



**Passenger  
Transportation Board**

**DRIVING FORWARD, TOGETHER**

# **ANNUAL REPORT 2023 – 2024**





August 31, 2024

The Honourable Rob Fleming  
Minister of Transportation and Infrastructure  
PO Box 9055, Stn Prov Govt  
Victoria, B.C. V8W 9E2

The Honourable Niki Sharma  
Attorney General of British Columbia  
Parliament Buildings  
Victoria, B.C. V8V 1X4

Dear Honourable Ministers:

RE: Passenger Transportation Board 2023-24 Annual Report

I am pleased to forward to you the Passenger Transportation Board's Annual Report for the fiscal year April 1, 2023 to March 31, 2024. This report has been prepared for your review pursuant to Section 22.1 of the Passenger Transportation Act.

Yours truly,

A handwritten signature in black ink, appearing to read 'Baljinder Narang', with a horizontal line drawn through the middle of the signature.

Baljinder Narang  
Chair  
Passenger Transportation Board

Enclosure



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# TERRITORIAL ACKNOWLEDGEMENT

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 ɫəkwəŋən 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 for the fiscal year 2023-24 saw a wide range of projects and initiatives aimed at enhancing the efficiency, transparency, and effectiveness of our operations.

Two significant endeavors of 2023 were the overhaul of our Board website, and the development of our comprehensive three-year strategic plan. While the new website provides an accessible and user-friendly platform for stakeholders to access pertinent information and resources, the strategic plan outlines our strategic objectives and priorities for the foreseeable future. This plan serves as a roadmap guiding our decision-making processes and resource allocation efforts.

In 2022, the Board had retained Hara Associates Inc. to provide an updated report on the economic health of the industry, which would inform the Board’s upcoming work. In August 2023, we released a pivotal report, authored by Dr. Hara, analyzing the emergence of the passenger transportation industry from the impacts of the COVID-19 pandemic. This report provides valuable insights into the challenges and opportunities facing our industry in a post-pandemic landscape.

The Board recognized the need to re-examine taxi rates in the industry. Throughout August and September 2023, we conducted informative sessions on taxi rates, engaging stakeholders and soliciting feedback.





Subsequently, in December 2023, the Board made systemic decisions regarding taxi rates, reflecting our commitment to fair and equitable regulation.

The Board approved a significant increase in the Taxi & Limousine Cost Index (TLCI) for taxis in August 2023, underscoring our commitment to supporting the livelihoods of taxi operators amidst economic fluctuations.

In order to enhance regulatory frameworks, the taxi meters policy project was completed in October 2023. This initiative aimed to standardize and streamline metering practices within the taxi sector, ensuring accuracy and consistency.

The Board actively engaged with the Special Committee to Review Passenger Directed Vehicles through presentations in September 2023 and February 2024, fostering constructive dialogue and collaboration on key industry matters.

Finally, in March 2024, we successfully concluded the taxi modernization initiative, aimed at upgrading and modernizing the infrastructure within the taxi sector to meet market re-structuring of consumer demands and regulatory standards.

As we reflect on the accomplishments of the past fiscal year, we look forward to the opportunities and challenges that lie ahead. Building upon the foundation laid by our strategic initiatives, we remain committed to fostering innovation, collaboration, and excellence in the commercial passenger transportation sector.

I want to recognize the contribution of current and former Board members, and in particular outgoing Chair Carmela Allevato (2020-2023) for her steadfast leadership during the transformation and modernization of the Board. I also wish to 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 British Columbia.

Baljinder Narang, 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 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. The Board typically has seven part-time members, including the Chair.

The Board is supported by 16 full-time staff. Staff are B.C. 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 when 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 amendments to the Act that were brought into force in 2019, the role and mandate of the Board was expanded. This was primarily due to the integration of Transportation Network Services (TNS), also known as ride-hailing, into the passenger transportation regulatory framework. These amendments made the Board responsible for regulating the licensing and operation of TNS.

More generally, several factors underline the Board's expanded role and mandate. These include:

- Regulation of TNS, in addition to Passenger Directed Vehicles (PDVs) such as taxis and limousines, small shuttles, and Inter City-Buses (ICBs).
- Clarification of the Board's jurisdiction as:
  - Independent decision-maker with exclusive jurisdiction over key aspects of the passenger transportation industry.
  - 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.

The direction to practice evidence-based decision-making has had major implications for the Board's work. Firstly, the interaction between ride-hailing services and PDV services, such as taxis, has raised regulatory issues that the Board must review and address through evidence-based decision-making to support the continued health of the industry. On these matters, the Boards may make "systemic" decisions that consider larger economic conditions and market trends, addressing a variety of factors such as fleet sizes, operating areas, and rates.

The requirement for evidence-based decision-making affects other regulatory activities of the Board as well. For instance, 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 broader conditions in the B.C. passenger transportation in order to assess demand for new services and evaluate the potential impact of a given application on other licensees and sectors of the industry.

In all aspects of its decision-making, the Board is mandated to conduct reviews, gather evidence, and examine data in relation to licensee operations and broader economic conditions pertaining to the passenger transportation industry.

# AREAS OF FOCUS

## **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 that resulted in the implementation of a new organizational structure during 2021-23. The new structure required recruitment to fill priority positions and relocation to a new office that could accommodate all staff members, including space to hold Board meetings.

To support objective, evidence-based decision-making, the Board was able to recruit a new economics team in 2023. This enhances the Board's internal capacity to collect and analyze data and undertake quantitative analysis regarding the B.C. passenger transportation industry.

## **Special Committee to Review Passenger Directed Vehicles**

In May 2023, the Special Committee to Review Passenger Directed Vehicles was appointed to review B.C. passenger directed vehicle services and TNS services administered under the Act. The Special Committee was required to submit a report to the Legislative Assembly with the results of this review within one year of its appointment.

Given the scope of the review and its focus on several areas under the Board's purview, the Board monitored the work of the Special Committee throughout 2023-24, submitted a comprehensive report regarding Board operations, regulatory issues, and priorities, and participated directly in two Special Committee hearings held in September 2023 and February 2024.

The Special Committee heard from 66 participants, including the Board, and expressed interest in several areas of concern. These included: equity in the regulatory environment for taxis and TNS; affordability; safety; accessibility; integrated and efficient transportation systems; awareness of the needs of small, rural, and remote communities; and data-driven and transparent decision-making.

The Special Committee's final report was not delivered by the end of 2023-24, which is the timeframe for this Annual Report. In 2024-25, Board staff will review the final Special Committee report and assess the potential impact of its recommendations, and the Board will work with partners in government and other affected parties to explore opportunities for response and potentially implementation.

## **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 changing landscape of the industry, the Board continued in 2023-24 to undertake its comprehensive review of Board policies and procedures.

## **Taxi rates**

The introduction of TNS and the lingering impacts of the COVID-19 pandemic have significantly altered the B.C. passenger transportation industry landscape. This has raised broader systemic issues around matters under the Board's regulatory authority, including rates. Given these circumstances, a primary area of focus for the Board was the ongoing review of taxi and TNS rates. In regard to taxi rates, the Board undertook in 2023-24 to develop and communicate its decision to move forward with new taxi rates structures.

Following initial consultations with the taxi and TNS sectors in 2022-23, the Board conducted extensive consultation with taxi licensees both in person and virtually through meetings with licensees in August and September 2023. In December 2023, following more than a year of research and consultation with taxi licensees, the Board made a systemic decision on new rates structures for the B.C. taxi sector.

Informed by this process, the Board decided to implement rates bands across the province, and introduce Board standardized rates in regions where common rates rules (CRR) are currently in effect.

The Board's systemic decisions on rates, including the taxi rates structure and the new custom taxi cost index (TCI), which will be finalized and communicated in 2024-25, will provide the taxi sector with more support to respond to market restructuring and other inflationary pressures.

The timeline for implementing new taxi rates structures has not yet been determined, and it is likely to take many months. Current rates structures will remain in effect until that time.

## Taxi meters

The taxi meters program project was initiated in late June 2022 and completed in October 2023.

As part of this project, the Board decided to continue allowing the taxi sector to choose from a variety of meter types, but also expressed its commitment to encourage the use of newer technology, including smart and soft meters, which will better position licensees to comply with data collection and submission requirements.

The Board recognizes that newer taxi meter technology (such as smart and soft meters, particularly those connected to automated dispatch systems) optimally supports licensees to meet trip data collection and submission requirements. Moreover, comprehensive and accurate data from licensees is essential for the Board to make objective, evidence-based, and data-driven decisions.

The project concluded with a new Rates Rule – Taxi Meters, revised Standard Rule for Taxicab Rates, and revised website content in relation to taxi meters.

## Taxi modernization

The Board's ongoing taxi modernization initiative was completed in March 2024. This initiative was initially launched in 2018

following the release of Hara & Associate's [report on Modernizing Taxi Regulation](#), and significant consultation process with the taxi industry.

The taxi modernization initiative aimed to upgrade and modernize the infrastructure within the taxi sector to meet market restructuring of consumer demands and regulatory standards. It focused on allowing taxi licensees to expand their fleet of conventional and accessible vehicles by up to 15 per cent.

Under taxi modernization, the Board approved 330 additional conventional vehicles across 89 taxi operators. When the taxi modernization initiative ended in March 2024, 316 of these vehicles (or 95.75 per cent) had been activated.

Prior to the end of taxi modernization the Board announced that, as of December 31, 2023, all previously approved accessible vehicles under the initiative could be activated at any time in the future.

## Minimum Route Frequency for inter-city buses

In November 2023, the Board revised its inter-city bus (ICB) Minimum Route Frequency policy for ICB licensees in B.C.

Under the new policy, an ICB operator may reduce frequency of service on a Board-



approved route at its discretion (i.e., without applying to the Board), if they maintain a minimum level of active service. ICB operators who intend to reduce frequency of service must provide advance notification to the public.

These changes were intended to ensure ICB operators continue to provide and operate a basic level of service while permitting enhanced flexibility to adjust minimum route frequency to align with business priorities and changing market conditions.

Prior to making these changes, the Board undertook consultations with ICB operators in September 2023. Feedback highlighted a strong preference for ongoing flexibility with respect to minimum route frequency requirements.

### **Modernizing Board policies**

Other Board policy work during 2023-24 included completion of the modernizing Board policies project.

This focused on streamlining and consolidating existing Board rules, policies, procedures, operational guidelines, reference sheets, and other documentation related to matters under the Board's regulatory authority.

As a result of this work, the Board has developed a new [Rates Rules Manual](#), [Policy Manual](#), and [Rules of Practice and Procedure](#).

**Data collection**

All taxi licensees and TNS operators are required by section 28(5) of the Act and the terms and conditions of licence 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 the Trip Database.

By the end of fiscal year 2023-24, the Trip Database held data collected from both the TNS sector and the taxi sector. The TNS sector was generally compliant in submitting their data to the Trip Database. With regard to the taxi sector, taking into account taxi fleet distribution, taxi data collection at the end of March 2024 was as follows:

<b>Region Description</b>	<b>Taxi Data Coverage</b>
Lower Mainland and Whistler	<b>94.2%</b>
Capital Regional District	<b>82.6%</b>
Vancouver Island, excluding capital region	<b>69.4%</b>
Okanagan-Kootenay-Boundary-Cariboo	<b>45.8%</b>
BC North Central and Other Areas	<b>35.4%</b>

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 support decisions about broader systemic issues. The Board’s goal is a 90% data collection threshold. As can be seen in this chart, outstanding data collection issues remain.

Data submission and data 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.







# OTHER HIGHLIGHTS IN 2023-24

## Website redesign

The redesign of the Board website, initiated in 2022, was completed in the summer of 2023. The information architecture of the new website was created with end users in mind, and the site is now easily searched. Together with the website redesign, the Board also adopted a new logo and branding with the intention that these would be integrated into all other Board documents and communications.

Control of and responsibility for updates and posting to the website were moved from the Ministry of Transportation and Infrastructure to staff at the Board.

## New taxi cost index (TCI)

In June 2023, the Board initiated the construction of a new custom taxi cost index (TCI), based on feedback received from taxi licensees during consultation on rates.

The new TCI will calculate custom inflationary and cost increases more applicable to the taxi sector, based on relevant CPI (B.C.) elements and gathered sector cost data.

During the development of the custom TCI, the Board did an intake under the existing taxi and limousine cost index (TLCI). This allowed taxi licensees to request a rate increase of up to 7.3% for TLCI 2023 to offset inflationary pressures.

## Dr. Hara report on COVID-19

In 2021, the Board launched an investigation to better understand the economic impacts of the COVID-19 pandemic and its effects on the B.C. passenger transportation industry. Following the 2021 report, the Board determined a need to conduct a follow-up study to provide an updated picture of the pandemic recovery, and in 2022 it retained Hara Associates Inc. for this purpose.

In August 2023, the Board released Dr. Hara's follow-up report, [2023 Update: Economic Effects of Covid-19 on the BC Passenger Transportation Industry](#), providing valuable new insights into the challenges and opportunities facing the industry in the post-pandemic landscape.

## New Board Chair

Fiscal 2023-2024 saw the appointment of a new Chair at the Passenger Transportation Board. Baljinder Narang assumed the leadership role on October 1, 2023, after having served as a Board member since March 2019. She replaced Carmela Allevalo who served as Chair from October 1, 2020 to October 1, 2023. In accepting the appointment as Chair, Baljinder Narang expressed her commitment to promoting sustainable, accessible, and safe passenger transportation services for all British Columbians.

# APPLICATION DECISIONS

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

**1. Inter-city Bus (ICB) Authorizations:** These are for operators who wish to provide inter-city bus service in B.C.

**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:** These are for ride-hailing businesses.

In addition to deciding new or amended SA applications, the Board also considers:

**4. Temporary Operating Permits (TOPs):** These are for PDV operators seeking to urgently and temporarily increase their fleet size to respond to fluctuations in public need (e.g., festive seasons, peak tourist periods).

**5. Urgent Public Need (UPN):** For applicants seeking an expedited application process on the basis of urgent public need (UPN). If the UPN request is approved, the Board does not typically publish notice of the application.

**6. Transfers:** For licensees to transfer their SA to someone else.

**7. Rate:** For operators who wish to change their Board-approved rates.



# APPLICATION PERFORMANCE MEASURES

The Board establishes performance targets, shown below, to monitor service quality and to assist in identifying areas for improvements.

In 2023/24, the Board achieved an average number of days to decision for ICB, UPN, and TOP applications close to half of its performance target for these application

types. Additionally, the average number of days to decision on PDV applications was within three days of the 89-day target.

Processing time for TNS applications has historically exceeded general performance targets due to their significant complexity compared to other application types.

### Board performance against targets

Applications	Target # of days to decision	Average # of days to decision	# of application decisions	# of application decisions within target
ICB*	89 or less	44	4	3
PDV*	89 or less	92	89	54
TNS*	89 or less	178	3	1
UPN	37 or less	17	10	9
TOPs	15 or less	6	48	44

\* Including requests for transfer, rates, and amendments.

# OTHER DECISIONS

In addition to application decisions, the Board makes other kinds of decisions such as reconsiderations, appeals, and in relation to fitness reviews. Information for fiscal 2023-24 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:

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

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

The reconsideration process has two steps:

1. Determining whether reconsideration criteria is met (i.e., new information, error in procedure), and then
2. Determining the outcome of the reconsideration.

In 2023-2024 the Board received six requests for reconsideration. All six reconsiderations were denied at the first step because the applicant did not establish that the reconsideration criteria was met.

## 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. During fiscal 2023-24, no appeals were received by the Board.





**Fitness reviews**

Licenseses 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 2023-24, the Board did not conduct any fitness reviews.

**Judicial review**

Applicants are permitted to file for a judicial review of a Board decision under certain circumstances. A judicial review is an application to the B.C. 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 they 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 2023-24, no petitions were filed with the B.C. Supreme Court for judicial review of Board decisions.

# THE BOARD IN 2023-24

## Board Members

The Board held four meetings in 2023-24. There were seven part-time Board Members, including the Chair, as follows:

Member	Initial appointment effective	Term expiry date
Carmela Allevato <sup>1</sup>	November 5, 2018	July 1, 2024
Baljinder Narang <sup>2</sup>	March 11, 2019	October 1, 2026
Garland Chow	April 27, 2020	December 31, 2024
James Savage	August 7, 2020	November 5, 2024
Karlan Modeste	November 19, 2021	December 31, 2023
Kyong-ae Kim	November 19, 2021	November 19, 2025
Mary Childs	November 19, 2021	November 19, 2025

1. Carmela Allevato was appointed Board Chair on October 1, 2020, and stepped down on October 1, 2023.

2. Baljinder Narang was appointed Board Chair on October 1, 2023 with a term expiry of October 1, 2026.

## 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 (to January 2024)
Jessica Sharpe	Director, Operations (since March 2024)
Robert Lawson *	Director, Policy & Projects

\* Kirk Hepburn was A/Director, Policy & Projects from March to September 2023.



## Board budget

Budget category	Allocation (\$)	Expenditure (\$)
Salaries	1,251,993	1,209,023.34
Benefits	318,007	316,001.63
Member Per Diems & Travel	330,000	179,793.97
Staff Travel	14,500	808.66
Professional Services – Operational	370,000	331,773.31
Information Systems – Operating	51,500	49,064.35
Office & Business Expenses	142,000	12,678.80
Stat Advertising & Publications	8,000	0
Recoverable Occupancy	8,000	133,900.00
<b>Totals</b>	<b>2,494,000</b>	<b>2,233,044.06</b>



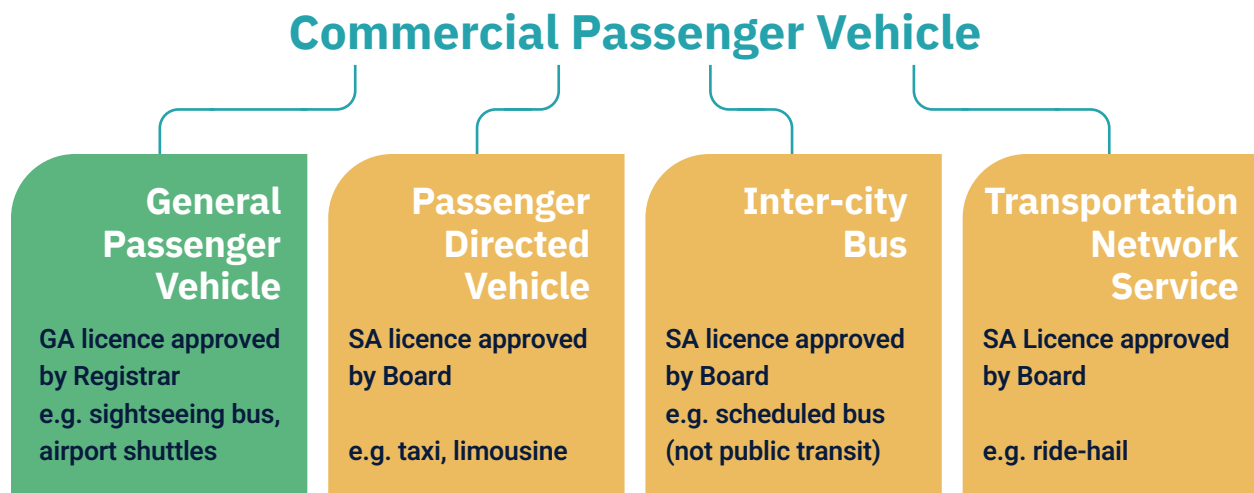
# APPENDIX 1

## 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, 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:

- passenger directed vehicles
- inter-city buses
- 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 in B.C.

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. Any appeals of administrative penalties imposed by the Registrar are heard by the Board.

# APPENDIX 2

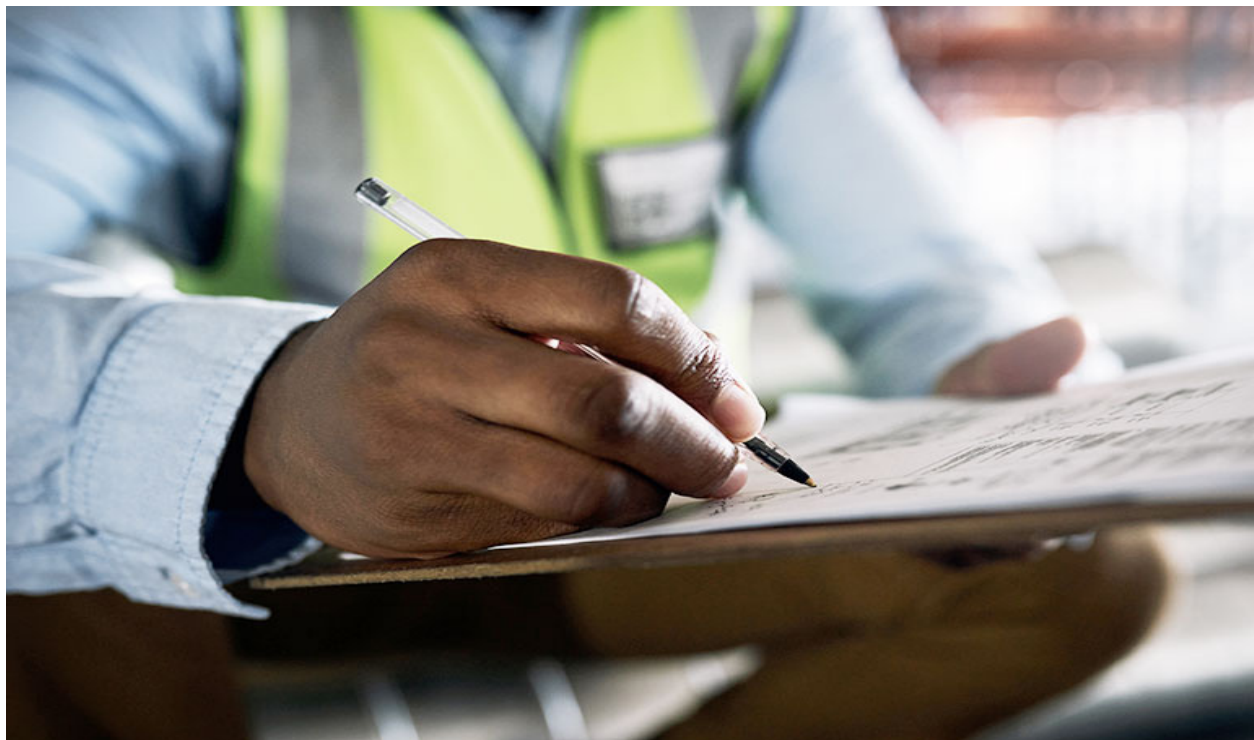
## APPLICATION PROCESS FOR AUTHORIZATIONS

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

1. ICB authorization—for operators who wish to provide inter-city bus service in B.C.
2. PDV authorization—mostly taxi operators, but also a small number of applications from other types of PDV such as shuttle buses and limousines.
3. 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 (PS TOP) to address fluctuations in demand.

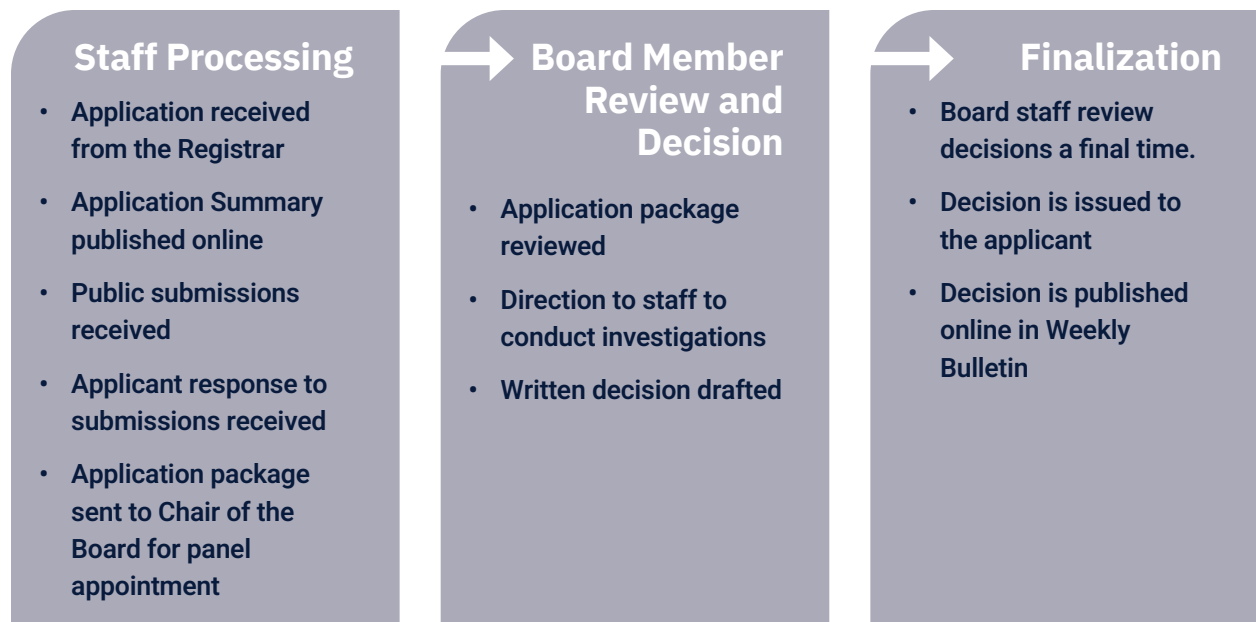
The Board processes some applications based on “urgent public need” (UPN) under section 38(1) of the Act, where the Board is satisfied that the public has an urgent need for the transportation service. If applications are processed based on UPN, they are not published in the Weekly Bulletin and submissions 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.

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



# APPENDIX 3

## MEMBER BIOGRAPHIES

### **Carmela Allevato, Chair \***

Carmela Allevato served as Board Chair from October 2020 to October 2023, stepping down in 2023 to sit as a regular member of the Board until July 1, 2024. During her time as Chair, she guided 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 B.C.'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.

### **Baljinder Narang, Chair \***

Baljinder Narang was appointed Board Chair effective October 1, 2023, after serving as a member of the Board since March 2019. Ms. 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 and Vice Chair, at the Burnaby Board of Education for 10 years.

Active in her community, she is Chair of the Burnaby Healthier Community Partnership, Founding President for Panjab Digital Library Canada, and Vice Chair of the Board of Governors at Douglas College. She served as Trustee of the New Vista Society for 14 years, and is Founding President & Board Emeritus for 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 holds a Masters in Health Education from Dalhousie University, Halifax, Nova Scotia. She has been a Burnaby resident since 1995.

### **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 Chair of the 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 (B.C. Office), Hope in Shadows, Inc., the Vancouver Society of Children’s Centers, the BC Co-op Association, and St. John Ambulance (B.C. 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. During his 35 years at UBC, he taught and conducted research in the areas of transportation economics and transport-logistics-supply chain management. He was Director of the Bureau of Intelligent Transportation Systems and Freight Security (Sauder) and was awarded the Queen Elizabeth II Diamond Jubilee Medal for research supporting safe and secure transportation of goods across borders. Since retirement, he has continued his research in commercial vehicle safety, passenger transportation economics and supply chain 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 was a Visiting Professor at LCC University (Lithuania) in 2020 and 2023. Dr. Chow was on the Board of Directors and special task forces of the Canadian Supply Chain Management Association until 2016. He served 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 continues to be a Councilor for the Canadian Transportation Research Forum. Dr. Chow has provided testimony and research before the B.C. Motor Carrier Commission, the B.C. Passenger Transportation Board and the B.C. Select Standing Committee on Crown Corporations On Ride Hailing. He is also an Elder for the Vancouver Chinese Presbyterian Church. 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 British Columbia 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.

\* Karlan Modeste resigned from the Board in December 2023.

### **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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