM	
Post Kings Transit monthly Board agenda to website	Short Term	GM	
Create General Manager's Report for each Board meeting	Short Term	GM	
Create dialogues with local MLA's and MP's (invite to Board meeting)	Short Term	GM/Board Chair	
Create representatives reports to Council	Short Term	GM	
Organize and host a yearly forum for municipalities	Short Term	GM	
Meet with the RDA to discuss transit issues identified through the BRE Program	Short Term	GM	
Review communications between each Board member and their respective municipality	Short-Medium Term	GM/Board	
Research budgeting and purchasing with municipalities	Short-Medium Term	GM	
Route planning	Short-Medium Term	GM/Board/Planning Depts.	Review during Budget Process and work with Kings 2050 plan
Survey the needs of partners and businesses (in partnership with BRE Program)	Short-Medium Term	GM/RDA	
Research other governance models	Medium Term	GM	
Strategic planning with Board	Medium-Long Term	GM/Board	

Goal 5: To maintain favourable employee satisfaction

Measurables:

- 80% of employees are satisfied or more than satisfied
 - # of sick days used
 - Employee turnover rate

Objectives:

- 1) To create a formal performance appraisal system
- 2) To develop an internal communications plan
- 3) To organize employee appreciation events
- 4) To provide training opportunities for employees
- 5) To maintain good working conditions

Action Item	Timeline	Responsibility	Comments
Survey staff to find out what staff want/need and determine satisfaction of employees and review existing staff surveys conducted	Short Term	Management Team	
Host team building exercises for employees	Short Term	Management Team	
Refine existing performance appraisal system for transit employees	Short-Medium Term	Management Team	
Develop and implement an internal communications plan	Short-Medium Term	GM/RDA	
Host bi-annual employee appreciation events	Short-Medium Term	Management Team	
Research and develop training opportunities for employees	Short-Medium Term	Management Team	
Explore benefit packages and raises for employees	Short-Medium Term	GM/Board	

Goal 6: To provide safe work and transport environments

Measurables:

- 100% safe environment
 - # of workplace incidents
 - # of passenger incidents

Objectives:

- 1) To develop an occupational health and safety program
- 2) To continue to provide maintenance to buses
- 3) To develop an educational awareness campaign for safety on the bus

Action Item	Timeline	Responsibility	Comments
Continue to provide in service training to drivers on “smart” driving, defensive driving and sensitivity training	Short Term	Drivers’ HR Manager	
Conduct a series of public service announcements around safety on the bus	Short Term	Management Team	
Create an advertising/public promotion campaign for safety on the bus	Short-Medium Term	GM/ Management Team	
Conduct a life cycle cost analysis of fleet (including reasonable fuel cost scenario and pollution costs)	Short-Medium Term	Operations Manager	
Create schedules that allow for “smart” driving	Short-Medium Term	GM/Management Team	
Refine existing occupational health and safety program	Short-Medium Term	GM/Staff	
Explore the creation of a mascot for Kings Transit	Short-Medium Term	GM/Management Team	
Introduce criteria for route planning process and establish route plan	Medium-Long Term	Management Team/Board	
Implement improved route structure based on plan	Medium-Long Term	GM/Board	

Goal 7: To minimize the environmental impact per passenger kilometre

Measurables:

- To be determined as a result of the objectives

Objectives:

- 1) To examine options for fueling the fleet (such as compressed natural gas)
- 2) To identify benchmarks for greenhouse gas emissions

Action Item	Timeline	Responsibility	Comments
Continue to work with Clean NS on the Drivewiser Program	Short-Medium Term	GM	
Create benchmarks for greenhouse gas emissions	Medium Term	GM	
Annually review research materials in alternative energy technology and assess its viability	Medium Term	GM/Management Team	
Work with the Eco-Kings Action Team on environmental initiatives relating to transit	Medium Term	GM/Management Team	
Research other communities and models using compressed natural gas and biofuel	Medium-Long Term	GM/Management Team	
Explore pilot deployment of biofuel and propane usage in fleet	Medium-Long Term	GM/Management Team	

2008 STRATEGIC PLAN SCORECARD

Objective: To ensure adequate human, physical and financial resources

Goals:

1. To regularly review:
 - a. Staff resources;
 - b. Physical resources;
 - c. Financial resources;
2. To ensure open communications between Board and municipalities
3. To acquire sufficient funds through all levels of government

Mark	Result
✓	Complete
→	In progress
☒	Not Complete
-	Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Create and send an annual report to funding partners prior to budget presentation	General Manager	Short Term						✓	
Present status report to Councils prior to budget presentation	General Manager	Short Term						✓	GM monthly reports, Budget Business Case
Meet quarterly with CAO's (as a group if possible)	General Manager	Short Term						☒	
Post Kings Transit monthly Board agenda to website	General Manager	Short Term						✓	
Review communications between each Board member and their respective municipality	Chair of Board	Short to Medium Term						✓	
Create briefing report for each Board meeting	General Manager	Short Term						✓	GM monthly report
Research funding opportunities	General Manager	Short Term						✓	
Utilize resources of municipalities and organizations (e.g. Kings CED Agency, etc.)	General Manager	Short Term						✓	Webhosting, BRE, Strat Planning
Create dialogues with local MLAs and MPs (invite to Board meetings)	General Manager	Short Term						✓	regularly talk to MLA's

Objective: To address the challenges and opportunities of changing demographics

Goals:

1. Better monitoring of riders and potential riders
2. To pursue opportunities with Para Transit, Trans County Transportation Society and other service delivery providers

Mark

- ✓
-
- ☒
-

Result

- Complete
- In progress
- Not Complete
- Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement	Comments
Survey riders and potential riders	General Manager	Short Term						✓	
Create a survey form for the Kings Transit website	General Manager	Short Term						✓	Facebook,
Showcase Kings Transit booth at local events	General Manager	Short to Medium Term						✓	Kingstrec students
Utilize summer students and co-operative students, etc.	General Manager	Short Term						✓	
Continue to educate Councils about Para Transit, Trans County Transportation Society, etc.	General Manager	Short to Medium Term						✓	
Provide Kings Transit information to other service providers (e.g. schedules, contact information, etc.)	General Manager	Short Term						✓	Joined Community Transit NS
Post resource links and links to service providers on the Kings Transit website	General Manager	Short Term						✓	

Objective: To develop and promote alternative service delivery

Goals:

1. Shuttle services
2. Links to Metro Transit, Para Transit, Dial-a-Ride, Trans County Transportation Society, Taxi-bus services and the School Boards
3. Mail and parcel services
4. Find alternative funding partners (such as Recreation Nova Scotia)
5. Acadian Lines possibilities

Mark

Result

✓

Complete

→

In progress

☒

Not Complete

-

Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement	Comments
Research budgeting and purchasing with municipalities	General Manager	Short Term						✓	
Route planning	General Manager	Short Term						✓	
Survey the needs of partners	General Manager	Short Term						☒	
Enter into discussions with Green Rider	General Manager	Short Term						☒	
Enter into discussions with Para Transit, Dial-a-Ride, Trans County Transportation Society, Taxi-bus services and School Boards	General Manager	Medium Term						✓	NS TRIP studies
Planning with above listed organizations	General Manager	Medium Term						✓	
Enter into discussions with Canada Post and Acadian Lines	General Manager	Long Term						✓	
Enter into discussions with alternative funding partners	General Manager	Short Term						✓	
Planning with alternative funding partners	General Manager	Short Term						✓	

Objective: To strengthen and develop relationships

Goals:

1. Better articulate Kings Transit's role, vision, mission, etc. to funding partners (internal marketing)
2. Image change and promotion
3. Pursue alternate opportunities (e.g. recreational services, conferences and special events, etc.)
4. Enhanced linkages for Kings Transit (e.g. with the Province and Metro Transit)

Mark

- ✓
-
- ☒
-

Result

- Complete
- In progress
- Not Complete
- Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Create newsletter	General Manager	Short Term						✓	internally
Create representative reports to Council	Board of Directors	Short Term						✓	
Create press releases (good news stories)	General Manager	Short Term						✓	new facility, students ride free, 30 year celebration
Make the buses more attractive and distinct	General Manager	Medium to Long Term						✓	new paint scheme on buses
Conduct a branding campaign	General Manager	Medium to Long Term						✓	
Enter into discussions with alternate opportunities (e.g. Recreation Nova Scotia, AVESTA special event)	General Manager	Short Term						✓	
Enter into discussions with the Province for support	General Manager	Medium Term						✓	
Enter into discussions with Metro Transit	General Manager	Medium Term						✓	
Planning with Board	General Manager	Medium Term						✓	

Objective: To promote a positive image of public transportation

Goals:

1. Clean, well-maintained vehicles
2. Timely schedules
3. Promote advantages of Kings Transit
4. Advertise promotional partnerships
5. Free days
6. Commercial partnership opportunities

Mark	Result
✓	Complete
→	In progress
☒	Not Complete
-	Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Develop facility to permit adequate maintenance and cleaning of buses (with a licensed technician on duty)	General Manager	Short Term						✓	
Introduce criteria for route planning process and establish route plan	General Manager	Short Term						☒	have asked Metro transit for their criteria
Implement improved route structure based on plan	General Manager	Medium Term						☒	
Create an advertising/public promotion campaign	General Manager	Short Term	Conserve NS?					✓	
Hold free day every year (1 day per year in each municipality)	General Manager	Short Term						✓	
Encourage municipalities to promote "free rides" to promote public transit	General Manager	Short Term						✓	
Create a cross promotional program with businesses (discounts) to promote usage	General Manager	Short Term						✓	Tools 4 life, Peopleworx, Upass

Objective: To reduce the environmental impact of passenger transportation

Goals:

1. Encourage shift from car to bus usage
2. Make buses greener

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Create a cross promotional program with businesses (discounts) to promote usage	General Manager	Short Term						☒	Upass, Free Ridership
Work with educational institutions to promote usage with students	General Manager	Short Term						✓	
Work with municipalities to better current car pool lots or to create new car pool lots	General Manager	Short Term						☒	
Conduct a life cycle cost analysis of fleet (including reasonable fuel cost scenario and pollution costs)	General Manager	Short Term						☒	
Create schedules that allow for "smart" driving	Chair of Board	Short to Medium Term						☒	
Provide in service training to drivers on "smart" driving	General Manager	Short Term						✓	

Objective: To support municipal goals in Integrated Community Sustainability Planning outcomes

Goals:

Social/Cultural:

1. To increase mobility opportunities for specific demographic groups
 - a. Seniors
 - b. Youth/students
 - c. Persons with disabilities
2. To promote transit as a mainstream mode of transportation

Economic:

1. To serve business community by supporting labour force mobility
2. To support corporate “pass programs” to reduce ecological/carbon footprint
3. To increase access to employment opportunities and labour force participation rates

Environment:

1. To assess alternative energy technologies affecting fleet (fuel, hybrid buses, bus size)
2. To increase ridership/reduce reliance on personal vehicles, thus reducing greenhouse gas emissions

<u>Mark</u>	<u>Result</u>
✓	Complete
→	In progress
☒	Not Complete
-	Not applicable

Action Plan:

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Meet with school boards to promote the usage of transit	General Manager	Short Term						✓	
Create a student pass program	General Manager	Short Term						✓	
Continue dialogue with interested demographic groups	General Manager	Short Term						✓	
Promote “free transit” days for targeted groups	General Manager	Short Term						✓	
Use transit service for festivals/special events	General Manager	Short to Medium Term						✓	Tools 4 Life, Clean air day, june recreation month
Improve travel time to reduce inconvenience	General Manager	Medium Term						✓	Combined Kentville, Wolfville & Greenwood

Action (Work) Plan	Responsibility	Implementation Timetable	Sources of Financing	HR and Capital Requirements	Ties to ICSP	Ties to CIP	Ties to MPS	Performance Measurement Indicators	Comments
Create a promotional campaign showing businesses using the service	General Manager	Medium Term						☒	
Align and monitor business reactions to changing/increasing energy costs	General Manager	Medium Term						☒	
Become a representative on the Chamber of Commerce Boards throughout the region	General Manager	Short Term						✓	
Create promotional campaigns with employers	General Manager	Medium Term						☒	Starting with Upass proposal
Annually review research materials in alternative energy technology and assess its viability	General Manager	Short Term						✓	Conferences, magazines, other transits
Adapt to biofuel usage in fleet	General Manager	Medium Term						☒	not feasible with small fleet
Consider pilot deployment of biofuel and propane usage in fleet	General Manager	Short Term						☒	
Assess the right size of buses for particular communities	General Manager	Short to Medium Term						✓	Smaller buses off peak runs
"Use" the media in correlating the use of transit with high gas prices (greenhouse gas reduction)	General Manager	Short to Medium Term						✓	Good news stories, New Facility, clean air day, students ride free
Share communication resources in the promotion of social marketing, meeting municipality ICSP goals and greenhouse gas reduction								✓	Twitter, facebook, emails etc..

SWOT ANALYSIS FROM COMMUNITY CONSULTATION MEETINGS

Kings Transit Public Engagement Meeting Results – New Minas, Windsor, Digby

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Only alternative other than car/taxi • Service – large service area for low price • Affordable – low cost of service • Reliable and timely • Well managed • Well supported by municipalities – municipal champions • People locate where public transit route it • Accessible to community • Well engaged with community • Bike racks on buses – service combination • Wheelchair accessible • Works with Kings Point-to-Point • Not long wait times – 1 hour service route • Links major employment with residential areas • Users need the service • Public transit is not a money maker – public service • Friendly bus drivers • Appreciative users • Have the system in place • Those that like it, like it a lot • Stops at hospitals • Brings communities together • Students ride for free in September • Facebook page • Pillar of quality of life • Bringing people into Digby • Great for recreation groups and department 	<ul style="list-style-type: none"> • Need for culture change <ul style="list-style-type: none"> ◦ Change “Loser Cruiser” mentality ◦ Especially with young people ◦ Profile champions who take the bus • Difficult to plan trips around bus schedule <ul style="list-style-type: none"> ◦ Sometimes buses are late due to traffic, construction, etc. • Limited to existing road ways – highway 1 • Fuel = \$ • Municipal planning departments don’t consult with transit when planning new developments • Province doesn’t fund public transits – operations • Buses not lowered for people who need help on buses • Cigarette butts and garbage at terminal/stops • Low ridership • Takes a lot of time – long wait times • Don’t know where to buy bus passes <ul style="list-style-type: none"> ◦ Windsor Wharf? ◦ No debit machines on bus • Lack of convenience • Can’t afford more buses • Low level of importance at Provincial level • Don’t charge enough to go to Digby • Don’t run late enough at night for employees • No benches/shelters at stops <ul style="list-style-type: none"> ◦ Berwick and Wolfville purchased their own • Not servicing Tideview (location) • Not servicing rink • Covering Town of Digby twice • Not connected to Yarmouth • Acadian Lines is done in November • No service in Bear River 	<ul style="list-style-type: none"> • Make buses stand out - paint • Testimonials from people who take the bus • Wi-fi on the buses • Sunday service – express bus, transit and a movie • Smaller bus opportunities into smaller areas – Centreville, Canning <ul style="list-style-type: none"> ◦ Pilot projects ◦ Connect from more rural areas • Web based tracking for buses • High price of fuel – more people take bus • Bus route behind Walmart • More benches/shelters at stops • Woodsman Grove route in Wolfville? • Municipalities should provide resting stops • Kings 2050 initiative • Partner with businesses, NSCC to make/pay for shelters • Rapid transit to Metro • U-pass for students (Acadia) • Provincial Sustainable Transit Strategy • Give residents an opportunity to pay additional taxes to go towards transit • Incentives to give donations • In-depth awareness campaign <ul style="list-style-type: none"> ◦ Using people who use transit – essential service ◦ To help change mentality • Partner with EMO during disasters/emergencies • Transit day at schools along route • Make high school students think the bus is “cool” • High school students – use to get to part time jobs • Reliability – Wi-Fi and GPS tracking – create a small phone app • Age Friendly communities and FCM funding • Municipalities need to communicate – collaborate on transit issues • Transportation and Infrastructure Renewal <ul style="list-style-type: none"> ◦ Partner for GPS ◦ Google Latitude – apply to transit ◦ Use at C@P sites • Transit pass for tourists <ul style="list-style-type: none"> ◦ Partner with businesses ◦ Pass for 2-3 days – more expensive than normal pass ◦ Pass for the Valley ◦ Collaborate with RDA, tourist bureaus ◦ Discounts at businesses, museums ◦ Oslo Pass • Partner with businesses – offer discounts with passes • Low ridership <ul style="list-style-type: none"> ◦ Opportunity to change routes ◦ Opportunity to expand • Should be seen as an essential service <ul style="list-style-type: none"> ◦ Should be treated like education ◦ Change people’s way of thinking • Expand into East Hants • Collaborate with businesses and network • Facebook, Twitter • Partner with RDA’s 	<ul style="list-style-type: none"> • Silo mentality • Have to be everything to everyone • Must always be wheelchair accessible • Google Transit – IT infrastructure not in place to use this • “Loser Cruiser” mentality • Volatile fuel costs • Wear out buses more due to long route • Can’t afford to buy more buses • Operational funding • Municipal support • Transit can be low priority • Only funded operationally by municipal government • Need to decrease route times • Low ridership – opportunity to change routes <ul style="list-style-type: none"> ◦ Opportunity to change routes ◦ Especially with young people • How to get ridership up? • Empty bus mentality • Transport De Clare • Town budgets • Aging/decreasing population

Kings Transit
Public Engagement Meeting Results – New Minas, Windsor, Digby

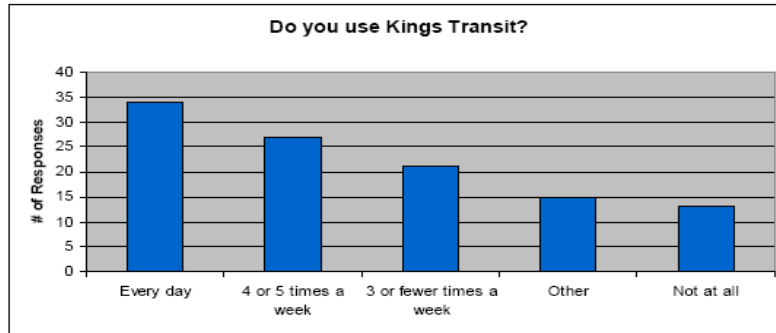
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Commuter from Windsor/West Hants to Metro <ul style="list-style-type: none"> ◦ Lots of park and ride spots ◦ Loss of Acadian Lines ◦ Connect in Lower Sackville with Metro Transit – collaborate with Metro Transit ◦ Private/public partnership • Hants County run is the best run – publicize more • Highlight success stories • Business attraction – transit system in place • Seniors Expo, trade shows, schools • Testimonials – good news stories • Make sure municipalities know people use the system • Provincial funding formula for transit – like fire and education • Ships Here Contract • Province match municipal contributions (\$) <ul style="list-style-type: none"> ◦ What is the figure to ask for? ◦ What should the funding formula be? • Use gas tax funding for operations <ul style="list-style-type: none"> ◦ Need to restructure what gas tax can be used for • Work with UNSM • Trying to get back to shorter service times – 1 hour <ul style="list-style-type: none"> ◦ Frequency of trips ◦ Express bus on the 101 • How can communities supply bus shelters • Advertise on shelters – sponsorship • More communications – promote buses more • Regular community sessions held to gain feedback • Universite St. Anne • New YMCA • Transport De Clare 	<ul style="list-style-type: none"> •

2012 SURVEY RESULTS

Kings Transit Survey Results 110 SURVEYS

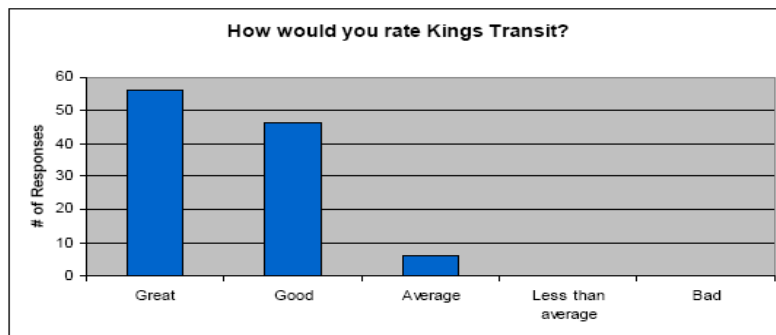
1. Do you use Kings Transit?

Every Day	31%
4 or 5 times a week	25%
3 or fewer times a week	19%
Other	14%
Not at all	12%



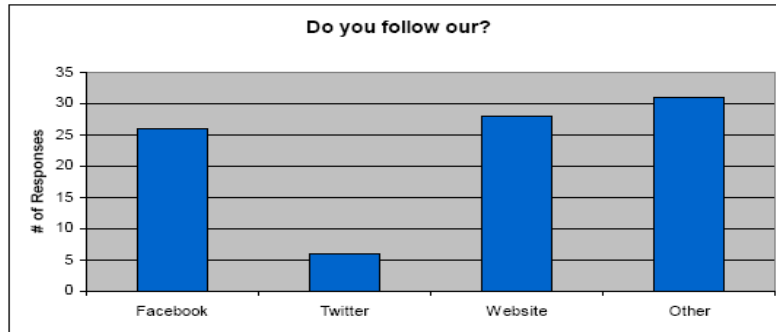
2. How would you rate Kings Transit?

Great	52%
Good	43%
Average	6%
Less than average	0%
Bad	0%



3. Do you follow our?

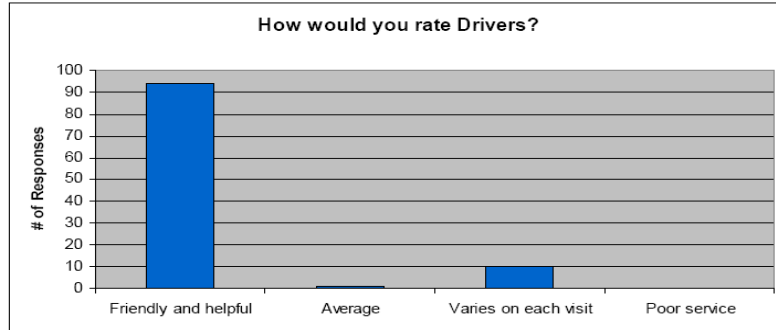
Facebook	29%
Twitter	7%
Website	31%
Other (word of mouth, e-mails)	34%



Kings Transit
Survey Results
110 SURVEYS

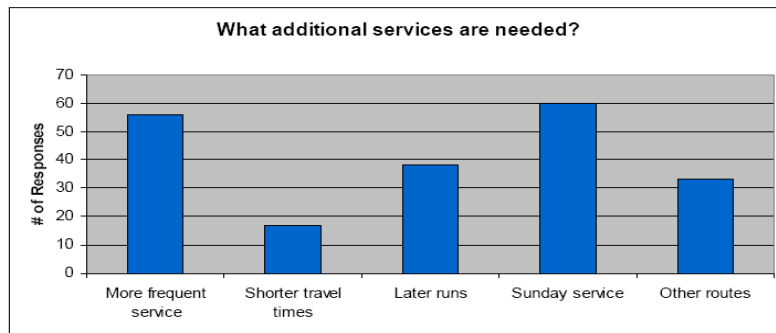
4. How would you rate Drivers?

Friendly and helpful	90%
Average	1%
Varies on each visit	10%
Poor service	0%



5. What additional services are needed?

More frequent service	27%
Shorter travel times	8%
Later runs	19%
Sunday service	29%
Other routes	16%



6. If you could change anything about Kings Transit, what would it be?

- More Wolfville coverage on Windsor run.
- Greater depth-penetration into outlying areas.
- Focus on getting people to/from work, even if they work until 9pm.
- More frequent runs to Windsor.
- I'd move closer so I could use it.
- Every hour on Saturday.
- Being very helpful.
- More frequent service.
- I don't travel often enough by Kings Transit to say.
- Passengers should not be talking to drivers while they are driving.
- Expand the Windsor run to include Falmouth (i.e. Town Road, Dyke Road).
- More frequent service out of Wolfville for students.
- Route along Chester Road at least to Sayster's Bridge Road.
- Be like every hour.
- Music on the bus.
- Bigger bus.
- Later runs.
- Sunday service.
- More buses.
- Schedule.
- Better seating.
- Times posted under the bus signs so for those who do not use the bus often will know when to catch the bus.
- Better buses from Wolfville to Brooklyn and from Greenwood to Weymouth.
- Extend Saturday service to every hour.
- Have some way of knowing where the bus is on the route – GPS tracking or something (if it exists).
- Scheduling.
- Aalders Avenue, New Minas for seniors, very difficult to get going, for doctors appointments.

Kings Transit
Survey Results
110 SURVEYS

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| <ul style="list-style-type: none"> - Routes and times. - More tax dollars. - More students. - Include Bear River and Tideview Terrace. - Yarmouth connection. - Speed – shorten travel times. - An express run to Metro. - More ridership. - Shuttle to HRM. - More routes. - More frequency. - Better publicity. - Frequency – times for travel, days of the week, later in the day. - Commuter to Metro. - Express Windsor-Hantsport-Wolfville. - Expanded service. - I'd like the bus to go to Digby Ferry Terminal. - Sunday service using Saturday hours and Wifi on the buses. - More frequent service, later night buses, and keep buses on schedule. - If we did not use the little bus with stairs, we have a lot of people with canes and chairs. - Buses run on Sundays, have buses so that there is not 2 hours wait. - Every hour on Saturdays and Sundays, better directions, route stop in Deep Brook. - Every hour Saturdays. - Shorter travel times. - More frequent service on weekends, shorter travel times. - Go to Halifax, a way to know if the bus is on time or not. - More frequent, advance notice of cancellations. - 1 hour service on Saturdays, Sunday pm. - I find it ok the way it is. | <ul style="list-style-type: none"> - More/different routes to other areas, running later. - Later runs especially above Kingston/Greenwood - That it ran on Sundays, bench at Annapolis County Community Service stop. - To run every hour on Saturday. - Change Saturday run. - Change the run on Saturday to every hour the same as the weekly runs. - Longer runs (hours). - Run until 10pm, go to Halifax. - Go to Halifax. - Nothing, I love the service. - Going further places, taking later times, being able to get cheaper tickets. - Allow coffee on the bus. - Make Windsor/Brooklyn run every hour. - Easier to get bus passes, more frequently on time. - Later runs, Sunday service. - Add more bus shelters. - Not on thing, why ruin a good thing. - We should be able to eat and drink, put a garbage can for the people (bottles and garbage, because of long trips). - Adding a route to Sackville to connect up with Metro Transit for people that work and go to Halifax. - An express morning bus from Wolfville to Kentville. - I would have the bus running at least one night a week later so people can enjoy a movie, bingo, etc. - Be on time, more frequent buses. - Perhaps later runs. - To have Bridgetown to Greenwood every hour. - Longer hours. - Trips to Bridgewater. |
|--|--|

- ✓ More frequent service – especially on the weekends and later bus runs.
- ✓ More routes.
- ✓ Scheduling is a problem – being on time, changing route times.
- ✓ Commuter service to Metro.

7. What are Kings Transit's most important strengths?

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| <ul style="list-style-type: none"> - Friendly. - Good routes. - Dependability. - The drivers. - That it covers Hwy 1 through the Valley. - Quality service. - Friendliness. - Courtesy. - Being very helpful. - Kind bus drivers. - Courteous drivers. - I've always found the drivers to be friendly/accommodating. - Excellent drivers who take care of seniors. - Local, a great service in a rural environment. | <ul style="list-style-type: none"> - Very helpful drivers. - Reliable. - Affordable. - Goes all the way down the Valley. - Friendly drivers. - Helpful and awesome. - Drivers. - Kind, prompt, courtesy, safety, customer approval. - Good service. - Equipment. - Drivers. - Wheelchair accessible. - Very clean. - Very good at advertising. - Events – upcoming. |
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Kings Transit
Survey Results
110 SURVEYS

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| <ul style="list-style-type: none"> - The safety of the passengers. - Drivers. - Drivers excellent. - Most drivers have excellent people skills and provide excellent service. - Reliability. - Service. - Primary service – connects employment users. - Management. - Leaders in transportation. - Public meetings. - Cost of fares. - Accessible service. - Friendly, local. - Constant presence. - That they are there for us. - Cheap. - People that can't pay for vehicles. - Drivers. - Being available. - The service is good, brings communities together. - Hants County run. - New Minas run. - Nicest drivers. - Accessible buses. - Staff. - Clean. - Cost. - It's cool how far one can travel with the bus. - Cost; helpful drivers. - Drivers. - Friendly drivers. - Fairly clean, lots of seats. - Friendly drivers, large buses, use of hand sanitizers in flu and cold months. - Large buses, good drivers, friendly. - Kindness, safety, concern, respect. - Kindness, safety, concern, respect. - Provide a great service. - You can get from Weymouth to Brooklyn for \$3. - Safe and clean. | <ul style="list-style-type: none"> - Cost is very reasonable. - Convenience, friendly, price. - Great service. - Friendly. - Wheelchair friendly. - The drivers. - Very friendly service, reliable (sometimes late), comfortable service, safety policies. - Dedicated bus drivers who must deal with everything cheerfully and get everyone there on time. - The drivers are superior. - The prices are good. - Drivers. - Drivers, price. - Drivers, benefits for students, cost. - Friendly drivers. - Friendly drivers. - Good safe drivers and buses, keeps good time for the most part. - Friendly, cooperative, know the areas. - Friendly drivers, generally on time, will wait for you or stop to pick you up. - Reliable. - Helpful and knowledgeable bus drivers, drivers do their best, friendly drivers. - The way they drive. - Diverse bus routes at a very inexpensive price. - Reliability and excellent service in all ways. - They help with the wheelchair and disabled people. - Having to bring wheelchair passengers abroad. - Reliable, efficient, helpful. - Ok priced. - Courtesy, friendly service. - To save energy and gas. - Being on time. - Handicapped people. - Mood of drivers. |
|---|--|

- ✓ Friendly, courteous, helpful drivers, staff and management.
- ✓ Good routes and good coverage.
- ✓ Quality service.
- ✓ Reliable and affordable.
- ✓ Safety of passengers in mind.
- ✓ Accessible buses.

8. What are Kings Transit's most important weaknesses?

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|--|---|
| <ul style="list-style-type: none"> - Long transfer waits. - Late sometimes. - Peak hour frequency. - Frequency (or infrequency) of runs. - That it doesn't connect with transit to Halifax. - Cost – family travel. - Needs later hours. - Doesn't run on Sunday. - Lateness. | <ul style="list-style-type: none"> - Marketing/communication. - Frequency of runs. - Not crashing. - Only run limited times. - Timing and not enough trips. - Sometimes buses are late because of construction and etc. - Cold. - No updated posters. |
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Kings Transit
Survey Results
110 SURVEYS

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| <ul style="list-style-type: none"> - Small buses from Brooklyn to Wolfville and Greenwood to Weymouth. - Short notice when ending service early during winter storms. - Remaining on time; which for the most part cannot be controlled due to construction, weather, etc. - Sundays and certain area not covered (maybe trial runs in not covered areas). - Route planning – when and where. - Hours – need more. - Fuel. - Growth challenges. - Areas not covered. - Trips are too long. - More runs, but cost more. - Long routes – can't please everyone. - Need more ads – radio is good value. - Need more buses. - Times. - With the bus going so far to catch other bus, if one's late, then it's late all the way. You guys do well though. - No Sunday service. - 1 to 2 hour wait between runs. - Dirty windows in the winter, running behind schedule. - Buses break down, the bus with stairs, sometimes bus does not keep times leaving when they should before their times. - No runs on Sundays, long wait between trips, dirty windows. - Comfort, strict drivers. - Strict drivers, comfort, speeding. - Do not travel 7 days a week. - Long travel time, not enough service on weekends. | <ul style="list-style-type: none"> - Not scent free. - Drivers ahead of schedule, drivers not letting people sit down before moving on. - Break down of buses, sometimes late. - Being late. - Sometimes buses are late due to construction, etc. - Sometimes very late, buses break down (or broken). - Big buses, sometimes transporting as few as 3 people, possible to vary routes for drivers, I think it might help them by adding interest to their day (over boredom). - Some drivers not helpful. - Some drivers' personalities. - Late am runs. - Late am runs. - Sometimes its packed, could use an extra run at those times, few minutes after that bus running. - Sometimes late, not going further distances. - No Tim Hortons allowed. - A little too late too often. - None. - They are not always on time because of reasons that is why they should have more services. - Some people getting away with eating on the bus. - Only running every 2 hours on Saturday, the 15 minute wait in Kentville for the other bus can be bloody cold in the winter. - Rarely on time. - Mechanical breakdown, bringing lateness in schedule. - Sometimes filled up. - Bus running late due to construction, drivers are not to blame. |
|--|---|

- ✓ Lateness of buses – due to construction, breakdowns, etc.
- ✓ Frequency of runs – limited run times, especially on weekends.
- ✓ Length of time to run routes – routes times take too long.
- ✓ No Sunday run.
- ✓ Route planning – some areas not covered by existing routes.
- ✓ Lack of marketing/communications for service.

9. Additional comments.

- More frequent service between Wolfville and New Minas/Kentville
- Mostly I hear it takes too long to get down the Valley.
- Perhaps a partnership with provincial/private to provide connector services (Valley to Metro, etc.).
- Change schedule so that people can connect through Kentville without having to go around town. It makes it very time consuming to go from Wolfville to Berwick. Perhaps a different bus that does the town loop, and an “express” that goes directly through town.
- This service is valuable for people on low/fixed incomes. The service to Windsor needs to be increased now that there are fewer shopping and work options there. It can be very confusing that people must wait so long for a return trip.
- I live in the “boonies” so I only occasionally use transit when I do things like put my car in for service or head down the Valley to some place on the route (ex. Greenwood Mall) but I think it's a great service!
- Talking to head people and get good answers from them.
- Sorry I missed the meeting, but I will be happy to offer my opinions whenever. Thank you.
- Bus is great, it's helpful, gets me to where I need to go and everything.
- I have been traveling transit 2 and a half years and have good trips.
- More buses or more frequency.

Kings Transit
Survey Results
110 SURVEYS

- I would like to see a radio, so we that are travelling the bus for long trips will have at least something to listen to. More interaction. Conversational with drivers.
- I live in North Kentville. There have been times when I have been waiting for the bus and it has not come. Because it is way behind schedule so it goes right through to New Minas and skips the north end, not good!!
- The smaller buses are a very bumpy ride over some of the rougher roads on these routes.
- Stop by Lawton's in New Minas is dangerous, especially in the winter as it is hard to access with snow banks. You have to walk on the road, also it is hard for the bus to set back in traffic. A stop by Giant Tiger would be convenient.
- Would like to see Saturday run hourly and service on Sundays. Concern – some drivers not waiting until passengers are seated before moving bus. This is very unnerving when you don't expect to be jolted on your way to your seat.
- It's a wonderful service! Just needs some marketing!
- In the past, I have traveled daily by transit. I feel this is a very strong operation and in time, expansion may be necessary.
- Talk to the RDA about how we can use the bus as an economic attractor, and about specific businesses that could use the service.
- I did not know this was a free month for students. That would have been a great piece of news to be "out there" for them to try.
- Great service that I hope continues and grows. Always look for opportunities. Good to have info session. Need more education for public and future/potential riders.
- Thanks for asking!
- The bus drivers have always been very awesome when I go on bus journeys back and forth from the ferry (and pretty much whenever I take the bus).
- With more frequent service I would use the service more.
- Saturday every hour.
- It would be nice to have the drivers wear name tags on their sleeve so the people can get to know the drivers. It would be nice to have buses run to the city to make connections. You could charge around 5 to 6 dollars, will need more time.
- Some of the stops are over grown with weeds, need of shelters of open place in the winter months.
- Impressed by the growth of this service since it has began.
- A student pass that is added to school fees would be awesome. A Kingstec bus first thing in the morning from the Kentville terminal to the college could help reduce congestion on the early runs.
- It would be nice if Kings Transit could connect with Halifax transit.
- The drivers are friendly and helpful and I like to travel on the bus.
- It is a pleasure to have this service. Keep up the good work. Thank you.
- I really enjoy riding the bus not only for the environmental issues, but also for the drivers. They are very kind and happy. I rely on the bus a lot and they usually always come through.
- Is there a way to get call-in information especially during highway construction periods? Just to keep the frustration level down? Smaller buses for non-peak traffic periods. Drivers are to be commended on their good service.
- I am so grateful for this service. The staff is second to none.
- The drivers are friendly, very helpful and treat all passengers the same. Have to wait for bus to come to go to North Kentville.
- Love to take the bus just to go on to see drivers.
- Love to take the bus to see the drivers.
- I know all drivers by first name; their friendly and do their jobs well.
- Thank you for the free month of September for students. One time I was sick and forgot my bus tickets and the driver let me on anyway (I did pay back the ticket).
- I feel with stores open on Sunday, it would be beneficial to have service on Sunday every 2 hours.
- I travel from Clementsport to Windsor every 3 weeks, I can always get home, never a problem. What better service for \$1.90 each way.
- They are good drivers, they make sure that you stop where you want to go and they help you with parcels sometimes.
- I think there are a few drivers that could brush up a lot on their people skills as well as their common courtesy.
- Seems a bit silly that I must show my student ID every time, as to buy the pass I had to show it to get it. Thanks for the September free rides.
- Just keep up the good service.

ACADIA UNIVERSITY SURVEY RESULTS

ACADIA STUDENT QUESTIONNAIRE SUMMARY

Sample of 119 students randomly selected in lobby of BAC over 3 days - late March 2012

35% have access to car

60% live on campus

35% claimed knowledge of the Kings Transit (KT) service area

12% used KT

When asked to identify changes (1 least important - 6 most important)

4.38 More frequent service

3.76 Shorter travel times

3.55 Later runs

3.66 Sunday service

other service - Horton mentioned twice, Martock once

Comments:

confusion over routes and stops in Kentville,
busses not arriving at scheduled times,
some praise of service from regular users

61% in favor of U-Pass

Annual fee suggestion ranged from \$25 - \$500. Most informed seemed to fall in range of \$100-\$120.

SURVEY EXAMPLE



Kings Transit Authority

29 Crescent Drive
New Minas, NS B4N 3G7
888-546-4442
www.kingstransit.ns.ca



How can we improve?

Strategic Planning
Stakeholder Consultation

Please take a moment to help us improve our service.

Kings Transit wants to hear from our stakeholders about what makes our system successful, where we need to improve and what we should be offering that we are not currently providing. We believe transit is an essential service, especially in rural Nova Scotia; for the growth and development of our community.

It is our intent to gather facts, figures and most importantly, experiences from residents in the Annapolis Valley. The information collected in these surveys will be used to develop a Strategic Plan that reflects the strengths, needs and benefits of Kings Transit to the residents of Annapolis Valley.

Do you use Kings Transit?

- Every day
- 4 or 5 times a week
- 3 or fewer times a week
- Other (explain)
- Not at all

How would you rate Kings Transit?

- Great
- Good
- Average
- Less than average
- Bad

Do you follow our?

- Facebook
- Twitter
- Website
- Other

How would you rate Drivers?

- Friendly and helpful
- Average
- Varies on each visit
- Poor service

What additional services are needed?

- More frequent service
- Shorter travel times
- Later Runs
- Sunday Service
- Other Routes? I.e. Canning, Port Williams

If you could change anything about Kings Transit what would it be?

-
-
-
-

What are Kings Transit's most important Strengths?

-
-
-
-

What are Kings Transit's most important Weaknesses?

-
-
-
-

Additional Comments

About You (optional)

Name _____ E-mail _____
Address _____ Phone _____

Thank you for your participation!