



passenger
TRANSPORTATION BOARD

Annual Report
2021/22



August 31, 2022

The Honourable Rob Fleming
Minister of Transportation and Infrastructure
PO Box 9055
Stn Prov Govt
Victoria, BC V8W9E2

Dear Minister Fleming:

RE: Passenger Transportation Board 2021/22 Annual Report

I am pleased to forward to you the Passenger Transportation Board's Annual Report for the fiscal year April 1, 2021 to March 31, 2022. This report has been prepared for your review pursuant to Section 22.1 of the *Passenger Transportation Act*.

Yours truly,



Carmela Allevato
Chair
Passenger Transportation Board

Enclosure

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Message from the Chair

The passenger transportation industry continued to be affected by the impact of the COVID-19 pandemic in 2021-2022 with differing impact in various sectors of the industry. We are hopeful that, as the travel and hospitality sectors recover and economic activity continues apace in the province, the demand for passenger directed transportation will reach new heights.

The task of the Board during the last fiscal year was to ensure sound economic conditions in the industry overall and to meet public need. To that end, the Board retained renowned transportation expert Dr. Dan Hara to conduct an investigation into the impact of the pandemic on the passenger transportation business in British Columbia. Dr. Hara's report confirmed that all aspects of the industry had been negatively impacted and indicated that as activity in the tourism and hospitality industry increased, there should be a corresponding regaining of business lost during the pandemic. The report also indicated that in the Lower Mainland, where ride-hailing companies were more active, taxi companies had lost ground to Transportation Network Service (TNS) operators.

In his report, Dr. Hara also identified a number of issues that flowed from the pandemic but were unrelated to declining demand. Driver shortage was one, as was the disparity in rate structures between taxis and ride-hailing.

The Board continued to be engaged with the Ministry regarding its core funding, ensuring that the Board is able to meet its mandate of objective evidence-based decision-making and

ongoing monitoring of the industry.

A long time Board member William (Bill) Bell left the Board this year. Bill was an important contributor to some of the Board's most significant decisions and a generous mentor to new Board members. I wish to acknowledge his contribution and to thank him for his service.

Three new members joined our Board this year reflecting our commitment to inclusion and diversity. As new staff retired and new resources were allocated, we have welcomed new members to our team that are skilled and enthusiastic about working with the Board.

The Board is committed to being transparent, inclusive, and accountable. We are taking steps to re-engage with our stakeholders to ensure that, as we emerge from the pandemic, there will be a vibrant and economically sound passenger transportation industry in our province.

I want to recognize the contribution of current and former Board Members and staff.

Territorial Acknowledgement

The Passenger Transportation Board acknowledges the traditional territories of the many diverse Indigenous Peoples in the geographic area we serve. With gratitude and respect, we acknowledge that the Board's office is located on the traditional unceded territories of the ɫəkwəŋən speaking peoples (Songhees and Esquimalt), who are the traditional keepers of this land and whose historical relationships with this land continue today.



About Us

The Passenger Transportation Board (the “Board”) is an independent tribunal established under the Passenger Transportation Act (the “Act”) to regulate and oversee the commercial passenger transportation industry in British Columbia, including taxis, limousines, shuttle vans, inter-city buses, and ride-hailing.

The Board was established in 2004, when the Act was brought into force. Originally, the Board’s mandate was application-driven, to make decisions on licensing of commercial passenger directed vehicles. The Board is also responsible for determining appeals of administrative penalties imposed by the Registrar of Passenger Transportation. The Board typically receives approximately 200 applications and 1-3 appeals in a fiscal year. See Appendix 1 for full details of the regulatory framework in place.

Board Overview

The Board must be composed of a minimum of three Members. Currently the Board consists of seven part-time Members (see Appendix 2 – Member Biographies), including the Chair. Members are appointed to the Board by the Lieutenant Governor in Council after a merit-based process. Board Members come from diverse backgrounds in business, law, academia, or government and are commonly active in their communities, serving on various agencies or boards.

The Board is supported by 12 full-time staff. Board staff are public servants with the

province of BC and hired through a merit-based competition process. The Board office is located in Victoria. Board Members and staff are committed to fostering a culture of professionalism, administrative fairness, and good governance. The skills, expertise, and knowledge of Members and staff are key to the Board’s success.

Board Meetings

The Board meets at least every quarter and sometimes more often, as required.

Board meetings focus on policy, procedural matters, and emerging issues affecting the commercial passenger transportation industry. Application and appeal decisions are not made at Board meetings.

The Board may seek stakeholder perspectives on new initiatives and policies. Stakeholders include industry associations, licensees, local governments and First Nations organizations, persons with disabilities, seniors, and the travelling public.

Strategic Planning

The Board published a three-year Strategic Plan in 2019 which outlines policy development, operational projects, and governance work goals. In carrying out its responsibilities, the Board continually seeks innovative ways to respond to change, increase efficiency, and streamline its processes.



A new three-year Strategic Plan is scheduled to be released in 2022. It will be the Board's first Strategic Plan under its expanded role

and mandate and will reflect the Board's evolving responsibility as regulator of the passenger transportation industry in BC.

Guiding Values

The Board is guided by six core values:

Integrity – ethical, professional and honest conduct by all Members and staff of the Board.

Fairness – impartial decision making in accordance with the principles of administrative justice and the Board's legislative mandate; just treatment of applicants and submitters and others who participate in Board processes.

Evidence-based – a measured, evaluative, and evidence-based approach to decision-making.

Respectful – courteous, fair, and dignified treatment of all persons in contact with the Board.

Accountable – clear understanding of duties and responsibilities and open and transparent information about the Board's operations and decisions.

Responsive – accessible and understandable policies and processes, and provision of accurate and timely communication on Board decisions.



Expanded Role and Mandate

Amendments to the Act and Regulation came into force in September 2019 which expanded the Board's role and significantly changed its mandate as a result of several factors:

- Introduction of Transportation Network Services, also known as ride-hailing.
- Clarification of the Board's jurisdiction as:
 - o Independent decision-maker with exclusive jurisdiction over key aspects of the passenger transportation industry;
 - o Economic regulator expected to equitably balance sectors of the passenger transportation industry in the public interest; and,
 - o Integrator of broader policy goals (such as climate change and accessibility) into the passenger transportation framework.
- Direction that the Board collect, analyze, and provide data to support objective, evidence-based decision-making.

These amendments had far-reaching effects on the work of the Board. The Board is now dealing with much more complex issues that require significant resources to analyze economic data and information in support of objective evidence-based decision-making.

As a result of the Board's expanded mandate, there are greater expectations about the rigour and transparency of Board processes. As recognized by the Select Standing Committee on Crown Corporations' Report in February 2018, the Board must be "appropriately resourced and modernized to collect, analyze, and provide data to support evidence-based decision making."

Board Resources

In response to the expansion of the Board's role and mandate, the Board undertook an organizational review in the fall of 2020 and requested a base budget lift to move into a new organizational structure to support its expanded mandate.

While the Board has since been partially resourced to support an expansion of its organizational structure and resources, there continues to be uncertainty regarding its ongoing budget, staffing, and resources, including adequate facilities.

Over the course of 2021-22, a new organizational structure was implemented and recruitment initiated to fill priority positions required for the Board to fulfil its expanded role and mandate. The Board anticipates completing its recruitment of all core staffing positions once it receives adequate funding.

Objective, Evidence-Based Decision-Making

The expectation that the Board will rely on data and objective evidence to support its decision-making was clearly established in the reports by the Select Standing Committee on Crown Corporations in February 2018 and March 2019.

To support objective, evidence-based decision-making, the Board's organizational review identified the need to recruit a Senior Economist and enhance the Board's internal capacity to collect and analyze data and undertake economic analysis and dynamic economic modelling regarding the passenger transportation industry in BC.



Once the Board is resourced and staffed appropriately to support its expanded role and mandate, the Board will be in a better position to make well-reasoned objective, evidence-based decisions that fulfil the legislative mandate and policy objectives set for the

Board by the legislature and government. Additionally, it will be able to assess the state of the passenger transportation industry more accurately as it emerges from COVID-19 and continues to evolve in a rapidly changing economic and technological landscape.

Data Collection

All taxi licensees and TNS operators are required by the legislation and the terms and conditions of their licences to provide trip data to the Ministry of Transportation and Infrastructure's (Ministry) Data Warehouse team.

The Board works with the Passenger Transportation Branch (Branch) at the Ministry to manage data collection and data quality issues, particularly related to data that licensees are required to submit and is contained in the Data Warehouse.

Like many other administrative bodies, the Board makes decisions about individual applications. In making these decisions, under its expanded mandate, the Board is required to engage in systems-level analysis rather than merely assessing the merits of the discrete application. The Board is required to gather and analyze data about passenger transportation in the province to assess public need for new services and to evaluate the impact of an application on the passenger transportation business.

At the end of fiscal 2021/22, all eight approved TNS companies in operation were providing performance data to the Data Warehouse. While many of the 211 taxi licensees operating

in the province have provided trip data to the Data Warehouse, there are some outstanding issues with data submissions and quality of data, particularly in respect of trip distances and fares.

A number of factors are contributing to these data challenges. Generally, the impact of COVID-19 has disrupted operations and strained the capacity of some operators (particularly smaller companies and individual licensees) to submit comprehensive data. In other cases, limitations around technology and resources have resulted in incomplete data.

The persistence of data submission and quality issues presents ongoing challenges for the Board to advance objective evidence-based decision-making. The Board requires comprehensive and reliable data about the passenger transportation industry to make objective evidence-based decisions or make decisions about broader, system-wide regulatory issues (i.e., fleet size, rates, operating areas, etc.).

In response to these data gaps and challenges, the Board and the Branch have been working in collaboration to engage with the passenger transportation industry and resolve these issues.



Policy and Regulatory Issues

To support its expanded role and mandate, and in light of the transformative change in the passenger transportation industry over the last few years, the Board is undertaking a comprehensive review of its current policies and procedures.

The Board's focus in 2021-22 was to undertake strategic planning to identify and assess policy and project priorities. In 2022-23, focus will shift toward initiating priority projects.

The introduction of TNS and the impacts of COVID-19 have significantly altered the passenger transportation landscape

in BC. This raises broader systemic issues around matters under the Board's regulatory authority, including rates, operating areas and fleet size.

As the Board continues to assess the impact of TNS and looks ahead to the Special Committee's review of passenger directed vehicle services and transportation network services administered under the Act (mandated to being on or before July 1, 2023), the areas under the Board's regulatory authority will be a focus.

Operational Highlights & Updates 2021/22

COVID-19 Board Investigation

By 2020, the Board had expected to be well-positioned to regulate the passenger transportation industry using objective data and economic analysis; however, the pandemic transformed the economic landscape in unpredictable ways. The duration and long-term effects of the pandemic were, at that time, still unclear.

The Board could not assume that the province would return to previous economic conditions once the pandemic was under control, which meant the Board was unable to rely on pre-COVID data or economic analysis for Board decisions. The Board, therefore, took a timely decision in 2021 to undertake a thorough analysis. As an economic regulator, the Board has an important role in helping

ensure the economic viability of the passenger transportation industry, particularly during challenging times like the pandemic.

In April 2021 and pursuant to section 27(3)(b) of the Act, the Board initiated an investigation into the effects of the pandemic on the BC passenger transportation industry, which included the taxi and Transportation Network Services (TNS) or ride-hailing sectors. The Board retained the services of Hara Associates, a professional economist, to conduct the investigation. A number of applications were stayed pending the outcome of the investigation.

The investigation included collection of data and examination of general economic conditions regarding the impact of COVID-19 on the passenger transportation industry. This



report was publicly release in September 2021 and the Board considered the report in several subsequent decisions. The Board rendered

decisions on the main applications and stayed applications in late 2021 and early 2022.

Types of Applications

The Board has the authority to approve three different types of authorizations:

- **Inter-city Bus (ICB) Authorization** – for operators that wish to provide inter-city bus service in the province.
- **Passenger Directed Vehicle (PDV) Authorization** – most commonly used for taxis but also a small number of applications from other types of PDV such as shuttle buses or limousines.
- **Transportation Network Service (TNS) Authorization** – also know as ride-hailing.

Applicants can apply for a new authorization or if they already have a licence, they can apply to amend their licence or to transfer their licence to another entity. Amendments to licence could be a change to terms and

conditions, addition of vehicles or an increase/decrease in services offered. Passenger Directed Vehicles (PDV) applicants can apply for a Temporary Operating Permit (TOP) or a Peak Season Temporary Operating Permit (PSTOP) if they have an “urgent” and “temporary” need for the vehicles.

The Board processes some applications on the basis of “urgent public need” (UPN). The Board uses the UPN option when it is satisfied that the public has an urgent need for the transportation service. This is an exception to regular processing. If applications are processed based on UPN, they are not published in the Weekly Bulletin and submissions are not sought. The Board has processed some taxi and ICB applications on the basis of UPN.

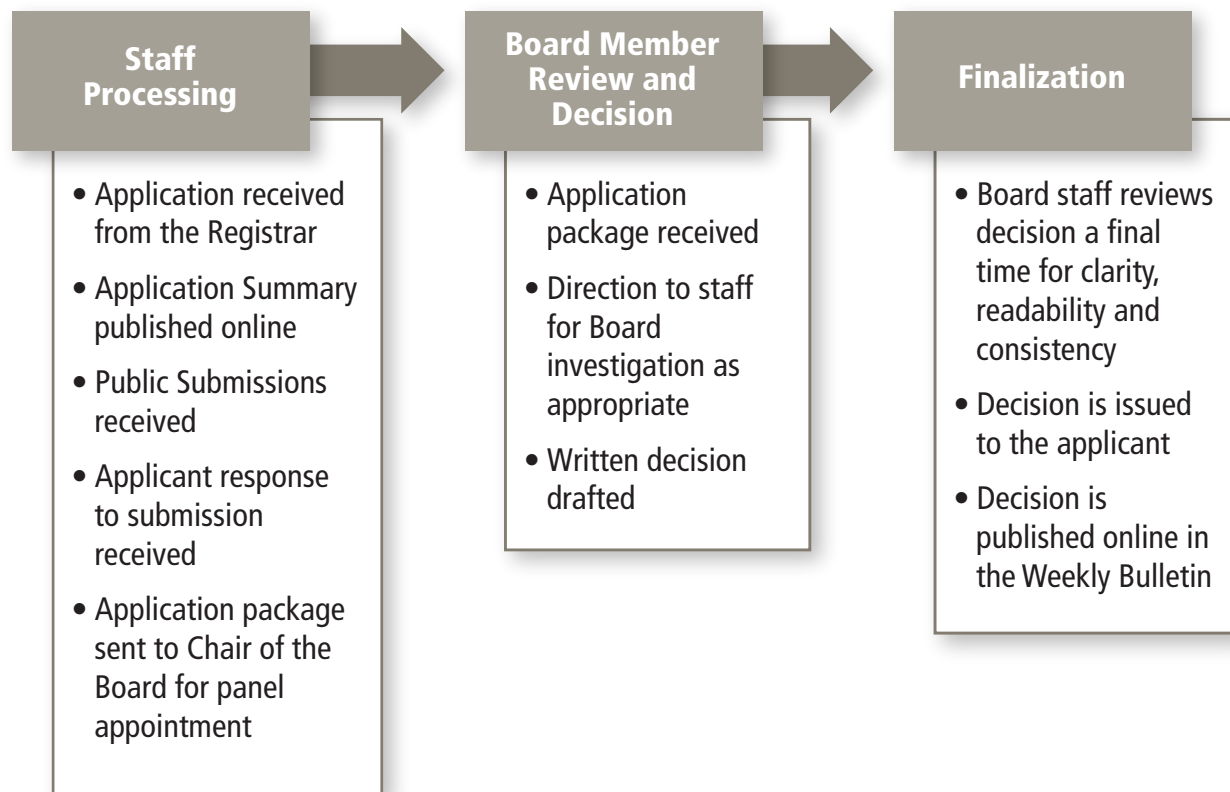
How the Application Process Works

There are 13 different applications that the Board receives, and each application has a unique process. However, there are three main stages that all applications decided by way of a written hearing go through. Most

applications received are conducted by way of a written hearing, but a very small percentage of applications are decided by way of an oral hearing. There were no oral hearings conducted in 2020/21.



Transportation Network Service (TNS) Applications



Between April 1, 2021 and March 31, 2022, the Board approved two TNS applications and refused four applications.

Since December 2019, the Board has received a total of 52 TNS Applications, as follows:

TNS Applications	Number
TNS Applications Approved	25
TNS Applications Refused	25
TNS Applications Withdrawn	2
TNS Applications in Progress	0

A complete list of all TNS application decisions issued by the Board can be found on the [Board's website](#).



Inter-City Bus Applications (ICB)

The Board received eight ICB applications in 2021/22 and two were placed in abeyance by the applicants.

In 2021/22, four ICB applications were approved that expanded the BC network of ICB services to include:

- Additional service between Penticton/Kelowna to Alberta Border and Hwy 1 (Penticton is seasonal)
- Additional service between Whistler and Richmond
- Additional route between Golden and Cranbrook
- Additional Limited pick-up and drop-off service between Vancouver Hotel Area and Squamish

No ICB applications were entirely refused

Appeal Process

The Board also hears appeals regarding administrative penalties (including fines and licence suspensions) that are imposed on an operator by the Registrar of Passenger Transportation. The Board receives few appeals throughout a given year and did not receive any appeals in 2021/22.

In 2021/22, no appeals were heard by the Board.



Operational Statistics

Statistics reported in this section are for applications received by the Board from April 1, 2021 to March 31, 2022. In 2021/22, the Board received 79 applications which represents a 5 per cent decrease from 2020/21.

Authorization	New	Amendment	Transfer	Rate	TOP	FSTOP	PSTOP
ICB	4	3	1	–	–	–	–
PDV	10	22	15	7	6	3	8
TNS	1	–	–	–	–	–	–
TOTAL	15	25	16	7	6	3	8

* The total number of applications in the above chart may be greater than the total number of applications received due to requests for multiple types of licences (i.e. ICB & PDV) in a single application.

Outcomes

In 2021/22, 62 applications were approved in whole or in part, 19 applications were refused, one application was withdrawn or dismissed, and 15 applications have yet to be determined.

Urgent Public Need (UPN)

Applicants wanting to have an application processed on the basis of UPN can submit a request to the Board outlining their reasons for this. If approved, the Board does not publish notice of the application or consider any written submissions in respect of the application.

In 2021/22, the Board assessed four applications and one was approved on the basis of UPN. Two were published and proceeded through the regular process. The fourth UPN application was received at the end of 2021/22 but the decision was not rendered until 2022/23.

Reconsiderations

The Act does not provide a right of appeal of Board decisions. An applicant can apply for a Reconsideration to reconsider, vary, or rescind a decision in only two circumstances:

- Information has become available that was not available at the time the decision was made; or
- There has been an error in procedure.

A decision cannot be reconsidered just because someone disagrees with it.

In 2021/22, the Board did not receive any request for reconsideration.



Application Performance Measures

General Board Performance

The Board set two administrative performance targets in its three-year strategic plan: “low” and “high”. These targets consider regulatory requirements such as the requirement to publish applications and receive and consider submissions.

The low target represents the most efficient processing times.

The high target results from factors that may extend the process such as extension requests from applicants to provide information, supplemental submissions, or the need for the Board to address preliminary matters.

Board Performance Targets

Applications	Low Target Days	High Target # Days
General ICB, PDV and TNS Decisions	89 Days or Less	More than 89 Days
UPN Applications	37 Days or Less	More than 37 Days
TOPs, FSTOPS, PSTOPs	15 Days or Less	More than 15 Days

Board Performance Against Targets

Applications	# Board Decisions	Average # Days to a Decision	% Within Low Target	% Within High Target
Combined: General ICB, PDV TNS* Decisions	66	153	42%	58%
TNS Decisions*	7	377	0%	100%
General ICB, PDV Decisions	55	131	44%	56%
ICB Decisions	4	217	0%	100%
PDV Decisions	55	120	51%	49%
Urgent Public Need Applications**	1	3	100%	0%
TOPs, FSTOPs, and PSTOPs	16	5	100%	0%

* The TNS Average # Day to a Decision is high due to the COVID-19 Board Investigation.

** Applications that began as UPN but were determined not to be UPN are instead included in the General PDV/ICB decisions.



The Board seeks to process at least 75 per cent of all applications within the low target timeframe and achieved this for UPNs, TOPs and PSTOPs.

The Board rendered 11 more ICB/PDV/TNS decisions, four less UPN and 14 more TOPs in 2021/22 compared to 2020/21.

Judicial Reviews

Applicants can also file for a judicial review of a Board decision. A judicial review is an application to the BC Supreme Court and is governed by various Acts including the Judicial Review Procedure Act and the Administrative Tribunals Act.

If a judicial review is filed, a judge decides whether it will review a Board's decision if

it finds that the Board did not provide a fair hearing or, if the Board made a decision outside of its authority.

In 2021/22, no petitions were filed with the B.C. Supreme Court for judicial review.

In 2019/20 Kater applied for a judicial review of the Board's January 23, 2020 decision denying Kater's application for TNSA. The Board filed its response to the petition on April 30, 2020 and the Board expects more details once the application is heard by the Supreme Court. There are no updates on this matter.

In 2021/22, no appeals were heard by the Board.



Board Members

Board Members are appointed by Lieutenant Governor and Council (Cabinet) and work part-time. Members address critical issues and make decisions on applications and appeals.

The Act requires at least three Members,

with one Member designated as Chair.

Appointment processes and terms are governed by the Administrative Tribunals Act.

There were seven Board Members in 2021/22, as follows:

Member	Initial Appointment Effective	Term Expiry Date
Carmela Allevato, Chair	October 1, 2020*	October 1, 2023
Baljinder Narang	March 11, 2019	November 5, 2023
Garland Chow	April 27, 2020	November 5, 2023
James Savage	August 7, 2020	November 5, 2023
Karlan Modeste	November 19, 2021	November 19, 2023
Kyong-ae Kim	November 19, 2021	November 19, 2023
Mary Childs	November 19, 2021	November 19, 2023
William (Bill) Bell **	February 1, 2008	June 2020

* Note: Carmela Allevato was appointed as a Member of the Board on November 5, 2018.

** Note: William (Bill) Bell stayed on to render decisions on an extension as he had active COVID-19 Board Investigation applications in progress.

The Board held six meetings in 2021/22. In accordance with the Board's COVID-19 protocols, all of these were virtual meetings.

Board Staff

The Board is supported by a staff of 12 full-time employees who work out of the office in Victoria. Staff handle the administrative functions of the Board, undertake policy research and projects, support strategic planning and respond to inquiries from applicants, submitters, and the public.

Staff	Title
Heather Stewart	Executive Director
Jessica Hodge	Director, Operations
Robert Lawson	Director, Policy and Projects



Board Budget

The Board's 2021/22 Blue Book Budget appropriation totaled \$891,000 and actual expenditures were \$1,190,628. The discrepancy between appropriation and expenditure was due to several factors:

- The Board's mandate increased significantly as a result of the 2019 amendments to the Act and Regulation, adding substantially to its workload without a base budget lift.
- The Board staff and member complement has increased and expanded to meet increased complexity in applications and policy considerations.
- The Board continues to require consulting and contracted services to provide additional support, especially since it is not fully staffed.

Budget Category	Allocation* (\$)	Expenditure (\$)
Salaries	392,000	637,392
Benefits	100,000	161,810
Member Per Diems and Travel	185,000	198,993
Staff Travel	13,000	0
Professional Services - Operational	181,000	142,580
Information Systems – Operating	14,000	38,976
Office and Business Expenses	5,000	8,986
Stat. Advertising and Publications	1,000	0
Total	\$891,000	\$1,240,943



Appendices

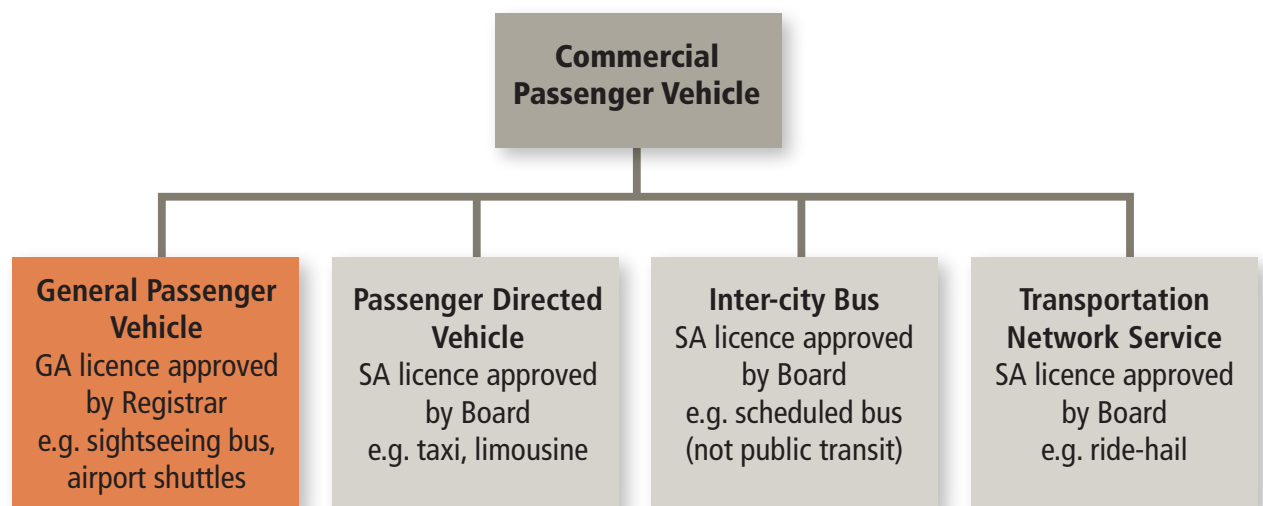
Appendix 1 – Regulatory Framework

The Board is an administrative tribunal created under the Act. Administration of the Act is a joint responsibility of the Board and the Registrar of the Passenger Transportation Branch in the Ministry of Transportation and Infrastructure, with each organization undertaking certain roles and accountabilities under the Act.

Vehicles and Licences Authorizations

The Act sets out the framework for licencing commercial passenger vehicles. There are two types of licences: general authorization (GA) licences; and special authorization (SA) licences.

The chart below shows the different licensing streams under the Act.



Special Authorization License Approvals

The Board makes decisions on applications for Special Authorization licences. There are three types of special authorizations: (a) passenger directed vehicles; (b) inter-city buses; and (c) transportation network services. Passenger directed vehicles include taxis, limousines, perimeter seating buses and small shuttle vans. Inter-city buses are private commercial carriers that operate between cities on a schedule and over regular routes. Transportation Network Services refer to ride-hail service providers.

The Act governs determinations by the Board about whether to approve, in whole or in part, licence applications for a special authorization. Section 28 provides that such approval may be granted after the Board considers whether:

- There is a public need for the service;
- The applicant is fit and proper and capable of providing the service; and
- The application promotes sound economic conditions in the passenger transportation industry.

If an application is approved, the Board sets terms and conditions for a licence. The Registrar of Passenger Transportation (part of the Ministry of Transportation and Infrastructure) then issues a licence when safety requirements are met.

General Authorization Approvals

The Registrar of Passenger Transportation makes decisions on applications for General Authorization licenses. The Registrar is also head of the Passenger Transportation Branch.

Operators of commercial passenger vehicles that do not fall within the definitions of passenger directed vehicle, inter-city bus or transportation network services need a licence with General Authorization. These operators have greater operational freedom than operators with a Special Authorization.

Compliance and Enforcement

The Registrar works with Commercial Vehicle and Safety Enforcement (CVSE) staff in the planning and delivery of compliance and enforcement actions for commercial passenger vehicles. The Registrar may impose administrative penalties on licensees.

The Board hears appeals of administrative penalties imposed by the Registrar.



Appendix 2 – Member Biographies

Carmela Allevato, Chair

Carmela Allevato recently retired from Allevato Quail & Roy, Barristers & Solicitors, a boutique law firm that she co-founded in 2014 after a long and successful career as in house legal counsel to some of BC's largest public sector unions. At various times Ms. Allevato served as a Member of the BC Labour Relations Board, a Trustee on the Vancouver School Board, a Vice-President of the BC Federation of Labour and on the executive board of the BC Industrial Relations Association. Ms. Allevato divides her time between Gambier Island on the Sunshine Coast and Vancouver. She received a Bachelor of Arts from the University of Toronto and a Bachelor of Laws from the University of British Columbia.

William (Bill) Bell

As a member of the Passenger Transportation Board, Bill Bell led a report on accessible transportation in 2012 and another on taxi standards in 2014 and has adjudicated a broad range of applications. Bill formerly held senior positions with the Federal and B.C. governments. In the B.C. Public Service his background includes Directorships in Human Resource Management, Senior Treasury Board Analyst and Assistant Deputy Minister. He was given leave in 2000 to work with the Canada Programme on Governance, International Development Research Centre as a consultant assisting the East Cape Province, South Africa in its transition to central executive management. His interests include music (especially jazz), tennis, travel and golf. He

has a volunteer background which includes the Victoria Needs Crisis Line, the Boards of the John Howard Society of Vancouver Island, the New Bastion Theatre Society, the Oak Bay Tennis Club and the Victoria Jazz Society where he served for over 12 years including 5 years as its President. Bill holds a Bachelor of Arts in Psychology and a Master of Public Administration from the University of Victoria.

Mary Childs

Mary Childs is General Counsel and Acting Manager of Policy and Intergovernmental Affairs for Tsawwassen First Nation. Previously Ms. Childs was an Associate Counsel for Miller Thompson LLP. Active in her community, she is a Board Member of the Motor Dealer Customer Compensation Fund and a Governor of the Law Foundation of British Columbia. Previously Ms. Childs was a Part – Time Member of the Civil Resolution Tribunal. She also was a Board Member of the Canadian Centre for Policy Alternatives (BC Office), Hope in Shadows, Inc., the Vancouver Society of Children's Centres, the BC Co-op Association, and St. John Ambulance (BC and Yukon). Ms. Childs holds a Bachelor of Civil Law from Oxford, Bachelor of Laws from the University of British Columbia, and a Bachelor of Arts from Carleton University.

Garland Chow

Garland Chow is Emeritus Associate Professor in the Sauder School of Business at the University of British Columbia. Active in his community, Dr. Chow is a Councillor



for Canadian Transportation Research Forum. He is also an Elder for the Vancouver Chinese Presbyterian Church. Previously, Dr. Chow was a Visiting Professor at LCC University (Lithuania) and an Assistant and Associate Professor at the University of British Columbia. Since retirement from UBC, he has continued his research in commercial vehicle safety, passenger transportation economics and supply chain management. Dr. Chow was on the Board of Directors and special task forces of the Canadian Supply Chain Management Association until 2016. He continues to serve the supply chain profession as an assessor for Global Standard for Professional Competence in Purchasing and Supply for the International Federation of Purchasing and Supply Management. Dr. Chow was a member of the Distributive Social Impacts and Risks working group that provided input into the Report of the Advisory Group on the Vehicle of the Future that was released in 2021. He holds a Doctor of Business Administration from Indiana University, a Master of Business Administration and a Bachelor of Science from the University of Maryland.

Kyong-ae Kim

Kyong-ae Kim was Chief Executive Officer and Registrar at the College of Registered Psychiatric Nurses of BC. Previously Ms. Kim was Manager of Civil Law at Legal Aid BC, and a staff lawyer with the Law Society of BC. Active in her community, she sits on the board of the Motor Vehicle Sales Authority of BC and is chair of its Governance & HR Committee. Previously Ms. Kim was a Founder and Director for West Coast Domestic Workers

Association (now Migrant Workers Centre) and a Director for Ethics in Action Society. She holds a Bachelor of Laws from the University of British Columbia.

Karlan Modeste

Karlan Modeste is legal counsel for the British Columbia Teachers' Federation (BCTF). She represents the BCTF in labour arbitrations and its members at the Teacher Regulation Branch. In this role, she also advises on workplace harassment and privacy law.

Ms. Modeste previously worked in criminal law as a staff lawyer with Nova Scotia Legal Aid. Prior to beginning her legal career, she worked as a child protection worker for seven years. She holds a J.D. from the Schulich School of Law at Dalhousie University, and a Graduate Certificate in International Business Law from Queen's University. She is also an LL.M. Health Law candidate at Osgoode Hall Law School. She was called to the Nova Scotia and British Columbia Bars in 2014. She is also appointed to the B.C. Review Board.

Baljinder Narang

Baljinder Narang is a former School Trustee of the Burnaby Board of Education (2008-2018), and a retired Consultant Occupational Therapy for Community Therapists Inc. Active in her community, Ms. Narang is the Current Chair for Burnaby Healthier Community Partnership, Founding Director & President for Panjab Digital Library Canada, Trustee for New Vista Society, and Founding President & Board Emeritus for the Sikh Research Institute Canada. She trained as an Occupational Therapist at the London School



of Occupational Therapy, obtained a Diploma in Alcohol Counselling & Consultation from University of Kent at Canterbury, UK, and has a Masters in Health Education from Dalhousie University, Halifax, NS. She has been a Burnaby resident since 1995.

James (Jim) Savage

Jim Savage is the Principal of Savage and Associates. Previously Mr. Savage was Executive Director of the Quesnel Community and Economic Development Corporation, Resources Jobs Commissioner for the Cariboo-Chilcotin (BC Job Protection Commission), and for 13 years he co-owned a rural BC hotel. Active in his community, he was a Member of the President's Advisory Committee for the College of New Caledonia, the Federal Mountain Pine Beetle Advisory Board, and a board member for many community and business organizations. He holds a Bachelor of Environmental Studies from the University of Waterloo and a Certificate in Conflict Resolution from the Justice Institute of BC.





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