

August 31, 2023

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 2022/23 Annual Report

I am pleased to forward to you the Passenger Transportation Board's Annual Report for the fiscal year April 1, 2022 to March 31, 2023. 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

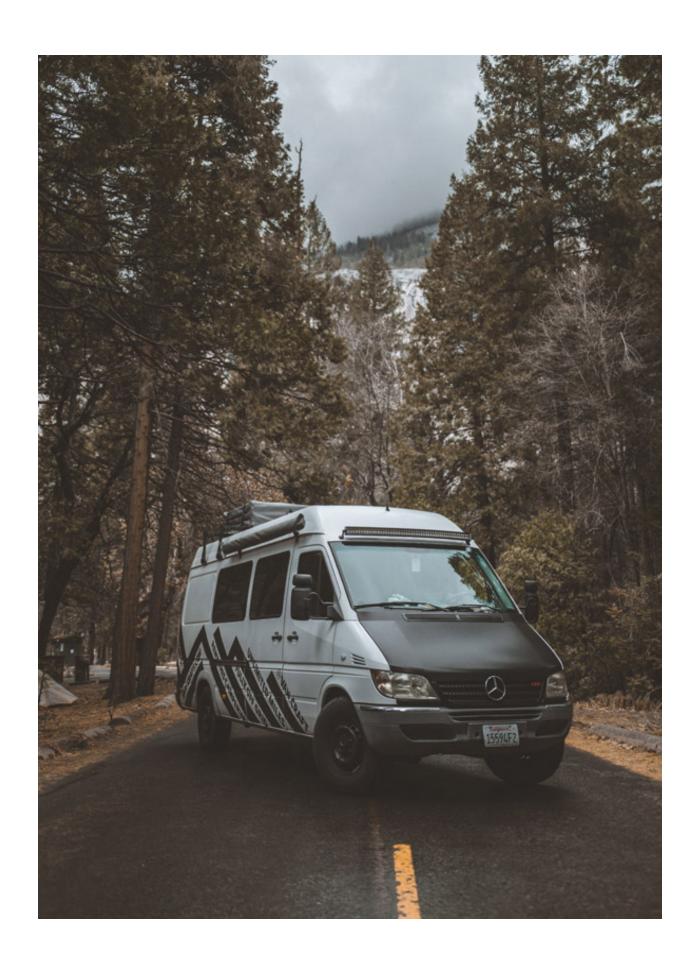
Enclosure



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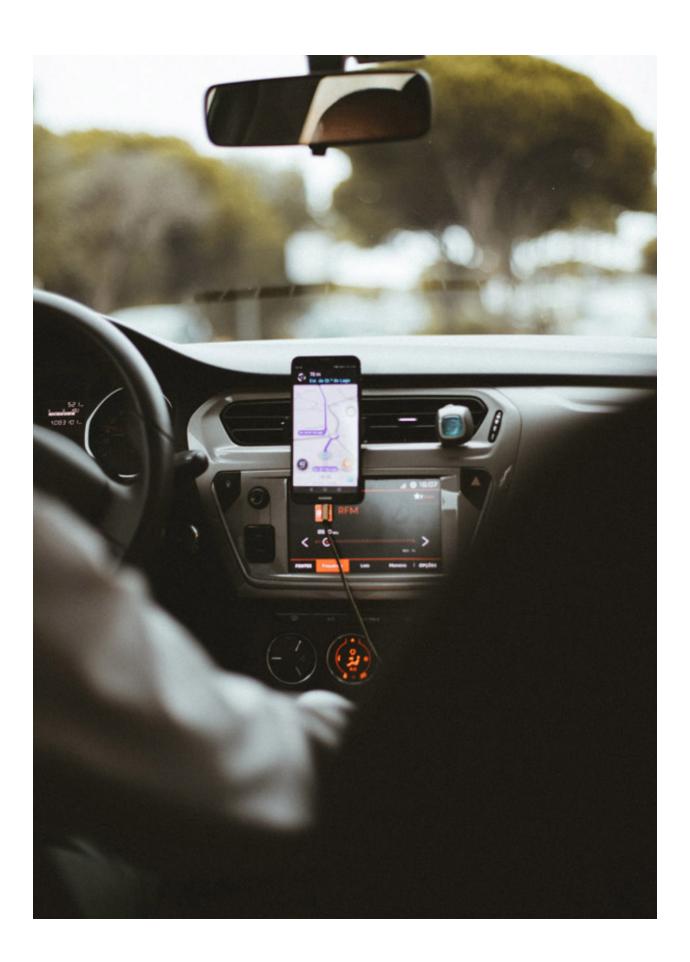


# TERRITORIAL

The Passenger Transportation Board acknowledges the traditional territories of the many diverse Indigenous Peoples in the geographic areas we serve. With gratitude and respect, we acknowledge that the Board's office is located on the traditional unceded territories of the ləkwəŋən speaking peoples, also known as the Songhees and Esquimalt First Nations communities, who are the traditional keepers of this land and whose historical relationships with this land continue today.

The Passenger Transportation Board acknowledges that we are guests on these lands and commit to walk lightly and work mindfully with the peoples, communities, and the lands.





## MESSAGE FROM THE CHAIR

The Passenger Transportation Board's activities in fiscal 2022-23 saw significant changes in the Board's capacity to carry out its mandate under the Passenger Transportation Act. After two years of planning and collaboration with the Ministry of Transportation and Infrastructure, the Board's new budget and staffing plan was approved in October 2022. This plan provides the Board with better capacity to lay the groundwork required to carry out its mandate under the Act.

While the passenger transportation industry continued to recover from the COVID-19 pandemic, driver shortages and supply chain issues persisted. In response, the Board extended the deadline for taxis to activate the 15 per cent increase in fleet size authorized under the taxi modernization program. As well, an annual inflation increase was applied to fares to help taxi licensees afford higher operating costs.

The Board saw an increase in applications, particularly from the limousine sector, suggesting further recovery and greater industry confidence. The Board retained Hara Associates Inc. to provide an updated report on the economic health of the industry, which will inform the Board's upcoming work.

The Board and staff continued to work together to improve the Board's processes and create new policies necessary to guide the Board's work. These improvements included developing a new Board website that is more accessible and transparent for interested parties and the public. Expert staff were also recruited to facilitate more objective, evidence-based decision-making to address systemic issues within the industry.

As this is my last report as Board Chair, I wish to extend my deepest gratitude to the Minister of Transportation and Infrastructure, Rob Fleming, and to Deputy Minister, Kaye Krishna, for understanding and championing the importance of the work of the Board and the people we serve.

I want to recognize the contribution of each and every member of the Board and extend my appreciation to the Board's staff for the professionalism, skill, and commitment they bring to ensuring that we have a thriving passenger transportation industry in BC.

Carmela Allevato, Chair

# ABOUT us

The Passenger Transportation Board (Board) is an independent tribunal established under the Passenger Transportation Act (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. The Board's mandate is partly application-driven as it makes 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 (Registrar). The Board typically receives approximately 150 applications and 1-3 appeals in a fiscal year.

Appendix 1 outlines the regulatory framework of the Board, and Appendix 2 describes the application process for the authorization of operating licences.

#### **Board Overview**

Members of the Board are appointed 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. Currently, the Board has seven part-time members, including the Chair.

The Board is supported by 16 full-time staff who are BC public servants hired through a merit-based, competitive process. Board Members and staff are committed to fostering a culture of professionalism, administrative fairness, and good governance, and their skills, expertise, and knowledge are key to the Board's success.

The Board office is located in Victoria.

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.

### **Role and Mandate**

Following the Select Standing Committee on Crown Corporations' review of the potential impact of permitting the entry of Transportation Network Services (TNS), also known as ride-hailing, into British Columbia's passenger transportation industry, amendments to the Act and Passenger Transportation Regulation were brought forward. These amendments came into force in September 2019 and had far-reaching effects on the work of the Board. The amendments expanded the Board's role and significantly changed its mandate because of several factors:

- Introduction of Transportation Network Services, also known as ride-hailing.
- Clarification of the Board's jurisdiction as:
  - 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.
  - Integrator of broader policy goals into the passenger transportation framework.

 Direction that the Board collect, analyze, and provide data to support objective, evidence-based decision-making.

With the introduction of ride-hailing in BC and the expansion of the Board's mandate, the Board now has regulatory authority over the licensing and operation of ride-hailing as well as Passenger Directed Vehicles (PDV) and Inter-City Buses (ICB). The interaction between ride-hailing services and PDV services, such as taxis, raises important regulatory issues that the Board is required to review, assess, and address to support a healthy and competitive passenger transportation industry.

Section 28(1) of the Act specifically requires the Board to consider fitness, capability, public need, and sound economic conditions. These last two criteria require the Board to understand the state of passenger transportation in the province in order to assess demand for new services and evaluate the impact of a given application on many aspects of the industry.

Outside of individual applications, the Board is also mandated to conduct reviews and make decisions about the industry more broadly by considering larger economic conditions and public need. In this capacity, the Board may make decisions on numerous sectorwide matters, including fleet sizes, operating areas, and rates. The Board refers to these as "systemic decisions".



### **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. This resulted in a request for a base budget lift that would enable the Board to move into a new organizational structure to support its expanded mandate. Over the course of 2021-23, a new organizational structure was implemented, and recruitment was initiated to fill required priority positions.

In October 2022, the Board received confirmation from MoTI of its expanded annual budget. This allowed the Board to relocate to larger facilities that could accommodate all staff members, including appropriate space to hold Board meetings.

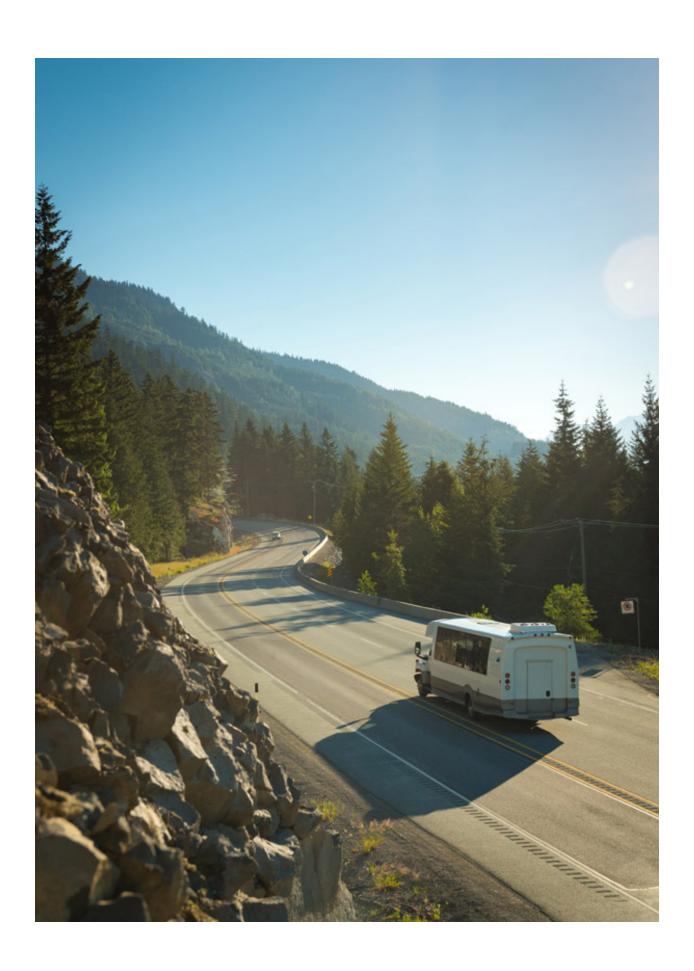
To support objective, evidence-based decision-making, the Board was able to recruit a Senior Economist, Economist, and Data Analyst in 2022-23. Filling these three positions enhances the Board's internal capacity to collect and analyze data and undertake economic analysis and dynamic economic modelling regarding the passenger transportation industry in BC.

### **Strategic Planning**

In light of the Board's expanded mandate, an important task for the 2022-23 fiscal year was the development of a new strategic plan. The focus of the Board's Strategic Plan 2023-2026 is to position the Board to fulfil its expanded role and mandate, support ongoing organizational transformation, strengthen engagement with interested parties, and promote a healthy and vibrant passenger transportation industry in BC.

The Board began its strategic planning in May 2022 with a workshop involving Board members and the Board's senior staff. A principal goal of this initial engagement was to review and clarify the Board's key values in light of its expanded mandate, together with its ongoing focus to ensure that the passenger transportation industry in BC addresses public need and promotes sound economic conditions.

A second strategic planning workshop in October 2022 resulted in a new mission and vision statement for the Board, together with the adoption of new key values and associated indicators.



The Strategic Plan outlines the Board's priorities and goals for the next three years. As the Board pursues these priorities and goals, the Board will engage with partners and interested parties.

### **Policy and Regulatory Issues**

Significant changes have taken place in the passenger transportation industry in recent years that are driving the need for new approaches within the policy and regulatory environment. In view of the shifting industry landscape, the Board began undertaking a comprehensive review of its current policies and procedures in 2022-23 to support its expanded role and mandate while addressing industry changes.

The Board focused on foundational projects to guide this comprehensive review. The Board used the results of its strategic planning to identify key value indicators, which will ground the Board's policies for the foreseeable future, including its interpretation of "public need" and "sound economic conditions". These policies were prepared for publication in summer 2023, along with the new Strategic Plan covering 2023-2026.

The introduction of TNS and the lingering impacts of the COVID-19 pandemic significantly altered the passenger transportation landscape in BC. This raised broader systemic issues around matters

under the Board's regulatory authority, including rates, operating areas, and fleet size. In response, the Board consulted on taxi and TNS rates in BC in 2022-23 and considered changes to the rates structure. Consultation continues

The Board also undertook work to:

- Inform amendments to the Act in Bill 40.
- Extend policies intended to relieve regulatory pressures in response to the COVID-19 pandemic.
- Modernize its policies and rules regarding taxi meters.

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, areas under the Board's regulatory authority will be a focus.

### **Data Collection**

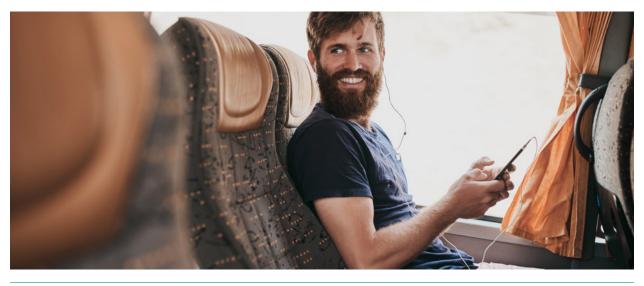
All taxi licensees and TNS operators are required by regulation—as well as by the terms and conditions of their licences—to provide trip data to the Registrar through the Ministry's data warehouse (Trip Database). The Board works with the Registrar to manage data collection and data quality issues, particularly related to data that licensees must submit to this Trip Database.

By the end of fiscal year 2022-23, the Trip Database had collected data both from TNS and taxi operators. For data collection in the TNS sector, all seven approved and operating TNS operators at that time were submitting trip data to the Trip Database. Data collection for the taxi sector was less consistent, with only 49 of the 199 taxi licensees submitting data to the Trip Database. Taking into account taxi fleet distribution, as of June 2023, taxi data collection was as follows:

Region Description	Taxi Data Coverage
Lower Mainland and Whistler	77.6%
Capital Regional District	85.9%
Vancouver Island, excluding capital region	54.1%
Okanagan-Kootenay- Boundary-Cariboo	44.3%
BC North Central and Other Areas	30.2%

The Board requires comprehensive and reliable data about the passenger transportation industry to conduct thorough economic analysis, make objective evidence-based decisions on applications, and make decisions about broader, systemic issues. The Board's goal is for 90% data collection and quality. As can be seen in this chart, outstanding data issues remain.

The persistence of issues with data submission and quality presents ongoing challenges for the Board to advance objective, evidence-based decision-making. The Board and the Registrar's office will continue to work in collaboration to engage with the passenger transportation industry and resolve these issues.



# HIGHLIGHTS IN 2022-23

### 2022 Taxi & Limousine Cost Index (TLCI)

TLCI was implemented in 2022, which allowed taxi licensees to request a rate increase of up to 5.3%. All eight common rate areas as well as 64% of individual licensees requested the 5.3% increase and were approved.

### Follow-up COVID-19 Investigation

In December 2022, the Board announced a follow-up study on the state of recovery from COVID-19 for the passenger transportation industry in BC. The Board retained Hara Associates to conduct this follow-up investigation, as they undertook the original COVID-19 study in 2021.

### **Consultation on TNS and Taxi Rates**

Following the introduction of TNS (ridehailing) to BC in 2019, the passenger transportation landscape has fundamentally changed. The industry is now a more competitive environment. These changes have raised issues regarding the Board's regulatory framework for rates.

The Board recognized a need to align its rates rules and policy with the 2019 amendments to the Act, which expanded the Board's role as an economic regulator for the industry. Rates

are an important tool for regulators to make system-wide adjustments to the market, with minimal risk. Rates rules can be used to address market conditions and balance competition, sustainability, and affordability to meet public need for services.

In April 2021, the Board prioritized undertaking systemic decisions on rates in anticipation of market restructuring (from the introduction of TNS) and other issues as the passenger transportation industry emerged from COVID-19

The first consultation with the taxi and TNS sectors regarding rates took place in October 2022. This was to gather preliminary concerns and issues of the industry regarding the rates topic.

After extensive policy work, including consultations with economists and cross jurisdictional scans, the Board introduced more specific options to industry in its March 2023 *Notice to licensees re: potential taxi and TNS rates regulation.* 

The rates change options the Board is considering could have an impact on all existing taxi and TNS licensees. Any changes would not be intended to impact other PDVs, such as limousines, or ICBs. Consultation continues into the next fiscal year.

### **Bill 40 Amendments to the Passenger Transportation Act**

The province introduced Bill 40 in October 2022. The amendments to the Act clarified the powers of the Board and streamlined the way the Board makes decisions on applications.

Fit, proper, and capable are now a threshold test. These are the first criteria the Board considers when deciding an application. The Board will only consider public need and sound economic conditions if applicants meet the fitness criteria. The new language may be found in section 28(1) of the Act.

Other changes to the Act included the Board having explicit authority to consider—on its own initiative—records, information, and reports, and to generate or obtain reports. This supports the Board's work to conduct system-level analysis of the industry to inform application and systemic decisions.

As these legislative amendments came into effect, the Board began updating its rules, policies, application guides, and other materials to reflect these changes. Board decisions now reflect the new threshold test under section 28(1).



# OTHER **DECISIONS**

In addition to application decisions, the Board makes other kinds of decisions. Information for fiscal 2022-23 is outlined below.

### 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.
   In 2022-2023 the Board received three requests for reconsideration, and all three were denied.

### **Appeals**

In addition to application decisions, the Board also hears appeals regarding administrative penalties (including fines and licence suspensions) that are imposed on an operator by the Registrar. In 2022/23, no appeals were heard by the Board.

#### **Fitness Reviews**

Licensees with a special authorization must remain fit, proper, and capable of providing the passenger transportation service described in their licence. The Board can review the fitness of a licensee at any time on its own initiative. If the Board finds that a licensee is not fit, proper, and capable during a fitness review, the Board can provide direction to the Registrar to suspend or cancel the licence.

In fiscal 2022-23, the Board conducted one in-person fitness review and concluded that the licensee remained fit, proper, and capable under the Act.

### **Judicial Review**

Applicants are permitted to 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 laws 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. The review will proceed only if the judge determines that the Board did not provide a fair hearing or if the Board decided outside of its legal authority.

In 2022-23, no petitions were filed with the BC Supreme Court for judicial review of Board decisions.

# APPLICATION DECISIONS

In its capacity to decide individual applications, the Board has the authority to approve three different types of Special Authorizations:

- 1. Inter-city Bus (ICB) Authorizations: For operators who wish to provide inter-city bus service in BC.
- 2. Passenger Directed Vehicle (PDV)
  Authorizations: These are mostly taxis but also a small number of applications from other types of PDV, such as shuttle buses or limousines.
- 3. Transportation Network Service (TNS) Authorizations: For ride-hailing businesses.

Summaries for application decisions outcomes and timelines for fiscal 2022-23 are reported below.

### **Inter-City Bus Applications (ICB)**

During fiscal 2022-23, received 11 Inter-City Bus (ICB) applications.

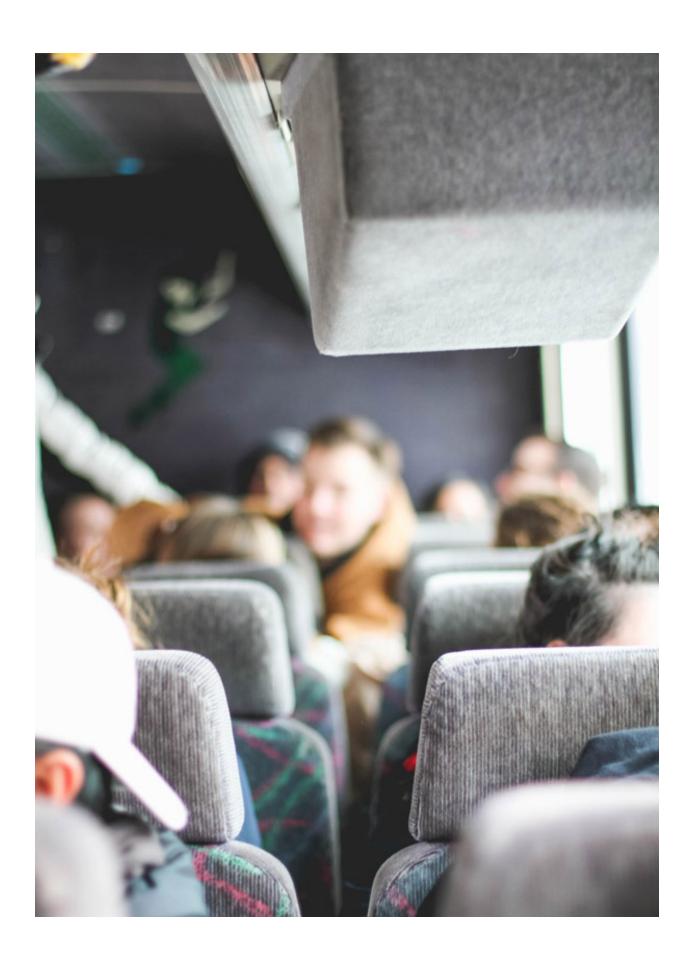
ICB Applications	Number
Approved in Whole	8
Approved in Part	1
Refused	0
Withdrawn	2

### Transportation Network Service (TNS) Applications

During fiscal 2022-23, the Board did not receive any new TNS applications, and it did not make any TNS decisions. From December 2019 to March 2023, the Board received a total of 55 TNS applications as follows:

TNS Applications	Number
Approved in Whole	25
Approved in Part	1
Refused	25
Withdrawn	2
In Progress	2

All TNS application decisions issued by the Board can be found on the Board's website.



### **Combined Application Types**

Statistics reported in this section are for applications received by the Board from April 1, 2022 to March 31, 2023. In 2022-23, the Board received 127 applications which represents a 62 per cent increase from 2021-22

Authorization	New	Amendment	Transfer	Rate	ТОР	FSTOP	PSTOP
ICB	1	2	2	_	_	_	_
PDV	26	23	14	17	14	4	23
TNS	0	_	_	_	_	_	_
TOTAL	28	25	16	17	14	4	23

<sup>\*</sup> 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 the 2022-23 fiscal year, 107 applications were approved in whole or in part, 11 applications were refused, nine applications were withdrawn or dismissed, and 34 applications were yet to be determined in the new fiscal.

### **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 the 2022-23 fiscal year, 16 UPN requests were received. 11 were approved on the basis of UPN and five were received towards the end of the fiscal year with no decision finalized. In addition, the Board approved one UPN from an application received at the end of fiscal 2021-22.

# APPLICATION PERFORMANCE MEASURES

### **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 # of Days to a Decision	% Within Low Target	% Within High Target
Combined: General ICB, PDV TNS Decisions	76	101	57%	43%
TNS Decisions	0	_	_	_
General ICB, PDV Decisions	76	101	57%	43%
ICB Decisions	9	145	44%	56%
PDV Decisions	68	98	57%	43%
Urgent Public Need Applications	11	25	82%	18%
TOPs, FSTOPs, and PSTOPs	40	5	100%	0%

Note: ICB, PDV, and TNS decisions are generally the same because no TNS decisions were made in 2022-2023. There was also one decision classified as both an ICB and PDV.

# THE BOARD IN 2022-23

### **Board Members**

In 2022-23, there were seven part-time Board Members, including the Chair, 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, 2024
James Savage	August 7, 2020	November 5, 2024
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

<sup>\*</sup> Note: Carmela Allevato was appointed as a Member of the Board on November 5, 2018.

The Board held six Board meetings and one Board training session in 2022-23.

### **Board Staff**

The Board was supported by a staff of 16 full-time employees who worked out of the office in Victoria. Staff handled the administrative functions of the Board, undertook policy research and projects, supported strategic planning, and responded to inquiries from applicants, submitters, and the public.

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

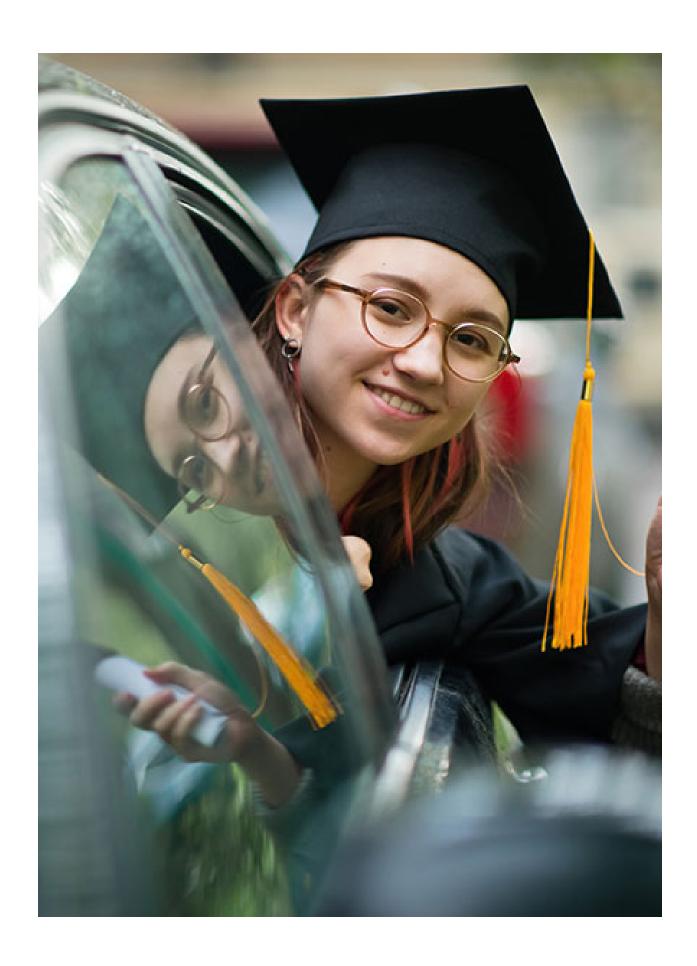
<sup>\*</sup> Departed February 2023, Kirk Hepburn was A/Director, Policy

### **Board Budget**

The Board's 2022-23 Blue Book Budget appropriation totaled \$891,000. In October 2022, the Board received confirmation from MoTI that Treasury Board had approved an annual budget increase to \$2,408,000. Actual expenditures for 2022-23 were \$1,848,800.

Budget Category	Allocation (\$)	Expenditure (\$)
Salaries	1,187,000	959,085
Benefits	301,000	253,483
Member Per Diems & Travel	335,000	208,871
Staff Travel	62,000	4,836
Professional Services – Operational	370,000	290,348
Information Systems – Operating	83,000	53,659
Office & Business Expenses	69,000	57,370
Stat Advertising & Publications	1,000	0
Recoverable Occupancy	N/A	21,145
Totals	2,408,000	1,848,800



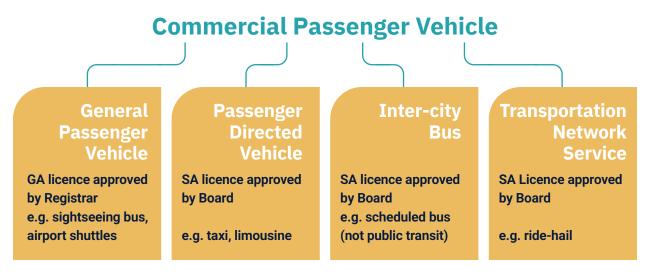


## APPENDIX 1 REGULATORY FRAMEWORK

The Passenger Transportation Board is an administrative tribunal created under the Passenger Transportation Act (Act). Administration of the Act is a joint responsibility of the Board and the Registrar of Passenger Transportation, with each entity undertaking certain roles and accountabilities under the Act.

### **Vehicle and Licence Authorizations**

The Act sets out the framework for licensing 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 Licence Approvals**

The Board makes decisions on applications for special authorization (SA) 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 are often called "ride-hailing".

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:

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

If an application is approved, the Board sets terms and conditions for a licence. The Registrar then issues a licence when safety requirements are met.

### **General Authorization Approvals**

The Registrar makes decisions on applications for general authorization (GA) licences. Operators of commercial passenger vehicles that do not fall within the definitions of passenger directed vehicle, inter-city bus, or transportation network services can apply for a GA licence.

### **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

### **APPLICATION PROCESS FOR AUTHORIZATIONS**

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

- 1. Inter-city Bus (ICB) Authorization—for operators who wish to provide inter-city bus service in BC.
- 2. Passenger Directed Vehicle (PDV) Authorization—mostly taxi operators, but also a small number of applications from other types of PDV such as shuttle buses or limousines.
- 3. Transportation Network Service (TNS) Authorization—also known as ride-hailing.

Applicants can apply for a new special authorization, and existing licensees can apply to amend their licence or transfer their licence to another entity. Amendments to a licence could involve a change to terms and conditions, addition of vehicles, or a change in services offered. PDV licensees can apply for a Temporary Operating Permit (TOP) or a Peak Season Temporary Operating Permit (PSTOP) to address fluctuations in demand.

The Board processes some applications based on "urgent public need" (UPN) under section 38(1) of the Act, where the Board is satisfied that the public has an urgent need for the transportation service. 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 based on UPN.

### **How the Application Process Works**

There are 13 different kinds of application that the Board receives, and each application has a unique process. However, there are three main stages that all applications 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.

### **The Application Process**

Below are the three main stages that all applications decided by way of a written application go through.

### **Staff Processing**

- Application received from the Registrar
- Application Summary published online
- Public Submissions received
- Applicant response to submissions received
- Application package sent to Chair of the Board for panel appointment

### → Board Member Review and Decision

- Application package reviewed
- Direction to staff to conduct investigations
- · Written decision drafted

### **Finalization**

- Board staff review decisions a final time.
- Decision is issued to the applicant
- Decision is published online in Weekly Bulletin

#### 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.

## APPENDIX 3 MEMBER BIOGRAPHIES

### Carmela Allevato, Chair

Carmela Allevato has served as chair of the Board since October 2020 guiding the Board through the COVID-19 pandemic. She retired from full-time practice of law in 2021 after a long successful career as in-house legal counsel to some of BC's largest public sector unions and as partner at Allevato Quail & Roy, Barristers and Solicitors. 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.

### **Mary Childs**

Mary Childs is General Counsel to the Tsawwassen First Nation. Previously, Ms. Childs was Associate Counsel at Miller Thompson LLP. Active in her community, she is a member of the Motor Dealer Customer Compensation Fund and a Chair Governor of Board of Governors 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 Centers, 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 is a retired lawyer who was the CEO and Registrar for the College of Registered Psychiatric Nurses of BC, regulating psychiatric nurses to be safe and ethical. Before that, she worked with Legal Aid BC, managing the province-wide delivery of family and civil legal aid in BC. She has also worked with the Law Society of BC, the Health Employers' Association, the Office of the Ombudsman and in private legal practice, with a focus on civil litigation and administrative law. Her past community work includes service as a Director for the Vehicle Sales Authority of BC, the Ethics in Action Society, the Twin Rainbows Housing Cooperative and the West Coast Domestic Workers Association (now Migrant Workers Center), which she helped to co-found. She currently sits on the Board of the Association of BC Land Surveyors.

### **Karlan Modeste**

Karlan Modeste is legal counsel for the British Columbia Teachers' Federation (BCTF). She represents the BCTF in labor 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. Karlan has also completed the LLM (Master of Laws) degree.

### **Baljinder Narang**

Baljinder Narang is a retired Occupational Therapist who specialized in Mental Health Services with focus on drug and alcohol counselling. She served as an elected School Trustee, including Board Chair & Vice Chair, at the Burnaby Board of Education for 10 years.

Active in her community, she is 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. In 2022, she was appointed to serve on the Board of Governors at Douglas College.

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 holds a Masters in Health Education from Dalhousie University, Halifax, Nova Scotia. 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.

