

BC Transit

**2025/26 – 2027/28
Service Plan**

March 2025



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Published by BC Transit

Board Chair's Accountability Statement



The 2025/26 – 2027/28 BC Transit Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2025 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Transit's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Transit's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink that reads "Sherri Bell".

Sherri Bell
Board Chair, BC Transit
February 19, 2025

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Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 Service Plan outlines how BC Transit will support the government's priorities and selected action items identified in the most recent [BC Transit Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

BC Transit is the provincial Crown agency charged with coordinating the delivery of public transportation across British Columbia, except for those areas serviced by TransLink (Metro Vancouver). More than 1.9 million British Columbians in over 130 communities across the province have access to BC Transit local and regional transit services.

BC Transit's shared services model helps to ensure the most efficient and effective delivery of transit services across all transit systems. In most regional transit systems, service is provided through a partnership between BC Transit, a local government, and a contracted transit management company. Under this partnership model, BC Transit provides a variety of shared services for all transit systems, including asset management and construction, procurement, marketing, planning, scheduling, safety, and training expertise. BC Transit directly operates the conventional service in the Victoria Regional Transit System.

The funding of transit service is provided through customer fares, advertising revenues, and a regional motor fuel tax (in the Victoria system), with the remainder funded through a partnership between local governments and the provincial government through BC Transit.

Operating Environment

BC Transit's primary objective continues to be providing transit services that meet the growing needs of people in communities across B.C. To guide this effort, [BC Transit's Strategic Plan](#) outlines long-term goals and objectives, emphasizing safety, customer satisfaction, employee engagement, effective partnerships, improved transit access, and responsible financial and environmental stewardship.

BC Transit will continue to develop services that are safe, efficient and reliable. Critical infrastructure projects will ensure that BC Transit has the facilities, technology and capacity to support service reliability. Investments in new and upgraded transit operations and maintenance facilities will be supportive of improvements that BC Transit makes across the province.

BC Transit will continue to support service reliability and growth by purchasing new buses. BC Transit's [Low Carbon Fleet Program](#) will guide these purchases, and the introduction of battery electric buses in 2025/26 is a key part of this strategy. To adapt to changes in the bus manufacturing industry, BC Transit will also pursue a fleet acquisition strategy to ensure communities can receive buses when they need them.

BC Transit will continue to modernize its operations by focusing on new technologies. [Umo](#), which is BC Transit's electronic fare collection system, will be improved by offering customers the options to pay by tapping debit or credit cards. BC Transit's OnDemand service, a modern on-request transit option that offers transit riders the convenience of booking trips using a smartphone app, or by phone, that currently operates in Kelowna will be explored for additional communities across the province.

BC Transit will continue to ensure that public transit remains an affordable, inclusive, and sustainable service that British Columbians can rely on.

Annual Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

Performance Planning

Goal 1: Maximize Resources and Grow Ridership

Objective 1.1: Complete key infrastructure projects.

Transit infrastructure plays a crucial role in supporting ridership growth. Expanded and new transit facilities and exchanges will ensure that the transit system has capacity to grow ridership.

Key Strategies

- Continue upgrades to existing transit operations and maintenance facilities in Kelowna and Victoria.
- Advance work on new and upgraded transit exchanges including downtown Nelson, downtown Nanaimo, downtown Trail, three exchanges in Kelowna and five exchanges in the Comox Valley.
- Advance work on retrofits of transit operations and maintenance facilities across the province to accommodate battery electric bus charging and plan for additional infrastructure supporting fleet electrification across the province.

Objective 1.2: Expand services and optimize the effectiveness and reliability of public transit.

Optimizing transit service enhances efficiency, reliability, and accessibility, attracting more people to use transit and contributing to increased ridership.

Key Strategies

- Expand service in fast growing communities to support ridership growth.
- Enable credit and debit card payment options through [Umo](#), BC Transit's electronic fare collection system.
- Develop a fleet acquisition strategy to meet the vehicle needs of transit systems across the province.

Performance Measures

Performance Measure	2023/24 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1a Total ridership (passenger trips, millions), including taxi ^{1,2}	54.1	58.2	59.1	61.4	62.2
1b Conventional passenger trips per service hour ^{1,3}	27.6	27.3	27.2	26.3	26.0
1c Budgeted service delivered ¹	2,382,963	2,587,267	2,647,919	2,805,785	2,860,785
1d Conventional operating cost per service hour ^{4,5}	\$155.36	\$159.27	\$170.78	\$165.91	\$161.96

¹Data source: BC Transit internal tracking data and reports from BC Transit operating partners.

²Total ridership includes conventional, custom and paratransit ridership.

³Passenger trips per service hour measures the effectiveness of, and the demand for, transit services as provided and is determined by dividing passenger trips by service hours.

⁴Data source: BC Transit financial system and audited financial statements.

⁵Operating cost per service hour is determined by dividing the total direct operating expenses by the service hours.

Discussion

Total ridership (1a) measures the number of passenger trips to provide an indication of how the development, delivery and improvement of transit services are contributing to ridership growth. Ridership targets have been increased to reflect 24/25 forecast results and expanded service.

Conventional passenger trips per service hour (1b) measures the effectiveness of transit services provided in responding to demand and maximizing ridership. Targets for conventional passenger trips per service hour have been updated to reflect ridership and service hour forecasts and ongoing efforts to optimize service.

Budgeted service delivered (1c) measures the amount of service hours delivered by BC Transit. This measure replaces the previous measure planned service delivered in conventional transit systems to show all service hours BC Transit delivers in a simple format. Service hour increases reflect service expansion.

Conventional operating cost per service hour (1d) measures the total direct operating expenses divided by service hours for conventional fixed-route and fixed schedule transit services. It allows BC Transit to compare cost efficiency performance to other transit agencies, as it is a widely used measure by the North American transit industry. These comparisons are important to highlight the effectiveness of BC Transit's shared services model. Updated targets reflect service expansion and budgeted operating costs, and efforts to increase operational efficiency over the Service Plan period.

Goal 2: Focus On Customer Satisfaction and Encourage Strong Transit Use

Objective 2.1: Maintain high levels of passenger and employee safety.

Safety is paramount for transit passengers as it builds trust in public transit and encourages ridership by providing a secure and reliable experience. Employee safety promotes a positive work environment and contributes to customer satisfaction by ensuring reliable services.

Key Strategies

- Continue to deliver and improve on-road safety programs, such as enhanced BC Transit driver training focusing on hazard avoidance techniques.
- Continue to implement and develop workplace safety and awareness programs, training, policies and procedures that support employees' physical and psychological safety.
- Continue to deliver programs and training that aim to reduce the frequency of conflicts between transit operators and passengers.

Objective 2.2: Improve employee, partner, and community engagement.

Employee engagement drives a motivated workforce, ensuring excellent service and customer satisfaction. Partner engagement provides insights into the communities served, supporting the delivery of quality services. Community engagement, through building trust and positive relationships, offers insights into community desires to support effective service delivery.

Key Strategies

- Continue to implement the [People and Culture Plan](#) and the Work Environment Survey recommendations.
- Continue to advance inclusion, diversity, equity, and accessibility (IDEA) by progressing the Indigenous Relations Strategy and an Indigenous Employment Program to support reconciliation with Indigenous communities, undertaking Gender-Based Analysis Plus (GBA+) to better understand customers' diverse needs, and empowering BC Transit's IDEA forum group to promote an inclusive work environment.
- Improve customers' perception of public transit through technology improvements and customer engagement.
- Work with local government partners to build relationships and improve transit service in their communities.
- Continue to collaborate with [TransLink](#) and [BC Ferries](#) to promote an integrated and convenient transit customer experience across the province.

Performance Measures

Performance Measure	2023/24 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2a BC Transit Employees' Total Recordable Injury Rate ¹	6.7	5.5	5.3	5.2	5.1
2b Preventable Incidents ²	16.1	14.0	13.0	12.0	11.0
2c Employee Engagement ³	76	74	74	75	76
2d Customer Satisfaction ^{4,5}	3.40	3.47	3.40	3.42	3.45
2e Customer Satisfaction – Custom Transit ^{5,6}	4.04	4.10	4.05	4.07	4.10
2f Partner Satisfaction ⁷	4.30	4.26	4.10	4.15	4.20

¹Data source: BC Transit internal tracking data; BC Transit employees only.

²Data source: BC Transit internal tracking; Number of preventable incidents per million vehicle-kilometres driven.

³Data source: Employee survey.

⁴Customer satisfaction is determined by the average rating of customer tracking survey respondents when asked to rate their overall transit experience from one ("very poor") to five ("excellent"). It currently does not distinguish between conventional and custom.

⁵Data source: Annual customer survey, conducted by a third-party research firm.

⁶Customer satisfaction – Custom Transit is determined by the average rating of respondents when asked to rate their experience out of 100. This score is then converted to a mark out of five.

⁷Data source: Annual partner survey, conducted by a third-party research firm.

Discussion

BC Transit employees' total recordable injury rate (2a) measures lost productivity determined from the number of lost time injuries multiplied by 200,000, divided by the total number of hours worked. Representing 100 employees working 50 weeks or approximately one year, 200,000 is the generally accepted baseline for this measure. Monitoring employee total recordable injury rates allows BC Transit to identify areas for improvement in safety programs and implement preventative measures to create a safe work environment and productive workforce. Preventable incidents (2b) includes bus collisions that have been investigated by in-house safety and training officers and corporate investigators who determined the transit operator was at fault. These collisions can involve stationary objects, pedestrians, private motor vehicles or other buses. This metric is tracked monthly and measured against millions of vehicle kilometres driven. Targets for preventable incidents have been adjusted based on 2024/25 forecast results and 2023/24 actual results. BC Transit has a large proportion of new transit operators who are more likely to experience an incident.

Employee engagement (2c) measures an employee's involvement, commitment to, and satisfaction with work. Engagement is assessed through an annual survey that models aspects of the workplace that influence employee engagement characteristics.

Customer satisfaction (2d) measures BC Transit's effectiveness in meeting customers' overall expectations and perceptions of their transit experience. Improvements in customer satisfaction indicate a positive transit experience, which is a contributing factor to sustaining

and increasing ridership. Targets for customer satisfaction have been adjusted based on 2024/25 forecast results and 2023/24 actual results.

Customer satisfaction – custom transit (2e) summarizes the satisfaction levels of custom transit (handyDART) users. It measures BC Transit’s effectiveness in meeting customers’ expectations and perceptions of the custom transit experience. HandyDART is a distinct transit service for people with permanent or temporary disabilities who may experience challenges using fixed-route transit without assistance from another person. As the experience of handyDART is significantly different from other transit services, it is important to separately measure custom transit satisfaction. Targets for customer satisfaction – custom transit have been adjusted due to 2023/24 baseline results.

Partner satisfaction (2f) measures local government partners' perceptions of BC Transit's customer service. Partner collaboration is essential to BC Transit's success in providing transit services across the province. Partner satisfaction targets have been adjusted based on increasing costs for local governments and the risk of labour disruptions in some systems undergoing bargaining.

Goal 3: Reduce Greenhouse Gas and Localized Emissions

Objective 3.1: Transition to a low carbon fleet to support provincial GHG targets by 2040

While public transit is already a sustainable transportation option, the shift to a low-carbon fleet will further decrease greenhouse gas emissions associated with public transit.

Key Strategies

- Continue to advance the [Low Carbon Fleet Program](#) to support the electrification of BC Transit’s fleet.
- Introduce the first phase of battery electric buses to support the CleanBC GHG emissions reduction targets.
- Continue to assess operational energy consumption and reduce, where possible, through replacement of equipment, changing operational processes, and building to lower energy use standards in BC Transit buildings and facilities (LEED Gold and StepCode).

Performance Measures

Performance Measure	2023/24 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3a Total GHG emissions ^{1,2,3}	42,639	44,000	55,553	53,553	49,553
3b Carbon (GHG) intensity per service hour ^{1,2,3}	17.50	16.00	20.20	18.36	16.61

¹Data source: BC Transit energy and paper consumption data as defined in scope by provincial regulation.

²Data source: BC Government Clean Government Reporting Tool data and BC Transit internal tracking data.

³Unit of measure for GHG emissions is tonnes of carbon dioxide equivalent and carbon (GHG) intensity is kg of GHG per service hour.

Discussion

Total GHG emissions (3a) measures the overall GHG emissions produced from providing BC Transit services. Carbon intensity per service hour (3b) measures BC Transit's GHG intensity in kilograms of GHG per service hour emissions rate. Reducing the reliance on diesel-fueled vehicles is a key objective for BC Transit. The performance measures and targets in this objective illustrate BC Transit's commitment to continue to support CleanBC targets for reducing GHG emissions. GHG emissions have been updated to reflect increasing service hours and a reduction in the use of renewable natural gas in 2025/26; however, the introduction of battery electric buses is expected to reduce emissions in future years.

Financial Plan

Financial Summary

\$000s	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Revenues				
Operations ¹	85,179	83,391	86,525	87,617
Provincial operating contributions	162,302	183,820	190,554	190,554
Local government contributions	167,457	192,860	212,618	229,776
Deferred capital contributions ²	49,329	60,943	88,212	106,090
Investment and other income	7,982	6,231	5,208	5,180
Total Revenue	472,249	527,245	583,117	619,217
Expenses				
Operations	250,658	273,786	285,774	285,774
Maintenance	101,407	106,778	110,775	110,775
Administration	49,114	51,409	51,409	51,409
Use of asset	79,023	95,272	135,159	171,259
Total Expenses	480,202	527,245	583,117	619,217
Annual Surplus (Deficit)	(7,953)	-	-	-
Other non-operations gain ³	509	5,911	19	-
Total Annual Surplus (Deficit)	(7,444)	5,911	19	-
Total Debt⁴	122,249	141,811	273,378	422,995
Total Liabilities⁴	735,245	906,838	1,330,773	1,595,647
Accumulated Surplus (Deficit)	55,870	61,781	61,800	61,800
Capital Expenditures	156,712	289,491	545,889	488,482

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Includes a Provincial contribution of \$2M annually in fare revenue compensation provided to participating Local Government Partners for the Free Transit for Children Age 12 and Under program.

² BC Transit receives capital funding for the construction or acquisition of assets and their use in program/service delivery. Capital contributions are deferred and recognized in revenue over the useful life of the asset, as program/services are delivered, as directed by the Province.

³ Other non-operational gain relates primarily to contributions for strategic land acquisitions.

⁴ Net of sinking funds, consistent with prior years' service plans.

Key Forecast Assumptions, Risks and Sensitivities

Forecasts reflect changes in costs associated with planned transit services for 2025/26 – 2027/28 including inflationary pressures related to diesel fuel, vehicle maintenance and operations, contract negotiations with operating companies and operating costs associated with customer-focused fleet technology (including electronic fare collection technology).

In addition, passenger revenues are forecasted to continue to have moderate annual increases as ridership grows.

Management's Perspective on Financial Outlook

While ridership continues to increase, there remains a potential affordability risk for government partners in the Service Plan period because of increasing costs, including pressures related to labour cost inflation and the financial impacts of capital projects. Management will work closely with government partners to optimize service and mitigate and respond to any affordability challenges.

BC Transit continues to realize savings from its fuel management supply contracts, yet there remains a great deal of uncertainty over the longer-term price of oil and the subsequent effect on fuel costs. This risk will decrease in future years as BC Transit relies less on diesel vehicles and transitions towards a lower emission fleet.

Use of asset costs continue to be driven upward by increasing fleet replacement costs and the transition to battery electric buses, the addition of new facilities, and refurbishment of existing facilities.

The Canadian exchange rate also poses risk to the budget as some of BC Transit's materials are manufactured in the USA and Europe. BC Transit and the Ministry of Transportation and Transit will work closely to respond to any changing conditions and adjust the assumptions of future service periods as required. Finally, this Service Plan is based on management's best current forecasts of future environmental and financial conditions, which are subject to change.

Capital Expenditures

Major Capital Projects (over \$50 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2024 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
Victoria handyDART Operating and Maintenance Facility	2025	\$65.0	\$19.0	\$84.0
<p>The purpose of the BC Transit Victoria HandyDART Facility is to construct a new BC Transit-owned Victoria regional handyDART operations and maintenance facility at the corner of Burnside Road and Watkiss Way in the Town of View Royal.</p> <p>The scope of this project includes:</p> <ul style="list-style-type: none"> • A new facility in View Royal that will support a future fully electric handyDART vehicle fleet in the Victoria Regional Transit System. • Improvements to Burnside Road West to mitigate traffic impacts and enhance streetscape with trees and sidewalk; and Realignment of the Galloping Goose Regional Trail for improved safety and visibility and enhanced user experience. 				

Significant IT Projects (over \$20 million in total)	Targeted Year of Completion	Project Cost to Dec 31, 2024 (\$m)	Estimated Cost to Complete (\$m)	Anticipated Total Cost (\$m)
Electronic Fare Collection System	2025	\$16.8	\$5.4	\$22.2
<p>The implementation of the Electronic Fare Collection System will improve the customer experience by introducing new forms of payments including mobile app and contactless credit cards.</p>				

Appendix A: Subsidiaries and Operating Segments

Active Subsidiaries

Incorporated in 2011, BC Transit has four wholly owned subsidiaries that held properties intended for future transit development. In the interim period, they operate as rental properties with net revenues attributed back to the Province. The subsidiaries are:

- 0928624 BC Ltd.
- 0925406 BC Ltd.
- 0922667 BC Ltd.
- 0915866 BC Ltd.

Operating Segments

BC Transit has no operating segments.

Appendix B: Mandate Letter from the Minister Responsible



June 19, 2023

Sherri Bell, Chair
Board of Directors
BC Transit
520 Gorge Road East
Victoria BC V8W 9T5

Dear Chair Bell:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Transit, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

...2/

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Rob Fleming
Minister



Sherri Bell, Chair
BC Transit
Date: June 23, 2023



Marianne Alto, Director
BC Transit
Date: June 23, 2023



Gladys Atrill, Director
BC Transit
Date: June 23, 2023



David Cubberley, Director
BC Transit
Date: June 23, 2023



Paul Horn, Director
BC Transit
Date: June 23, 2023



Blair Redlin, Director
BC Transit
Date: June 23, 2023



Ryan Windsor, Director
BC Transit
Date: June 23, 2023

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Marianne Alto, Director:
BC Transit

Gladys Atrill, Director:
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David Cubberley, Director
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Paul Horn, Director
BC Transit

Blair Redlin, Director
BC Transit

Ryan Windsor, Director
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Erinn Pinkerton
President and CEO
BC Transit