

BC Transit

PEOPLE AND CULTURE PLAN

2026-2031





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We recognize that our corporate head office and the Victoria Regional Transit System operate on the traditional territories of the ləkʷəŋən and ƳSÁNEĆ peoples. We honour the Songhees Nation, xʷsepsəm Nation, and the ƳSÁNEĆ Nations: SṪÁUTƳ, WJOŁEŁP, BOKÉĆEN, and WSIKEM, whose historical relationships with these lands and waters have existed since time immemorial.

We further acknowledge with respect that BC Transit delivers our mission on the ancestral territories of Indigenous Peoples across British Columbia, and their historical relationships with the land and water continue to this day.





Continuing our People First Journey

In 2020, BC Transit took a bold step forward by launching its first People and Culture Plan.

More than just a roadmap, it was a promise – a promise to put you at the center of everything we do.

The Plan sets the foundation for transforming BC Transit into a truly People First organization; a place where you feel empowered, included, trusted, respected, and connected to a clear purpose.

Rooted in this belief, in 2025, we updated our Plan with bold new goals for the future. The goals and activities within this Plan build on the achievements we have realized together in the past five years and drive us forward to the next stage of our journey.

By 2031, BC Transit will be a thriving, inclusive, accountable, and adaptable organization - one where you are empowered to grow, innovate, contribute meaningfully and drive positive change.

As we move forward, our People First commitment remains as strong as ever. Together, we'll keep making BC Transit a place, and a future, where your passion meets purpose, where you can truly thrive, and where the work we do together leaves a lasting, positive impact on the communities we serve.

About BC Transit

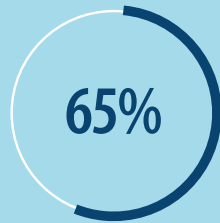
BC Transit is one of the most **robust and complex public transportation services** in Canada. We are **powered by a team of over 1,300 employees** in a variety of roles, ranging from planning and operations to customer service and technology and **supplemented by 13 contracted and 4 municipal partners**.



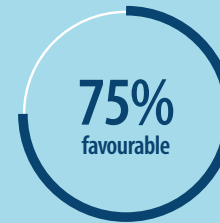
Total Employees



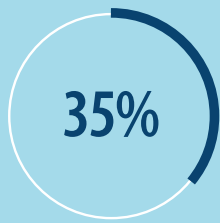
BC Top Employer



On-Site Employees



Engagement Score



Hybrid Employees



British Columbians with access to BC Transit services



Retention Rate



Communities across the Province

Alignment with Other Plans

In May 2024, BC Transit published a new Strategic Plan that outlines our renewed vision, mission, values, and strategic priorities for the coming years. Aligned with the Strategic Plan, this People and Culture Plan advances the “Engaged People and Partners” objective.

This Plan is designed with you in mind: to support, engage, and empower you because when you are motivated and fulfilled, we all deliver exceptional results, drive success together, and move closer to our vision of being “Your best transportation solution.”

In addition to being guided by our Strategic Plan, the People and Culture Plan also connects with other organizational documents and roadmaps to ensure alignment and collaboration across BC Transit.



Vision for People First Culture

New Plan, Same Commitment. People First, Always.

We consider people in every business decision we make and believe in creating a values-driven culture where employees feel empowered to not only do their best work but also take ownership in growing and developing their careers.

We embrace differences, value diversity and inclusion, and support the notion that not everything has to be perfect the first time around. Safety, physical, mental health, and wellness are prioritized. People are trusted, respected and have clear purpose.

Putting people first is more than a principle; it's our path forward. It's how we grow, how we lead, and how we serve our communities - today and every day.



Key Accomplishments from 2020-25 Plan

BC Transit's People and Culture Plan 2026 - 2031 builds upon the successes of the previous plan, continuing our journey towards becoming a people first organization. This Plan outlines our commitment to inspiring employee growth and development, streamlining communication, growing employee engagement, and elevating HR technology.

What we've achieved, guided by your feedback and collaboration

Over the past five years, we've achieved remarkable progress together. Each milestone reflects dedication, passion, and a shared commitment to making BC Transit the best place to be. Below are just a few highlights of the incredible work we've accomplished:

- Our employee-led groups reflect the diversity of our organization and foster engagement, recognition, learning, and belonging across BC Transit. Their authentic, people-driven approach has led to a 241% rise in Core Value Awards' nominations, nearly 50% more recognition program participation, and improved employee feedback processes. These achievements have helped BC Transit earn BC Top Employer status six consecutive times.
- Significant progress has been made in supporting employee growth and development through investments in learning programs and a redesigned performance review process that emphasizes individual goals, personal growth, and meaningful conversations. The launch of the People First Leadership Program further supports leaders in their professional development.
- Our Diversity, Inclusion, Equity & Accessibility (IDEA) Program, launched in 2021, has helped create a more inclusive workplace. Since then, we've seen a 71% increase in employees who identify as part of equity-deserving groups, and our inclusion scores have improved by 18%.
- Recruitment and retention efforts have been strengthened through expanded internal career progression opportunities, organization of career fairs, and the development of an Indigenous Recruitment Strategy.
- Technology improvements have made it easier to manage work with tools like MyPath, Employee Self Service, and new Payroll and Human Resources Information System (HRIS) systems.

These initiatives have contributed to the development of a skilled, engaged, and motivated team. Looking ahead, there is a commitment to continue advancing together, fostering a strong and vibrant workplace where everyone can thrive.



Overview of the People and Culture Plan

How the Plan was updated

The People and Culture Plan has been shaped by you and your colleagues' meaningful feedback.

Throughout 2024 and 2025, the People and Culture Team listened closely to your feedback, making sure the plan truly reflects the diverse voices, perspectives, and experiences across BC Transit.

To do this, we engaged with over 90 people by facilitating one-on-one interviews with senior leaders, hosting focus groups and workshops with employees from all divisions and roles, and carefully reviewing existing data and external trends - all to understand what matters most to you.

Together, these conversations created space for honest reflection, fresh ideas, and collaborative input - ensuring this plan is rooted in real employee experiences and bold aspirations.

Measuring results

While specific key performance measures are not included at this stage, we will track progress through existing and new metrics in areas like onboarding, inclusion, engagement, exit, and employee demographics. As actions roll out, we will define success statements and metrics for each initiative.

How to navigate this Plan

Whether you are a candidate, a current employee, or a leader, this Plan is for you. It's designed to be practical, inclusive, and easy to navigate, with actions that support everyone across BC Transit. Several initiatives will be led by People and Culture, while others will be co-created and delivered in partnership with teams, leaders, and employee groups.

If you're curious to learn more, want to get involved, or have ideas to share, we encourage you to reach out.



People and Culture Plan: Focus Areas



People First through Advancing and Reimagining

Continuously evolve our systems and practices to stay people-focused, creative, and adaptable.

We continually evolve our systems, structures, and ways of working so we have the right people in the right roles and a culture that supports innovation and adaptability.



People First through Engagement and Accountability

Inspire a culture of purpose, accountability, and impact.

We foster a culture where people are engaged, accountable, and empowered to contribute with purpose and live our Core Values.



People First through Representation and Responsibility

Build a workforce and programs that champion equity, inclusion, accessibility, wellness, and meaningful community connection.

We embed reconciliation, safety, equity, and inclusion in all we do, building a workforce that reflects our communities and advances belonging and meaningful change.



People First through

Advancing and Reimagining

Continuously evolve our systems and practices to stay people-focused, creative and adaptable.

We continually evolve our systems, structures, and ways of working so we have the right people in the right roles and a culture that supports innovation and adaptability.





People First through

Advancing and Reimagining

The future of work is evolving rapidly, and BC Transit has already begun laying out the groundwork for what lies ahead.

Over the past few years, it has become clear that when people have the support, tools, development opportunities, and clarity they need, they're able to bring their best to their work - no matter their role, location, or schedule.

Keeping pace with a changing world means being thoughtful and intentional about how work is approached. This means evolving systems, practices, and mindsets in ways that keep people at the heart of everything. It also means

reimagining how the People and Culture Team shows up - so individuals, leaders, and teams are supported with modern, empowering, streamlined, and truly human-centered practices.

By advancing and reimagining the way work is done - guided by creativity, adaptability, and a people-first mindset, BC Transit can build a workplace that is modern, resilient and ready for the future, while staying true to the identity and values that make the organization unique.

<p>ADVANCING A RESPONSIBLE AI FUTURE:</p> <p>Build and shape a BC Transit where AI is used confidently, ethically, and creatively, grounded in strong governance, equity, and privacy principles.</p>	<p>TARGETS</p> <p>Build foundational AI literacy across the organization</p>	<p>PLANNED ACTIONS</p> <ul style="list-style-type: none"> • Develop an AI Learning Pathway for applicable employee groups that covers AI fundamentals, ethics and privacy, and practical workplace applications • Roll out role-specific training on approved AI tools and create a centralized resource hub with open-source tutorials, prompts, and examples tailored to the organization
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<p>PEOPLE AND CULTURE SUPPORT REIMAGINED:</p> <p>Re-design the People and Culture support and partnership model, helping drive outcomes and add value across the organization</p>	<p>TARGETS</p> <p>Emphasize strategic collaboration with leaders and develop programs that address People and Culture portfolio challenges and opportunities</p>	<p>PLANNED ACTIONS</p> <ul style="list-style-type: none"> • Lead the transformation of People and Culture by clarifying current services, identifying gaps, and reimagining future roles and programs to ensure greater impact and alignment with evolving organizational needs • Publish updated People and Culture support standards so leaders and teams know what to expect and how to access People and Culture services • People and Culture will lead the design and implementation of programs that directly support organizational goals and drive meaningful outcomes across BC Transit • Establish an annual review cycle to improve, maintain, or retire People and Culture programs, ensuring they stay effective and relevant
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**PEOPLE AND
CULTURE SUPPORT
REIMAGINED:
*continued***

TARGETS	PLANNED ACTIONS
<p>Introduce People and Culture automation or AI-powered tools to lighten manual workload and enable team members to focus on the work that matters most</p>	<ul style="list-style-type: none"> • Establish technology assisted tools, such as chatbots or virtual agents, to handle frequently asked questions across People and Culture and operational procedures • Deploy technical and AI support tools to respond to employee inquiries and troubleshoot common issues efficiently • Evaluate and champion opportunities for integrating generative AI into workflow tools (drafting documents, synthesizing information, creating templates)
<p>Enhance employee and leader support throughout the Stay-on-Board lifecycle</p>	<ul style="list-style-type: none"> • Improve the employee and people-leader support across the full “Stay On Board” lifecycle, including better visibility of claims, Employee and Family Assistance Program (EFAP), and Physio resources • Increase EFAP awareness and utilization through focused communication training

ONBOARDING:

Reimagine and create onboarding and role-transition processes so employees quickly gain the knowledge, connections, and tools needed to be successful in their new roles

TARGETS	PLANNED ACTIONS
Extend onboarding beyond orientation	<ul style="list-style-type: none"> • Move from a single orientation session to a robust onboarding experience that supports new employees beyond their first day
Include diverse presenters and voices	<ul style="list-style-type: none"> • Bring in presenters from different departments, roles, and backgrounds to provide a richer, more holistic introduction to BC Transit
Create drop-in opportunities with experienced team members	<ul style="list-style-type: none"> • Offer informal drop-in sessions where experienced team members can share stories, insights and practical advice with onboarding groups
Build stronger connections through a Buddy Program	<ul style="list-style-type: none"> • Pair new hires with peer buddies who help them learn culture, navigate processes, and tackle early challenges
Connect new employees to the “Heart of BC Transit”	<ul style="list-style-type: none"> • Integrate mission, core values, customer impact stories, and community connection moments into onboarding to build pride and a sense of purpose • Develop re-boarding and cross-boarding programs for people returning from leave and / or moving to new divisions or departments

RECRUITMENT:	TARGETS	PLANNED ACTIONS
<p>Improve how we attract, assess, and support internal and external candidates - ensuring a more accessible and efficient recruitment process</p>	<p>Enhance recruitment to improve candidate experience, accuracy and speed</p>	<ul style="list-style-type: none"> • Assess the current recruitment processes to identify areas where AI or technology could be used throughout the process (e.g. screening, scheduling, drafting job ads, interview support) • Implement video job previews or “day in the life” content to improve transparency, access and attract aligned candidates • Review AI tools that support skill-based assessments and reduce bias (e.g. structured scoring, standardized questioning etc.)

CAREER AND SKILL DEVELOPMENT FOR THE FUTURE:	TARGETS	PLANNED ACTIONS
<p>Equip employees with the skills, knowledge, and leadership needed to build a future-ready workforce that meets evolving organizational needs</p>	<p>Build a future-ready workforce</p>	<ul style="list-style-type: none"> • Create a simple and sustainable succession planning program • Develop a technical skills plan to train, upskill, reskill, and recruit as needed • Partner with organizations to exchange knowledge and experience (e.g. through conferences, workshops, shadowing, communities of practice) • Guide workforce planning by leveraging findings from relevant organizational strategies and external analyses

LEARNING AND GROWTH: Create the conditions for employee growth and development to enable and empower team members to reach their full potential	TARGETS	PLANNED ACTIONS
	Build a living Knowledge Hub and learning ecosystem	<ul style="list-style-type: none"> • Create a living Knowledge Hub that houses resources, templates, videos, stories, lessons learned, and core business processes • Develop foundational skills training (e.g. process development, IT skills, writing skills, meeting facilitation and other essential skills) • Develop and launch a Mentorship Program
	Build individual and collective workforce resilience and agility	<ul style="list-style-type: none"> • Design and implement initiatives that strengthen adaptability, resilience, and change-readiness at both individual and team levels

LEADERSHIP: Enhance BC Transit’s leadership development by weaving in peer learning and creating reflective, real world supports that help existing and aspiring leaders grow with confidence, emotional intelligence, empathy, and agility	TARGETS	PLANNED ACTIONS
	Develop adaptive and emotionally intelligent leaders	<ul style="list-style-type: none"> • Regularly update leadership development programs with refreshed, People and Culture aligned content that incorporates practical skill building and strengthens leaders’ confidence, emotional intelligence, empathy, and adaptability • Embed real-world problem-solving and experiential learning opportunities within leadership development programs to ensure leadership learning is relevant, actionable, and impactful
	Strengthen leader-to-leader collaboration and learning by creating spaces where existing and aspiring leaders learn from one another, share expertise, and build supportive relationships that enhance collective leadership capability	<ul style="list-style-type: none"> • Create a Community of Practice for leaders that: <ul style="list-style-type: none"> • Empowers experienced leaders to design and facilitate leadership training sessions, sharing lessons learned, insights, and real-world experiences in a collaborative, trust-based environment • Offers intentional spaces where leaders can focus on their personal leadership growth, deepen relationships with peers, and strengthen their ability to grow leadership in others



People First through

Engagement and Accountability

*Inspire a culture of purpose,
accountability, and impact.*

We foster a culture where people are engaged, accountable, and empowered to contribute with purpose and live our Core Values.





People First through

Engagement and Accountability

Over the past few years, BC Transit has grown into a collaborative and values-driven organization. Meaningful People Experience Programs have been introduced, and close partnerships with employee-driven groups have created new avenues for participation and connection. The Recognition Program - now woven into the organizational culture - celebrates the everyday actions that bring Core Values to life. By listening to employee feedback and acting on it, the overall people and workplace experience has continued to strengthen. These efforts have helped build a strong foundation of trust, engagement, and teamwork across the organization.

BC Transit is now well-positioned to take engagement and accountability to a new level.

With teams working in different locations, schedules, and roles, it is clear that one size does not fit all. New, creative, and meaningful ways of connecting with employees will continue to be explored so that everyone feels valued, heard, and appreciated for the impact they make.

BC Transit will strengthen the connection between feedback, insights, and meaningful impact, making it clear that employee voices shape how the organization grows and improves. Accountability - rooted in psychological safety and supported by open, courageous conversations - will become a cornerstone of how work is done, enabling employees to bring their best, one conversation at a time.

ENGAGEMENT:	TARGETS	PLANNED ACTIONS
Foster a highly engaged and connected workforce by strengthening engagement across all employee groups and building trust through transparent, consistent action on employee feedback	Boost overall engagement across employee groups	<ul style="list-style-type: none"> • Implement new ongoing insight-gathering methods (e.g. pulse surveys, focus groups, listening tours) to capture more nuanced, audience-specific feedback in addition to the Work Environment Survey • Publish clear, accessible reports that connect employee feedback to actions and impact

ACCOUNTABILITY:	TARGETS	PLANNED ACTIONS
Build a culture of accountability through clear expectations, a supportive environment where people can take smart risks, and have open and courageous conversations that strengthen how we work together	Establish clear expectations for shared leadership and accountability	<ul style="list-style-type: none"> • Promote a universal leadership mindset and empower every employee to recognize and embrace their potential as a leader, regardless of role or title, reinforcing that leadership is a shared responsibility across the organization • Define Leadership and Accountability at BC Transit by clearly articulating the mindsets and behaviours expected at all levels - leading self, leading others, and leading the organization - and outlining what accountability looks like to oneself, to the team, and to the organization • Provide simple visuals to reinforce these expectations and make them easy to understand, discuss, and apply in daily work
	Strengthen accountability and ownership across teams	<ul style="list-style-type: none"> • Implement accountability frameworks (e.g. crew agreements) that enable team members to hold each other accountable for how they work, what they deliver, and the impact of their actions
	Embed feedback and courageous conversations as core accountability practices across the organization	<ul style="list-style-type: none"> • Equip all employees with core conversation skills through training (e.g. courageous conversations, performance discussions, clarity conversations, appreciation conversations, and IDEA-related dialogue), enabling meaningful, respectful, and effective communication that strengthens relationships, trust, and performance

RECOGNITION:	TARGETS	PLANNED ACTIONS
<p>Reinforce a culture of appreciation where all employees feel valued, seen, and motivated to give their best</p>	<p>Understand and integrate individual and teams' appreciation preferences to ensure recognition is meaningful and resonates</p>	<ul style="list-style-type: none"> • Develop a tool for individuals and teams to capture their recognition styles and preferences to ensure recognition is aligned with diverse aspirations, generational differences, cultural backgrounds and personal motivators • Equip leaders with practical recognition toolkits to help them acknowledge and celebrate employees effectively and consistently across all areas
	<p>Enhance the recognition program and related events and build a culture where recognition extends beyond the REV system</p>	<ul style="list-style-type: none"> • Revitalize the recognition program for front-line employees by aligning it with authentic day-to-day contributions and weaving in direct customer appreciation • Regularly enhance events like REV Week by adding more frequent recognition moments, interactive experiences, and micro-celebrations across all areas and shifts to ensure everyone feels included • Incorporate recognition into onboarding to establish expectations for a culture of appreciation from day one • Expand recognition channels and opportunities beyond the REV system to ensure continuous acknowledgment of contributions throughout the organization



People First through

Representation and Responsibility

Build a workforce and programs that champion equity, inclusion, accessibility, wellness, and meaningful community connection.

We embed reconciliation, safety, equity, and inclusion in all we do, building a workforce that reflects our communities and advances belonging and meaningful change.





People First through

Representation and Responsibility

Since 2021, with the official launch of key programs, BC Transit has focused on building a culture where inclusion, diversity, equity, accessibility, and Indigenous reconciliation are prioritized, and where employees are empowered to contribute their best and flourish in their uniqueness and diversity.

There is a clear understanding that current and future employees want to be part of a workplace that genuinely cares about wellbeing, belonging, and making a positive impact in the communities BC Transit serves.

For this reason, inclusion, diversity, equity, accessibility, and reconciliation will continue to be embedded into the systems, structures, and processes that shape the employee experience - ensuring they reflect and honour the diverse communities that rely on BC Transit every day.

A deeper sense of connection to those communities is also encouraged through meaningful partnerships, volunteer opportunities, and programs that support shared growth, real impact, and the creation of a workplace - and a community - where everyone feels valued, included, and able to thrive.

INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA):

Foster a culture where inclusion, diversity, equity and accessibility are prioritized, and employees are empowered to contribute their best, and flourish in their uniqueness and diversity

TARGETS

Create intentional and inclusive opportunities for meaningful engagement that deepen connections, amplify diverse perspectives, and foster a sense of belonging

Design and deliver engaging, accessible, and ongoing IDEA training that goes beyond basic awareness by addressing the unique roles, challenges, and dynamics of each division

PLANNED ACTIONS

- Conduct regular assessments to better understand the workforce composition and demographic groups' unique needs and challenges
- Celebrate IDEA awareness dates by sharing diverse employee stories and showcasing how IDEA is implemented across divisions
- Offer experiential and collaborative IDEA activities

- Integrate IDEA training into the onboarding process and offer annual IDEA training refresher
- Offer advanced IDEA training for specific roles to deepen understanding and enhance practical application of IDEA in the workplace
- Create opportunities for team members to collaborate, share real-world experiences and apply IDEA principles in a way that connect directly to their daily work
- Offer a monthly IDEA Speaker Series featuring internal and external voices to explore key IDEA topics and spark meaningful conversations
- Explore the feasibility of broadening IDEA learning offerings to include Operating Partners, ensuring consistency across all companies and locations

**INCLUSION,
DIVERSITY, EQUITY
AND ACCESSIBILITY
(IDEA): *continued***

TARGETS	PLANNED ACTIONS
<p>Bridge the gap between Admin and Operations by ensuring everyone has fair access to IDEA training, resources, and support so all employees are equally equipped to apply IDEA principles in their daily work</p>	<ul style="list-style-type: none"> • Design a comprehensive IDEA learning path for operators, mechanics, and front-line employees • Develop engaging materials that reach and involve Operations teams and explore nudges and gamified learning • Consider team-based IDEA goals for operations
<p>Strengthen leadership accountability for IDEA by equipping leaders with the tools, support, and expectations needed to model inclusive behaviors, cultivate trust, support, and transparency, and actively shape team cultures that promote and sustain IDEA principles</p>	<ul style="list-style-type: none"> • Incorporate an IDEA Goal into Leaders’ annual work goals • Add “Lead Inclusively” as a Leadership Competency • Offer specialized IDEA Leadership Training to People Leaders • Integrate IDEA Training for Leaders into BC Transit’s Leadership Development Program • Create Leadership Mentorship opportunities for employees who are members of equity-deserving groups • Consider partnering with organizations that offer specific leadership programs (e.g. Minerva - Women in Leadership)

INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA): *continued*

TARGETS

Embed IDEA principles across all aspects of BC Transit’s culture, policies, operations, and everyday practices so that IDEA is sustained beyond individual initiatives and becomes an integral, enduring part of how we work, lead, and engage with one another

PLANNED ACTIONS

- Use the Global Diversity Equity Inclusion Benchmarks (GDEIB) as a maturity model to assess, develop and integrate IDEA practices across the organization
- Develop funding models for each division to contribute and implement divisional IDEA initiatives
- Consider benefits and risks of introducing workforce diversity targets
- Consistently improve, review, and evaluate People Experience journey processes, practices, programs and policies through an IDEA lens
- Partner with relevant organizations to introduce support programs for newcomers
- Implement strategies to identify and address unconscious bias in performance evaluations and promotion decisions to ensure equity
- Leverage innovative and inclusive technologies (e.g. AI-driven meeting equity analysis, career pathing insights, inclusive design tools, collaboration platforms, and immersive VR learning) to strengthen and enhance IDEA initiatives across the organization
- Regularly review and improve BC Transit’s benefits package with an IDEA lens to ensure that benefits evolve with changing workforce needs and aspirations
- Encourage employees to voluntarily self-identify their diversity status to improve data accuracy in tracking diversity throughout the employee lifecycle
- Continue to facilitate the Inclusion Survey every two years
- Establish meaningful IDEA key performance indicators to drive strategic decision-making

**INCLUSION,
DIVERSITY, EQUITY
AND ACCESSIBILITY
(IDEA): *continued***

TARGETS

Extend the impact of BC Transit’s IDEA initiatives beyond the organization by partnering with communities and transit partners across the province to drive meaningful, measurable progress in IDEA, positioning BC Transit as a leader in advancing inclusive and equitable transit systems province-wide

PLANNED ACTIONS

- Communicate BC Transit’s IDEA journey to riders and participate in community events
- Create community programs educating passengers on how to be allies on buses
- Develop an Allyship Microsite and Toolkit for riders to provide transit etiquette, safety information, and practical guidance on how passengers can be allies to one another
- Actively apply for IDEA awards to recognize BC Transit’s achievements and commitment to IDEA
- Continue building relationships with other Crown Corporations
- Increase awareness about the communities BC Transit serves and their unique needs, fostering a deeper understanding of how the service impacts diverse groups
- Support initiatives led or implemented by Operators to engage the public

INDIGENOUS RELATIONS:

Together with Indigenous peoples, write a new chapter for public transportation - one where reconciliation, mobility equity, and shared prosperity guide our collective path forward.

TARGETS

Embed the Annual Indigenous Relations Action Plans

Develop meaningful, trust-based relationships with Indigenous communities, organizations, and employees through authenticity, respect, and transparency

PLANNED ACTIONS

- Uphold annual Indigenous Relations Action Plans as a shared organizational commitment to reconciliation, carried collectively across divisions, leaders, and teams rather than held by any one area alone
- Embed annual action plan commitments into corporate planning cycles, divisional workplans, and performance reporting processes
- Carry forward learnings from relationships and engagements into future action plans, allowing commitments to evolve as trust deepens and relationships grow
- Share back with Indigenous partners, where appropriate, how annual action plan commitments have been implemented and what has been learned, reinforcing accountability and reciprocity

- Move from project specific engagement activities to ongoing relationships that are revisited, reflected upon, and carried forward across planning cycles
- Build flexible timelines into workplans that honour Indigenous decision-making processes
- Develop internal tools that help staff understand where Indigenous Relations support is required
- Through meaningful relationship, source Indigenous art design to configure into bus wrap that carries local meaning within the Victoria Regional Transit System
- Build internal tracking methods across divisions for leadership and executives to understand relationships taking place across the province

INDIGENOUS RELATIONS:

continued

TARGETS

Create new opportunities for learning and growth through partnerships with Indigenous organizations and communities

PLANNED ACTIONS

- Strengthen partnerships with Indigenous organizations, communities, and educational institutions to create pathways into employment, learning, and leadership at BC Transit
- Review and evolve recruitment, hiring, onboarding, and retention practices to identify and remove barriers faced by Indigenous Peoples
- Develop and maintain a list of Indigenous communities and organizations that BC Transit can share job postings with and dedicate time to building and strengthening these relationships
- Develop a job shadowing program to support prospective Indigenous employees and foster pathways into employment at BC Transit
- Provide interview training for People Leaders that uses a trauma-informed approach to create safer, more supportive hiring conversations
- Create internal Indigenous mentorship program to support Indigenous employees with career development
- Ensure all employees complete required Indigenous cultural awareness training as a core foundational competency
- Incorporate Indigenous staff support into the EFAP so Indigenous employees can connect with Indigenous professionals
- Integrate reconciliation learning into onboarding for all new employees, with tailored content for leaders
- Support the evolution of learning from awareness-based training to deeper, role specific learning that reflects trauma informed practice, government to government practices, and Indigenous rights to self-determination

INDIGENOUS RELATIONS:

continued

TARGETS	PLANNED ACTIONS
<p>Identify and remove systemic barriers to Indigenous participation in transportation decision-making, ensuring governance processes reflect the unique needs and priorities of Indigenous peoples</p>	<ul style="list-style-type: none"> • Advocate for governance structures, policies, and legislation that better support Indigenous rights to self-determination in transit • Embed early and meaningful engagement with Indigenous communities into governance and planning processes for new and improved transit services • Create internal messaging for speaking externally to current limitations within governance structures, policies, and legislation that align to BC Transits' commitment to reconciliation • Develop an external Indigenous advisory council
<p>Address funding gaps and explore innovative solutions to meet the needs of Indigenous People and communities so that transit funding models support mobility and access for all</p>	<ul style="list-style-type: none"> • Create capacity funding guidelines, ensuring all Indigenous engagement provides Nations and communities with the funding equal to engagement requirements • Increase organizational understanding of appropriate funding practices for Indigenous engagement, including honoraria, capacity funding, and provincial / federal funding availability • Conduct annual reviews of reconciliation considerations for internal budgeting
<p>Collaborate with Indigenous communities and organizations to increase access to safe, reliable public transportation, recognizing its critical role in enabling access to healthcare, employment, education, and other vital services</p>	<ul style="list-style-type: none"> • Embed local Indigenous knowledge, priorities, and context into designing and delivering new transit services • Enhance local government understanding of Community Partnership Agreements and how they support transit services to First Nations communities while lacking self-determination rights • Advocate for change to governance related limitations by sharing access related learnings from Indigenous communities and organizations across the province with provincial government

<p>EMPLOYEE WELL BEING AND PSYCHOLOGICAL SAFETY:</p> <p>Foster an environment where employees feel supported, resilient, safe, and able to thrive</p>	<p>TARGETS</p> <p>Increase positive results on wellness and psychological safety survey indicators by strengthening employees’ sense of support, psychological safety, and resilience</p>	<p>PLANNED ACTIONS</p> <ul style="list-style-type: none"> • Collaborate with the Safety Team to create and implement a Psychological Health & Safety plan
<p>FUNDRAISING AND COMMUNITY INVOLVEMENT:</p> <p>Cultivate a workplace where employees feel connected to the communities we serve through meaningful partnerships, volunteer opportunities, and programs that deepen our shared purpose and impact</p>	<p>TARGETS</p> <p>Increase meaningful community involvement</p>	<p>PLANNED ACTIONS</p> <ul style="list-style-type: none"> • Strengthen partnerships, employee participation and programs that reflect BC Transit’s Core Values and local community needs • Elevate the connection with Help Fill a Dream • Identify and implement quarterly fundraising activities that are identified and led by employees • Publish a quarterly “Community Impact Snapshot” highlighting partnerships, volunteer hours, stories, and outcomes to celebrate impact • Recognize employees and teams contributing to community efforts through internal channels and events
<p>LEGISLATIVE REQUIREMENTS:</p> <p>Comply with key legislative requirements to ensure meaningful progress on equity, inclusion, and accessibility</p>	<p>TARGETS</p> <p>Establish baselines and set targets that align with legislative expectations and develop programs that support meeting those requirements</p>	<p>PLANNED ACTIONS</p> <ul style="list-style-type: none"> • Identify the legislative requirements under key legislations such as the Anti-Racism Act, the Declaration on the Rights of Indigenous Peoples Act, and the Accessibility Act, and create implementation plans to fulfill them

Closing

This People and Culture Plan is an invitation.

Every colleague has a role to play in shaping a future where accountability drives progress, and collaboration fuels innovation. By working together, we will build a stronger, more connected BC Transit - a place where you feel valued, empowered, and proud to contribute to something bigger than yourself.

Together, we move forward.

