

ANNUAL REPORT 2024–2025



August 31, 2025

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

The Honourable Mike Farnworth
Minister of Transportation and Transit
PO Box 9055, Stn Prov Govt
Victoria, B.C. V8W 9E2

Dear Honourable Ministers:

RE: Passenger Transportation Board 2024-25 Annual Report

I am pleased to forward to you the Passenger Transportation Board's Annual Report for the fiscal year April 1, 2024 to March 31, 2025. 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 stylized flourish at the end.

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 *lək'wəŋən* 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 2024–25 fiscal year marked a period of transition, modernization, and renewal for the Passenger Transportation Board. I am pleased to report on the progress we have made in a number of important areas including streamlining our policies, strengthening our data capabilities, and supporting the implementation of key legislative changes.

Our primary focus this year was development of policies informed by the Special Committee to Review Passenger Directed Vehicles. Guided by their recommendations, the Board approved a new taxi rates structure with regional rate bands, and developed a custom taxi cost index, created by our external expert Dr. Hara. Together, these improvements will

help support taxi rates that better reflect the economic realities of the industry while enhancing affordable service for the public.

Modernization of policies remains important to the Board. We announced new standards for taxi meters that will come into effect in May 2026, giving licensees sufficient time to plan and transition to updated systems that support data-driven requirements. We also revised our controlling members policy to reflect a more flexible, accountable approach for licensees operating in areas with limited access to third-party services, particularly in remote regions, while maintaining accountability and compliance with the Board’s terms and conditions requirements.



The Board's economic analysis capabilities grew significantly this year. Our team supported key policy development through the analysis of trip data and cost structures, identifying new economic indicators. These indicators — now featured regularly in our industry newsletter — provide greater transparency and a shared understanding of market conditions across the passenger transportation industry.

We hosted an internal economics workshop for Board Members and senior staff in November 2024. The purpose was to deepen understanding of how to interpret and apply economic reports in the decision-making process — particularly in cases where these reports may be requested to assess public need and sound economic conditions factors.

Operationally, the Board transitioned to its new administrative home within the Ministry of Attorney General, a move that supports our mandate while reaffirming our independence as a regulatory tribunal. In addition, we developed and launched a new onboarding and training program for incoming Board members to support good governance and decision-making continuity.

All of this work was made possible by the skill, dedication, and professionalism of our Board members and staff. I want to express my sincere thanks to the entire team for their contributions to a productive year. I also acknowledge the support of our colleagues at the Ministry of Transportation and Transit and the Ministry of Attorney General, and I extend appreciation to all stakeholders.

The Board remains focused on its commitment to fairness, transparency, and evidence-based regulation in support of a sustainable, accessible, and responsive passenger transportation system across British Columbia.

Baljinder Narang, Chair

ABOUT US

The Passenger Transportation Board (Board) is an independent tribunal established under the Passenger Transportation Act (Act). The Board was established in 2004 when the Act was brought into force.

The Board regulates and oversees the commercial passenger transportation industry in British Columbia, including taxis, limousines, shuttle vans, inter-city buses, and ride-hailing. It is also mandated to make decisions on licensing of commercial passenger directed vehicles, and for determining appeals of administrative penalties imposed by the Registrar of Passenger Transportation (Registrar). The Board typically receives approximately 150 applications and 1-3 reconsiderations in a fiscal year.

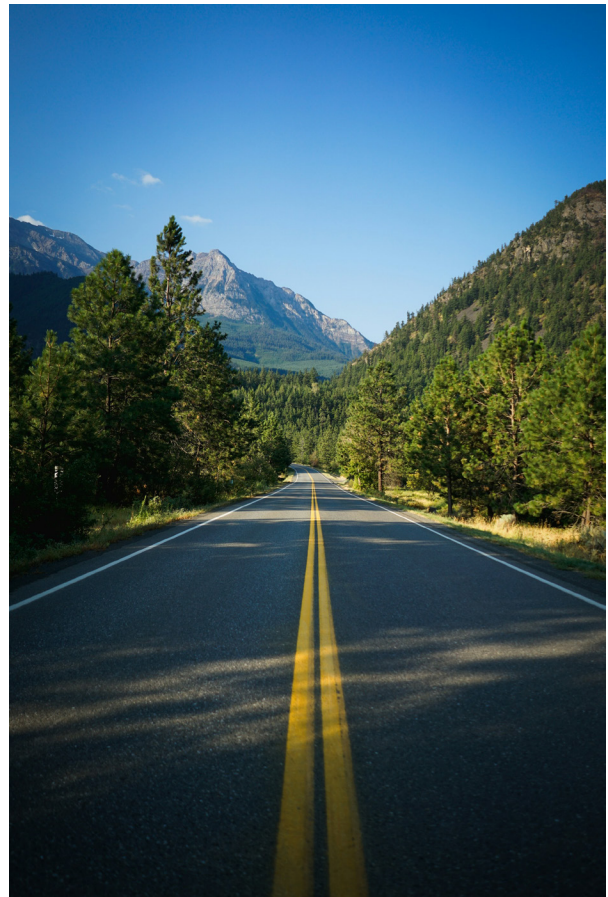
Board overview

Members of the Board are appointed by the Lieutenant Governor in Council through 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. 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 and Passenger Transportation Regulation 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. This made the Board responsible for regulating the licensing and operation of TNS, in addition to Passenger Directed Vehicles (PDVs) such as taxis and limousines, shuttles, and Inter City-Buses (ICBs).

To support this expanded role, and to regulate the economic interaction of passenger transportation services in B.C., the Board is also expected to collect, analyze, and provide data to support objective, evidence-based decision-making. Generally, the Board is expected to be an:

- 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.

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 as a whole. On these matters, the Board 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 industry in order to assess demand for new services and evaluate the potential impact of applications 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.

PRIORITIES IN 2024-25

During 2024-25, the Board engaged in a wide range of activities in licensing operations, policy development, and economic research to advance priority goals as described in the Board's [Strategic Plan 2023-26](#).

Rates

Taxi rates structure

In 2024-25 the Board continued its review of taxi and TNS rates and began plans for implementation of a new taxi rates structure. Development and implementation of rates structures represent important means to address competition between passenger transportation services, industry sustainability, and affordability for passengers.

In December 2023, the Board decided to replace the existing taxi rates structure with regional rate bands that would be implemented across the province. The Board also decided to implement Board standardized rates in regions where common rates rules have been in effect.

To support these decisions, the Board conducted data analysis in 2024-25 to determine the new rate bands and standardized rates for passenger transportation regions selected for the initial implementation phase. In setting the rate bands, the Board examined trip data,

conducted economic analysis, assessed market conditions, and consulted with licensees. The Board considered whether the band minimums supported a reasonable rate of return for an average taxi business that is effectively operated, and whether the band maximums would be affordable to customers.

Implementation of new rate bands is expected to proceed in late 2025. Implementation will happen in stages across the different passenger transportation regions of the province. The Board is committed to communicating effectively with the taxi sector to support it during its transition to the new taxi rates structure.

Taxi cost index (TCI)

As part of changes to the taxi rates structure, the Board contracted external consultant Hara Associates to assist in the creation of a new custom taxi cost index (TCI). This is intended to replace the previous taxi and limousine cost index.

The new TCI is intended to better represent the costs of running a taxi business and respond to applicable inflationary factors, facilitating more efficient and accurate periodic adjustments to taxi rates. The TCI will apply to both standardized rates and rates bands in the different regions of the province where these apply.

TNS rates

Through 2024-25 Board staff conducted a review of TNS rates, with a focus on establishing a new minimum rate floor for TNS rates in each region and a maximum rate cap during emergencies. Staff also began to explore opportunities to enhance fare transparency for TNS passengers.

Passenger Transportation Regions

The Board introduced the [passenger transportation regions policy](#) in early 2025, establishing five distinct regulatory regions across the province.

Passenger transportation regions will be used by the Board to support taxi regulation specifically in respect of rates, policy matters, and for data and other statistical analysis. Taxi operating areas will not be affected and will continue to be defined in the Board's [operating areas policy](#) based on municipal and regional district boundaries.

The passenger transportation regions policy allows the Board to regulate rates and undertake data analysis for the taxi and TNS sector at a broader and more consistent level.

Rates economic analysis

The Board's work on rates in the taxi and TNS sectors was supported by considerable research and analysis performed by the Board's economics team. Highlights included:

- Completion of a comprehensive review of taxi operator cost data.
- Calculating rates bands for implementation of the new taxi rates structure in passenger transportation regions 3-5.
- Quantitative analysis to inform the Board's deliberations on standardizing taxi rates.
- Review of TNS surge-price trends across the province.





Economics report

When the Board weighs evidence from applicants and submitters in making decisions, it relies on objective evidence. Economic analysis is important to support assessments of public need and sound economic conditions factors within the B.C. passenger transportation market. The Board relies on the advanced economic expertise of its economics team to ensure quantitative analysis presents an accurate picture of the industry.

The Board continued to make progress integrating economic analysis and reports in the Board's decision-making process and made considerable progress in identifying indicators to use in the economics reports.

Economic indicators

During 2024-25, the Board's economics team developed various indicators that would provide insight into factors related to [public need](#) and [sound economic conditions](#) pertaining to the taxi and TNS sectors in B.C.

New monthly industry indicators were used to produce various metrics, visualizations and interpretations on the state of the taxi

and TNS sectors in passenger transportation regions that had reliable data coverage and quality.

Data newsletters

Using the enhanced indicators and economic analysis noted above, the Board published its introductory [data newsletters](#). In February 2025, the focus of the newsletter was on the taxi fleet utilization indicator, which is associated with the "sustainability factor" under the sound economic conditions criterion. In March 2025, the focus of the newsletter was on the wait time indicator, which is associated with the "service quality factor" under the public need criterion.

During 2024-25, the data newsletters only included economic analysis of passenger transportation region 1 (lower mainland) and region 2 (capital regional district) because these were the only regions with reliable data. Further newsletters will be reported in the next annual report. The Board is committed to transparency in its data analysis and these newsletters allow the Board to share economic analysis with our many partner groups.

Monitoring data coverage and quality

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.

In collaboration with the Registrar’s Office, the Board’s economics team was able in 2024-25 to identify and address key data coverage and quality issues that affected the reliability of the data used for economic analysis, policy development, and decision-making. This work is ongoing, particularly in passenger transportation regions 3-5.

The Board’s goal is for 90 per cent data coverage in each passenger transportation region. Region 2 (CRD) achieved the 90 per cent threshold for the first time in fiscal 2024-25. Region 1 had already met that threshold during the previous fiscal year and made further gains in coverage in 2024-25. Outstanding data issues continued to be identified in the remaining regions of the province.

Taxi data coverage at the end of March 2025 is presented in the table below.

Region Description	Taxi Data Coverage
Region 1 Lower Mainland and Whistler	96.4%
Region 2 Capital Regional District	90.3%
Region 3 Vancouver Island, excluding capital region	68.4%
Region 4 Okanagan-Kootenay-Boundary-Cariboo	60.3%
Region 5 BC North Central and Other Areas	42.3%

Section 27 investigations

In 2024-25, the Board developed a policy with respect to section 27 investigations to facilitate the introduction of economics reports in the application process. Under section 27 of the Act, the Board may retain consultants, investigators, expert witnesses, or other persons, including the Board’s economics team, to assist the Board in

discharging its investigatory function. The [Board investigations – section 27 policy](#) clarified how application-related Board investigations work, including the policy approach for introducing economics reports into the application decision-making process.

Fit, proper, and capable

In 2024-25, the Board initiated reviews of its policies related to the [fit and proper](#) and [capable](#) criteria under section 28 of the Act. Fit, proper and capable policies are an integral component of the regulatory framework, as the Board uses these criteria when assessing the suitability of applicants and licensees. The Board's ongoing review of fit, proper and capable was intended to update and align these policies with the Board's broader policy and regulatory priorities. The Board review of these policies is expected to be ongoing, and a larger report on the progress of these projects is anticipated in the next annual report.

Controlling members policy

The [controlling members policy](#) is one of the policies essential to assessing fitness and capability. In February 2025, the Board announced revisions to its controlling members policy, which identifies management roles in control of licensees with different business structures. The revisions were designed to allow the Board

to effectively assess fitness during the application process, as well as improve consistency and clarity around ongoing licensee fitness requirements. The revised policy also expanded the powers and responsibilities of the individuals controlling licensee companies, described below.

Taxi meter maintenance

Under the revised controlling members policy, controlling members of taxi companies operating outside passenger transportation region 1 were given the power to perform taxi meter tasks previously reserved for third-party service providers. These included meter installation, programming, calibration, testing, and any other modifications that required breaking the meter security seal. The revised policy also allowed them to delegate these tasks to qualified individuals or businesses. These revisions provided greater flexibility for licensees, particularly those based in more remote regions of B.C. where third-party service providers were not locally available.





Climate change

Climate change policy

The scale of the climate change emergency demands urgent action, and climate change response is an important priority for the government and the Board. In 2024-25, in keeping with its regulatory mandate and role, the Board continued to review its policies and procedures to ensure alignment in this shared priority. This included continuing to monitor the development of the government's clean transportation initiatives under the [CleanBC Roadmap](#). The Board will seek to update its relevant policies and procedures accordingly once the government finalizes its Clean Transportation Action Plan and other relevant initiatives.

Congestion study

Due to concern over the potential impact of passenger transportation on congestion in high-density urban areas, the Board decided in August 2023 to conduct a traffic congestion study in Greater Vancouver. The Board contracted the professional services of Acuere Consulting Inc. to undertake the study. Acuere collected data over a two-year period in 2023-2024 to obtain multiple samples and capture seasonal variations in passenger transportation volumes.

Acuere's final expert report is anticipated in late 2025. The Board will consider the results of the report as it continues to engage in evidence-based decision-making to regulate the passenger transportation industry.

Public safety

Taxi camera program review

In 2024-25, the Board was primarily focused on its review of the taxi camera program. The taxi camera project was prioritized by the Board and initiated in 2024 due to ongoing issues with the program, including concerns raised by the taxi sector about program scope and application, the lack of availability of Board-approved cameras, and issues aligning the program with rapidly changing technology. The program was also highlighted in the May 2024 recommendations of the Special Committee to Review Passenger Directed Vehicles.

Over the course of 2024-25, Board staff consulted with many stakeholders and experts to evaluate how the current program design was functioning, and to identify potential areas for improvement. This included engagement with police and law enforcement authorities, the Office of the Information and Privacy Commissioner, the Ministry of Transportation and Transit, camera manufacturers, and designated installers.

Board staff completed the review of the program in March 2025 with the intention of bringing forward recommendations to the Board in summer 2025.





Rural services

Monitoring changes

The Board continued to review the provision of passenger transportation services in rural, remote, and low-density communities. Issues with taxi data coverage and quality in passenger transportation regions 3-5 continued to limit the Board's capacity to undertake reliable and rigorous economic analysis with respect to these services. The Board worked with the Registrar and industry to address these issues and help support data-driven decisions in relation to services in these communities.

The Board continued to monitor announced expansions of TNS services across the province in keeping with the Board's interest in observing and assessing the potential impact on the provision of passenger

transportation services in rural, remote, and low-density communities.

Inter-city transportation

The Board continued to examine the service coverage provided by inter-city buses in rural, remote, and low-density communities. The Board previously introduced changes to its [minimum route frequency policy](#) to make it easier for ICB providers to maintain operations across the province. Beyond this, the Board remained limited in its capacity to incentivize additional and expanded service by ICB operators. The Board engaged in discussions with the Ministry of Transportation and Transit (MoTT) regarding rural services issues and priorities.

Additional policy priorities

Analysis of Special Committee report

In May 2024, the [Special Committee to Review Passenger Directed Vehicles](#) delivered its final report and recommendations. In response to these recommendations, and to address issues of mutual priority and concern, the Board began working with MoTT to review the recommendations. This work is expected to continue throughout the next fiscal year.

Operations

The Board operations team oversaw several important initiatives beyond regular activities involving processing of licensing applications and business support functions.

Move to Attorney General

On April 1, 2024, the Board moved to the Ministry of Attorney General (MAG) from the Ministry of Transportation and Infrastructure, facilitated by the Board's operations team. The move was consistent with the B.C. government's aim to locate all administrative tribunals within MAG. The Board's role and mandate did not change. However, the Board could now enjoy the support of the Tribunals and Agencies Support Division at MAG.

Operationalizing legislation

The Board undertook a project to operationalize legislative changes by revising terms and conditions of all licensees to accurately reflect revisions to section 28 of the Act and to reflect related Board policy. This was done in stages by sector type

after undertaking an administratively fair process involving notice and comments from affected licensees. Each licence was amended accordingly in cooperation with the Registrar's office.

New Board member training

As new Board members were added to the Board in 2024-25, under the expanded Board mandate, a need was identified to better facilitate the training and onboarding of new Board members. As a result, a new Board member training program was developed. This training program included new modules on the Board's regulatory role and the rapidly changing landscape of the passenger transportation industry. The new training program also included updated information and materials to support Board members in assessing section 28(1) criteria, along with a review of applicable policy and website information to support application adjudication.

APPLICATION DECISIONS

Application types

In deciding 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. Rates: For operators who wish to change their Board-approved rates.



APPLICATION PERFORMANCE MEASURES

Outcomes and timelines

During fiscal 2024-25, the Board received two Inter-City Bus (ICB) applications. One was approved and the other was still in process at the end of fiscal.

The Board made three TNS decisions during the year. These were decisions on applications received during the previous fiscal year. No new TNS applications were received. All TNS application decisions issued by the Board were published on the Board's website.

In the 2024-25 fiscal year, 99 applications were approved in whole or in part, five applications were refused, and five applications were withdrawn or dismissed. There were 53 applications yet to be determined as of the end of the fiscal year (March 2025).

Urgent Public Need (UPN)

Applicants wanting to have an application processed based on UPN can submit a request to the Board outlining their reasons for this. If approved, the Board does not typically publish notice of the application or consider written submissions from other parties.

In the 2024-25 fiscal year, 11 decisions were made on the basis of UPN. Two were approved in whole, three were approved in part, and the remaining six were rejected

as UPNs and went through the regular application process.

The Board received 14 applications based on UPN in 2023-24.

Performance Targets

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

In 2024-25, the Board achieved an average number of days to complete TOP application decisions well within its performance targets for these application types.

Processing time for TNS applications has historically exceeded performance targets due to their significantly greater complexity than other application types. In 2024-25, the Board was engaged in reviewing performance targets in light of the increased complexity of applications since the time these targets were set.

The Board experienced upheaval as it was moved from the Ministry of Transportation to the Ministry of Attorney General. Also, there was turnover in Board members with lags in their replacement, leading to additional challenges in completing decisions within targets.

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	125	2	1
PDV*	89 or less	147	64	11
TNS*	89 or less	292	3	0
UPN	37 or less	112	5	1
TOPs	15 or less	10	40	33

* Including requests for transfer, rates, and amendments.

Other decisions

In addition to application and systemic decisions, the Board makes other kinds of decisions such as reconsiderations, appeals, and fitness reviews. Information for fiscal 2024-25 is outlined below.

Reconsiderations

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

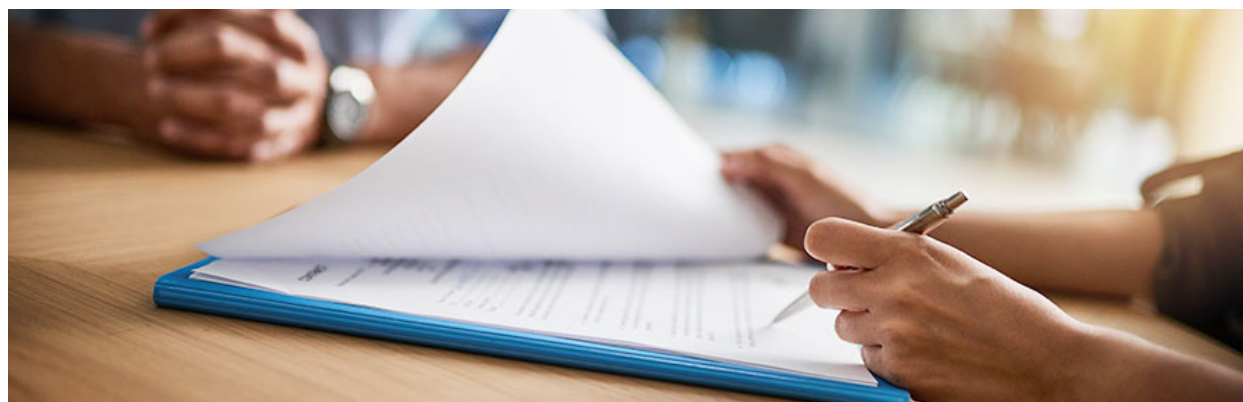
1. Information has become available that was not available at the time of the decision; or
2. There has been an error in procedure.

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 2024-25 the Board did not receive any requests for reconsideration.



Appeals

In addition to application decisions, the Board also hears appeals regarding administrative penalties that are imposed on an operator by the Registrar.

In 2024-25, the Board did not receive any appeal applications.

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 2024-25, the Board did not conduct any fitness reviews.

Judicial review

Applicants are permitted to file for a judicial review of a Board decision. 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 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 2024-25, no petitions were filed with the B.C. Supreme Court for judicial review of Board decisions.



THE BOARD

IN 2024-25

Board Members

The Board held quarterly meetings in 2024-25, and one additional meeting to make decisions on the taxi rates structure. There were eight part-time Board Members, including the Chair, as follows:

Member	Initial appointment effective	Term expiry date
Baljinder Narang ¹	October 1 2023	October 1, 2026
David Black	June 28, 2024	June 28, 2026
Patricia Bood	June 28, 2024	June 28, 2026
Mary Childs ²	November 19, 2021	November 19, 2025
Garland Chow	April 27, 2020	December 31, 2026
Kyong-ae Kim	November 19, 2021	November 19, 2025
Sophia Redmond	June 28, 2024	June 28, 2026
James (Jim) Savage	August 7, 2020	November 5, 2024

- 1. Baljinder Narang was first appointed as a Board member on March 11, 2019.
- 2. Mary Childs resigned from the Board effective March 12, 2025.

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.

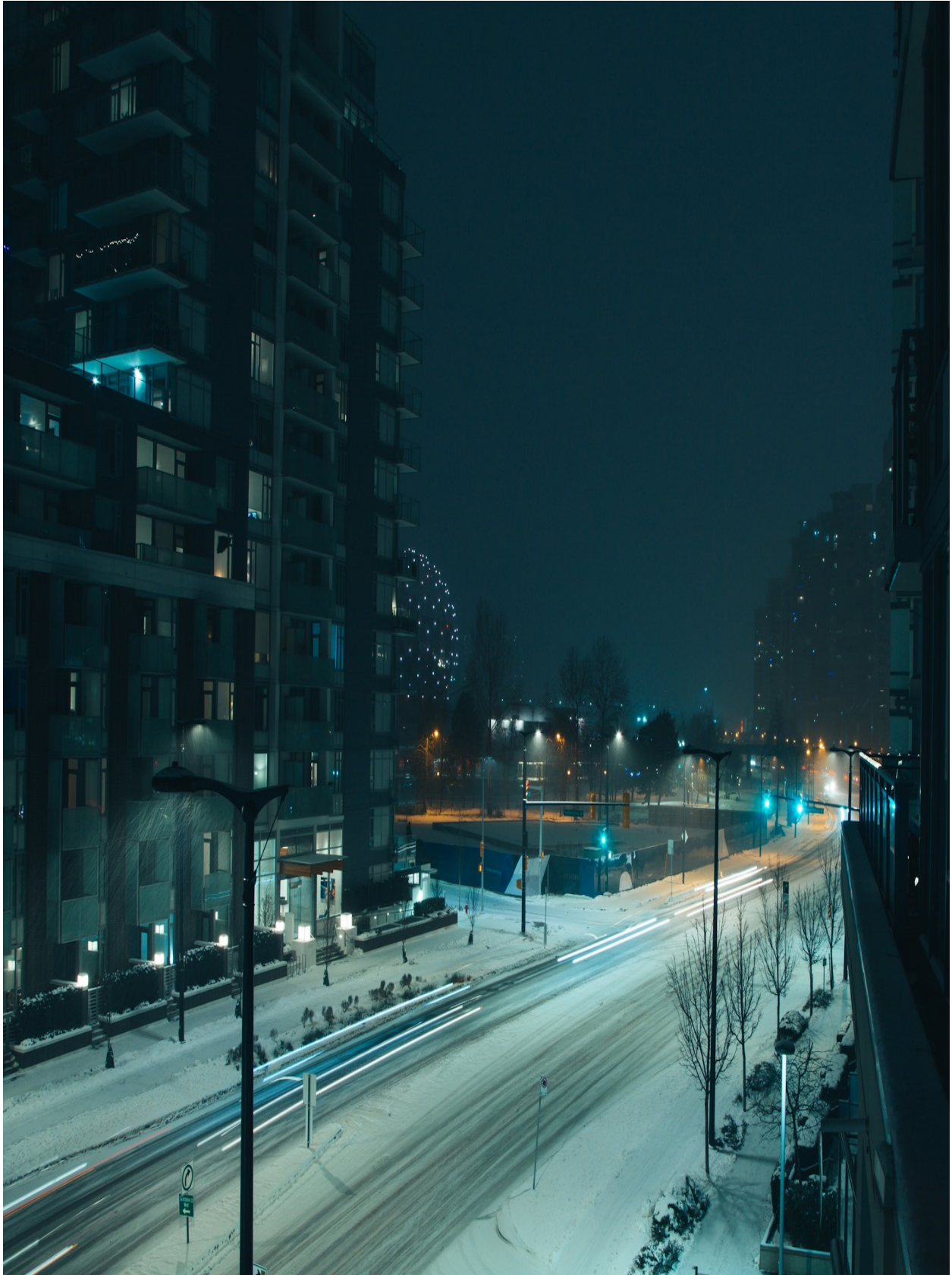
Board senior staff	Title
Heather Stewart	Executive Director
Jessica Sharpe	Director, Operations
Robert Lawson	Director, Policy & Projects

Board budget

In June 2024, the Board received confirmation from the Ministry of Attorney General of its annual budget amount of \$2,558,000.00. Actual expenditures for 2024-25 were \$2,419,053.38.

Budget category	Allocation (\$)	Expenditure (\$)
Salaries	1,435,000	1,382,581.35
Benefits	360,575	385,424.05
Member Per Diems & Travel	224,000	201,789.25
Staff Travel	5,500	3,146.77
Professional Services – Operational	429,000	386,479.50
Information Systems – Operating	51,500	32,593.78
Office & Business Expenses	53,425	26,903.68
Stat Advertising & Publications	0	0
Recoverable Occupancy	-1,000	128,811.24
Totals	2,558,000	2,419,053.38





APPENDIX

MEMBER BIOGRAPHIES

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 a 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, Ms. Narang is Chair of the Burnaby Healthier Community Partnership, Founding President for Panjab Digital Library Canada, and Member 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.

Ms. Narang 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 degree in Health Education from Dalhousie University, Halifax, Nova Scotia. She has been a Burnaby resident since 1995.

David Black

David Black is the former President of MoveUP, the union representing 13,000 members in B.C. and Canada in the professional and administrative sector. From 2016-2022 he was also the President of the Canadian Office and Professional Employees Union, a national union representing 34,000 members. He currently consults with unions in matters of governance and energy issues. Mr. Black is also a member of the Governor-General's Canadian Leadership Conference, currently serving on the Membership Committee, recruiting participants for the next conference in 2026. He was a Vice-President of the Canadian Labour Congress and a Vice-President of the BC Federation of Labour, and he served as Recording Secretary of the Vancouver and District Labour Council. Previously, Mr. Black served as the President of the REACH Community Health Centre, as a member of the Executive Committee of the United Way of BC, and as a member of the Executive Committee of the Vancouver Foundation. He is a member of the New Westminster Salmonbellies Lacrosse Club Executive and is proud to assist the Salmonbellies in winning their next Mann Cup, Canada's national senior lacrosse championship.

Patricia Bood

Patricia Bood is the CEO of Puimac Consulting, a boutique governance consulting firm, with several years of experience as a director, executive, general counsel and corporate secretary. In addition to the BC Passenger Transportation Board, she is a board member of Clean Prosperity and Project Change Foundation. She was previously on the boards of the Association of Corporate Counsel BC Chapter (Chair) and the private partnership owning the Canada Line transit system in Vancouver. Ms. Bood has more than 25 years of legal, governance and operational experience, including as SVP and General Counsel of British Columbia Investment Management Corp and of Brookfield Renewable where she built large multi-function departments. This included leading the legal, procurement, enterprise risk, compliance, and corporate secretary functions and acting as an executive sponsor of a crisis team and diversity council. Supplementing her legal training, she has an independent corporate director designation (ICD.D), an environmental, social and governance designation (GCB.D) and courses on artificial intelligence (MIT Executive Education) and Indigenous intercultural awareness (Law Society of BC). She was called to the bar in B.C., Ontario and Saskatchewan.

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 Councillor 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 B.C. 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.

Sophia Redmond

Sophia Redmond currently leads a Management Consulting team at the University of British Columbia, driving enterprise level strategy, innovation, and transformation. She is a strategic leader with nearly two decades of public sector leadership across the transportation, higher education, health care, housing and energy sectors, with expertise in economics, business strategy, governance, finance, strategic planning and organizational transformation. She previously served as a Lead Economist with the BC Ministries of Advanced Education, BC Ministry of Energy, and BC Housing, where she provided economic and financial leadership to inform public policy and strategic investment decisions.

Active in her community, Sophia serves on the Board of Governors at Columbia College and has previously held roles as Treasurer and member of the Board of Directors at the Institute of Public

Administration of Canada, and as a Board Member with the University of Victoria's Economics Alumni Council. She holds an MA in Economics from the University of Victoria, complemented by professional designations in Project Management (PMP), Change Management (Prosci), and Operational Excellence (Lean Six Sigma).

Retired

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.

Mary Childs stepped down from the Board on March 12, 2025.

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 B.C.

Jim Savage completed his term as a member of the Board on November 5, 2024.



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