



Indigenous Relations and Reconciliation:
One Year Action Plan

2026/2027



Territorial Acknowledgement

We recognize that our corporate head office and the Victoria Regional Transit System operate on the traditional territories of the ləkʷəŋən and W̱SÁNEĆ peoples. We honour the Songhees Nation, x̱w̱sepsəm Nation, and the W̱SÁNEĆ Nations: STÁUTW̱, WJŌŁŁP, BŌKÉĆEN, 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.

“The cover features a couple of eagles flying over the British Columbia landscape. We chose the eagle as a highly recognizable bird to represent themes of travel, movement and perspective. Eagle is known across Turtle Island as the messenger, a figure with the ability to travel between worlds and realms. This aligns with BC Transit’s role in connecting people and communities. Beneath them, the landscape depicts both small towns and urban centres connected by roads. Farmlands, forests, and waterways are also visible, reflecting the diverse environments that make up the province.”

BAYJA MORGAN-BANKE, COVER ARTIST

All illustrations and graphics in this Action Plan were created by **Bayja Morgan-Banke** from Toquaht, Nuu-chah-nulth Nation, and Bonaparte Nation.



About BC Transit and Our Role in Reconciliation

BC Transit is the provincial Crown agency responsible for coordinating public transit services across British Columbia, outside of the Metro Vancouver area, serving over 130 communities in partnership with local governments, First Nations, and operating companies. Our shared service model supports everything from planning and scheduling to infrastructure development, fleet management, and operational safety.

At its core, public transit is about connection. It connects people to one another, to opportunity, and to the land we live on. As an organization that operates across the traditional and unceded territories of Indigenous Peoples, BC Transit holds a responsibility to carry out this work in ways that honour Indigenous rights, values, and relationships to place.

We recognize that the impacts of colonization, including the legacy of residential schools, forced displacement, and systemic inequities, continue to affect Indigenous communities. We also recognize the strength, resilience, and knowledge that Indigenous Peoples carry. Our role in reconciliation includes acknowledging this history, reflecting on our own practices, and taking meaningful steps to support Indigenous self-determination, equity, and cultural safety through transit.

This One Year Action Plan reflects our commitment to show up with humility and care. We are not approaching this work with all the answers, but with a willingness to learn, to listen, and to contribute to meaningful change.

BC Transit Reconciliation Vision

At BC Transit, we recognize that reconciliation is not a single act, but a continuous journey of learning, listening, and acting in good faith.

Our vision of reconciliation embraces the understanding that public transportation is more than a service; it is a bridge to connection, opportunity, and self-determination. We acknowledge the harms of colonialism and the barriers it has created, and we aim to support mobility equity so that public transportation becomes a path toward healing, belonging, and community for all.

In pursuit of this vision, BC Transits reconciliation journey is rooted in the following guiding pillars:



Building Relationships: Developing meaningful, trust-based relationships with Indigenous communities, organizations, and employees through authenticity, respect, and transparency.



Advancing Employment and Education: Create new opportunities for learning and growth through partnerships with Indigenous organizations and communities.



Inclusive Governance: Identifying and removing systemic barriers to Indigenous participation in transportation decision-making, ensuring governance processes reflect the unique needs and priorities of Indigenous Peoples.



Sustainable Funding: Recognizing funding gaps and exploring innovative solutions to meet the needs of Indigenous People and communities so that transit funding models support mobility and access for all.



Enhancing Access: Collaborating 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.

We know that reconciliation requires more than intention; it requires action. That's why this plan was developed as a living commitment to the Truth and Reconciliation Commission's Calls to Action, the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women, Girls and

2SLGBTQIA+ People (MMIWG2S+), the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and British Columbia's Declaration on the Rights of Indigenous Peoples Act (DRIPA). It outlines specific, measurable steps that move us from aspiration to accountability.

Our Reconciliation Journey: From Foundations to Forward Momentum

2020–2023: Foundations for Reconciliation

BC Transit's commitment to reconciliation formally began in 2021 with the launch of our IDEA (Inclusion, Diversity, Equity, and Accessibility) Journey—an organizational turning point toward transformational change. Building on this momentum, the 2022/23 Corporate Business Plan set a clear intention to develop an Indigenous Relations Strategy. This foundational work signaled a shift in our approach to engagement, rooted in respect and relationship-building.

In 2023, BC Transit released the first draft of the Indigenous Relations Strategy. Shaped through dialogue and collaboration with Indigenous communities and organizations, this living document established our priorities for building meaningful, trust-based partnerships. In recognition of its evolving nature and the journey ahead, the strategy has since been renamed BC Transit's Evolving Reconciliation Framework.

Parallel to this work, our People & Culture team finalized the Indigenous Employment Roadmap in early 2023. Developed in partnership with Jemma Scoble Consulting and informed by engagement with Indigenous Peoples living within the Victoria Regional Transit System.

2023–2024: Action in Motion

In partnership with Culturally Committed, an organization dedicated to cultivating safe spaces for shared learning, accountability, and relationship-building across communities, we completed two phases of Indigenous Cultural Awareness Training with optional attendance. These sessions created meaningful space for reflection, learning, and personal growth across the organization.

We also established two key governance structures to guide and advance this work:

- The Indigenous Relations Steering Committee, composed of leaders across the organization, including Indigenous leaders.
- The Indigenous Relations Working Group comprised of Indigenous employees who ensure our efforts are guided by Indigenous voices.

In 2024, BC Transit integrated meaningful observances of significant Indigenous dates into our workplace culture, including collaborations with Aunty Collective and participation in Victoria's Orange Shirt Day. These efforts foster awareness and reflection among staff.

Later that year, BC Transit introduced Indigenous Cultural Leave Days, allowing Indigenous employees to take paid leave for cultural, ceremonial, and spiritual practices.

We also strengthened collaboration with the Ministry of Transportation and Transit by advocating for legislative changes to the BC Transit Act that better support Indigenous self-determination and governance in transit planning. Through this collaboration, we also explore funding options to support the implementation of transit services to First Nations communities and meaningful Indigenous engagement for capital projects across the province.

2025 and Beyond: Where We Are Going and Why It Matters

BC Transit's reconciliation journey continues, grounded in the principles of respect, justice, equity, and accountability. Our work is aligned with foundational frameworks including the Truth and Reconciliation Commission's Calls to Action, Declaration on the Rights of Indigenous Peoples Act (DRIPA), United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Missing and Murdered Indigenous Woman and Girls (MMIWG) Calls for Justice. These calls to action compel public institutions to advance meaningful change.

To guide this journey, BC Transit has finalized a Reconciliation Vision. With the support of the Indigenous Relations Steering Committee and Indigenous Relations Working Group, we have created our first Indigenous Relations One Year Action Plan. Pulling actions from our Evolving Reconciliation Framework and Indigenous Employment Roadmap, each item has been selected as both tangible to implement within a year and meaningful in its ability to challenge our day-to-day outlook as we continue to move our reconciliation journey forward in a good way.

This action plan outlines steps across our five guiding pillars: Relationships, Employment & Education, Governance, Funding, and Access, to ensure our work is grounded in partnership, driven by Indigenous voices, and accountable to the communities we serve.

Importantly, this One Year Action Plan is not intended to be static or finite. It will be revisited, renewed, and strengthened annually to reflect ongoing dialogue, evolving priorities, and guided by relationships. By regularly reviewing our progress and updating our commitments, we ensure that our actions each year remain tangible, responsive, and rooted in meaningful reconciliation. This cyclical approach affirms that our work does not end with a single plan; rather, it grows through relationships and sustained effort.

As we move forward, BC Transit remains committed to reconciliation not as a project with an endpoint, but as a lifelong responsibility. We will continue this journey with humility, respect, and care, working to uphold Indigenous rights, advance equity, and foster authentic relationships.



BC Transits Indigenous Reconciliation – One Year Action Plan

Implementation Considerations

The Role of Education

This action plan is grounded in the understanding that reconciliation is not possible without truth. As we move forward with the actions outlined here, it is essential that our organization continues to invest in deepening our understanding of the history and ongoing impacts of colonization, the diversity of Indigenous cultures and Nations in British Columbia, and the importance of respectful, informed engagement.

Education is not a one-time event. It is an ongoing responsibility that belongs to all of us. As the late Honourable Justice Murray Sinclair so powerfully stated,

“Education got us into this mess, and education will get us out.”

This action plan reflects that truth. While each action can progress on its own timeline, the success of this work will depend on the level of cultural awareness and humility we carry with us.

Providing cultural awareness training for all BC Transit employees (Action 2.1) remains a vital step. It is not a checkbox or a standalone initiative. It helps create a shared foundation where employees feel informed, responsible, and equipped to engage with care and respect. This learning strengthens our ability to take thoughtful action, listen with intention, and contribute meaningfully to our reconciliation journey.

The Importance of Relationships

Our reconciliation journey is rooted in relationships. Everything we do is shaped by the voices of Indigenous Peoples and guided by the trust we are building with communities and organizations across the province.

These relationships are not transactional or short term. They require time, consistency, humility, and accountability. They are strengthened through listening, through presence, and through a commitment to learning and unlearning.

As we move through the implementation of this plan, we will continue to centre relationship-building as our top priority. These connections help ensure that our work is guided by Indigenous rights and worldviews. They also reflect our commitment to walk alongside communities in ways that honour sovereignty, foster mutual respect, and support shared purpose.

True progress in reconciliation comes through relationships. They will continue to guide how we work, how we grow, and how we move forward together.

Honouring the Pace of Reconciliation

The actions within this plan were intentionally chosen to be tangible and achievable within a one-year timeframe. However, we recognize that reconciliation is not linear, nor can it be confined to a fixed timeline. This work is grounded in relationships and moves at the pace of trust, understanding, and shared learning.

As relationships grow and conversations unfold, some actions may need to pause, evolve, or carry forward into future Action Plans. This flexibility ensures that our approach remains guided by relationships rather than deadlines. Reconciliation is not a project with an endpoint—it is a continuous journey that ebbs and flows as we listen, reflect, and walk alongside Indigenous communities and organizations in a good way.



Guiding Pillar: Building Relationships

Goal 1: Develop meaningful, trust-based relationships with Indigenous communities, organizations, and employees through authenticity, respect, and transparency.

Action	Action Item	Key Performance Indicator
1.1	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.	List is developed and updated quarterly; track number of Indigenous organizations engaged annually.
1.2	Include engagement with Indigenous communities and organizations in the Bus Ready Program, such as the Victoria Native Friendship Centre and First Nations located in and around the Victoria Regional Transit System.	Number of Kids Tour engagements with Indigenous communities increases year-over-year.
1.3	Establish on-going relationship with the University of Victoria and Camosun College Indigenous program areas to create pathways that support Indigenous employment and education opportunities to increase awareness of BC Transit as a supportive and inclusive employer.	Three identified opportunities for partnership, employment, or student engagement.



Guiding Pillar: Advancing Employment and Education

Goal 2: Create new opportunities for learning and growth through partnerships with Indigenous organizations and communities.

Action	Action Item	Key Performance Indicator
2.1	Provide required cultural awareness training to all new and existing Operators to deepen their understanding of local First Nations, the history of colonization, residential schools, intergenerational trauma and the importance of trauma informed practice within their role.	100% of training developed. 25% of training delivered.
2.2	Provide required cultural awareness training to all new and existing administrative employees to deepen their understanding of local First Nations, the history of colonization, residential schools, and intergenerational trauma.	100% of training developed. 80% of employees complete tailored course.
2.3	Review and revise all internal People and Culture policies, to ensure alignment with BC Transit's Reconciliation journey, Mandate Letter, and the Declaration on the Rights of Indigenous Peoples Act (DRIPA).	Policies reviewed and updated annually with documented alignment to BC Transits Reconciliation Vision, DRIPA and other guiding calls to action.
2.4	Develop a job shadowing program to support prospective Indigenous employees and foster pathways into employment at BC Transit.	Job shadow program is documented for two roles, program launch planned, four Indigenous peoples participated, and feedback provided and considered for the next intake.



Guiding Pillar: Enhancing Access

Goal 3: 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.

Action

Action Item

Key Performance Indicator

3.1

Send formal letters to First Nations where BC Transit can ensure engagement within the VRTS surrounding future action plans, service change engagement, and shelter improvements. Prioritizing and dedicating time to building and strengthening these relationships.

Formal engagement letters sent to 100% of Nations surrounding all transit systems; track responses and follow-ups.



Guiding Pillar: Sustainable Funding

Goal 4: 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.

Action

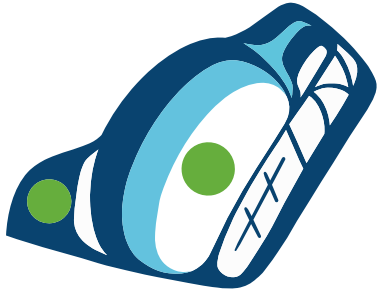
Action Item

Key Performance Indicator

4.1

Increase awareness among BC Transit employees about the financial process for requesting honorarium vs capacity funding and provide additional education on when either should be requested.

Process launched on the Hub and the roles identified will receive guidance training documents.



Guiding Pillar: Inclusive Governance

Goal 5: Identifying and removing systemic barriers to Indigenous participation in transportation decision-making, ensuring governance processes reflect the unique needs and priorities of Indigenous peoples.

Action

Action Item

Key Performance Indicator

5.1

Continue collaborating with the Ministry of Transportation and Transit to explore solutions that responds to challenges, priorities, and gaps in accessing transit, identified through engagement with First Nations.

Maintain monthly meetings with Ministry of Transportation and Transit representatives to share insights, identify barriers, and explore opportunities to improve transit access for First Nations.



Next Steps

This One Year Action Plan reflects BC Transit's commitment to truth, reconciliation, and meaningful relationship-building with Indigenous Peoples across British Columbia.

While this plan outlines clear actions and goals, we recognize that reconciliation is not a fixed destination. It is a continuous process that requires humility, accountability, and a willingness to adapt as we learn.

As we move forward, our next steps will include:

- Finalizing and sharing this plan with internal teams and partners to create shared ownership and understanding across the organization.
- Establishing mechanisms for tracking progress, including collecting data, setting baselines where needed, and identifying indicators that reflect both measurable change and relational impact.
- Establish a communication process to regularly update employees, leadership teams, and community partners on the progress of the action plan. This should also include an annual summary that informs the development of future action plans, helps carry forward what has been learned, and strengthens our shared commitment to reconciliation.
- Continuing to strengthen existing relationships and fostering new, meaningful ones with Indigenous communities and organizations across British Columbia.
- Embedding reconciliation into our ongoing planning cycles, ensuring this plan is not seen as a standalone effort but as part of how we do our work moving forward.

We know that these actions must be supported by ongoing conversations, reflection, and accountability. This plan will evolve over time, informed by what we hear, what we learn, and what we are called to do.