

**TRANSLINK BOARD OF DIRECTORS
PUBLIC BOARD MEETING**

AGENDA

December 6, 2023
9:00 am – 11:45 am

- 1. Welcome and Opening Items**
- 2. Public Delegations**
- 3. Q4 2023 CEO Report**
- 4. BC Rapid Transit Company**
- 5. Coast Mountain Bus Company**
- 6. Transit Police**
- 7. Finance and Audit Committee Chair Report**
- 8. Planning, Communities and Communication Committee Chair Report**
- 9. Human Resources and Governance Committee Chair Report**
- 10. Information Technology Committee Chair Report**
- 11. 2024 Business Plan, Operating and Capital Budget**
- 12. Development Cost Charges Bylaw Amendment**
- 13. Update on Bus Stop Accessibility for Customers with Sight Loss**
- 14. Consent Agenda**
 - 14.1. Response to Public Delegations
 - 14.2. Broadway Subway Supportive Policies Agreement 2023 Report
 - 14.3. TransLink Bridges – Operations, Maintenance and Rehabilitation Report
- 15. Conclusion of Public Board Meeting**



TO: Board of Directors

FROM: Kevin Quinn, CEO

DATE: December 6, 2023

SUBJECT: Q4 2023 CEO Report

The purpose of this report is to provide a summary of TransLink's key activities from the past quarter.

Further to my September Report, TransLink's ridership continues to recover at a strong rate. Each week, the equivalent of one third of the population take transit in Metro Vancouver. SkyTrain remains the fourth busiest rapid transit system across Canada and the United States, only trailing behind New York, Toronto, and Montreal.

With ridership in many areas now surpassing 2019 levels, overcrowding and pass ups are returning to the system, particularly in Surrey and Vancouver. In just two years, it's anticipated that every four in 10 trips will be overcrowded.

Bus service expansion is crucial to alleviate overcrowding and is the cornerstone of the 10-year Access for Everyone plan. TransLink continues to advocate for funding and support for the plan and remains confident that we can bring more much-needed transit to the region.

TRANSLINK STRATEGIC PRIORITY: FOSTER A SAFE, SKILLED, AND RESILIENT WORKFORCE

Winter Readiness



TransLink is preparing transit services for the winter season as temperatures begin to get colder throughout Metro Vancouver. Among this year's winter preparedness measures, CMBC will be testing new winter tires on one third of its fleet – around 500 buses. This testing will assess the impact of different tires on CMBC buses, comparing their performance in terms of braking, fuel economy, and wear on tire tread over time to that of the tires currently used on the bus fleet. The results will inform future decisions regarding tire selection.

Whenever freezing temperatures are in the forecast, additional staff will be called in and TransLink will initiate a series of actions to help keep customers moving across the region. These actions include:

- spreading anti-ice solution on trolley overheads,
- replacing articulated buses with 40-foot buses which are more agile in snowy conditions,



- running SkyTrain de-icer on the power rail to keep trains moving and trains overnight to keep the tracks clear,
- installing tire socks on buses on routes with heavy snowfall, and
- salting and sanding entrances and walkways at transit hubs.

While keeping roads clear of snow and ice falls under the responsibility of municipalities, TransLink works closely with them to advise which roads should be prioritized for clearing.

Communication is also increased during these times, as TransLink encourages customers to check conditions and transit schedules before they leave the house. Whenever winter weather is in the forecast, we recommend customers dress for the elements and build extra time into their commutes.

TRANSLINK STRATEGIC PRIORITY: REBUILD CUSTOMER RIDERSHIP

Braille Signage Completion

TransLink plays an important role in making the region more accessible and easier for people of all ages and abilities to move through Metro Vancouver.

That's why we're proud that TransLink has become the first transit system in Canada to install braille signage across its entire bus system after completing installation at 8,400 bus stops around the region. These improvements will greatly enhance accessibility for customers who are blind or partially sighted, by letting them know which stop they are at, and which buses they are waiting for.



In addition to the braille signage, tactile walking surface indicators have been installed at every bus stop on property that TransLink owns. These raised surface indicators are mounted on the ground to help customers who are blind or partially sighted know they are near a bus stop while directing them to the front door of the bus.

Our goal to become one of the most accessible transit systems in the world, and projects like these are a big step in the right direction.



2023 Holiday Season



This holiday season, TransLink's nine Reindeer Buses will once again be spreading holiday cheer and lighting up the streets of Metro Vancouver.

The Reindeer Buses will collect and deliver toys to families in need as part of the Toys for Tots program, which is now in its 38th year. Through this initiative, TransLink collects toys and cash donations from employees at CMBC depots and TransLink offices and delivers them to the Lower Mainland Christmas Bureau. Donated unwrapped toys will be delivered to the Lower Mainland Christmas Bureau on December 15, while donation bins will remain at the Waterfront

Customer Service Centre until December 24.

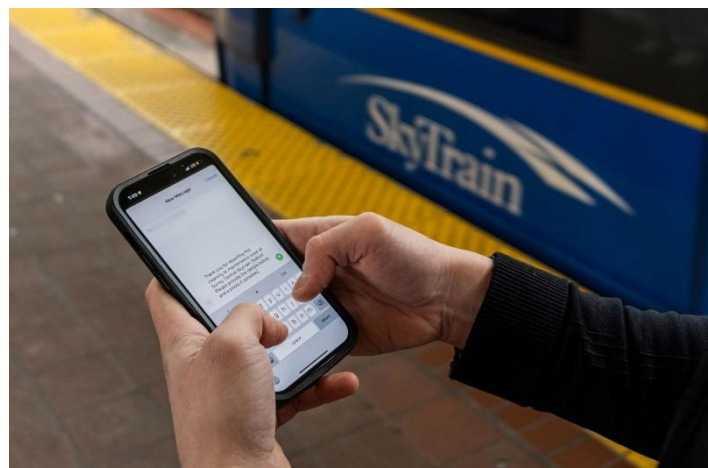
In addition to the Reindeer Buses, the West Coast Express Santa Train is also back for another year. Running on Saturday, December 9 and Saturday, December 16, families can take the train for free in exchange for a new, unwrapped toy or cash donation made during those mornings. Donations to the West Coast Express Santa Train will benefit the communities served by the West Coast Express.

TransLink is also supporting vulnerable community members through the annual United Way giving campaign. The TransLink enterprise has supported the United Way British Columbia for over 30 years, and the collective generosity of the enterprise helps improve lives across the Lower Mainland each year. This year's campaign ran from November 14 to 30 with an enterprise goal to match or exceed last year's donations of nearly \$240,000.

Cleaning & Maintenance Text Line

At the start of November, TransLink launched a Cleaning and Maintenance Text Line aimed at making SkyTrain stations more inviting for customers by improving cleanliness standards. The Text Line, which is currently available at Commercial-Broadway and Surrey Central stations, is a convenient way for customers to easily report areas that require cleaning or maintenance attention.

By scanning QR codes available throughout both stations, customers can generate and send a text





message to staff who will work to address and resolve any reported issues as quickly as possible.

This project is another way that TransLink is elevating the customer experience and making the transit system more welcoming. It also delivers on an area of opportunity identified in the [Customer Experience Action Plan](#) to create a safer and more pleasant experience for riders.

Community Roundtable Series



The Community Roundtable Series continued this quarter, engaging with key community groups across the region who use our transportation system and who we may not reach through traditional methods of engagement. So far this quarter, we've met with major employers and multi-modal users from across Metro Vancouver, including cycling advocates and leaders in active transportation. We discussed a variety of topics, including accessibility, safety on transit, bikeways, and walkways, how TransLink provides funding to municipalities to build out active transportation

infrastructure, and our ten-year Access for Everyone plan.

To date, we've held eight roundtable meetings with a variety of groups around the region, including the Chinese Canadian community, South Asian Community, Filipino Community, as well as groups representing major employers and non-profit leaders. In December, we will be hosting one more roundtable with major employers, bringing our grand total to nine meetings for the year.

These small group discussions give participants an opportunity to provide us with their feedback and perspective on current topics. The roundtables have proven crucial to developing key relationships and building two-way communication as we advance Access for Everyone, with particular focus on communities who stand to benefit from the three prioritized Bus Rapid Transit corridors.

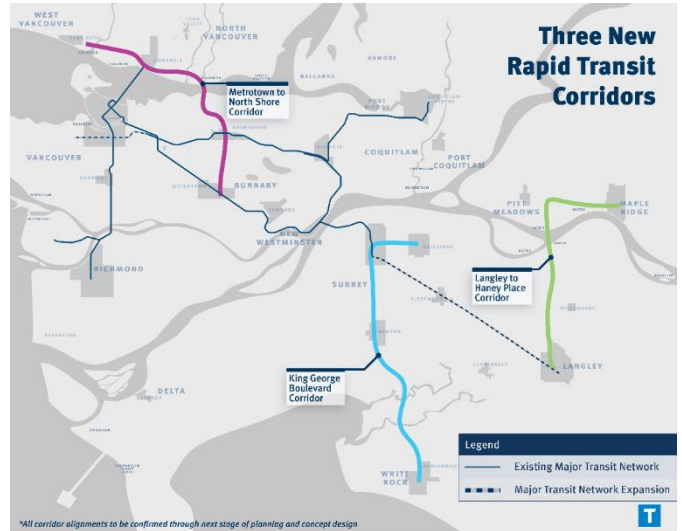


TRANSLINK STRATEGIC PRIORITY: DELIVER A RELIABLE TRANSPORTATION SYSTEM IN A STATE OF GOOD REPAIR

Bus Rapid Transit Corridors

In mid-November, the Mayors' Council selected three priority corridors to advance Metro Vancouver's first ever Bus Rapid Transit (BRT) routes. BRT will be transformative for Metro Vancouver and will provide the region's most frequent and most reliable bus service.

The three rapid transit corridors prioritized for the first three years are King George Boulevard from Surrey Centre to White Rock, from Langley Centre to Haney Place, and from Metrotown to the North Shore. These corridors were selected based on several criteria, including ridership potential, increasing access to jobs, future housing and development growth projections, and early support from local governments to implement the changes necessary for the projects. Work is already underway to determine the specific alignment, designs, associated costs, and timelines for each corridor and we plan to engage the public as early as 2024.



TransLink and the Mayors' Council will continue to seek senior governmental support to fund these routes. Through the ten-year Access for Everyone plan TransLink will implement up to nine BRT corridors across the region.

Route 23 Engagement



TransLink is seeking public input on proposed service improvements that will more than double the capacity of route 23 and address overcrowding and pass ups along the route. Until December 11, the community has the opportunity to provide feedback on the route's proposed changes.

- In partnership with the City of Vancouver, TransLink has identified proposed changes that will make route 23 better, faster, and more reliable. The proposed new route includes the addition of 22 new bus stops to serve route 23,



- Shifts some westbound service from Beach Ave. to Pacific St and from Keefer St to Expo Blvd., and
- Extends the route to its new western terminus at Burrard Station.

As part of the proposed changes, TransLink will upgrade route 23 from community shuttles to 40-foot buses, more than doubling the capacity of the route. Route 23 buses will come every 10 to 15 minutes at all times of day throughout the week.

TransLink values feedback from route 23 customers, as it informs our operations and helps identify opportunities for improving transit service.

TRANSLINK STRATEGIC PRIORITY: ACHIEVE FINANCIAL SUSTAINABILITY

Mayors' Council Federal Pre-Budget Submission

In late November, the TransLink's Mayors' Council confirmed the investments to be included in the first phase of the Access for Everyone plan and approved a submission to the federal Minister of Finance calling for the Government of Canada to join the region and the province in developing a new funding model for TransLink.

The federal budget submission requests funding to support a variety of projects:

- three new Bus Rapid Transit (BRT) projects,
- expanding TransLink's bus fleet and adding bus depot capacity
- supporting active transportation and road safety projects
- providing initial funding for the Golden Ears Way BRT-readiness and goods-movement to create access to industrial lands in Maple Ridge/Pitt Meadows and the Katzie First Nation Reserve.

Funding for these projects will support getting new transit service on the road as soon as possible for the people of Metro Vancouver.

Further, the traditional model of relying on fares and fuel taxes to pay for transit operations is no longer working, due to a shift in commuting patterns and a projected decline in fuel revenues over time. TransLink is asking all levels of senior government to help establish a new, sustainable funding model that will allow us to maintain and expand transit services for years to come.

The third quarter of 2023 saw the full return of large-scale events, concerts, and festivals in the Metro Vancouver region. We continued to deliver the frequent and reliable rail services our customers have come to expect, while at the same time performing critical maintenance activities. We also continue to plan, support, and deliver our state-of-good-repair and major expansion projects. Further details on our recent achievements, successes, and challenges are summarized below.

BCRTC Objective: Deliver Excellent Service

Service

The hallmark of SkyTrain remains our high frequency, reliable, and safe service. For Q3, we maintained our performance from the previous quarter with service delivery and on-time performance at or close to our targets. For Q3, we delivered 99.4% of scheduled service with a 95.2% on-time performance. West Coast Express delivered 99.5% of scheduled service with an on-time performance of 96%.

The SkyTrain customer satisfaction survey score of 8.0 was consistent with Q2, although lower than the 8.3 target, likely due to increased congestion. West Coast Express showed a marked improvement with a score of 9.0 (up from 8.7). Our customer-noted attributes include helpful staff, on-time reliability, and frequency of service. Overcrowding satisfaction has dropped due to the ridership rebound SkyTrain has experienced over the last year. However, overall customer complaints are tracking below target.

BCRTC supported the TransLink Social Media department with their award-winning transit podcast. SkyTrain-related episodes included a look at our Elevating Devices department, and an in-depth feature on our maintenance windows. In addition to being informative and engaging, these podcasts highlight our dedicated staff who deliver these services.

Ridership

We continue to see the rebound of rail ridership. For the quarter, SkyTrain ridership on the Expo and Millennium Lines was nearly 26.5M, at 91% ridership recovery compared to 2019. September boarded passengers reached 9M. This is the best performing month since October 2019 when we reached 10M.

In the first three quarters of 2023, we have welcomed close to 75M customers onto SkyTrain, which is 15M more than the same period in 2022.

Boardings on the Canada Line also showed improvement in Q3 and are now above 80% of pre-COVID ridership. On West Coast Express, ridership was up slightly from the previous quarter with 338K commuters utilizing the service.

Passenger Safety

During the third quarter, approximately 30 injury incidents were reported by our customers, and the majority (73%) were minor slips, trips, and falls on elevating devices, stairs, and platforms. Busier stations tend to record more incidents, but no other trends of concern were discernable through our heat map analysis. BCRTC is working with TransLink and our enterprise partners on the upcoming winter safety

campaign where we normally see incidents increase due to more uncertain environmental conditions.

We are completing a safety and security refresh at Surrey Central station to improve the customer experience. Lighting in the area has been upgraded to LED. All high glass and artwork have been cleaned along with window glass shield replacement.

State of Good Repair

As part of our program to maintain state of good repair at SkyTrain stations, the structural recoating at Rupert Station started in late July and is 80% complete. Protective coating maintenance is a critical aspect of maintaining state of good repair for structural elements.

The SkyTrain Advanced Radio System (STARS) project was officially launched this quarter. Our Signaling & Telecommunications department prepared and distributed 780 new digital handheld radios. This project transitions BCRTC to the E-COM network as the first major implementation of our Advanced Radio System upgrade. This is a highly reliable radio communications system used by Fire, Police, and Ambulance, and will provide BCRTC with the necessary capacity and performance required for our expansions. The E-Comm radio system provides better coverage, greater clarity, and improved reliability through earthquake resistant infrastructure and enhanced security.

Elevating devices availability met or exceeded operational targets in Q3. Escalator performance has been better than target for 26 consecutive months. The quarterly availability score was 96.7% compared to the target of 93.5%. Elevator availability was near perfect for the quarter with a 99.0% score. The KPI target for elevators is 98.1%. Preventive maintenance has contributed to the positive availability of station elevators and escalators as well as improvements to repair times because of improved consultation with external engineers. Work continues on the Burrard Station escalators replacement project.

Our annual Rail Grinding Program continued in Q3 with work performed on 30,000 metres of rail covering both the Expo and Millennium lines. Both of our inhouse grinders are in service and our Guideway crews have been utilizing our nightly maintenance windows for scheduled grinding, including targeting hotspots identified by staff inspections and our residential neighbours.

Rail replacement work continued on the Expo Line with over 2,500 metres of rail replaced between Broadway-Commercial and Nanaimo SkyTrain stations. Track in this area is some of the oldest on our system and requires replacement as part of our SOGR maintenance work. The new rail is hardened steel that is more durable and better at mitigating train noise.

The fully refurbished West Coast Express locomotive 903 was officially placed into service in Q3. To date we have two locomotives fully refurbished and in service. Locomotive 902 has been prepped and shipped for refurbishment. It is anticipated that the work on L902 will be completed by Q3 2024.

BCRTC Objectives: A Healthy, Motivated, and Fulfilled Team

Employee Safety

Q3 continued to show improvement in the employee Lost Time Injury rate. Eight worker injuries were reported in Q3, primarily due to slips, trips, and falls, and repetitive motions. Every worker injury incident is investigated to identify any required corrective measures, with learnings communicated and applied to

reduce the risk of repeats. This quarter the Safety department worked with Internal Communications to develop the Slips, Trips and Falls safety campaign for staff. The campaign will be launched in Q4. Safety auditing of staff injuries has identified slips, trips, and falls as an issue where a targeted campaign can have a significant impact on employee health and safety.

SafeStart Training

In Q3, we successfully delivered SafeStart training to all SkyTrain Attendants as part of their quarterly refresher training. The Safety Team worked extensively with Field Operation trainers to educate them on the program so they could deliver the training to promote buy-in and peer-to-peer engagement. Field Operations is the eighth department to complete the program with Train Operations, Rolling Stock, and Elevating Devices in various stages of progress. SafeStart is an advanced safety awareness and skills development program. This human factors-based safety approach aims to help people avoid unintentional mistakes that lead to injury. Planning for 2024 is currently under way to train the administration group and ensure sustainment.

Occupational Health

The Occupational Health and Wellness department launched its Wellness Wednesday newsletter. This communications strategy provides staff with tips and resources that benefit all aspects of their wellbeing in a consistent and engaging medium. The content will be timely and topical to the month and is part of our company's objective to have healthy, motivated, and fulfilled teams.

Leadership

UBC Leadership training continued in Q3 for our management teams. To date, 77 supervisors, 48 managers, 11 directors, and 4 executives from BCRTC have completed the UBC-led portion of the program. Optional sustainment programming has been offered in Q3, providing opportunities to refresh on content and apply theory to practical scenarios.

Key Recruitments

Several key management positions were successfully filled this quarter including leadership roles within Rail Infrastructure, Equality, Diversity, & Inclusion, Occupational Health & Wellness, and Engineering.

BCRTC Objective: Achieve Future Readiness

BCRTC continues to plan, support, and help deliver the rail system's major expansion program. This includes supporting the Broadway Subway and Surrey-Langley SkyTrain (SLS) projects, plus the new Operations Control Centre (OCC2), the new Operations and Maintenance Centre (OMC4), the new Mark 5 trains, and upgrades at OMC1. BCRTC's focus is on requirements-setting, design reviews, system integration, quality management, operational readiness, and testing/commissioning. Our team is continuously reviewing resourcing requirements in all departments to support system growth and to inform TransLink's annual budget and 10-year Investment Plan processes. Some highlights from the past quarter include:

OMC1 Upgrades: New Guideway and Vehicle Maintenance Shops (VMS3)

In Q3, interior finishing work was performed, and existing running rail was being tied in with the new guideway shop as the project nears substantial completion and move-in for the Guideway team. Work to expand the Vehicle Cleaning Inspection Facility at OMC1 continued with slab and foundation concrete

pours. This project is part of the Edmonds Maintenance Centre upgrades which supports the cleaning of the longer Mark V trains.

Mark V Trains

Over the summer, the first Mark V train in Kingston completed its static testing phase. Static testing checks for basic operation of all sub-systems at a car level. Individual systems across each separate car are tested, such as the brakes, the Auxiliary Power Unit (APU), the doors, and the Heating Ventilation Air Conditioning (HVAC) units. Dynamic testing of the Train 1 has surpassed 50% completion. The second train is currently in the final assembly stage before beginning a 20,000 km test. Car manufacturing and assembling for Train 3 is now in progress at Alstom's Quebec plant.

New Operations Control Centre (OCC2)

The contractor commenced exterior cladding work on the OCC2 project this quarter. In addition, there has been much interior work performed including windows, plumbing, electrical, lighting, and ceiling installations. The BCRTC team worked closely with TransLink and TI Corp to develop and enable a schedule acceleration plan, and the project is on-target to be operational in time for the Broadway Subway Project launch in 2026.

Broadway Subway Project (BSP)

BCRTC continues to support TI Corp's project delivery team. Tunnel boring along the corridor continued through the summer and one tunnel boring machine reached Oak Street/VGH station. It is anticipated that boring towards the future South Granville Station will begin mid-Q4.

Construction of all 21 piers, main girders and deck panels connecting the 700 metres of elevated guideway west of VCC-Clark Station connecting to the future Great Northern Way-Emily Carr Station is now complete. Concrete deck pouring on top of the elevated guideway started early August.

The project remains on schedule to open in 2026.

Q3 Key Performance Indicators – SkyTrain

| Key Performance Indicators – as of September 30, 2023 | SkyTrain | | | SkyTrain | | |
|--|-----------|-----------|--------------|---------------|---------------|------------------|
| | Q3 Target | Q3 Actual | Q3 Last Year | Q3 YTD Target | Q3 YTD Actual | Q3 YTD Last Year |
| Customer Experience | | | | | | |
| Customer Service Performance Survey – SkyTrain Service Overall | 8.3 | 8.0 | 8.3 | 8.3 | 8.2 | 8.3 |
| Boarded Passengers (in thousands) | 24,571 | 26,455 | 22,755 | 70,983 | 74,870 | 60,364 |
| Customer Complaints (per million boarded passengers) | 15.1 | 14.2 | 16.7 | 15.1 | 14.1 | 15.9 |
| Safety | | | | | | |
| Major Passenger Injuries (per million boarded passengers) | 0.95 | 1.13 | 1.01 | 0.95 | 0.96 | 1.03 |
| Employee Lost Time Frequency (per 200,000 hours worked) | 4.0 | 3.2 | 4.0 | 4.0 | 4.5 | 4.7 |
| Physical Assaults (per 200,000 hours worked) | 0.8 | 0.4 | 1.3 | 0.8 | 0.5 | 0.7 |
| Total Recordable Incident Frequency | - | 25.7 | 24.7 | - | 28.8 | 28.1 |
| WSBC Inspections / Orders | - | 0/0 | 0/0 | - | 8/3 | 7/0 |
| Operations | | | | | | |
| On-Time Performance (OTP) | 96.0% | 95.2% | 96.4% | 96.0% | 95.5% | 96.0% |
| Percentage of Scheduled Service Delivered | 99.0% | 99.4% | 99.7% | 99.0% | 99.5% | 99.4% |
| Incidents with duration 16 – 30 Minutes "Controllable" | 13 | 6 | 5 | 39 | 37 | 35 |
| Incidents with duration 16 – 30 Minutes "Beyond our Control" | - | 5 | 6 | - | 17 | 27 |
| Incidents with duration over 30 Minutes "Controllable" | 8 | 16 | 4 | 24 | 8 | 30 |
| Incidents with duration over 30 Minutes "Beyond our Control" | - | 5 | 6 | - | 6 | 21 |
| Finance | | | | | | |
| Operating Cost per Vehicle km | \$4.70 | \$4.68 | \$4.04 | \$4.73 | \$4.71 | \$4.01 |
| Operating Cost per Capacity km | \$0.053 | \$0.052 | \$0.045 | \$0.053 | \$0.052 | \$0.046 |

Q3 Key Performance Indicators – Canada Line

| Key Performance Indicators – Based on Canada Line 28 Day Report Regime June 29, 2023 - September 19, 2023 | Canada Line | | Canada Line | |
|---|-------------|-----------|---------------|---------------|
| | Q3 Target | Q3 Actual | Q3 YTD Target | Q3 YTD Actual |
| Safety | | | | |
| Major Passenger Injuries | - | 11 | - | 37 |
| Lost Time Accidents | - | 3 | - | 6 |
| Physical Assaults/Threats | - | 1 | - | 6 |
| TSBC Reportable Incidents | - | 4 | - | 8 |
| Service Performance | | | | |
| System Availability | 98.00% | 99.75% | - | 99.89% |
| Vehicle Availability | 96.90% | 99.75% | - | 99.89% |
| Station Availability | 100.00% | 100.00% | - | 100.00% |
| Operations (July - September) | | | | |
| Incidents with duration 16 – 30 Minutes | - | 4 | - | 17 |
| Incidents with duration over 30 Minutes | - | 2 | - | 5 |
| Escalator Availability | 95.00% | 1.0 | - | 99.18% |
| Elevator Availability | 95.00% | 1.0 | - | 99.40% |
| Customer Experience (July - September) | | | | |
| Customer Satisfaction Service Score | - | 8.7 | - | 8.6 |
| Customer Complaints | - | 7.0 | - | 6.2 |
| Ridership (July - September) | 10.3M | 10.9M | 29.2M | 29.1M |

Q3 Key Performance Indicators – West Coast Express

| Key Performance Indicators – as of September 30, 2023 | West Coast Express | | | West Coast Express | | |
|--|--------------------|-----------|--------------|--------------------|---------------|------------------|
| | Q3 Target | Q3 Actual | Q3 Last Year | Q3 YTD Target | Q3 YTD Actual | Q3 YTD Last Year |
| Customer Experience | | | | | | |
| Customer Service Performance Survey – SkyTrain Service Overall | 8.6 | 9.0 | 8.8 | 8.6 | 8.8 | 8.9 |
| Boarded Passengers (in thousands) | 347 | 323 | 225 | 691 | 626 | 394 |
| Customer Complaints (per million boarded passengers) | 139 | 120.7 | 120.0 | 139 | 126 | 170.2 |
| Safety | | | | | | |
| Major Passenger Injuries (per million boarded passengers) | 0 | 0 | 0 | 0 | 0 | 0 |
| Employee Lost Time Frequency (per 200,000 hours worked) | 0 | 0 | 0 | 0 | 0 | 0 |
| Physical Assaults (per 200,000 hours worked) | 0 | 0 | 0 | 0 | 0 | 0 |
| Operations | | | | | | |
| On-Time Performance (OTP) | 97.8% | 96.0% | 97.6% | 97.8% | 95.7% | 93.5% |
| Percentage of Scheduled Service Delivered | 99.9% | 100% | 98.8% | 99.9% | 100% | 99.0% |
| Finance | | | | | | |
| Operating Cost per Vehicle km | 25.13 | \$18.17 | \$26.98 | \$24.04 | \$19.49 | \$28.23 |
| Operating Cost per Capacity km | 0.170 | \$0.123 | \$0.183 | \$0.163 | \$0.132 | \$0.191 |

CMBC Strategic Priority: CUSTOMER JOURNEY AND SERVICE

Build on service reliability, ensure customers are informed, safe, and comfortable, prior to, during, and after bus service. Focus on customer needs within service design to drive ridership while balancing customization with operational efficiency.

Winter Weather Preparedness

- CMBC has finalized the 2023/2024 winter weather preparedness plan and conversations with municipalities and contractors are complete. CMBC priorities include:
 - Improving snow event service recovery by updating logistics plans for maximizing available resources, retrieving, and re-deploying buses
 - Communicating best practices during snow events to help mitigate stuck buses
 - Liaising with municipalities to ensure they are informed of priority routes for snow clearing
 - Communicating snow clearing priorities to plowing contractors
- After a limited test of the Michelin Grip-D tire model last winter, an expanded test began in November on about one-third of CMBC buses. All-condition performance (wet, dry, snow, durability, and impact on fuel economy) will be measured over 6-12 months. The testing will help to inform future tire decisions.

R6 RapidBus

- The R6 RapidBus is expected to launch in early 2024 and will run on the Scott Road corridor in Surrey. Construction is underway to install bus priority infrastructure such as dedicated bus lanes and queue jumps, as well as upgraded bus stops. After the R6 launches, CMBC will continue to operate Route 319 (Scott Road Station) for local service.

CMBC shuttle service for RCMP Constable O'Brien's procession and funeral

- On October 4, CMBC operated a 20-bus shuttle service that carried about 2,500 RCMP officers to and from the procession and funeral for RCMP Constable Rick O'Brien.

Customer Information Call Centre

- In Q3 2023, Customer Information (CI) received more than 160,000 calls. Call volumes were consistent with the previous quarter and a decrease of 9% versus the same period in 2022.
- In Q3 2023, CI received 9,011 customer feedback items in the form of complaints, commendations, inquiries, requests, and suggestions. This was an increase of 11% versus the previous quarter and a 4% increase year-over-year compared to Q3 2022.
- In Q3 2023, Lost Property received approximately 12,000 calls (up 3% versus Q2). The team received over 9,600 lost items (up 2% versus Q2). The return rate was consistent with previous quarters at 31%.

Wheelchair-Accessible Bus Stops

- As of October 10, CMBC had 6,867 accessible bus stops out of 8,274 total. Each year, we aim for a 2% increase. This initiative is a collaboration between CMBC and the municipalities who own and maintain bus stops.

Access Transit Service Delivery

- HandyDART ridership has been steadily increasing. In Q3 2023, 99% of requested trips were delivered, excluding client cancellations. This is a 1% increase from Q2 2023.
- In Q3 2023, taxi usage accounted for 25% of all trips which is a 2% increase from Q2 2023. The remaining 75% of trips were delivered by HandyDART. Access Transit Service Delivery continues to collaborate closely with the contractor, TransDev, to ensure taxi usage is managed and root causes are addressed. Currently, the primary root cause is a lack of HandyDART Operators. TransDev is focused on filling open positions as quickly as possible. TransDev held a hiring fair in February and 74 Operators have been hired year-to-date.
- The amount of taxi complaints in Q3 decreased 4% versus the previous quarter.
- In Q3 2023, on-time performance was 91% which is flat with Q2 2023.

CMBC Strategic Priority: OPERATIONAL EXCELLENCE

Drive excellence and operational leadership in current modes while maintaining flexibility to link to future mobility.

Bus Fleet and Facility Capacity: Transit Centres – Construction Update

- Construction has begun at the site of the future Marpole Transit Centre. Early preparatory work included demolishing existing structures and moving utilities, among other items. Detailed design reached the 60% milestone, and 100% detailed design is expected to finish in early 2024.
- Early construction works are planned to begin in Q4 2023 for both the Port Coquitlam Transit Centre expansion/electrification project and phase one of the Burnaby Transit Centre expansion project.

Fare Revenue

- As of September, total bills collected was \$3.8M, up from September 2022 when the total bill count was \$3.6M. The 12-month rolling total bills collected has remained consistent over the last three months at \$45M. Total coin collected in September was \$1.58M, which is down slightly from September 2022 (\$1.6M).

Financial Results

- For the quarter ended September 30, CMBC costs (excluding allocated costs and including recoveries) were \$2.1M (0.3%) unfavourable to budget. The main factors driving this variance:
 - *Favourable:* Access Transit and recoveries and revenues.
 - *Unfavourable:* Salaries, wages, and benefits; maintenance, materials, and utilities; other contractors.

CMBC Strategic Priority: SAFETY AND SECURITY

Build on service reliability, ensure customers are informed, safe, and comfortable, prior to, during, and after bus service. Focus on customer needs within service design to drive ridership while balancing customization with operational efficiency.

'See Something, Say Something' Signage on Buses

- CMBC is actively installing 'See Something, Say Something' decals that will help to remind customers of the 87-77-77 text line for Transit Police. The decals are being installed on all buses on every second window. Installation is substantially complete with full completion expected by the end of the year.

Transit Security Presence and Visibility

- Transit Security continues to focus on security presence, patrols, and response to calls for service throughout the transit system. They are committed to maintaining a high-visibility presence along the Hastings Corridor and at Main Street–Science World SkyTrain Station in Vancouver. Between August and October, Transit Security Officers made pro-active visits to the Hastings Corridor 236 times spending approximately 116 hours.



Facility Safety Signage

- In Q2, a project began that includes the internal review, and eventual update, of safety, environmental, and emergency management signage at all CMBC facilities.
- The project will involve tasks such as reviewing the 3,000+ signs in the CMBC Sign Shop's inventory, standardizing safety-related signs, and conducting workplace inspections to tag signage for removal or update. The review is expected to be complete in 2024 with sign replacements taking place in 2024/2025.

Employee Days Lost Reduction Plan

- CMBC's updated Recover at Work Program was rolled out to employees in June. To support continued roll-out and full adoption of the program, recent activities included:
 - Meeting with divisional leaders to re-enforce return to work principles
 - Arranging with WorkSafeBC to deliver customized training for Operations and Maintenance Managers and Supervisors
 - Expanding available modified duties
 - Discussing the program at key union/management safety committees
 - Assisting managers and supervisors with the development of return-to-work plans and modified duty offers for their workers

Employee Workplace Injuries / Accepted Lost Time Claims

- As of Q3 year-to-date, CMBC recorded 283 accepted lost time claims at a rate of 8.5 per 200,000 hours worked which is flat with the same period last year. Falls on Same Level are the leading accident type (22% of all claims), followed by Motor Vehicle Collisions (21%), and Acts of Violence (13%).

Transit Operator Assaults

- During the first nine months of 2023, CMBC recorded 51 Transit Operator assaults. The year-to-date total incidents are slightly higher compared to the same period last year with 47 assaults. The rate per 1 million boardings stands at 0.28 which is an improvement from 0.32 for the same period last year.
- Via various working groups, collaborations, and initiatives with Transit Security and Transit Police, CMBC continues its efforts to eliminate assaults and keep Transit Operators safe.

Operator Protection Barriers

- To help mitigate the serious issue of Operator Assaults, in Q2, CMBC Maintenance began installing an in-house designed Operator Protection Barrier. The barriers, designed by the Maintenance Engineering team, are replacing approximately 500 temporary vinyl barriers installed on pre-2012 buses during the pandemic. The installation project includes two fleet types (Nova and New Flyer), and thus two different barrier designs. By mid-November, barrier installation will be complete on Nova buses. Installations on New Flyers will follow, and full project completion is expected by early 2024.

Emergency Management Update

- *Business Continuity Program* – A business impact assessment was completed for the Port Coquitlam Transit Center Garage, and we have started the development of a business continuity plan with the anticipated date of completion of Q4 2023. In addition, the business impact assessment was revised for Operations at Vancouver Transit Center and work is underway to complete the business continuity plan by Q4 2023. Knowledge and experience gained from these plans will be applied across CMBC in the coming years.
- *Incident Command System (ICS) training* – To continue to support leadership with emergency management training in Incident Command Systems, ICS training sessions are scheduled for Q4 2023 for Maintenance and Operations. Training is coordinated with TransLink's Emergency Management group.

CMBC Strategic Priority: ENVIRONMENTAL SUSTAINABILITY

Focus on leadership in sustainable service delivery and building organizational resiliency and adaptability to climate events.

Low Carbon Fleet Program (LCFP)

- In Q3 2023, the Zero Emission Fleet Transition Plan (ZEFTP) progressed into transition and financial roadmap stages through a partnership with the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) and Deloitte. Five scenarios are being reviewed and one will be selected to develop a detailed transition plan and financial roadmap.

Energy Management Program

- At Burnaby Transit Centre, an LED lighting retrofit project expected to save over 1 GWh of electricity annually (equivalent to about 110 households) has entered the implementation phase. The project was approved for BC Hydro capital incentives equal to 33% (~\$400,000) of the project cost. The project is expected to be complete by Q1 2024.

Environmental Spills

- Buses contain various fluids which may be released into the environment following accidents or equipment failure. The causes of spills are investigated, with targeted campaigns initiated to prevent recurrences if defect issues are discovered to be at fault.
- The 2023 Q3 YTD spill rate is 2.42 spills/Mkm with 1.89 spills/Mkm in Q3. The 2023 spill target is 2.5 spills/Mkm. CMBC continues to see spills occur due to mechanical challenges with specific portions of the newer bus fleet. It's common practice to work through issues of this nature with recently arrived vehicles.

- In Q3, five spills were reported to the Provincial Emergency Program. None are expected to result in liability/environmental damage. In comparison, seven spills were reported in Q2.

CMBC Strategic Priority: EMPLOYEES

Tailor approaches for different employee groups and focus on development and growth.

Collective Bargaining

- The Collective Agreement between CMBC and CUPE local 4500 expired December 31, 2022. Collective bargaining with CUPE began on October 16 and the parties have meetings scheduled through December 5.
- CUPE local 4500 represents approximately 180 Maintenance Supervisors, Transit Supervisors, and TComm Supervisors.

Employee Experience: Bright Ideas

- CMBC's Bright Ideas program began in 2016 when CMBC held its first-ever Innovation Week to solicit ideas from employees on how to improve the customer or employee experience. Since then, it has been run via an annual two-week campaign. This year, Bright Ideas reinvented itself again and has become a continuous program that accepts ideas all year-round. The change allows employees to share their ideas as they come to mind and improves frequency both of program promotion and communication with employees and managers.

Wellness Fair at Vancouver Transit Centre

- On November 23, CMBC conducted its first Wellness Fair since prior to the pandemic, and first time it was a wholly CMBC-led event. The fair was organized by CMBC's Manager of Psychological Health and Wellness Services in partnership with internal stakeholders in Transit Security, CMBC HR, Occupational Health, EDI, Employee Experience, Peer Defusers, Unifor 111 Mental Health Advocates and VIW representatives. External vendors included Homewood Health, one of CMBC's Employee and Family Assistance Program providers, and LifeMark, an organization that provided blood pressure, glucose, and cholesterol screenings for more than 40 attendees. Participants were able to take home CMBC-designed band-aids and compression socks, as well as education on how the socks can help workers who sit or stand for long periods of time. After a successful event at Vancouver Transit Centre, the fair will visit the five remaining transit centres in 2024.

Equity, Diversity, and Inclusion Introductory Workshops

- From Q4 2023 to Q1 2024, all supervisory roles across CMBC (totaling approximately 200) will participate in introductory EDI workshops led by CMBC's EDI Program Manager as a precursor to future EDI education.

Apprenticeship Program

- In Q2, CMBC began a pilot program to introduce two Stores (i.e. Inventory) apprentices into the Apprenticeship Program, adding two new Partsperson Apprentice positions. The successful candidates for these positions are expected to be hired by the end of November. The program leveraged knowledge and experience gained from our Mechanic Apprentice Program that has been in place since 1974 and currently has 34 apprentices at various points in their training.

Mechanic Recruitment Campaign

- A recruitment campaign focused on Mechanics took place this past fall. The campaign included digital ads, radio, Spotify, and bus back ads. Following the campaign, an in-person hiring event was held on November 18. The hiring target for 2023-2026 is 175 Mechanics. See data below from this first hiring event:

| Invited | Attended | Moving to next steps |
|---------|----------|----------------------|
| 29 | 25 | 18 |

Transit Operator Recruitment

- To maintain staffing levels and plan for the future, the target for 2023 was to hire 606 new Transit Operators (446 Conventional and 160 Community Shuttle). In 2023, CMBC held a total of five Transit Operator Hiring Fairs and hired 488 Transit Operators (355 Conventional and 133 Community Shuttle). These efforts, along with candidates hired at Hiring Fairs in late 2022, have filled all classes in 2023 and through February 2024.

New Operator and Refresher Training

- Transit Operators are continuing to complete the Safe Driving Tune-Up refresher-style online course that was launched in November 2022. The course covers topics such as pedestrian and cyclist safety, distracted driving, and driving in bad weather/low light. In September, a multi-faceted reminder campaign was launched to encourage more course completions prior to the end of the year.

CMBC Strategic Priority: TECHNOLOGY

Prioritize technology enabling improvements to internal operations.

Fleet Procurement (through 2024)

- CMBC is receiving new bus orders as follows:

| Bus Type | Total | Accepted | Remaining | Timeline |
|------------------------------|-------|----------|-----------|-------------------|
| 60' articulated hybrid buses | 46 | 5 | 10 | Q4 2023 |
| | | | 15 | Q4 2023-Q1 2024 |
| | | | 16 | Q1-Q2 2024 |
| 40' battery-electric buses | 15 | 1 | 14 | Q1-Q2 2024 |
| 40' CNG (RNG) buses | 134 | 0 | 50 | Q2-Q3 2024 |
| | | | 84 | Q3-Q4 2024 |
| Community Shuttles | 168 | 0 | 6 | Q4 2023 |
| | | | 15 | Q4 2023 - Q1 2024 |
| | | | 48 | Q2 2024 |
| | | | 34 | Q3 2024 |
| | | | 65 | Q4 2024 - Q1 2025 |
| HandyDART minibuses | 38 | 0 | 38 | Q4 2023 - Q1 2024 |

| | | | | |
|----------------------------|-----------|----------|-----------|-------------------|
| HandyDART midibuses | 15 | 0 | 15 | Q1-Q2 2024 |
|----------------------------|-----------|----------|-----------|-------------------|

KEY PERFORMANCE INDICATORS AS OF SEPTEMBER 30, 2023

| KEY PERFORMANCE INDICATORS¹ | 2023 ANNUAL TARGET | 2023 YTD TARGET | 2023 YTD² ACTUAL | 2022 YTD² ACTUAL |
|--|---------------------------|------------------------|------------------------------------|------------------------------------|
| TransLink Customer Survey – Bus service overall ² | 8.2 | 8.2 | 8.0 | 8.1 |
| Scheduled Revenue Service Delivered | 98.0 | 98.0 | 99.0 | 98.4 |
| Customer complaints per million boarded passengers | 95 | 95 | 75 | 82 |
| Validated HandyDART complaints per 1,000 trip requests | 0.5 | 0.5 | 0.5 | 0.7 |
| On-time Performance | | | | |
| Bus Regularity – frequent service | 81.0% | 81.0% | 77.6% | 79.4% |
| Bus Punctuality – infrequent service | 82.0% | 82.0% | 80.1% | 82.4% |
| On-time Performance – HandyDART | 90.0% | 90.0% | 91.1% | 92.2% |
| Preventable collisions per million Km ³ | 10 | 10 | 9.0 | 9.4 |
| Operator assaults (CUTA 1-4) per million boarded passengers ⁴ | 0.3 | 0.3 | 0.3 | 0.3 |
| WorkSafe BC Accepted Lost Time Claims per 200,000 hours worked | 8.2 | 8.2 | 8.5 | 8.5 |
| Pedestrian incidents per million service hours ⁵ | 13.1 | 13.1 | 16.4 | 10.9 |
| Cyclist incidents per million service hours | 5.0 | 5.0 | 3.3 | 5.3 |
| Injury claims – Passengers per million boarded passengers | 4.1 | 4.1 | 3.9 | 3.9 |
| Greenhouse Gas Emissions – Carbon Dioxide tonnes per million service km – 12 months rolling ⁶ | 1,325 | 1,325 | 1,300 | 1,286 |
| CMBC operating cost per service hour ⁷ | \$141.05 | \$141.45 | \$144.65 | \$133.79 |
| Access Transit operating cost per trip | \$46.91 | \$46.81 | \$55.40 | \$56.93 |
| METRICS | | | | |
| Access Transit trips provided (thousands) | | | | |
| HandyDART | 1,297 | 974 | 666 | 606 |
| Supplemental taxi service | 152 | 114 | 206 | 111 |
| Total Trips ⁸ | 1,449 | 1,088 | 872 | 717 |

Performance measures are for CMBC business operations (Conventional Bus, Community Shuttle, and SeaBus and exclude contracted conventional transit and contracted Community Shuttle as of September 30, 2023, unless otherwise stated.

² TransLink Customer Survey is conducted every quarter. The 2022 and 2023 YTD Actuals represent the average results for the first, second and third quarter.

³ The 2023 YTD Actual data is subject to change due to the timing of adjudications.

⁴ CMBC recorded 51 Operator assaults in the first nine months of 2023, which is slightly higher than the same period last year (47).

⁵ CMBC recorded 65 Pedestrian Incidents in the first nine months of 2023, which is 22 incidents more than the same period last year. Out of the 65 incidents, 17 were adjudicated as 'preventable,' 24 were adjudicated as 'non-preventable,' 3 did not involve contact with the bus, and 21 incidents are classified as 'alleged' due to no evidence available (and CMBC is not able to prove or disprove). Compared to the same period over the last five years, this is the first year where there is a significant number of incidents in the 'alleged' category.

⁶ The 2023 YTD data is 12 months rolling as of August 30, 2023. The 2022 YTD data is 12 months rolling as of September 30, 2022.

⁷ Excludes TransLink allocated costs.

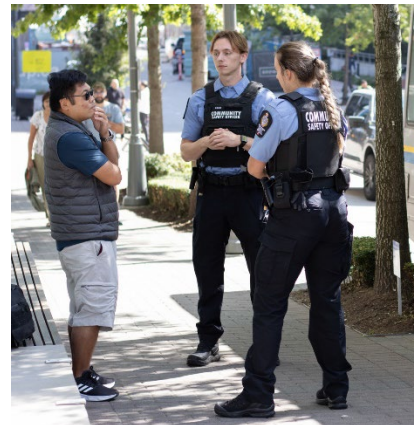
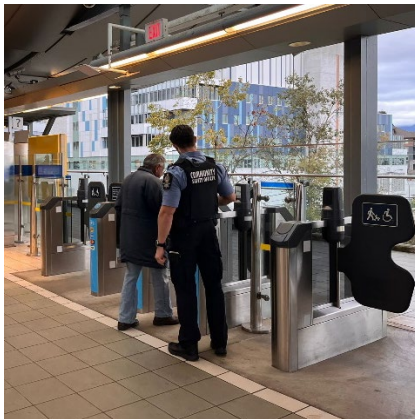
⁸ The number of Access Transit trips provided in 2023 was higher compared to the same period in 2022 and lower compared to budget. Trips were significantly lower since March 2020 due to the COVID-19 pandemic which is continuing to impact service delivery in 2023. CMBC remains committed to ensuring services are fully available for passengers unable to use conventional public transit without assistance.



METRO VANCOUVER TRANSIT POLICE REPORT FOR DECEMBER 2023 TRANSLINK BOARD MEETING

TransLink Strategic Priority: Customer First

- **Operations Highlights**
 - **Community Safety Officers (“CSOs”)** – Class #1 of CSOs were in Block II field training in September and October, and they graduated on November 2. The second class of CSOs started on November 6 and have begun classroom training.



- **Training to Support Promotion of Unbiased Policing** – Transit Police has introduced a policy on Hate Motivated Crimes and, in Q3 2023, the BC Hate Crimes Team did training with the General Investigation Unit and Criminal Intelligence Unit on investigation and reporting of these crimes. Other frontline officers will receive similar training in 2024. In Q3 2023, training on Trauma Informed Practice commenced for all sworn officers, complementing earlier training on Trauma Informed Approach. In Q4 2023, sworn officers began taking the provincially mandated Phase II course on De-criminalization in BC (online).
- **Special Projects Targeting Crime** – In Spring 2023, Transit Police received special funding from the provincial government for projects to target chronic and repeat violent offenders. There were five projects as well as high visibility initiatives implemented over the past five months. Such projects focused on shoplifters from stores who are taking stolen goods onto the transit system, drug dealing around the Surrey Central area and associated crimes around the transit system, arresting persons with transit

related warrants, conducting fare enforcement, and conducting high visibility patrols at targeted stations. Some of these projects were done with Jurisdictional Police partners.

- **National Day of Truth and Reconciliation** – The national holiday on September 30 honours the survivors of residential schools, the children who did not return home, their families and their communities. Public commemoration of Canada’s painful history, the continuing impact of the residential school system and related injustices on both individuals and our community, is an essential part of the Truth and Reconciliation process. On September 29, there was a ceremony at Transit Police Headquarters to place the Survivors’ Flag. This flag is an expression of remembrance, meant to honor residential school Survivors and all the lives and communities impacted by the residential school system in Canada.



At the end of September, the Transit Police – Blue Eagles Program resumed in Vancouver and Surrey. Fall registration is progressing with over 45 youth already participating. At the September 29 session, the youth discussed effects of residential schools & intergenerational trauma on the Indigenous populations, as well as the Blue Eagles core values.



- **Operational Support Highlights**
 - **Training Call-Takers** – With the competitive market for hiring trained emergency call takers, the Transit Police launched its own training program for communications operators/call-takers. The program includes both classroom and field training components.

- **Volunteer Recognition** – In October, an appreciation event was held for Waterfront Community Policing Centre (“WCPC”) volunteers and the Blue Eagle Program volunteers. Also in attendance were WCPC and Blue Eagle Program sponsors and community and police partners. The commitment of these volunteers to transit safety and protecting persons in vulnerable circumstances is incredible. Of note is WCPC Volunteer of the Year Joshua Ramirez, who contributed over 1,000 volunteer hours between the WCPC and Blue Eagles Programs.



- **New Deputy Chief Officer** – In October, Inspector Bryce Graham was promoted to Deputy Chief Officer and he has assumed responsibility for the Administrative Services Division, which includes oversight of Finance, Human Resources, Information Technology, Information Management, Recruitment, Training, Facilities and Fleet. Deputy Chief Graham began his policing career with Transit Police in 2007 as a Recruit. He moved up through the ranks; working in Patrol, General Investigations Unit, and was seconded to both the regional Integrated Gang Task Force and Combined Forces Special Enforcement Unit (these units conduct multi-jurisdictional investigations involving high-level gang related targets). In recent years, Deputy Graham was the Inspector for Administrative Support Services and, recently, the acting Deputy Chief for Administrative Services.



TransLink Strategic Priority: State of Good Repair

- **Performance Measurement Culture**

Transit Police is an intelligence-led and data-driven police agency, and gathers comprehensive statistics in relation to crime and organizational performance. Transit Police shares statistical and performance information with the public, TransLink and stakeholders through a variety of tools, including reports on the Transit Police website.

The following is a snapshot of key statistics for 2023 Q1-Q3 as compared to 2022 Q1-Q3. In 2023 Q1-Q3, Transit Police had 10,431 Police Files, which is a 10% decrease from 2022 Q1-Q3.

| Metro Vancouver Transit Police Crime and Safety Statistics | 2023 Q1-Q3 | 2022 Q1-Q3 | % Change | Positive Monitoring Needs Action |
|--|---------------|---------------|----------|---|
| Rate of Crimes Against Persons/100,000 Boarded Passengers | .40 | .54 | -25% | |
| <i>Actual Number of Crimes Against Persons (includes assists)</i> | 1171 | 1277 | -8% | |
| Rate of Crimes Against Property/100,000 Boarded Passengers | .45 | .63 | -28% | |
| <i>Actual Number of Crimes Against Property (includes assists)</i> | 1315 | 1494 | -12% | |
| Other Criminal Code Violations/100,000 Boarded Passengers¹ | .23 | .26 | -15% | |
| <i>Actual Number of Criminal Code Violations (includes assists)</i> | 656 | 629 | 4.3% | |
| Provincial Violation Tickets ("VTs") | 3880 | 3581 | 8% | |
| Arrests - Warrants Executed (All) | 712 | 662 | 8% | |
| Arrests - New Charges² | 368 | 407 | -10% | |
| Total S. 28 Mental Health Act Apprehension Files | 146 | 211 | -31% | |
| <i># of S.28 MHA individuals committed, held, voluntary admitted</i> | 77% | 76% | 1% | |
| Sexual Offences (includes assists) | 136 | 122 | 11% | |

¹ Other Criminal Code Violations: Includes such offences as weapons, disturbing the peace, child pornography, obstruct peace officer, possess break and enter instruments, intimidation and threats, breach/bail violations, indecent acts/exposing, and counterfeiting.

² Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.

| | | | | |
|--|------|------|------|--|
| SCBCTA Fare Infraction Notices | 3385 | 3146 | 8% | |
| Number of Unique SMS Text Conversations | 4333 | 3504 | 24% | |
| Number of Police Files Generated from SMS Texts Conversations | 1699 | 1901 | -11% | |

- Ridership levels increased 23% in 2023 Q1-Q3 when compared to 2022 Q1-Q3 (291,494,614 versus 237,904,092), continuing to move towards the pre-pandemic level. The 2023 Q1-Q3 results show encouraging movement with decreases in the rates of Crimes Against Persons and Crimes Against Property per 100,000 Board Passengers, as compared to 2022 Q1-Q3. These rate changes are largely due to the increase in ridership.
- The number of sexual offence files (includes assists) for 2023 Q1-Q3 was up by 11% from 2022 Q1-Q3. While Transit Police had experienced a reduction in reports of sexual offences during the pandemic, the volume of files has now returned to within the pre-pandemic range. Transit Police takes all reports of sex offences seriously and investigates thoroughly. Transit Police continues to be concerned with possible under-reporting of incidents and promotes reporting through a variety of initiatives, including texting 87 77 77.
- When comparing 2023 Q1-Q3 to 2022 Q1-Q3, Transit Police made 31% fewer apprehensions of persons in mental health crisis under S. 28 of the *Mental Health Act* ("MHA"). This follows a significant decline in apprehensions that had occurred in 2022 Q4. Of those persons apprehended under S. 28 of the *MHA*, 77% were committed, held, or voluntary admitted once at hospital.
- SMS text 87 77 77 continues to be promoted as a way for transit riders to discreetly contact Transit Police when issues of concern arise while on transit. There was a 24% increase in unique SMS Text conversations with the Transit Police - Operations Communication Centre when comparing 2023 Q1-Q3 to 2022 Q1-Q3, with some increased attributed to the expansive 2023 safety campaign on the bus system.

- In 2023 Q1-Q3, Transit Police Officers made 712 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere. The number of warrant arrests in 2023 Q1-Q3 was 8% higher than 2022 Q1-Q3. The number of new charge arrests by Transit Police decreased by 10% in 2023 Q1-Q3 as compared to 2022 Q1-Q3. However, the number of breach files³ increased by 15% for the comparative period).

NOTE: Warrant arrests and breaches may arise from on-view work of police officer, calls for service, confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (such as misuse of a fare gates). However, officer also familiarize themselves with offenders and criminals of concern or offenders wanted through law enforcement intelligence sharing, regional BOLFs (Be on Look Out For), and the Transit Police Offender Monitoring Program.

³ The total of breach files now includes assists, as it represents a more accurate count of those offenders removed from the transit system, even if Transit Police was in an assist capacity and not the lead. Currently, these numbers are limited to the files that are reported to Transit Police; there may be other breach related files on or near the transit system that are not brought to the attention of Transit Police. (Note: A future data extraction service may facilitate analysis of other police agency activity moving forward.)

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice President Financial Services
Vikas Sawhney, Director, Financial Analysis & Planning and Enterprise Risk Management

DATE: November 7, 2023

SUBJECT: 2024 Business Plan, Operating and Capital Budget

PROPOSED RESOLUTION:

That the TransLink Board of Directors approve the proposed 2024 Business Plan, Operating and Capital Budget as attached as Attachment 1 to the “2024 Business Plan, Operating and Capital Budget” report dated November 7, 2023.

EXECUTIVE SUMMARY

In 2024, TransLink is preparing for upcoming system expansion while maintaining service levels and high service quality in an environment of unprecedented cost pressures. In 2024, we expect our operating cost per capacity kilometre to increase by 10.7 per cent over 2023, mainly due to acute inflationary pressures. Even with cost pressures that are outside TransLink’s control, we continue to manage expenses prudently and responsibly, with most of TransLink’s expenditures going directly towards providing customer services.

TransLink’s service hours will increase slightly compared to 2023, due to additional hours needed to compensate for road congestion, and new service to First Nations reserves, offset in part by lower service hours expected in Rail Operations due to planned single tracking between Braid and Loughheed Town Centre to facilitate construction of the connection between the mainline and the new Operation and Maintenance Centre (OMC 4). With ridership trends and commuter preferences having crystallized during 2023, we expect 2024 ridership growth to be driven by employment levels and anticipated high population growth. Ridership grew strongly in 2023, consistently above budgeted levels. For 2024, we are budgeting an increase of 12.5 million journeys (5.6 per cent) compared to 2023 budget. This translates to a fare and program revenue budget which is \$50.0 million (8.4 per cent) higher than 2023 budget.

Our investments in 2024 are centred around resiliency to ensure that we maintain service quality and deliver on our priorities, including keeping the transit system in a state of good repair and enhancing the customer experience. In 2024, we are guided by our new corporate priorities: Deliver Today, Deliver Tomorrow and Deliver Together. Our new corporate priorities will help guide the organization’s focus to ensure the Enterprise is aligned and able to deliver on the vision and goals we have set out to achieve in 2024 and beyond.

PURPOSE

The purpose of this Report is to request the Board of Directors approve the 2024 Business Plan, Operating and Capital Budget attached as Attachment 1 to this report.

BACKGROUND

Since TransLink's last Investment Plan was approved in May 2022, a number of adverse economic developments have emerged. Inflation has driven up the cost of materials and inputs TransLink uses to provide transit service in the Metro Vancouver region, which has led to rapidly growing costs. The costs of labour, fuel, construction and materials have grown beyond our projections, resulting in higher operating and capital costs for 2024. Labour cost is the largest component of TransLink's total expenditure, and one of the biggest inflationary cost drivers. In 2024, labour cost is budgeted to increase by 9.0 per cent largely due to rising cost of living and negotiated contract settlements. Maintenance and utilities for Bus and Rail operations are budgeted to cost 16.8 per cent more than in 2023, primarily due to the inflation affecting costs of parts, and additional maintenance required due to our aging fleet. Contracted services, insurance, fuel and power expenses are also under inflationary pressures. Of the overall increase of 9.8 per cent in TransLink's ongoing operating cost budget (excluding amortization and interest), over 7 per cent is due to inflationary pressures. These costs are necessary to keep the system running for the 430,000 customers who use it each day.

Upcoming system expansion is also adding cost pressure to TransLink's budget. It takes several years to prepare for the opening of a large extension to the rapid transit system like the Broadway Subway, and these costs are starting to be reflected in TransLink's budget. These pre-opening costs include procurement of materials and supplies, as well as labour costs for the new operations and maintenance personnel required to be fully operational when we open the Broadway Subway extension in 2026.

Even with cost pressures that are outside of TransLink's control, we continue to manage expenses prudently and responsibly, and keep costs as low as possible. The majority of TransLink's expenditures (85 per cent) are the costs of providing customer services. The remaining supporting costs (15 per cent) include areas that are vital to ensuring we deliver quality operations, such as administrative support and costs to operate essential IT systems, Compass system costs, cost of fare media, etc. TransLink's ratio of customer service costs to support costs is in line or below that of peers in North America.

Many cost-efficiency measures are being undertaken to further reduce TransLink's expenditures where possible. For example, Coast Mountain Bus Company's (CMBC's) head office will be moved to existing office space in the same building as TransLink's head office, rendering \$2 million in savings annually starting in 2024. This will save \$20 million over a typical ten-year lease. CMBC has also brought the design and manufacturing of remaining operator safety barriers in-house, saving \$3.4 million in 2024. TransLink continues to work with municipalities to expand bus speed and reliability measures throughout the region to mitigate the costs associated with increasing congestion. These improvements result in less fuel and operating hours, while also improving customer experiences.

TransLink's budget for 2024 reflects our region's priorities for Metro Vancouver's transportation network as we continue to navigate escalating costs and the lasting impacts of the pandemic. Our work with the Mayors and the Provincial Government to establish sustainable revenue sources is ongoing. At a time when global externalities have put profound pressure on our finances, TransLink remains committed to putting customers first.

DISCUSSION

In 2023, we emerged from the pandemic and transitioned into a “new normal” on the heels of introducing two pivotal strategic plans in 2022 – Transport 2050 and the 10-Year Priorities (Access for Everyone Plan). TransLink introduced new corporate priorities to help shift the organization’s focus to ensure the Enterprise is able to deliver on the vision and goals we have set out to achieve.

- Deliver Today: Providing safe and reliable service and an outstanding customer experience every day.
- Deliver Tomorrow: Advancing the implementation of the Investment Plan and the 10-Year Priorities.
- Deliver Together: Building a culture of safety, trust, and worth with our people and the communities we serve.

Major initiatives for 2024 within these areas are outlined in the Business Plan.

TransLink is budgeting for a surplus of \$50.5 million in 2024 compared to \$5.2 million in 2023.

Total consolidated revenue is budgeted at \$2.4 billion which represents a \$230.3 million (10.5 per cent) increase from the 2023 Budget. Revenue from the Senior Government funding is \$132.4 million (46.1 per cent) higher than the 2023 Budget primarily due to an anticipated increase of activity in projects funded through the Canada Community Building Fund. Transit revenue is \$49.6 million (7.9 per cent) higher than the 2023 Budget driven by favorable trends in ridership growth observed in the latter part of 2023 carrying into 2024. Development Cost Charges (DCC) revenue is \$29.1 million (123.3 per cent) higher than the 2023 budget due to an anticipated increase in activity on DCC eligible projects, allowing TransLink to recognize revenue that was previously deferred due to project delays. Taxation revenue is \$23.7 million (2.4 per cent) higher than the 2023 Budget, mainly due to property tax rate increases and non-market adjustments.

Total expenses are budgeted at \$2.4 billion, which is a \$184.9 million (8.5 per cent) increase from the 2023 Budget, mainly due to contractual and economic increases from committed obligations including labour rate increases. Further, there is an increase in spending to maintain a state of good repairs, and service delivery and prepare for system expansion.

As previously reported to the Board, included in 2024 Business Plan, as part of \$5.8 billion capital program, are cost escalations related to the Rail Expansion Program of \$368.7 million and the Marpole Transit Centre of \$122.7 million.

Risks associated with achieving the budgeted results include:

- Delivering on our capital project commitments continues to be a key challenge with multiple competing critical projects along with rapidly escalating costs.
- The talent shortage of skilled workforce in the market challenges our ability to attract and retain qualified candidates.
- Expanding CMBC’s facility capacity to meet the increased ridership demand.
- Implementation and delivery of major technology initiatives and the ongoing heightened level of cybersecurity risk.

- Supply chain shortages, inflation and fuel price escalation.
- Aging infrastructure and state of good repair.

TransLink's unrestricted cash and investment balances, reflecting accumulated funding resources available for supporting operations, are budgeted to decrease by \$129.7 million (21.7 per cent). The decrease is mostly due to 2023 cash balances being lower than budget, carrying into 2024. Capital program spending will be matched by bond issuances, allocations from the Golden Ears Bridge fund and funding from Senior Government capital programs. TransLink's unrestricted cash and investment balances are expected to remain at healthy levels to the end of 2024 due to the relief funding from the Province of B.C.

ATTACHMENTS

Attachment 1 – Proposed 2024 Business Plan, Operating and Capital Budget



2024 Business Plan

OPERATING AND CAPITAL BUDGET SUMMARY



translink.ca



| | |
|--|-----------|
| 1. Business Plan Summary | 4 |
| 2. 2024 Key Priorities | 6 |
| 3. 2024 Financial and Operating Summary | 10 |
| 4. Key Performance Indicators and Drivers | 11 |
| Financial Indicators | 11 |
| Operating Indicators | 12 |
| Key Drivers..... | 14 |
| Assumptions | 16 |
| 5. Consolidated Revenues | 17 |
| 6. Consolidated Expenses by Segment | 20 |
| Bus Operations..... | 21 |
| Rail Operations..... | 25 |
| Police Operations | 29 |
| Corporate Operations | 32 |
| Roads and Bridges..... | 36 |
| Amortization | 36 |
| Interest | 37 |
| Corporate – One Time | 37 |
| 7. Investment in Capital Assets | 38 |
| 2024 New Capital Program..... | 39 |
| Active and Approval in Principle (AIP) Projects Underway | 43 |
| Capital Infrastructure Contributions | 52 |
| 8. Changes in Financial Position..... | 54 |
| Financial Assets..... | 54 |
| Liabilities..... | 54 |
| Non-Financial Assets | 55 |
| 9. Liquidity and Capital Resources | 56 |
| Cash Flows and Liquidity | 56 |
| Restricted Funds | 56 |
| Net Debt | 56 |
| Appendix I – Consolidated Financial Statements | 58 |
| Consolidated Statement of Financial Position..... | 58 |
| Consolidated Statement of Operations..... | 59 |
| Consolidated Statement of Changes in Net Debt | 60 |
| Consolidated Statement of Cash Flows..... | 61 |
| Appendix II – Allocated Costs between Operating Companies | 62 |

Caution Regarding Forward-Looking Statements

From time to time, TransLink makes written and/or oral forward-looking statements, including in this document and in other communications. In addition, representatives of TransLink may make forward-looking statements orally to analysts, investors, the media and others.

Forward-looking statements, by their nature, require TransLink to make assumptions and are subject to inherent risk and uncertainties. Risks and uncertainties related to financial, economic and regulatory environments, many of which are beyond TransLink's control and the effects of which can be difficult to predict, may cause actual results to differ materially from the expectations expressed in the forward-looking statements.

1. Business Plan Summary

The South Coast British Columbia Transportation Authority, TransLink, is Metro Vancouver's regional transportation authority. Its service region includes 21 municipalities, one electoral area and one Treaty First Nation. TransLink delivers a wide range of services and programs to plan and provide for the transportation needs of residents, businesses and visitors in the region. This includes Bus, SkyTrain, SeaBus, HandyDART, West Coast Express and Transit Police. TransLink also shares responsibility for the Major Road Network (MRN) and walking and cycling infrastructure with its local government partners.

Since TransLink's last investment plan was approved in May 2022, a number of adverse economic developments have emerged. Inflation has driven up the cost of materials and inputs TransLink uses to provide transit service in the Metro Vancouver region, which has led to rapidly growing costs. The costs of labour, fuel, construction and materials have grown beyond our projections, resulting in higher operating and capital costs for 2024. Labour cost is the largest component of TransLink's total expenditure, and one of the biggest inflationary cost drivers. In 2024, labour cost is budgeted to increase by 9.0 per cent largely due to rising cost of living and negotiated contract settlements. Maintenance and utilities for Bus and Rail Operations are budgeted to cost 16.8 per cent more than in 2023, primarily due to the inflation affecting costs of parts, and additional maintenance required due to our aging fleet. Contracted services, insurance, fuel and power expenses are also under inflationary pressures. Of the increase in ongoing operating costs excluding amortization and interest of 9.8 per cent in TransLink's expenditure budget, over 7 per cent is due to inflationary pressures. These costs are necessary to keep the system running for the 430,000 customers who use it each day.

Upcoming system expansion is also adding cost pressure to TransLink's budget. It takes several years to prepare for the opening of a large extension to the rapid transit system like the Broadway Subway as well as Bus Rapid Transit, and these costs are starting to be reflected in TransLink's budget. These pre-opening costs include procurement of materials and supplies, as well as labour costs for the new operations and maintenance personnel required to be fully operational when we open the Broadway Subway extension in 2026. In total, system expansion is adding approximately \$26 million to TransLink's budget.

Even with cost pressures that are outside of TransLink's control, we continue to prudently and responsibly manage expenses, and keep costs as low as possible. The majority of TransLink's expenditures (85 per cent) are the costs of providing customer services. The remaining supporting costs (15 per cent) include areas that are vital to ensuring we deliver quality operations, such as administrative support and costs to operate essential IT systems, Compass system costs, cost of fare media etc. TransLink's ratio of costs to provide customer service vs support costs is in line or below that of peers in North America.

Many cost-efficiency measures are being undertaken to further reduce TransLink's expenditures where possible. For example, Coast Mountain Bus Company's (CMBC's) head office will be moved to existing office space in the same building as TransLink's head office, rendering \$2 million in savings annually starting in 2024. This will save \$20 million over a typical ten-year lease. CMBC has also brought the design and manufacturing of remaining operator safety barriers in-house, saving \$3.4 million in 2024. TransLink also continues to work with municipalities to expand bus speed and reliability measures throughout the region to mitigate the costs associated with increasing congestion. These improvements result in less fuel and operating hours, while also improving customer experiences.

TransLink's budget for 2024 reflects our region's priorities for Metro Vancouver's transportation network as we continue to navigate escalating costs and the lasting impacts of the pandemic. Our work with the Mayors and the Provincial Government to establish sustainable revenue sources is ongoing. At a time

when global externalities have put profound pressure on our finances, TransLink remains committed to putting customers first.

2. 2024 Key Priorities

For 2024 and future years, TransLink has introduced new corporate priorities to better align with the vision and goals that are set out to achieve in Transport 2050 and Access for Everyone Plan (the 10-Year Priorities).

These priorities help the organization focus and align workplans and budgets, while maintaining the system in a state of good repair, and furthering reconciliation, equity, diversity and inclusion, and resilience as common underlying themes.

Priority One: Deliver Today

TransLink will provide safe and reliable service and an outstanding customer experience every day.

- Deliver excellent service through safety-related initiatives, improved system reliability, modernization of facilities, processes, and technology, improved system cleanliness, and unwavering commitment to environmental stewardship.
- Advance the Customer Technology Innovation initiative by proceeding with the next generation solution, enabling Coast Mountain Bus Company Operation and Transit Communications to leverage up-to-date technology, optimize efficiency, and elevate the real-time customer experience.
- Improve Customer Service Communications by enhancing the capacity to facilitate communications with customers regarding major maintenance work across the system.
- Re-launch Live Chat for Customer Information.
- Stabilize, operate, and expand Customer Digital products (i.e., websites, Buzzer Blog, etc.).
- Increase media and communications capacity to effectively engage with the public, newcomers, and customers, particularly in the South of Fraser region.
- Initiate the Newcomers Program to launch and promote transit ridership among newcomers to the region.
- Build capacity to manage demand for more connections with communities, coordination and management of the Transit Volunteer Program.
- Expand the Transit Friendly Employer & Developer Program.
- Enhance Customer Research Program to improve understanding of customer preferences for potential customer experience investments such as new vehicles, station amenities, new technology which will improve process for considering customer-related investments in capital planning process.
- Enhance marketing and ridership development for Frequent Transit Network corridors including marketing, wayfinding, and customer experience improvements.
- Implement a system to track, monitor and better report and manage our energy use across the enterprise for strategic investment decision-making and aligning climate and service expansion objectives.
- Develop and implement the Sustainable Procurement Policy and Strategy.

- Improve public perceptions of safety within the transit system, aligning with the latest statistics.
- Implement an anti-sex offense campaign, encompassing the previously deployed 'Hands Off' messaging developed in collaboration with policing partners.
- Utilize new technologies to increase operational efficiencies and communications, such as real-time video access and the integration of drone capabilities.
- Commence work on replacement of Human Resources Management system and upgrade other Human Resources systems.
- Implement necessary infrastructure to sustain the ongoing use of existing maintenance-related technology and continue to identify opportunities across CMBC to utilize data and analytics, addressing gaps such as data quality, and developing a comprehensive plan.
- Establish a governance framework to develop and enhance resilience properties, enhance visibility into the information asset inventory, and improve technology and solutions for information management, protection, retention, and destruction.
- Establish an enterprise integrated security program that coordinates and integrates security activities across the Enterprise.

Priority Two: Deliver Tomorrow

TransLink will advance the implementation of the Investment Plan and Access for Everyone (the 10-Year Priorities).

- Develop a strategy and roadmap to modernize the Customer Contact Centre and customer communications experience.
- Develop and implement program supporting the advancement of Bus Rapid Transit in the region, including educating decision-makers and influencers, organizing tours, developing marketing material, managing media and interest groups.
- Develop the next Customer Experience Action Plan 2025-2027, involving research, plan development, internal engagement, and design.
- Support definition of projects and programs in future Investment Plans and associated capital plans including requirements definition, corporate asset management, feasibility studies, and standards and guideline development.
- Achieve future readiness for Broadway Subway Project, Surrey-Langley Skytrain, Operations Maintenance Centres (OMC) 4 and 5, Operations Control Centre (OCC) 2, and SkyTrain Mark V vehicles, ensuring the operational readiness of personnel, pipelines, facilities, and processes, and advancing overall business maturity.
- Continue to develop the maintenance road map and identify potential efficiencies in the low carbon fleet plan, which encompasses aspects such as hiring, training, procurement, charging stations, retrofitting of transit centers, and change management.
- Implement First Nations Transportation Program and strategies, including Indigenous Procurement Strategy, Real Estate Development Program, Driving Down Emissions.

- Develop Enterprise Digital Technology (Transformation) Strategy to lead the development of a roadmap to support the Enterprise's overall strategic technology ambitions and direction in support of business goals and objectives over the next decade.
- Prepare for the next generation of Compass systems.
- Implement an automated system for tracking and managing incident information, promoting accurate reporting, and supporting health, safety, and risk management.
- Implement software as a service (SaaS) solution for collecting vehicle health condition information for bus fleets to support maintenance oversight and repair scheduling.
- Develop Indigenous engagement on Reconciliation Action Plan.
- Collaborate with Mayors' Council and the Board to identify options and implement changes towards improving Indigenous representation in TransLink's governance structure.
- Continue development of a five-year road map for an integrated Safety, Resiliency, and Sustainability Program.
- Ensure the continuity of climate adaptation planning to advance climate adaptation and resiliency.
- Explore the future of mobility with a focus on autonomous vehicles and the impact on CMBC's business model.
- Implement software to support the oversight and management of Zero Emission Bus (ZEB) fleets.

Priority Three: Deliver Together

TransLink will build a culture of safety, trust, worth, and collaboration with our people and the communities we serve.

- Execute the Multicultural Marketing Strategy with targeted community campaigns and support for languages, customer service, safety, and recruiting.
- Implement translation services on our website to improve customer engagement.
- Host the Union International des Transports Publics (UITP) North America conference in June 2024.
- Modernize and add capacity to TransLink's ability to communicate with its employees, modernize employee Intranet and improve coordination of employee communication with operating companies.
- Issue a Community Safety Survey in accordance with the updated BC Provincial Policing Standard requirements.
- Implement Enterprise Sustainability's actions and projects in year two of the Climate Action Plan and Zero Emissions Transition Plan.
- Offer work experience opportunities for graduates in the Indigenous Interns Program.
- Assess talent processes to identify areas of focus, such as recruitment and retention, and establish consistent alignment opportunities within TransLink's Talent Operating Model.

- Conduct an assessment and planning for future skills, recruitment, and training requirements within the framework of Workforce Sustainability Planning.
- Develop annual Indigenous Relations Screening Assessments for projects, policy, and initiatives with increased assistance to ensure archaeological and heritage screening is completed.
- Develop a TransLink Indigenous Relations Engagement Policy and Processes for Indigenous feedback.
- Continue supporting Indigenous Employee Resources Group with increased funding for training and plan for Indigenous advancement to management positions.
- Implement the Cultural Recognition Policy and Program to promote Indigenous engagement on the Cultural Recognition Policy, Indigenous celebrations, and events. This includes designing storyboards for public awareness of Indigenous Nations and adding Burrard Station cultural recognition art with three Indigenous Nations and unveiling for Mark V SkyTrain cars.
- Continue expanding Equity, Diversity and Inclusion (EDI) Program, including focus on women in leadership across the Enterprise. Continue growing and supporting speaker series and Employee Resource Groups (ERG), bringing in experts to discuss various EDI topics.

To deliver the priorities set in the **2024 Business Plan, Operating and Capital Budget**, funding will be obtained through various sources. Funding for capital projects includes the Greater Vancouver Regional Fund (GVRF) and investing in Canada Infrastructure Program (ICIP). Main funding sources supporting current operations include transit revenues, property taxes, motor fuel taxes and parking sales tax. The main risks associated with these funding sources are reduced and / or structurally changed transit ridership and fare revenue, reduced fuel usage due to continuing zero emission vehicles adoption, reduced parking tax revenue, an overall economic downturn and the capacity to deliver capital projects.

3. 2024 Financial and Operating Summary

| CONSOLIDATED REVENUES AND EXPENSES | | | | | |
|--|------------------|-----------------------------|------------------|----------------|--------------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Revenue | | | | | |
| Taxation | 978,076 | 988,404 | 1,012,095 | 23,691 | 2.4% |
| Transit | 552,624 | 629,998 | 679,618 | 49,620 | 7.9% |
| Government transfers | | | | | |
| Senior Government Relief Funding | 176,000 | - | - | - | - |
| Senior Government funding | 184,507 | 287,451 | 419,842 | 132,391 | 46.1% |
| Golden Ears Bridge tolling replacement revenue | 66,629 | 67,267 | 67,874 | 607 | 0.9% |
| Development cost charges | 25,158 | 23,597 | 52,700 | 29,103 | 123.3% |
| Investment income | 109,064 | 155,673 | 149,679 | (5,994) | (3.9%) |
| Amortization of deferred concessionaire credit | 23,274 | 23,273 | 23,337 | 64 | 0.3% |
| Miscellaneous | 17,458 | 15,384 | 16,609 | 1,225 | 8.0% |
| Sub Total Continuing Operations | 2,132,790 | 2,191,047 | 2,421,754 | 230,707 | 10.5% |
| Gain/(Loss) on Disposal on tangible capital assets | 1,748 | (358) | (798) | (440) | 122.9% |
| Total Revenue | 2,134,538 | 2,190,689 | 2,420,956 | 230,267 | 10.5% |
| Expenditures | | | | | |
| Bus operations | 860,510 | 934,378 | 1,021,572 | 87,194 | 9.3% |
| Rail operations | 363,581 | 408,221 | 457,705 | 49,484 | 12.1% |
| Transit Police | 48,070 | 52,820 | 61,689 | 8,869 | 16.8% |
| Corporate operations | 120,837 | 140,036 | 165,691 | 25,655 | 18.3% |
| Roads and bridges | 109,415 | 157,182 | 151,791 | (5,391) | (3.4%) |
| Amortization of tangible capital assets ¹ | 250,019 | 268,637 | 273,527 | 4,890 | 1.8% |
| Interest ¹ | 181,357 | 188,393 | 178,607 | (9,786) | (5.2%) |
| Sub Total Continuing Operations | 1,933,789 | 2,149,667 | 2,310,582 | 160,915 | 7.5% |
| Corporate One-time | 71,143 | 35,859 | 59,856 | 23,997 | 66.9% |
| Total Expenditures | 2,004,932 | 2,185,526 | 2,370,438 | 184,912 | 8.5% |
| Surplus/(deficit) for the year | 129,606 | 5,163 | 50,518 | 45,355 | > 200.0% |

¹ Restated to reflect budget transfers.

² Amortization and interest are shown separately to facilitate analysis.

2024 Budget Highlights

The 2024 Budget results in a \$50.5 million surplus on a Public Sector Accounting Board (PSAB) standards basis. This is a \$45.4 million improvement from the surplus budgeted for 2023, mainly due to the substantial increase in revenue from recognized Senior Government capital funding, higher transit and taxation revenues, and Development Cost Charges, partially offset by higher expenditures.

Total revenue from continuing operations is budgeted at \$2.4 billion which represents a \$230.7 million (10.5 per cent) increase from the 2023 Budget. Revenue from the Senior Government funding is \$132.4 million (46.1 per cent) higher than the 2023 Budget primarily due to an anticipated increase of activity in projects funded through the Canada Community Building Fund. Transit revenue is \$49.6 million (7.9 per cent) higher than the 2023 Budget driven by favourable trends in ridership growth observed in the latter part of 2023 carrying into 2024. Development Cost Charges (DCC) revenue is \$29.1 million (123.3 per cent) higher than the 2023 budget due to an anticipated increase in activity on DCC eligible projects, allowing TransLink to recognize revenue that was previously deferred due to project delays. Taxation revenue is \$23.7 million (2.4 per cent) higher than the 2023 Budget, mainly due to property tax rate increases and non-market adjustments.

Total expenses are budgeted at \$2.4 billion, which is a \$184.9 million (8.5 per cent) increase from the 2023 Budget, mainly due to contractual and economic increases from committed obligations including labour rate increases. Further, there is an increase in spending to maintain a state of good repairs, service delivery and prepare for system expansion.

4. Key Performance Indicators and Drivers

Financial Indicators

| FINANCIAL INDICATORS | | | | | |
|--|-------------|-------------|-------------|-------------|---------|
| As at December 31 (\$ thousands) | 2022 | 2023 | 2024 | Change | |
| | ACTUAL | BUDGET | BUDGET | Incr/(Decr) | % |
| Unrestricted cash and investments | 857,847 | 597,446 | 467,732 | (129,714) | (21.7%) |
| Capital assets | 5,765,456 | 6,614,289 | 7,369,247 | 754,958 | 11.4% |
| Net direct debt | (2,586,545) | (2,754,580) | (2,859,898) | 105,318 | 3.8% |
| Indirect P3 debt | (1,408,867) | (1,369,486) | (1,327,292) | (42,194) | (3.1%) |
| Total net direct debt and indirect P3 debt | (3,995,412) | (4,124,066) | (4,187,190) | 63,124 | 1.5% |
| Gross interest cost as a % of operating revenue ^{1,2} | 11.5% | 11.5% | 10.4% | (1.1%) | (9.5%) |

¹ Operating revenue is total revenue less government transfers for capital projects, investment income and amortization of deferred concessionaire credit.

² The 2023 budgeted operating revenue were restated to exclude amortization of tolling revenue.

TransLink's unrestricted cash and investment balances, reflecting accumulated funding resources available for supporting operations, are budgeted to decrease by \$129.7 million (21.7 per cent). The decrease is mostly due to 2023 cash balances being lower than budget, carrying into 2024. The trend of cash outflows outpacing cash inflows is expected to continue in 2024. Capital program spending will be matched by bond issuances, allocations from the Golden Ears Bridge fund and funding from Senior Government capital programs. TransLink's unrestricted cash and investment balances are expected to remain at healthy levels to the end of 2024 due to the relief funding from the Province of B.C.

Planned capital spending during 2024 is expected to result in a net increase of \$755.0 million (11.4 per cent) in capital assets compared to the 2023 Budget. Projects forecasting significant spending in 2024 include the Marpole Transit Center and other rail infrastructure upgrade projects, conventional bus vehicles and equipment, OMC 4 storage & maintenance facility and PTC Infrastructure to support Battery Electric Buses.

Net direct debt is expected to increase by \$105.3 million (3.8 per cent) in comparison to the 2023 Budget due to the 2024 budgeted bond issuance, which is reduced by contributions to self-administered sinking funds and Municipal Financing Authority of BC (MFABC) bond debt reserve deposit.

Indirect Public-Private Partnership (P3) debt relating to the Canada Line and Golden Ears Bridge contractor liability is expected to decrease by \$42.2 million (3.1 per cent) due to amortization and principal payments.

The gross interest cost as a percentage of operating revenues of 10.4 per cent is 1.1 percentage points lower than the 2023 Budget mainly due to lower debt in relation to operating revenues, and lower interest cost in 2024. It is well below the policy level of 20 per cent.

Operating Indicators

| OPERATING INDICATORS | | | | | |
|---|-----------|---------------------|-----------|-------------|---------|
| Twelve months ending December 31 | 2022 | 2023 | 2024 | Change | |
| | ACTUAL | BUDGET ⁵ | BUDGET | Incr/(Decr) | % |
| Scheduled Transit Service | | | | | |
| Overall Performance Rating (out of 10) | 8.0 | 8.2 | 8.2 | - | - |
| Service Hours | 6,971,211 | 7,233,656 | 7,235,213 | 1,557 | - |
| Operating Cost Recovery ^{1,2} | 41.9% | 43.6% | 42.0% | (1.5%) | (3.4%) |
| Operating Cost per Capacity Km ³ | \$0.108 | \$0.112 | \$0.125 | \$0.012 | 10.7% |
| Complaints per million Boarded Passengers | 74.0 | 89.3 | 78.2 | (11.1) | (12.4%) |
| Access Transit Service | | | | | |
| Number of Trips | 964,850 | 1,449,000 | 1,449,000 | - | - |
| Operating Cost per Trip | \$57.73 | \$46.31 | \$47.98 | \$1.67 | 3.6% |
| Number of Trips Denied | 906 | 1,430 | 1,430 | - | - |
| Complaints per one hundred thousand boarded passengers ⁴ | 255.2 | 202.0 | 201.6 | (0.4) | (0.2%) |
| Ridership (thousands) | | | | | |
| Boarded Passengers | 325,902 | 377,273 | 392,928 | 15,655 | 4.1% |
| Journeys | 193,555 | 221,615 | 234,126 | 12,511 | 5.6% |
| Average Fare per Journey | \$2.70 | \$2.68 | \$2.75 | \$0.07 | 2.6% |

¹ The operating cost recovery is the ratio of total operating revenue to total operating costs of Bus, Rail, Transit Police and Corporate On-going except for amortization and interest expense.

² The 2022 Operating costs were restated to reflect the latest information available.

³ The operating cost per capacity km is the ratio of total operating costs of Bus, Rail and Transit Police except for amortization and interest expense to the total capacity kilometres.

⁴ The ratio of HandyDART complaints per one hundred thousand boarded passengers has combined both the Operator Complaints with the Service Complaints as a percentage of trips metrics to remain consistent with the Year-End Financial and Performance Report.

⁵ Restated to reflect some adjustments.

Scheduled Transit Service

The targeted overall performance rating for 2024 is 8.2, consistent with 2023.

Conventional system service hours for Bus Operations are expected to be slightly higher in 2024 due to additional hours to compensate for increased congestion and new service to First Nations reserves; however, this increase is almost entirely offset by lower service hours expected in Rail Operations. As a result, total service hours in 2024 will increase by 1,557 hours (0.02 per cent) across the region. In general, Expo and Millennium Line 2024 service levels will be in similar to 2023; however, the service hours and kilometres for 2024 will decrease by 7.9 per cent compared to the 2023 service plan. This is due to the planned single tracking between Braid and Lougheed Town Centre stations throughout the year to facilitate construction of the connection between the mainline and the new Operation and Maintenance Centre (OMC 4). The reduction in capacity kilometers from single tracking is partly offset by running more trains with higher capacity, and fewer six-car Mark 1 trains. As a result, the budgeted capacity kilometers for Expo and Millennium Line in 2024 is 4.3 per cent lower than the 2023 service plan.

Operating cost recovery of 42.0 per cent budgeted in 2024 is lower than the 2023 budgeted ratio of 43.6 per cent due to a higher increase in operating expenses relative to revenue, as a result of inflationary cost pressures.

Operating cost per capacity kilometre is expected to increase by 10.7 per cent over the 2023 Budget mainly due to increase in operating costs as a result of inflationary pressures.

Complaints per million boarded passengers are budgeted to be 78.2, which is 11.1 lower than the 2023 Budget.

TransLink is committed to ensuring customer safety and enhancing the experience and remains focused on delivering a reliable transportation system in a state of good repair as one of its key priorities. To enhance customer satisfaction and confidence in the transit system, TransLink will continue to build a foundation for growth while strategically allocating service where required.

Access Transit Service

We remain committed to ensuring that services are fully available for passengers unable to use conventional public transit without assistance as demand returns and grows. As such, the 2024 budgeted service level is the same as the 2023 budget.

The budgeted operating cost per trip for 2024 is expected to increase by 3.6 per cent compared to the 2023 budget largely due to contractual and committed increases such as labour rates, maintenance and lease costs. The actual cost per trip will depend on demand for service.

Ridership

Boardings represent each time a passenger enters a fare paid zone including transfers. Boardings in 2024 are expected to be 4.1 per cent higher than the 2023 Budget.

Journeys represent a complete transit trip regardless of the number of transfers. For 2024, journeys are projected to be 5.6 per cent higher than the 2023 Budget.

In 2023, ridership continued to recover, growing from 81 per cent of pre-COVID levels in January to 88 per cent in September. Metro Vancouver's ridership recovery continues to lead its peer regions in Canada and the USA. Starting in fall 2023, ridership growth is expected to be driven by long-term socio-economic factors such as population and economic growth as opposed to users returning in the aftermath of the COVID-19 pandemic. The ridership growth trend observed in the latter part of 2023 is expected to continue in 2024.

The average fare per journey is forecast to be \$2.75 in 2024, compared to \$2.68 in the 2023 Budget, driven by the planned July 1, 2024, fare increase of 2.3%.

Key Drivers

Ridership

Ridership growth in 2024 is expected to be driven by the 'evergreen' factors that drove growth prior to the COVID-19 pandemic: regional employment levels and population growth. Following the recovery from the pandemic, transit users are now engaging with the transit system in a different way than before the pandemic, with many utilizing a hybrid work model and using the system to commute less often. This is manifested in high intra-regional variance in ridership recovery – ridership in the eastern part of the region (Surrey, Langley and Maple Ridge/Pitt Meadows) is significantly higher than pre-COVID (110-120 per cent) while ridership in the Burrard Peninsula is below 80 per cent of pre-COVID levels. The total number of distinct transit users – at about 875,000 - is very close to the number of users before the pandemic, with these users riding the system proportionately less.

Households

Household projections are based on estimates from BC Stats for the Metro Vancouver region. The number of households in the Metro Vancouver region is expected to grow by 1.5 per cent in 2024 compared to the 2023 Budget. Household growth impacts both transit and taxation revenues.

Interest rates

Interest rates for the 2024 budget are based on forecasts from major Canadian chartered banks, the BC Ministry of Finance and TransLink credit spread and issue costs. In 2024, short-term borrowing rates are expected to increase relative to 2023 Budget by 0.4 percentage points and long-term borrowing rates are expected to decrease by 0.1 percentage points. Interest rates are a major driver of debt service costs on TransLink's future borrowing. In reaction to rising inflation, the Bank of Canada has increased its target overnight rate by 475 basis points since March 2022. TransLink expects higher interest rates to remain throughout 2024 as the Bank of Canada continues to implement its policy of higher rates to counteract inflation.

Inflation

Inflation rates are based on applicable Consumer Price Index rates anticipated in 2024.

Taxable fuel consumption

Fuel consumption volumes are used to estimate fuel tax revenue. Fuel volume projections are developed based on an internally developed forecast and vehicle fleet trends which consider the total number of vehicles, average distance driven and fuel economy in the region as well as leakage of fuel tax revenue caused by purchases outside the Metro Vancouver region.

Combined fuel volumes in the 2024 Budget are comprised of 84.7 per cent gasoline and 15.3 per cent diesel.

Hydro cost

BC Hydro sets out electricity rate increases which impact propulsion power for SkyTrain and Trolley Buses along with facility utility costs. In 2024, rate increases are expected to be 2.5 per cent, an increase of 0.5 percentage points from the 2023 Budget assumption. Rate increases take effect in April of each year.

Gasoline and Diesel prices

Fuel prices affect operating costs for revenue and non-revenue buses as well as West Coast Express trains. Fuel prices are estimated using fuel vendors and U.S. Energy Information Administration forecasts adjusted for Canadian prices, taxes and price differentials.

Revenue Vehicle Insurance

The bus fleet insurance premium that TransLink pays to ICBC is budgeted to decrease by 15 per cent from 2023 to 2024, due to a \$6.68 rate decrease from the 2023 budget. The Increase in the insurance premium discount drives the rate decrease. ICBC has not signalled a basic insurance rate increase for 2024 as of this date.

Assumptions

The following table summarizes the sensitivity to changes in key assumptions used to develop the 2024 Budget:

| 2024 BUDGET ASSUMPTIONS | | | SENSITIVITIES | | |
|--|----------------------|------------------|------------------|-------------------------|--|
| | | RATE / VOLUME | Change | Impact (\$ millions) | |
| Background Assumptions | | | | | |
| Real GDP Growth | | 1.50% | | | |
| Employment rate | | 1.00% | | | |
| Hydro Cost Increase | | 2.53% | | | |
| Population | thousands | 2,929 | | | |
| Households | thousands | 1,148 | | | |
| Operating Assumptions with Sensitivity Analysis | | | | | |
| Revenue | | | | | |
| Regional Fuel Consumption | | | | | |
| Gasoline | millions of litres | 1,783.9 | 1 per cent +/- | 3.3 | |
| Diesel | millions of litres | 321.4 | 1 per cent +/- | 0.6 | |
| Ridership | millions of journeys | 232.9 | 1 per cent +/- | 6.4 | |
| Expense | | | | | |
| Diesel cost | dollars per litre | 1.61 | \$0.10 +/- | 3.3 | |
| Operational Diesel Use | millions of litres | 33.43 | 1 per cent +/- | 0.5 | |
| Gasoline cost | dollars per litre | 1.53 | \$0.10 +/- | 0.5 | |
| Operational Gasoline Use | millions of litres | 5.05 | 1 per cent +/- | 0.1 | |
| Interest rate | Short term | 3.51% | 0.5 per cent +/- | 0.0 | |
| | Long term | 4.10% | 0.5 per cent +/- | 1.5 | |
| Inflation | General | 2.50% | 0.5 per cent +/- | 1.0 | |
| | Materials | 2.50% | 0.5 per cent +/- | 1.3 | |

5. Consolidated Revenues

| CONSOLIDATED REVENUES | | | | | |
|--|------------------|------------------|------------------|----------------|--------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Taxation | | | | | |
| Fuel | 424,535 | 400,438 | 389,469 | (10,969) | (2.7%) |
| Property & replacement | 455,914 | 477,828 | 511,224 | 33,396 | 7.0% |
| Parking sales | 74,970 | 87,073 | 88,039 | 966 | 1.1% |
| Hydro levy | 22,657 | 23,065 | 23,363 | 298 | 1.3% |
| Transit | 552,624 | 629,998 | 679,618 | 49,620 | 7.9% |
| Government transfers | | | | | |
| Senior Government Relief Funding | 176,000 | - | - | - | - |
| Senior Government funding | 184,507 | 287,451 | 419,842 | 132,391 | 46.1% |
| Golden Ears Bridge tolling replacement revenue | 66,629 | 67,267 | 67,874 | 607 | 0.9% |
| Development cost charges | 25,158 | 23,597 | 52,700 | 29,103 | 123.3% |
| Investment income | 109,064 | 155,673 | 149,679 | (5,994) | (3.9%) |
| Amortization of deferred concessionaire credit | 23,274 | 23,273 | 23,337 | 64 | 0.3% |
| Miscellaneous revenue | 17,458 | 15,384 | 16,609 | 1,225 | 8.0% |
| Revenue Before Gain/(Loss) on Disposals | 2,132,790 | 2,191,047 | 2,421,754 | 230,707 | 10.5% |
| Gain/(Loss) on Disposal on tangible capital assets | 1,748 | (358) | (798) | (440) | 122.9% |
| Total Revenue | 2,134,538 | 2,190,689 | 2,420,956 | 230,267 | 10.5% |

TransLink receives its revenue mainly through taxation, transit fares and government transfers. Total consolidated revenues for 2024 are budgeted to be \$2.4 billion, \$230.3 million higher than 2023 budget. This is predominantly due to an increase in revenue recognized from Senior Government capital contributions of \$132.4 million (46.1 per cent), driven by an increase of anticipated activity in projects funded through the Canada Community Building Fund. Additionally, transit revenue is \$49.6 million (7.9 per cent) higher than the 2023 Budget due to favourable trends in ridership recovery observed in the latter part of 2023 carrying into 2024. Taxation revenue is also anticipated to grow due to an increase in the property tax revenue stream as a result of property tax rate increases and non-market adjustments, slightly offset by lower fuel tax revenue due to an increase in zero-emission vehicles (ZEV) adoption and vehicle fuel efficiency improvements. Furthermore, Development Cost Charges (DCC) revenue is expected to increase by \$29.1 million (123.3 per cent) due to an increase in activity on DCC-eligible projects, allowing TransLink to recognize revenue that was deferred in prior years due to project delays.

2024 Budget vs 2023 Budget

Taxation

| TAXATION REVENUES | | | | | |
|--|----------------|----------------|------------------|---------------|-------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Fuel | 424,535 | 400,438 | 389,469 | (10,969) | (2.7%) |
| Property & replacement | 455,914 | 477,828 | 511,224 | 33,396 | 7.0% |
| Parking sales | 74,970 | 87,073 | 88,039 | 966 | 1.1% |
| Hydro levy | 22,657 | 23,065 | 23,363 | 298 | 1.3% |
| Total Taxation revenue | 978,076 | 988,404 | 1,012,095 | 23,691 | 2.4% |

Taxation revenues are comprised of taxes collected on fuel, property and replacement taxes, parking sales tax and the hydro levy.

Fuel tax revenue for 2024 is budgeted at \$389.5 million which is \$11.0 million (2.7 per cent) lower than the 2023 Budget. The decrease is attributable to an increase in the number of ZEVs leading to fewer vehicles requiring fuel, fuel efficiency improvements and higher revenue leakage to cross-border fuel purchases.

Property and replacement tax revenue is budgeted at \$511.2 million, \$33.4 million (7.0 per cent) higher than the 2023 Budget. This includes an annual 4.15 per cent increase in property tax revenue from existing properties. Additionally, the 2024 budget assumes a non-market change increase of 2.3 per cent, which is a proxy for development and construction growth that impacts revenue. The replacement tax remains at \$18.0 million for 2024.

Transit

| TRANSIT REVENUES | | | | | |
|--|----------------|----------------|----------------|---------------|-------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Fares | 395,450 | 461,453 | 503,637 | 42,184 | 9.1% |
| Programs | 127,292 | 132,544 | 140,332 | 7,788 | 5.9% |
| Total fare and programs revenue | 522,742 | 593,997 | 643,969 | 49,972 | 8.4% |
| Other ¹ | 29,882 | 36,001 | 35,649 | (352) | (1.0%) |
| Total Transit revenue | 552,624 | 629,998 | 679,618 | 49,620 | 7.9% |

¹ 2022 Other Transit Revenue was restated to reflect the latest information available.

Total transit revenue is budgeted at \$679.6 million which is an increase of \$49.6 million (7.9 per cent) compared to the 2023 Budget. The ridership growth observed in 2023, which is currently at approximately 90 per cent of pre-pandemic levels overall, with some regions surpassing pre-pandemic levels, is expected to continue in 2024. Furthermore, there is a planned fare increase of 2.3% in 2024.

The future ridership growth will be driven primarily by long-term socio-economic factors, population growth, employment levels and service expansion. The transit revenue growth assumption in 2024 are based on a moderate growth scenario.

The 2024 Budget includes a \$7.8 million (5.9 per cent) increase in program revenue, which is primarily due to increasing university enrollments in the region and an increase in eligible users of BC Government Bus Passes.

Government Transfers

| GOVERNMENT TRANSFERS | | | | | |
|--|----------------|----------------|----------------|----------------|--------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Senior Government Relief Funding | 176,000 | - | - | - | - |
| Senior Government funding | 184,507 | 287,451 | 419,842 | 132,391 | 46.1% |
| Golden Ears Bridge tolling replacement revenue | 66,629 | 67,267 | 67,874 | 607 | 0.9% |
| Total Government Transfers | 427,136 | 354,718 | 487,716 | 132,998 | 37.5% |

Government transfers include funds received from Greater Vancouver Regional Fund (GVRF), Investing in Canada Infrastructure Program (ICIP), the Public Transit Infrastructure Fund (PTIF), Canada Line funding, Building Canada Fund and other miscellaneous programs.

Revenue from Government Transfers is expected to be \$133.0 million (37.5 per cent) higher than the 2023 Budget primarily due to an increase of anticipated activity in projects funded through the Canada Community Building Fund, resulting in higher revenue recognized from Senior Government capital transfers. Vehicle deliveries are expected across multiple fleet procurement projects throughout 2024 and construction of the Marpole Transit Centre continues to advance.

Development Cost Charges (DCC)

The revenue from development cost charges is \$52.7 million, which is \$29.1 million (123.3 per cent) higher than the 2023 Budget. In accordance with PSAB standards, DCC revenue is recognized to the extent that DCC eligible projects are completed. The 2024 budget reflects an increase in activity on DCC eligible projects, allowing TransLink to recognize revenue that was deferred in prior years due to project delays.

Investment Income

Investment income is budgeted at \$149.7 million. The \$6.0 million (3.9 per cent) decrease below the 2023 Budget is mainly due to lower average cash balances given the releases from the Golden Ears Bridge Fund to support eligible capital project spending, partially offset by higher interest rates.

Risks and Challenges

Risks related to transit fare revenue include macroeconomic and social factors such as the unemployment rate, immigration levels including government policies therein, and continuance of working from home arrangements with new travel patterns. In addition, there exists the possibility of an economic downturn, whether a follow-on consequence of the pandemic or due to general market changes and fluctuations. It is difficult to predict the impact that an economic downturn would have on the job market and unemployment rates in Metro Vancouver, and in turn the use of the transit system.

Fuel tax revenue is challenging to forecast as suppliers have up to 48 months to recover tax paid on exempt volumes of fuel resold outside the transit region. Market changes in the price of crude oil, the increase in usage of ZEVs, the USD/CAD exchange rate and economic growth, as well as consumer tendency to purchase fuel across the US border can also impact the amount of fuel tax collected and remitted to TransLink. In the second half of 2023, retail gasoline volumes have declined compared to the same period in the prior year, which may indicate the start of a general decline in fuel consumption due primarily to increasing adoption of ZEV vehicles. The 2024 budget for fuel tax reflects the expectation of lower fuel volumes than in 2023.

Property tax revenue includes revenue from new development and construction growth; the growth rate for 2024 is estimated at 2.3 per cent. If the actual rate for 2024 is lower than 2.3 per cent, a lesser amount of incremental property tax revenue will be received.

TransLink has limited influence on the operations of our partners that remit our parking sales tax revenue. Changes in parking rates, continuance of working from home arrangements, and changes in consumer behaviour including switching to public transit could impact this revenue stream.

6. Consolidated Expenses by Segment

| CONSOLIDATED EXPENSES BY SEGMENT | | | | | |
|--|------------------|-----------------------------|------------------|----------------|-------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Bus operations | 860,510 | 934,378 | 1,021,572 | 87,194 | 9.3% |
| Rail operations | 363,581 | 408,221 | 457,705 | 49,484 | 12.1% |
| Transit Police | 48,070 | 52,820 | 61,689 | 8,869 | 16.8% |
| Corporate operations | 120,837 | 140,036 | 165,691 | 25,655 | 18.3% |
| Roads and bridges | 109,415 | 157,182 | 151,791 | (5,391) | (3.4%) |
| Amortization of tangible capital assets ² | 250,019 | 268,637 | 273,527 | 4,890 | 1.8% |
| Interest ² | 181,357 | 188,393 | 178,607 | (9,786) | (5.2%) |
| Sub Total Continuing Operations | 1,933,789 | 2,149,667 | 2,310,582 | 160,915 | 7.5% |
| Corporate One-time | 71,143 | 35,859 | 59,856 | 23,997 | 66.9% |
| Total Expenses by Segment | 2,004,932 | 2,185,526 | 2,370,438 | 184,912 | 8.5% |

¹ Restated to reflect budget transfers.

² Amortization and Interest are shown separately to facilitate analysis.

TransLink is responsible for delivering transit services, operating five bridges and providing operating and capital funding for the Major Road Network (MRN) and cycling in Metro Vancouver. The overall expenses budget increase of 8.5 per cent is mainly reflective of inflationary impacts. By continuing to focus on efficiencies and absolutely essential expenditures, TransLink is making targeted investments in critical areas of business resiliency in order to mitigate key Enterprise risks and achieve key Enterprise objectives, including rail expansion readiness and advancing key select priorities of Access for Everyone.

Of the \$160.9 million increase in Continuing Operations expenses in 2024 Budget, approximately \$140 million relates to contractual and economic increases from committed obligations, including labour rate increases. Approximately \$32 million relates to maintain a state of good repairs and service delivery, while \$13 million additional costs are budgeted to support growth and expansion. These increases are partially offset by savings and efficiencies of \$8 million, \$19.1 million lower non-capital costs related to delivery of the R6 RapidBus project that is nearing completion, and lower interest expenses of \$9.8 million.

Corporate One-time costs are budgeted at \$59.9 million, including costs of capital projects that are not eligible for capitalization, feasibility studies, operational readiness for rail expansion, major studies including Bus Rapid Transit, RapidBus expansion, and Bus Speed and Reliability.

Bus Operations

Coast Mountain Bus Company (CMBC) oversees the operations of Conventional and Community Shuttle bus services, SeaBus and Access Transit. By the end of 2024, CMBC's fleet will consist of approximately 2,145 Conventional Buses, Community Shuttles and Access Transit (HandyDART) vehicles. This figure also includes vehicles owned by TransLink but operated by third-party service providers. Bus Operations will span 110.5 million service kilometres, deliver 5.8 million service hours and offer 1.4 million Access Transit trips in 2024.

Initiatives

In 2024, CMBC will undertake a range of strategic activities and initiatives in order to deliver on TransLink's three key Corporate priorities:

Priority One: Deliver Today

- Continue to increase system flexibility, balance cancellation management and maintain on-time performance, through the continuation of the corridor deployment program.
- Re-launch Live Chat for Customer Information.
- Transform 150 bus stop to be wheelchair accessible.
- Conduct tire performance study and evaluation.
- Further work on Customer Safety Strategy.

Priority Two: Deliver Tomorrow

- Support the TransLink Climate Adaptation Plan.
- Support the TransLink Zero Emission Fleet Transition Plan.
- Support TransLink in the development of a new Access Transit Service Delivery Model.
- Support implementation of the Onboard Technology Assets Program (OTAP), Bus Daily Operations Management System (DOMS), and the CCloudSuite Enterprise Asset Management (EAM) projects.

Priority Three: Deliver Together

- Continue to support employee physical health, mental health and return to work initiatives.
- Move forward with the next steps of our EDI commitment.
- Support implementation of Health and Safety Software.

Risks and Challenges

Coast Mountain Bus Company has identified the following key risks and challenges:

- **Recruitment and Retention Challenges:** The risk exists that CMBC cannot recruit, train and/or effectively retain talent to meet ongoing operational requirements. Inability to recruit sufficient trades (e.g., mechanics) within the required timeframe may result in negative impacts on overtime, morale, and other operational constraints. CMBC is committed to prioritizing recruitment and retention activities by streamlining internal processes, holding career fairs for trades, and continually improving professional development opportunities and recognition programs for staff.

- **IT Infrastructure:** Several areas of the organization continue to operate with IT infrastructure that has reached end of life or is not fit for purpose. This may eventually impact the entity's ability to meet industry standards and maintain a state of good repair. To achieve operational efficiencies and ensure continuity, significant upgrades and/or replacements of systems such as DOMS, Facility Depot camera systems, and data warehouses are essential.
- **Aging Physical Infrastructure:** The risk exists that physical infrastructure is aging at a rate faster than we are keeping up with repairs, replacements, and resources. This is being caused by many reasons, some of which include funding limitations, operational constraints, and supply chain delays. The delays in upgrading physical infrastructure could potentially lead to service disruptions. As mitigating actions, CMBC is incorporating condition assessments and feasibility studies for all types of fixed infrastructure as part of the capital plan over the next five years.
- **Facility Capacity Constraints:** The risk that CMBC facility capacity will not meet the increased ridership demands. This risk is caused by factors such as fleet diversification, long replacement lifecycles and delayed depot construction timelines. This risk may result in higher operational costs, such as deadheading, and loss in efficiencies which could impact service delivery. Facility capacity analysis is underway, including facilities optimization and site solution for shuttles.
- **Low Carbon Fleet Strategy:** The risk that CMBC cannot meet the scope, scale, timing and technological needs required for transitioning to a low carbon fleet. While a significant portion of the fleet is due for replacements, upgrades to the infrastructure and operational impacts needs to be assessed and planned for. Consideration for bus electrification is being integrated into implementation plans for specific depots, and the Zero Emission Fleet Transition Plan is currently being developed and will be incorporated within the Investment Plan.
- **Customer & Employee Safety:** The risk that safety incidents affecting our customers and employees is increasing. This risk arises from various factors including socio-economic stressors, mental health, and drug addiction. Furthermore, environmental factors such as heat waves, snowstorms and flooding also pose a risk. These factors could result in increased injuries, fatalities, adverse reputational impacts, direct impacts to customer service, and operating cost impacts. CMBC continues its focus on ensuring effective safety related messaging, assessing the effectiveness of existing safety controls, integration of climate change risks within the safety management system, partnering with Transit Police to reduce operator assaults and improve overall customer safety.

2024 Budget vs 2023 Budget

| BUS OPERATIONS BY CATEGORY | | | | | |
|--|----------------|---------------------|------------------|---------------|-------------|
| Twelve months ending December 31 (\$ thousands) | 2022 | 2023 | 2024 | Change | |
| | ACTUAL | BUDGET ¹ | BUDGET | Incr/(Decr) | % |
| Administration | 21,979 | 25,327 | 31,085 | 5,758 | 22.7% |
| Contracted Services | 78,890 | 91,217 | 96,071 | 4,854 | 5.3% |
| Fuel and Power | 74,365 | 69,649 | 69,993 | 344 | 0.5% |
| Insurance | 16,555 | 17,314 | 18,007 | 693 | 4.0% |
| Maintenance, Materials and Utilities | 83,492 | 90,307 | 102,524 | 12,217 | 13.5% |
| Professional and Legal | 3,345 | 4,624 | 5,796 | 1,172 | 25.3% |
| Rentals, Leases and Property Tax | 18,489 | 25,641 | 27,480 | 1,839 | 7.2% |
| Salaries, Wages and Benefits | 563,395 | 610,299 | 670,616 | 60,317 | 9.9% |
| Total Expenses by Category | 860,510 | 934,378 | 1,021,572 | 87,194 | 9.3% |

¹ The 2023 budget figures were restated to reflect transfers.

The Bus Operations Budget 2024 of \$1,021.6 million is \$87.2 million (9.3 per cent) higher than the 2023 Budget. This consists of increases in costs to operate the conventional bus service, Community Shuttle and SeaBus of \$74.0 million (9.7 per cent), Access Transit of \$2.4 million (3.5 per cent) and other contracted bus services of \$1.8 million (6.6 per cent). The CMBC 2024 operating budget increase is primarily due to committed contractual obligations related to labour and economic increases, and resources to support additional service hours and delivering excellent service. Furthermore, inflation and the impact of aging fleet has significantly impacted maintenance costs.

In comparison to the 2023 Budget:

- Salaries, wages and benefits are budgeted to increase by \$60.3 million mainly due to negotiated contractual increases, labour adjustments, and benefit increases.
- Maintenance, materials and utilities are budgeted to increase by \$12.2 million mainly due to inflationary impacts on the cost of spare parts and higher maintenance services needed for the aging fleet.
- Administration costs are budgeted to increase by \$5.8 million mainly due to inflationary impacts on general corporate costs.
- Contracted transit services are budgeted to be \$4.9 million higher than 2023 Budget mainly due to contractual rate increases.

Service Assumptions

In 2024, CMBC will continue providing services right-sized to the needs of the region. Budget-to-budget conventional transit service hours and kilometres are expected to increase by 1.7 per cent, and conventional capacity kilometres are expected to increase by 2.4 per cent. New service to First Nations reserves will be added in 2024 along with additional hours to compensate for increased congestion. Despite the demand being lower than budget in 2023, Access Transit service levels will remain the same as in the 2023 Budget to ensure that services are fully available for passengers unable to use conventional public transit without assistance.

The following table shows the service levels at CMBC operations:

| BUS OPERATIONS | | | | | |
|---|----------------------|----------------------|----------------------|--------------------|-------------|
| Twelve months ending December 31 | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| SERVICE HOURS | | | | | |
| CMBC Operations | 5,243,124 | 5,450,888 | 5,539,380 | 88,492 | 1.6% |
| Conventional Bus | 4,680,876 | 4,867,708 | 4,922,468 | 54,760 | 1.1% |
| Community Shuttle | 548,311 | 569,255 | 602,953 | 33,698 | 5.9% |
| SeaBus | 13,937 | 13,925 | 13,959 | 34 | 0.2% |
| Contracted Transit Services | 239,042 | 242,575 | 250,591 | 8,016 | 3.3% |
| West Vancouver | 119,609 | 118,523 | 119,450 | 927 | 0.8% |
| Contract Community Shuttle | 119,432 | 124,052 | 131,141 | 7,089 | 5.7% |
| Conventional Transit Service Hours | 5,482,165 | 5,693,463 | 5,789,971 | 96,508 | 1.7% |
| SERVICE KILOMETRES | | | | | |
| CMBC Operations | 100,419,070 | 103,645,478 | 105,461,820 | 1,816,342 | 1.8% |
| Conventional Bus | 89,766,567 | 92,765,455 | 94,013,522 | 1,248,067 | 1.3% |
| Community Shuttle | 10,466,792 | 10,694,095 | 11,261,450 | 567,355 | 5.3% |
| SeaBus | 185,711 | 185,928 | 186,848 | 920 | 0.5% |
| Contracted Transit Services | 4,869,510 | 5,003,909 | 5,075,069 | 71,160 | 1.4% |
| West Vancouver | 2,243,973 | 2,225,574 | 2,207,836 | (17,738) | (0.8%) |
| Contract Community Shuttle | 2,625,537 | 2,778,335 | 2,867,233 | 88,898 | 3.2% |
| Conventional Transit Service Kilometres | 105,288,581 | 108,649,387 | 110,536,889 | 1,887,502 | 1.7% |
| CAPACITY KILOMETRES | | | | | |
| CMBC Operations | 5,459,211,346 | 5,792,447,592 | 5,934,000,544 | 141,552,952 | 2.4% |
| Conventional Bus | 5,136,509,649 | 5,464,207,032 | 5,591,789,264 | 127,582,232 | 2.3% |
| Community Shuttle | 251,203,008 | 256,658,280 | 270,274,800 | 13,616,520 | 5.3% |
| SeaBus | 71,498,689 | 71,582,280 | 71,936,480 | 354,200 | 0.5% |
| Contracted Transit Services | 175,211,548 | 177,958,740 | 179,205,392 | 1,246,652 | 0.7% |
| West Vancouver | 112,198,650 | 111,278,700 | 110,391,800 | (886,900) | (0.8%) |
| Contract Community Shuttle | 63,012,898 | 66,680,040 | 68,813,592 | 2,133,552 | 3.2% |
| Conventional Transit Capacity Kilometres | 5,634,422,894 | 5,970,406,332 | 6,113,205,936 | 142,799,604 | 2.4% |

The following table shows the service levels at Access Transit:

| ACCESS TRANSIT | | | | | |
|-----------------------------------|------------------|-------------------|-------------------|-------------|---|
| Twelve months ending December 31 | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Service Kilometres | 8,299,487 | 11,673,000 | 11,673,000 | - | - |
| Access Transit Trips | | | | | |
| Trips - HandyDART | 797,140 | 1,297,000 | 1,297,000 | - | - |
| Trips - Taxi Supplement | 167,710 | 152,000 | 152,000 | - | - |
| Total Access Transit Trips | 964,850 | 1,449,000 | 1,449,000 | - | - |

Rail Operations

British Columbia Rapid Transit Company Ltd. (BCRTC), on behalf of TransLink, maintains and operates two of the three SkyTrain lines in Metro Vancouver, the Expo and Millennium Lines. BCRTC is responsible for managing the contracted service agreement with InTransit BC for the operation and maintenance of the Canada Line. BCRTC also operates and maintains the West Coast Express commuter rail service. BCRTC is committed to its employees, the ongoing improvement of the customer experience and supporting TransLink's critical role in planning and managing the region's transportation network.

In 2024, BCRTC will continue to focus on delivering excellent service to our customers and managing day-to-day operations and maintenance initiatives while at the same time supporting the largest expansion and infrastructure renewal in the company's history. These major expansion and infrastructure renewal projects are at various stages of progress and are occurring in tandem with state of good repair commitments. Over the next few years, BCRTC will continue to support both the ongoing investments in existing rail services and major expansion rail projects, and ensure we continue to provide the safe, reliable and frequent services our customers have come to expect.

BCRTC's 2024 business plan aligns its focus areas and objectives with those of TransLink to support an integrated approach to meet the ever-expanding needs of our customers in the Metro Vancouver region. BCRTC's corporate values center on mutual support and collaboration, with a focus on three primary objectives:

- Deliver Excellent Service
- Achieve Future Readiness
- A Healthy, Motivated, and Fulfilled Team

BCRTC aligns its business plan objectives within TransLink's Corporate Priorities as follows:

Deliver Today: Deliver Excellent Service

- Maintain service performance and on-time delivery
- Maintain state of good repair and deliver annual capital portfolio
- Station cleanliness
- Cybersecurity of operating technology
- Quality management

Deliver Tomorrow: Achieve Future Readiness

- Continued support of delivery of Broadway Subway Project and Surrey Langley Skytrain
- Support the new Operations Control Centre (OCC 2) and new Operations and Maintenance Centre (OMC 4)
- Begin to test and commission Mark V trains
- Mature and grow business capability

Deliver Together: Healthy, Motivated, and Fulfilled Team

- Continue to improve the employee experience and safety culture
- Attraction and retention of talent
- Staff engagement and recognition
- Training and competency management
- Apprenticeship program development

Risks and Challenges

BCRTC has identified the following key risks and challenges:

- Aging infrastructure - TransLink's rail network is multi-decades old across three different transit services. SkyTrain originally opened in 1986, West Coast Express in 1996, and Canada Line in 2010. Each rail operation strives to maintain its assets in a state of good repair, however, as assets age there are growing risks of more asset failures, and more funds being required to maintain a safe and reliable transit system.
- Asset management maturity - Although continuous improvement of asset management practices is a key focus, there is a risk that system performance and reliability are negatively impacted by outdated asset management practices, and suboptimal maintenance plans created based on flawed or incomplete data.
- Supply chain constraints - Global supply chain constraints and the bespoke nature of many spare parts create a risk that parts will not be available when required to meet maintenance needs resulting in service delivery and reliability issues. BCRTC is continuously working to improve its supply chain strategies in alignment with best practices and source alternatives, where practicable.
- Climate change and resilience - TransLink has released a Climate Action Plan to further develop risk responses, design guidelines, and programs to make infrastructure more resilient to climate impacts. However, there is a risk that the infrastructure and assets will not be able to withstand extreme weather events associated with climate change.
- Managing the pace of growth - The Access for Everyone Plan (10-Year Priorities) proposes an unprecedented expansion of the SkyTrain network. BCRTC endeavors to balance the pace of growth and evolving project delivery schedules with the ongoing delivery of a safe and reliable system and ensuring the long-term success of the business.
- Ability to attract & retain talent - The risk exists that BCRTC cannot recruit, train and/or effectively retain talent to meet ongoing operational requirements. Inability to recruit sufficient trades within the required timeframe may result in negative impacts on overtime, morale, and other operational constraints. In conjunction with TransLink, BCRTC is committed to prioritizing recruitment and retention activities by streamlining internal processes, holding career fairs for trades, tapping into non-traditional markets, and continually improving professional development opportunities and recognition programs for staff.

2024 Budget vs 2023 Budget

| RAIL OPERATIONS BY CATEGORY | | | | | |
|--|----------------|-----------------------------|----------------|---------------|--------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Administration | 7,183 | 11,396 | 12,638 | 1,242 | 10.9% |
| Contracted Services | 135,815 | 142,012 | 150,631 | 8,619 | 6.1% |
| Fuel and Power | 15,631 | 17,415 | 17,926 | 511 | 2.9% |
| Insurance | 6,843 | 7,587 | 9,660 | 2,073 | 27.3% |
| Maintenance, Materials and Utilities | 56,347 | 65,761 | 79,803 | 14,042 | 21.4% |
| Professional and Legal | 3,524 | 5,660 | 6,635 | 975 | 17.2% |
| Rentals, Leases and Property Tax | 1,808 | 1,915 | 4,345 | 2,430 | 126.9% |
| Salaries, Wages and Benefits | 136,430 | 156,475 | 176,067 | 19,592 | 12.5% |
| Total Expenses by Category | 363,581 | 408,221 | 457,705 | 49,484 | 12.1% |

¹ The 2023 budget figures were restated to reflect transfers.

The Rail Operations 2024 Budget of \$457.7 million is \$49.5 million (12.1 per cent) higher than the 2023 Budget of \$408.2 million.

The 2024 Budget increases are primarily due to committed contractual obligations and economic increases, including labour rate increases, maintenance activities, and resources to support activities and initiatives to achieve our objectives of delivering excellent service, achieving future readiness, and fostering a healthy, motivated, and fulfilled team. Below are highlights of the 2024 Budget compared to the 2023 Budget:

- Salaries, wages, and benefits are expected to increase by \$19.6 million (12.5 per cent). This includes contractual and economic labour increases, as well as resources to support state of good repair, preparing for the future expansion, project delivery and other key initiatives.
- Maintenance, materials and utilities are expected to increase by \$14.0 million (21.4 per cent) for initiatives to ensure the state of good repair of our assets, and provide a safe and clean environment for our customers and staff, as well as increased service for WCE and inflationary increases.
- Contracted services are expected to increase by \$8.6 million (6.1 per cent) due to contractual increases, including the costs related to Capstan station that will open in 2024.
- Administration expenses are expected to increase by \$1.2 million (10.9 per cent) due to inflationary pressures in information technology software and license costs, as well as support required to meet growing needs of the Enterprise, prepare for future and continued investment in cyber security and resiliency of systems.
- Professional and legal expenses are expected to increase by \$1.0 million (17.2 per cent) to support future growth and state of good repair initiatives.

Service Assumptions

| RAIL OPERATIONS | | | | | |
|--|----------------------|-----------------------------|----------------------|----------------------|---------------|
| Twelve months ending December 31 | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| SERVICE HOURS | | | | | |
| SkyTrain: Expo & Millennium Lines | 1,270,783 | 1,315,118 | 1,211,693 | (103,425) | (7.9%) |
| SkyTrain: Canada Line | 200,064 | 200,892 | 201,342 | 450 | 0.2% |
| West Coast Express | 18,199 | 24,183 | 32,207 | 8,024 | 33.2% |
| Rail Operations Service Hours | 1,489,046 | 1,540,193 | 1,445,242 | (94,951) | (6.2%) |
| SERVICE KILOMETRES | | | | | |
| SkyTrain: Expo & Millennium Lines | 51,212,463 | 52,999,223 | 48,831,237 | (4,167,986) | (7.9%) |
| SkyTrain: Canada Line | 6,427,122 | 6,453,643 | 6,468,113 | 14,470 | 0.2% |
| West Coast Express | 686,268 | 911,233 | 1,213,632 | 302,399 | 33.2% |
| Rail Operations Service Kilometres | 58,325,853 | 60,364,099 | 56,512,982 | (3,851,117) | (6.4%) |
| CAPACITY KILOMETRES | | | | | |
| SkyTrain: Expo & Millennium Lines | 4,527,517,850 | 4,691,815,246 | 4,488,039,049 | (203,776,197) | (4.3%) |
| SkyTrain: Canada Line | 901,996,802 | 905,719,046 | 907,749,782 | 2,030,736 | 0.2% |
| West Coast Express | 101,293,186 | 134,497,843 | 179,132,083 | 44,634,240 | 33.2% |
| Rail Operations Capacity Kilometres | 5,530,807,838 | 5,732,032,135 | 5,574,920,914 | (157,111,221) | (2.7%) |

¹ Canada Line's 2023 budget was restated to correct a calculation error.

In general, Expo and Millennium Line 2024 service level will remain consistent with 2023. The service hours and kilometres for 2024 are planned to decrease by 7.9 per cent compared to the 2023 service plan. This reduction is primarily due to the planned single tracking between Braid and Lougheed Town Centre stations throughout the year, in order to facilitate the construction requirements of SkyTrain Operation and Maintenance Centre (OMC 4). The reduction in capacity kilometers from single tracking is partly offset by the increased capacity offered by a phased introduction of five-car Mark V trains as they become available. As a result, the budgeted capacity kilometers for 2024 are 4.3 per cent lower than the 2023 service plan.

In 2024, Canada Line will improve peak and late evening services by slightly reducing midday service. Therefore, the change in overall service indicators is neutral. Because 2024 is a leap year, the total service hours, service kilometres and capacity kilometres will each increase by 0.2 per cent compared to the 2023 service plan.

West Coast Express service hours, service kilometres and capacity kilometres will each increase by 33.2 per cent in 2024 compared to the 2023 service plan. The 2024 service plan is being increased to meet demand with five trains operating in each direction, with a total of 36 cars. The 2023 service plan was based on five trains and 27 cars providing services.

Police Operations

Mandated by the Minister of Public Safety and Solicitor General as a Designated Policing Unit, the Metro Vancouver Transit Police (Transit Police) preserves and protects public peace throughout the transit system. Working with local police services, each officer aims to prevent crime and offences against the law, aid in the administration of justice and enforce the laws of British Columbia and the Criminal Code of Canada. The Province established Transit Police in 2004 as the first dedicated transit police service in Canada, and Transit Police was established in 2005.

Initiatives

In 2024, Transit Police will continue to implement the 2022-2026 strategic plan. The plan is centred around three pillars: Cross-Regional Policing, Engaged Community Partners and Modern Policing Culture and has 11 objectives.

Cross-Regional Policing

The transit system's expansive geography uniquely enables Transit Police to build strong relationships with all cross regional policing partners in Metro Vancouver to improve public safety and the safety of transit staff and ridership. To address local, regional and international threats to the transit system, Transit Police will participate in joint-agency policing opportunities and provide specialized services and operational/emergency planning for the threats and many special events that may affect the transit system and its ridership. As the breadth of people and places served by the transit system expands, Transit Police will seek the expertise of enterprise and community partners to ensure that transit users can access the services they need, particularly those who are vulnerable and at-risk. Transit Police will work with neighbourhood and community partners to ensure that transit hubs are safe spaces within the community, while also helping to improve perceptions of safety on transit.

In support of crime reduction/prevention on and around the transit system, Transit Police will engage in intelligence-led proactive enforcement of provincial statutes, applicable bylaws, Transit Conduct and Safety Regulations and the *Criminal Code*, and partner with other police agencies to accomplish extensive investigations and joint-force operations. This includes support for provincial initiatives such as the Repeat Violent Offending Intervention Initiative (ReVOII), which focuses on improving public safety by coordinating responses across the justice system. ReVOII brings together police, dedicated prosecutors, dedicated probation officers and correctional supervisors to provide early interventions in cases involving repeat violent offending. As a cross regional police agency, Transit Police is a participant in all three hubs/teams in Metro Vancouver.

Engaged Community Partners

To better engage and serve transit customers, Transit Police will continue to advance the implementation of a Tiered Policing Pilot Program to enhance policing resources and improve efficiencies. The Community Safety Officer ("CSO") team supplements regular police officers by taking on a range of proposed duties, such as providing enhanced peace officer visibility at the major transit hubs, guarding crime scenes, tagging property, enforcing the *Greater Vancouver Transit Conduct and Safety Regulation*, conducting fare enforcement, engaging with passengers, working in collaboration with enterprise partners and assisting vulnerable persons. The aim is to positively affect perceptions of safety on transit and free up police officer resources to respond to calls for service and conduct criminal investigations. The first class of CSOs were fully trained in Q3/Q4 2023 and are now deployed. The second class of CSOs began training in Q4 2023 and are anticipated to complete training in Q1 2024. A third class of CSOs is anticipated later in 2024.

Transit Police will explore the establishment of a second location to launch a Community Policing Office, to augment the Waterfront Station Community Policing Office (launched in 2021). Transit Police will continue to train volunteers, who are working on a variety of safety projects at Waterfront Station, as well as other transit locations in Vancouver and elsewhere on the system, in order to increase feelings of safety and security.

The Transit Police and the Police Board will continue to advance their commitment to Truth and Reconciliation and to address the overrepresentation of Indigenous people in the justice system. The Indigenous Liaison Officer will continue to review criminal investigations involving Indigenous people who are either a victim, complainant or accused and consider restorative justice options. In 2024, the Transit Police will explore expansion of the Blue Eagle Community Cadet Program (for youth 12 to 15 years) to a third location. The Vancouver and Surrey based programs will operate in the Spring and Fall. This program helps support urban Indigenous youth in their personal development as well as build positive relationships between Transit Police Officers and the youth.

Modern Policing Culture

Transit Police will continue to work to develop greater diversity and inclusiveness in its workforce, and to deliver services impartially, equitably and in a culturally safe manner. To ensure that adequate resources are available to meet growth and expansion, an initial phased increase in hiring will need to proceed in 2024. Ongoing, the new staffing model will provide a guideline for future human resource planning. Work will continue to improve operational effectiveness and to meet new policing standards, and regulations and laws, such as implementation of the new Provincial Policing Standards on Unbiased Policing. This includes a survey of citizen satisfaction with the Transit Police service and new/expanded Indigenous Awareness Training.

Risks and Challenges

Police Officer hiring by the new Surrey Police Service impacted attrition in 2022 and 2023 and it may continue to affect retention in 2024. In the policing environment, a casual pool of sworn officers is limited in order to fill vacancies and/or backfill for injuries. There is a comprehensive process for the hiring of police officers and it can be lengthy, particularly for new recruits. The candidate pool for recruits and experienced officers varies month to month and hiring delays may affect overtime costs. In anticipation of the transit system expansion (Millennium-Broadway and Surrey-Langley extensions), Transit Police must be proactive in developing and acquiring the necessary civilian professional and sworn officer resources to support its operations and to meet public expectations. Further, there will be increased budget pressures from the increased recruit training fees at the Police Academy, emergency communication costs from E-Comm 9-1-1 and mandatory training requirements arising from new BC Provincial Policing Standards.

Similar to other police agencies across Canada, Transit Police has seen a reduction in applications received from potential new recruits and experienced police officer hires. In an increasingly competitive hiring environment, a refreshed recruitment campaign is scheduled for 2024 to support a pool of applications that is sufficient to meet targeted hiring numbers.

2024 Budget vs 2023 Budget

| POLICE OPERATIONS BY CATEGORY | | | | | |
|--|----------------|-----------------------------|----------------|--------------|--------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Administration | 3,144 | 4,201 | 5,080 | 879 | 20.9% |
| Insurance | 88 | 140 | 156 | 16 | 11.4% |
| Maintenance, Materials and Utilities | 1,619 | 1,701 | 2,004 | 303 | 17.8% |
| Professional and Legal | 231 | 432 | 437 | 5 | 1.2% |
| Rentals, Leases and Property Tax | 2,852 | 2,829 | 3,705 | 876 | 31.0% |
| Salaries, Wages and Benefits | 40,136 | 43,517 | 50,307 | 6,790 | 15.6% |
| Total Expenses by Category | 48,070 | 52,820 | 61,689 | 8,869 | 16.8% |

¹ Restated to reflect budget transfers.

Police operations expenditures are expected to increase by \$8.9 million (16.8 per cent) from Budget 2023. This is mainly due to higher salaries, wages and benefits which are a result of negotiated contractual and benefit increases and two additional working days. Of the \$6.8 million increase in salary costs, \$1.4 million are recoverable through secondments to other agencies, with recovery recorded in miscellaneous revenue. In addition, inflationary pressures from the increased cost of tuition fees for new police officer recruits, increased contractual costs of radio dispatch services, and increased costs of vehicle maintenance, fuel and police equipment contributed to the year-over-year budget increase.

Corporate Operations

Corporate Operations' key priority is to support the operating needs of the organization with a focus on achieving enterprise-wide priorities. While managing fiscal pressures by achieving efficiencies and cost reductions, TransLink is focusing on service quality, investing in business resiliency and advancing the region's vision for the future.

Corporate operations consist of the following areas: Transportation Planning and Policy, Engineering, Human Resources, Business Technology Services, Strategic Sourcing, Real Estate, General Counsel, Customer Communications and Public Affairs, Financial Services, Compass Operations, and Safety and Emergency Management.

Initiatives

In 2024, Corporate operations will undertake a range of strategic activities and initiatives in order to deliver on TransLink's three key Corporate priorities:

Priority One: Deliver Today

- Improve Customer Service Communications by enhancing the capacity to facilitate communications with customers regarding major maintenance work across the system.
- Initiate the Newcomers Program to launch and promote transit ridership among newcomers to the region.
- Build capacity to manage demand for more connections with communities, coordination and management of Transit Volunteer Program.
- Increase media and communications capacity to effectively engage with the public, newcomers, and customers, particularly in the South of Fraser region.
- Stabilize, operate, and expand Customer Digital products (Websites, Buzzer, etc.).
- Enhance marketing and ridership development for Frequent Travel Network corridors including marketing, wayfinding, and customer experience improvements.
- Implement a Sustainability Platform to enhance strategic investment decision-making, align with climate and service expansion objectives, and meet increased reporting requirements to governments, funders, green bond initiatives, and accountability reporting.
- Develop and implement the Sustainable Procurement Policy.
- Assess Enterprise safe operating plans and projects aimed at rebuilding ridership & confidence.
- Establish a governance framework to develop and enhance resilience properties, enhance visibility into the information asset inventory, and improve technology and solutions for information management, protection, retention, and destruction.
- Establish an enterprise integrated security program that coordinates and integrates security activities across the enterprise.
- Commence work on replacement of Human Resources Management System and upgrade other HR systems.

Priority Two: Deliver Tomorrow

- Develop a strategy and roadmap to modernize the Customer Contact Centre and customer communications experience.
- Develop and implement program supporting the advance of Bus Rapid Transit in region, including educating decision-makers and influencers, organizing tours, developing marketing material, managing media and interest groups.
- Develop Major Studies program and business cases for the next 10-Year priorities.
- Continue implementation of the enterprise Business Continuity Management program and continue to investigate SaaS solutions to streamline processes.
- Develop the next Customer Experience Action Plan 2025-27, involving research, plan development, internal engagement, and design.
- Enhance Customer Research Program to improve understanding of customer preferences for potential Customer Experience investments such as new vehicles, station amenities, new technology which will improve process for considering customer-related investments in capital planning process.
- Expand the Transit Friendly Employer and Developer Programs.
- Support definition of projects and programs in future Investment Plans and associated capital plans including: requirements definition, corporate asset management, feasibility studies, and standards and guideline development.
- Initiate the Broadway Subway Customer Readiness program.
- Support Corporate programs (such as First Nations Transportation Program) and strategies including Indigenous Procurement Strategy, Real Estate Development Program, Driving Down Emissions.
- Develop Enterprise Digital Technology (Transformation) Strategy to lead the development of a strategy and roadmap to support the Enterprise's overall strategic technology ambitions and direction in support of business goals and objectives over the next decade.
- Prepare for the next generation of Compass systems.
- Implement an automated system for tracking and managing incident information, promoting accurate reporting and supporting health, safety, and risk management.
- Implement software as a service (SaaS) solution for collecting vehicle health condition information for bus fleets to support maintenance oversight and repair scheduling.
- Develop Indigenous engagement on Reconciliation Action Plan.
- Collaborate with the Board of Directors and the Mayors' Council to identify options and implement changes towards improving Indigenous Representation in governance.
- Implement software to support the oversight and management of Zero Emission Bus (ZEB) fleet.

Priority Three: Deliver Together

- Execute the Multicultural Marketing Strategy with targeted community campaigns and support for languages, customer service, safety, and recruiting.
- Implement translation services of our website to improve customer engagement.
- Host the Union International des Transports Publics (UITP) North America conference in June 2024.
- Modernize and add capacity to TransLink's ability to communicate with its employees, modernize employee Intranet and improve coordination of employee communication with operating companies.

- Implement Enterprise Sustainability's actions and projects in Year 2 of the Climate Action Plan and Zero Emissions Transition Plan.
- Offer work experience opportunities for graduates in the Indigenous Interns program.
- Develop internal Indigenous Cultural Awareness Training to improve Enterprise knowledge and awareness of Indigenous Culture.
- Develop a TransLink Indigenous Relations Engagement Policy and Engagement Process with Indigenous feedback.
- Develop annual Indigenous Relations Screening Assessments for projects, policy and initiatives with increased assistance to ensure archaeological and heritage screening is completed.
- Develop Indigenous bus driver training plan including training prerequisites for a Class 5 driver license and continue implementing Indigenous Employee Resources Group with training and plan for Indigenous advancement to management positions.
- Implement the Cultural Recognition Policy and Program to promote Indigenous engagement, celebrations and events. This includes designing storyboards for public awareness of Indigenous Nations and adding Burrard Station cultural recognition art with 3 Indigenous Nations and unveiling for Mark V SkyTrain.
- Continue expanding EDI Program, including focus on women in leadership across the Enterprise and continue Speaker series and Employee Resource Groups, bringing in experts to discuss various EDI topics.
- Implement various initiatives to improve and maintain mental health, promote psychological safety and improve employee satisfaction.
- Continue delivering Leadership training through UBC Leadership program.

Risks and Challenges

Corporate Operations have identified the following key risks and challenges:

- Delivering on our capital project commitments continues to be a key challenge with multiple competing critical projects along with rapidly escalating costs. Deferral of these projects would negatively impact our ability to deliver customer services, improve safety and reliability of the system, and maintain our assets in a state of good repair.
- With the recent significant growth in regional population, TransLink may face operational challenges keeping pace with the growing demand leading to increased overcrowding and worsening transit customer experience. In addition to meeting the service expansion goals, capacity constraints on our depot facilities needs to be assessed and planned for.
- Business Resilience remains a key challenge which compromises our ability to recover critical services safely and quickly during major operational incidents, disasters, or emergencies. Inadequate planning / coordination (internally and externally) and lack of vulnerability assessments could lead to extended service interruptions, lapses in communication and potential regulatory compliance issues. The extreme effects of climate change related events (heat, flooding among others) could also negatively impact the facilities, infrastructure, staff and customer health and safety.
- TransLink is legislatively required to support regional and provincial environmental objectives, including air quality and greenhouse gas emissions reductions. Lack of organized change management to adopt zero-emission technologies & facilities as well as the inability to rapidly advance the expansion initiatives to support the mode shift from personal vehicles to transit, could lead to these targets not being achieved.

- Risks associated with the insufficient prioritization of the technology initiatives may result in an inadequate support to our business processes. Cybersecurity risk / threat environment is continuously evolving and could lead to potential privacy impacts, decrease in business effectiveness and loss of public confidence.
- The overall increase in public concerns and media coverage about crime & safety within the region, poses the risk of our customers and employees not feeling safe on transit system. There is an increased need for public safety measures such as immediate response to acute system safety events, as well as awareness of available physical and psychological safety resources.
- The talent shortage of skilled workforce in the market challenges our ability to attract and retain qualified candidates. Such challenges, if not managed well, may delay Corporate Operations meeting internal and external customer expectations.

The risks and challenges are continuously monitored through management oversight and governance.

2024 Budget vs 2023 Budget

| CORPORATE OPERATIONS BY CATEGORY | | | | | |
|--------------------------------------|----------------|---------------------|----------------|---------------|--------------|
| Twelve months ending December 31 | | | | | |
| (\$ thousands) | 2022 | 2023 | 2024 | Change | |
| | ACTUAL | BUDGET ¹ | BUDGET | Incr/(Decr) | % |
| Administration | 22,162 | 25,338 | 35,582 | 10,244 | 40.4% |
| Contracted Services | 15,903 | 17,186 | 18,871 | 1,685 | 9.8% |
| Insurance | 444 | 644 | 665 | 21 | 3.3% |
| Maintenance, Materials and Utilities | 2,478 | 2,883 | 2,524 | (359) | (12.5%) |
| Professional and Legal | 10,730 | 18,221 | 18,667 | 446 | 2.4% |
| Rentals, Leases and Property Tax | 15,328 | 15,704 | 11,993 | (3,711) | (23.6%) |
| Salaries, Wages and Benefits | 53,792 | 60,060 | 77,389 | 17,329 | 28.9% |
| Total Expenses by Category | 120,837 | 140,036 | 165,691 | 25,655 | 18.3% |

¹ 2023 budget figures were restated to reflect transfers.

Corporate operations are budgeted at \$165.7 million, an increase of \$25.7 million (18.3 per cent) compared to the 2023 Budget. In the 2024 Budget, TransLink addresses the operating needs of the organization within essential Enterprise priorities while managing unprecedented cost pressures. The 2024 operating budget increases are primarily due to committed contractual obligations and economic increases, including negotiated labour rate increases, and resources to support initiatives to support the upcoming expansion and meet growing needs of the Enterprise.

Salaries, wages and benefits have increased by \$17.3 million (28.9 per cent) due to increases in the labour rates along with additional positions required to meet both our ongoing service delivery, upcoming expansion and the growing needs of the Enterprise. The increase in administration expenses of \$10.2 million (40.4 per cent) is mainly due to inflationary pressures in information technology software and license costs, as well as new technology products and support required to meet growing needs of the Enterprise, prepare for future and continued investment in cyber security and resiliency of systems. TransLink is committed to identifying efficiencies and reducing non-essential spending to deliver planned initiatives amid continued financial constraints.

Roads and Bridges

| ROADS & BRIDGES OPERATIONS BY CATEGORY | | | | | |
|--|----------------|-----------------------------|----------------|----------------|---------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET | Change | |
| | | | | Incr/(Decr) | % |
| Administration | 27 | 30 | 53 | 23 | 76.7% |
| Capital infrastructure contributions | 60,666 | 84,577 | 92,803 | 8,226 | 9.7% |
| Contracted Services | 5,960 | 6,220 | 6,660 | 440 | 7.1% |
| Insurance | 1,358 | 1,342 | 1,376 | 34 | 2.5% |
| Maintenance, Materials and Utilities | 38,137 | 61,515 | 47,146 | (14,369) | (23.4%) |
| Professional and Legal | 1,847 | 1,057 | 1,085 | 28 | 2.6% |
| Rentals, Leases and Property Tax | 104 | 405 | 417 | 12 | 3.0% |
| Salaries, Wages and Benefits | 1,316 | 2,036 | 2,251 | 215 | 10.6% |
| Total Expenses by Category | 109,415 | 157,182 | 151,791 | (5,391) | (3.4%) |

¹ 2023 budget figures were restated to reflect transfers.

The 2024 Roads and Bridges budget of \$151.8 million is \$5.4 million (3.4 per cent) lower than the 2023 budget. The favourable variance is primarily due to lower non-capital costs related to delivery of the R6 RapidBus project that is nearing completion partly offset by timing differences in capital infrastructure contributions, which are reimbursements for costs incurred by local governments in the delivery of bike, walk, road and transit priority projects partly funded by TransLink.

The Roads and Bridges 2024 Budget will support TransLink’s mandate to oversee the Major Road Network, support the Regional Goods Movement Strategy and the Municipal Cost Share Programs portfolios. In addition, this budget provides resources to administer TransLink’s Bike Program and oversees the operations and maintenance of TransLink-owned bridges. This budget is expected to provide the following outcomes:

- Provide the tools to monitor and manage the Major Road Network’s performance.
- Support the development of a Regional Safety Strategy.
- Improve regional coordination between public and private sector partners on challenges across various travel modes.
- Improve regional road network operations including improvement of freight wayfinding and trip planning tools, loading zone operations and incident response.
- Continue to make progress towards implementing a regional permit system for oversize-overweight vehicles.
- Administer and maintain TransLink’s Bike Parking Program.
- Develop Bike Program capital investment roadmap.
- Maintain and perform ongoing operations, inspections and rehabilitation on all TransLink-owned bridges.
- Develop seismic response plans for all TransLink-owned bridges.
- Manage the Golden Ears Bridge concession agreement and perform annual audits of Concessionaire performance.

Amortization

The 2024 Budget for amortization expense is \$4.9 million (1.8 per cent) higher in comparison to the 2023 Budget. Major contributors to the additional amortization expense in 2024 include the following projects

coming into service: Enterprise Finance and Supply Chain Management ERP and Enterprise Asset Management System (BCRTC), Onboard Technology Assets Program (OTAP) and Canada Line Capstan Station. This is partly offset by lower amortization on assets that will become fully depreciated in 2024, the majority of which are vehicle assets.

Interest

Interest expense of \$178.6 million is \$9.8 million (5.2 per cent) lower than the 2023 Budget primarily due to higher capitalized interest as a result of increased capital spending, and no short-term debt assumed in 2024. Lower interest expense is partly offset by higher interest rates associated with new debt and a portion of MFABC debt anticipated to be renewed at higher interest rates.

Corporate – One Time

Corporate One Time costs in the 2024 Budget are \$59.9 million, consisting of costs of capital projects that are not eligible for capitalization (\$17.3 million), Operational Readiness for Rail Expansion (\$13.4 million), RapidBus project (\$10.4 million), feasibility studies (\$6.6 million), contingency provision (\$5.0 million), major studies and Bus Rapid Transit project (\$3.2 million), Flexible Service Piloting Program (\$1.8 million), Bus Speed and Reliability project (\$1.5 million) and other miscellaneous items.

7. Investment in Capital Assets

| Summary of Capital, by Program (\$ thousands) | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|----------------------|--------------------|-----------------------|------------------------|------------------|-----------------------|
| | Gross Cost | Less: Funding | Translink Net Cost | Gross Cost | Less: Funding | Translink Net Cost |
| 2024 New Capital Program | | | | | | |
| Equipment | 43,021 | - | 43,021 | 5,873 | - | 5,873 |
| Facilities | 49,431 | - | 49,431 | 2,093 | - | 2,093 |
| Infrastructure | 83,244 | - | 83,244 | 33,343 | - | 33,343 |
| Technology | 319,552 | - | 319,552 | 35,327 | - | 35,327 |
| Vehicles | 544,940 | (438,690) | 106,250 | 941 | (4) | 937 |
| Contingency | 99,000 | - | 99,000 | 44,000 | - | 44,000 |
| 2024 New Capital Program Total | 1,139,188 | (438,690) | 700,498 | 121,577 | (4) | 121,573 |
| Active/Approved in Principle (AIP) Capital | | | | | | |
| Equipment | 225,934 | (22,848) | 203,086 | 28,094 | (614) | 27,480 |
| Facilities | 806,458 | (473,303) | 333,155 | 273,011 | (172,066) | 100,945 |
| Infrastructure | 445,990 | (92,761) | 353,229 | 140,455 | (16,661) | 123,794 |
| Major Construction | 3,286,404 | (968,023) | 2,318,381 | 612,260 | (204,063) | 408,197 |
| Technology | 147,632 | - | 147,632 | 48,959 | - | 48,959 |
| Vehicles | 913,172 | (850,251) | 62,921 | 208,068 | (174,584) | 33,484 |
| Active/Approved in Principle (AIP) Capital Total | 5,825,590 | (2,407,186) | 3,418,404 | 1,310,847 | (567,988) | 742,859 |
| Total Capital | | | | | | |
| Equipment | 268,955 | (22,848) | 246,107 | 33,967 | (614) | 33,353 |
| Facilities | 855,889 | (473,303) | 382,586 | 275,104 | (172,066) | 103,038 |
| Infrastructure | 529,234 | (92,761) | 436,473 | 173,798 | (16,661) | 157,137 |
| Major Construction | 3,286,404 | (968,023) | 2,318,381 | 612,260 | (204,063) | 408,197 |
| Technology | 467,184 | - | 467,184 | 84,286 | - | 84,286 |
| Vehicles | 1,458,112 | (1,288,941) | 169,171 | 209,009 | (174,588) | 34,421 |
| Contingency | 99,000 | - | 99,000 | 44,000 | - | 44,000 |
| | 6,964,778 | (2,845,876) | 4,118,902 | 1,432,424 | (567,992) | 864,432 |
| Capital Infrastructure Contributions | | | | | | |
| 2024 New Program | 112,948 | - | 112,948 | 26,547 | - | 26,547 |
| Active and Approved in Principle | 380,816 | - | 380,816 | 59,962 | - | 59,962 |
| Capital Infrastructure Contributions Total | 493,764 | - | 493,764 | 86,509 | - | 86,509 |
| All Projects | 7,458,542 | (2,845,876) | 4,612,666 | 1,518,933 | (567,992) | 950,941 |

Overview

TransLink's capital program is aligned with our current priorities of providing safe and reliable service and an outstanding customer experience, advancing the implementation of the Investment Plan and 10-Year Priorities, and building a culture of safety, trust, worth, and collaboration with our people and the communities we serve, while continuing to work on implementing key prioritized programs. The current capital program continues to address the emerging state of good repair investments needed to ensure existing assets serve customers and stakeholders safely, effectively and efficiently while advancing key expansion projects. Capital projects have been planned and prioritized through an integrated review process across the Enterprise that measures the impact on strategy, customer experience, stakeholder value, business effectiveness and other factors.

The table above highlights capital projects grouped into asset categories and includes capital infrastructure contributions as per TransLink’s mandate of addressing regional Major Road Network (MRN) needs. The budget for the 2024 new capital program is \$1.1 billion and \$112.9 million for Capital Infrastructure Contributions.

Total forecast capital projects cash flow in 2024 is \$1.5 billion, of which \$121.6 million relates to 2024 new capital program, \$1.3 billion to capital programs of previous years and \$86.5 million to Capital Infrastructure Contributions. The net cash flow in 2024 after Senior Government funding is \$950.9 million.

2024 New Capital Program

The 2024 new capital program is intended to keep the overall system in a state of good repair, advance a reliable transportation network and continue to deliver milestones for key expansion projects.

Fleet replacement and Low Carbon Fleet Strategy related projects are anticipated to be funded by the Canada Community Building Fund at approximately 90 per cent. This includes the 2026 Conventional Bus Replacement (262 Battery-Electric Buses), 2025 Conventional Bus Replacement (7 Battery-Electric Buses), and 1 pilot trolley bus for 2028–2029 Conventional Bus Replacement. The net capital for the 2024 new capital program is planned at \$700.5 million.

Table 1: 2024 New Capital Program (\$ thousands)

| 2024 New Capital Program, Project Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Project Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | Translink Net Cost |
| Equipment | | | | | | | |
| 2024 CMBC Hoist Asset Renewal Program | Replace 9 hoists located at Burnaby Transit Centre North, Burnaby Transit Centre South, Surrey Transit Centre, and Hamilton Transit Centre. | 1,105 | - | 1,105 | - | - | - |
| Capital Spares Program | Procurement of significant capital spare parts at BCRTC. | 2,500 | - | 2,500 | 2,500 | - | 2,500 |
| Metro Vancouver Transit Police (MVTP) Police Equipment Replacement | Replace end of life and purchase new police equipment, to ensure the safety of the public and first responders. | 800 | - | 800 | 800 | - | 800 |
| SkyTrain Customer and Operations Telecommunications (SCOT) System Upgrade - Phase 5 | The SCOT system controls voice/data communication between Control Operators and customers. SCOT Phase 5 provides essential improvements to security, operational efficiency, and the customer experience, in addition to headend system upgrades at the new maintenance building. | 5,800 | - | 5,800 | 2,477 | - | 2,477 |
| Supervisory Control & Data Acquisition (SCADA) Remote Terminal Units (RTU) Replacement | Replace 30 SCADA RTUs and associated hardware across Operations and Maintenance Centre 1, Millennium, Expo, and Evergreen Power Propulsion Substations. | 16,446 | - | 16,446 | - | - | - |
| Tunnel Ventilation Systems (TVS) Dunsmuir Fans and Dampers Upgrades - Design | A staged project to assess and replace end-of-life TVS field-side infrastructure equipment (fans, dampers, conduits, etc.) in the Columbia, New Westminster, and Dunsmuir tunnels. | 16,370 | - | 16,370 | 96 | - | 96 |
| Equipment Total | | 43,021 | - | 43,021 | 5,873 | - | 5,873 |

| 2024 New Capital Program, Project Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|--|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Project Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | Translink Net Cost |
| Facilities | | | | | | | |
| Burnaby Transit Centre - Design | To modernize Burnaby Transit Centre including updating the facility to current seismic standards, accommodating future service expansion, and supporting fleet electrification requirements. | 39,000 | - | 39,000 | 1,792 | - | 1,792 |
| Central Park Plaza Tenant Improvements (Phase 2) | Outfit floors 9, 11, and part of floor 13 at Central Park Plaza to satisfy BCRTC's expanded office requirements. | 8,707 | - | 8,707 | 152 | - | 152 |
| CMBC Transit Centres and SeaBus Fuel Tanks Relocation/Replacement | Replace two 45,500L single wall biodiesel storage tanks and one 2,270L single wall waste oil storage tank with a new double-wall tank at the SeaBus Maintenance and Administration Facility. | 1,724 | - | 1,724 | 149 | - | 149 |
| Facilities Total | | 49,431 | - | 49,431 | 2,093 | - | 2,093 |
| Infrastructure | | | | | | | |
| 2024 BCRTC Roofing Replacement Program | Design and/or replace the roofs at Gilmore Station, Sapperton Substation, Brentwood Town Centre Station, Operations and Maintenance Centres 1&2. | 23,870 | - | 23,870 | 23,870 | - | 23,870 |
| 2024 CMBC Pavement Rehabilitation Program | Rehabilitate pavement at up to 5 locations, including Coquitlam Central Loop, Dunbar Loop, Newton Exchange, Port Coquitlam Transit Centre and Port Coquitlam Station Bus Loop. | 2,117 | - | 2,117 | 103 | - | 103 |
| 2024 CMBC Roof and Envelope Replacement Program | Design and replace the roofs at Dunbar Loop Crew Facility, Burnaby Transit Centre South, and Ladner Exchange. | 3,148 | - | 3,148 | 3,148 | - | 3,148 |
| 2024 Millennium Line Elevator Replacement Program | Replace 3 Expo Line elevators at Operations and Maintenance Centre 2 and Sapperton. | 5,904 | - | 5,904 | - | - | - |
| 2024 Millennium Line Escalator Replacement Program | Procure and install 10 American Public Transportation Association/Transit grade escalators on the Millennium Line and 3 escalators at Commercial Broadway Station. | 26,735 | - | 26,735 | 52 | - | 52 |
| Catwalk Program - Year 2 of 3 | Installation of up to 5 catwalks and design of up to 6 catwalks for subsequent years. | 7,064 | - | 7,064 | 2,716 | - | 2,716 |
| Distributed Maintenance Sites – Phase B | Develop a major site to improve tool time, standardize workspaces, reduce OMC congestion, and reduce incident response time for Downtown Vancouver and the new BSP extension. | 8,600 | - | 8,600 | 494 | - | 494 |
| First Nation Transportation (FNT) Bus Infrastructure Costs | Install critical bus-supportive infrastructure for 24 bus stops that will enable TransLink to introduce a bus route to a First Nation reserve and treaty land. | 1,500 | - | 1,500 | 600 | - | 600 |
| Non-Revenue Vehicle (SSV) Charging Stations | Study, design, and partial installation of charging infrastructure to align with TransLink's SSV fleet plan. | 2,217 | - | 2,217 | 271 | - | 271 |
| Vancouver Transit Centre (VTC) Skybridge State of Good Repair (SOGR) | Design and repair excessive corrosion on the metal bracing of the VTC pedestrian skybridge and eliminate future corrosion caused by de-icing agents. | 2,089 | - | 2,089 | 2,089 | - | 2,089 |
| Infrastructure Total | | 83,244 | - | 83,244 | 33,343 | - | 33,343 |

| 2024 New Capital Program, Project Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Project Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | Translink Net Cost |
| Technology | | | | | | | |
| 2024 IT Infrastructure Refresh | Replace IT technology infrastructure equipment (network, end-user computing, data centre hardware, etc.) in line with defined enterprise equipment lifecycles to ensure a state of good repair. | 14,000 | - | 14,000 | 4,793 | - | 4,793 |
| 2024 TransLink Software Asset Renewal Program (TSARP) | Update technology assets to ensure business continuity and continued vendor support. | 2,500 | - | 2,500 | 1,116 | - | 1,116 |
| BCRTC Software Application Renewal Program | Replace key business systems and migrate enterprise software applications at BCRTC for data resiliency and usability. | 462 | - | 462 | 312 | - | 312 |
| Budgeting and Forecasting System Replacement | Replacement of TransLink's budgeting and forecasting system. | 6,500 | - | 6,500 | 941 | - | 941 |
| Bus Daily Operations Management System (DOMS) Product Replacement Program - Paperless Bidding | Replace the current bid/dispatch system that has been out of state of good repair since 2020. | 6,934 | - | 6,934 | 5,916 | - | 5,916 |
| Business Continuity Management (BCM) Software | Implement BCM tool to enable an automated, process-oriented approach for completing business continuity plans. | 343 | - | 343 | 343 | - | 343 |
| Business Technology Agile initiatives | Business technology projects delivered with the Agile method. | 500 | - | 500 | 500 | - | 500 |
| Compass Modernization | Upgrade the current fare revenue collection system to the next generation to maintain a state of good repair and support corporate priorities. | 220,671 | - | 220,671 | 3,005 | - | 3,005 |
| Electronic Bad Order (BO) Cards | Replace the manual and paper-based pre-trip inspection process with BO Cards. | 350 | - | 350 | 350 | - | 350 |
| Enterprise Asset Management – CMBC | Upgrade / implement enterprise asset management solution at CMBC. | 36,000 | - | 36,000 | 16,167 | - | 16,167 |
| ERP Legacy System Data Preservation | Decommission legacy systems replaced by the new ERP, preserve data in accordance with records management retention policies, and develop data integrations. | 1,500 | - | 1,500 | 110 | - | 110 |
| Fire Life & Safety System (FLSS) Network Card Upgrade | Upgrade the FLSS network cards due to obsolescence and end of vendor support to maintain state of good repair. | 11,484 | - | 11,484 | 395 | - | 395 |
| HR Management System (HRMS) Replacement | Implement a modern HRMS that delivers enhanced HR capabilities and can be supported and maintained in an optimal manner. | 14,237 | - | 14,237 | 132 | - | 132 |
| Real-time Transit Information System (RTIS) Upgrade - Phase 1 | Fix urgent and high value upgrades of RTIS capabilities to meet state of good repair and quality standards. | 3,100 | - | 3,100 | 276 | - | 276 |
| Regional Transportation Monitoring Pilot | Gather, monitor and integrate multi-modal transportation data across Metro Vancouver in support of the reduction and elimination of greenhouse gases (GHGs) in the transportation sector. | 400 | - | 400 | 400 | - | 400 |

| 2024 New Capital Program, Project Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Project Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | Translink Net Cost |
| Sustainability Platform Implementation | Implement an emissions and energy management information system (EEMIS) solution that will improve TransLink's energy and emissions management capability. | 571 | - | 571 | 571 | - | 571 |
| Technology Total | | 319,552 | - | 319,552 | 35,327 | - | 35,327 |
| Vehicles | | | | | | | |
| 2024 BCRTC Service Support Vehicles (SSVs) Replacement | Replace 10 BCRTC service support vehicles which have reached the end of their service life. | 836 | - | 836 | 21 | - | 21 |
| 2024 CMBC Service SSVs Replacement | Replace 25 CMBC service support vehicles which have reached the end of their service life. | 2,400 | - | 2,400 | - | - | - |
| 2025 Community Shuttle Expansion to Reserves | Purchase 13 Community Shuttle buses to support the service expansion for First Nations communities and the Fraser Mills development. | 4,766 | - | 4,766 | - | - | - |
| 2025 Conventional Bus Replacement (30 natural gas buses) | Replace thirty 40' buses which will reach the end of their service life in 2025 with natural gas buses. | 28,915 | - | 28,915 | - | - | - |
| 2025 Conventional Bus Replacement (6 double-decker buses) | Replace 9 Orion V Highway coaches which will reach the end of their service life in 2025 with 6 double-decker buses. | 10,020 | - | 10,020 | 915 | - | 915 |
| 2025 Conventional Bus Replacement (7 battery-electric buses) | Replace six 40' buses which will reach the end of their service life in 2025 with 7 battery-electric buses. | 13,068 | (11,475) | 1,593 | - | - | - |
| 2025 HandyDART Vehicle Replacement | Replace 46 HandyDART buses that will reach the end of their service life in 2025. | 10,150 | - | 10,150 | - | - | - |
| 2026 Conventional Bus Replacement (262 battery-electric buses (BEBs)) | Purchase 45 60' depot charged BEBs, 64 40' in-route charged BEBs, and 153 40' depot charged BEBs to replace 236 diesel buses which will reach the end of their service life in 2026. | 470,352 | (423,317) | 47,035 | - | - | - |
| 2028-2029 Conventional Bus Replacement (1 pilot trolley bus) | Purchase one pilot trolley bus for the upcoming 60' electric trolley bus replacement. The pilot will be used for testing and evaluation in advance of the production of the remaining 73 trolley buses due for retirement in 2028 - 2029. | 4,433 | (3,898) | 535 | 5 | (4) | 1 |
| Vehicles Total | | 544,940 | (438,690) | 106,250 | 941 | (4) | 937 |
| Contingency | | | | | | | |
| Capital Program Contingency | General capital program contingency. | 10,000 | - | 10,000 | 5,000 | - | 5,000 |
| Capital Program Inflation Contingency | Capital program contingency for cost escalations in the capital project portfolio associated with inflation pressures. | 89,000 | - | 89,000 | 39,000 | - | 39,000 |
| Contingency Total | | 99,000 | - | 99,000 | 44,000 | - | 44,000 |
| Grand Total | | 1,139,188 | (438,690) | 700,498 | 121,577 | (4) | 121,573 |

¹The funding is sourced from the Canada Community Building Fund (CCBF).

Active and Approval in Principle (AIP) Projects Underway

Capital projects already approved and underway have a total budget of \$5.8 billion. Anticipated Senior Government contributions total \$2.4 billion, leaving the net cost forecast at \$3.4 billion. The spending forecast in 2024 is \$1.3 billion with Senior Government funding of \$568.0 million, and net spending of \$742.9 million.

Most of the spending is for Major Construction Programs (\$612.3 million), Facilities programs (\$273.0 million) and Fleet Replacement and Expansion programs (\$208.1 million).

The Active and Approved in Principle capital program budget includes \$368.7 million cost escalations in the Rail Expansion Program, and \$122.7 million for the Marpole Transit Centre.

Table 2: Active and Approved in Principle (AIP) Projects Underway (\$ thousands)

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| Equipment | | | | | | | |
| Automatic Train Control (ATC) Existing Equipment Replacement Program | Replace ATC equipment to improve system reliability and maintain a state of good repair. | 67,405 | - | 67,405 | 4,606 | - | 4,606 |
| CMBC Facilities Camera Replacement | Replace end-of-life security camera and surveillance systems at CMBC facilities, SeaBus facilities and vessels. | 1,600 | - | 1,600 | 1,099 | - | 1,099 |
| CMBC Hoist Asset Renewal Program | Replace hoist equipment at CMBC Transit Centres that has reached the end of service life. | 4,606 | - | 4,606 | 1,390 | - | 1,390 |
| Expo Line Traction Power Equipment Replacement | Design and install alternating current and direct current for 19 substations on the Expo Line substation traction power equipment. | 39,226 | (8,488) | 30,738 | 10,646 | (613) | 10,033 |
| Guideway Clearing Equipment Implementation | Design and implement specialized guideway clearing equipment to safely clear snow, ice and general debris buildup on SkyTrain track. | 1,474 | - | 1,474 | 295 | - | 295 |
| Installation of Fire Safety system on Millennium Line | Installation of Fire Safety system on Millennium Line. | 9,250 | - | 9,250 | 339 | - | 339 |
| Millennium Line Linear Heat Detector Upgrade Project | Upgrade 19 Guideway flame detectors near 6 Millennium Line stations that are at end of life. | 1,000 | - | 1,000 | 730 | - | 730 |
| Onboard Technology Assets Program (OTAP) | Replace end-of-life technology equipment (cameras, radio systems and vehicle logic units) onboard the fleet of vehicles with new technologies to maintain state of good repair. | 59,437 | (13,875) | 45,562 | 674 | (1) | 673 |
| Rail Switch Machine Test Bench | Purchase of specialized test benches, testing equipment and shop equipment. | 948 | - | 948 | 55 | - | 55 |
| Rail-borne Equipment Replacement | Replace BCRTC rail-borne equipment vehicles nearing end-of-life used heavily for inspections, maintenance and capital project support. | 11,973 | - | 11,973 | 3,252 | - | 3,252 |
| Replacement of Hegenscheidt Underfloor Lathe | Replace the Hegenscheidt Wheel Lathe that has reached the end of its service life. | 7,474 | - | 7,474 | 2,135 | - | 2,135 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|--|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| SkyTrain Physical Security System | Upgrade and expand the existing Keyscan access control system, replace the key management system and replace and expand the key safes. | 8,219 | (485) | 7,734 | 1,205 | - | 1,205 |
| SkyTrain Training Simulator | Design and implement an updated SkyTrain simulator for staff training. | 2,779 | - | 2,779 | 254 | - | 254 |
| Uninterruptible Power Supply (UPS) Replacement and Design Standardization | Replace end-of-life UPS systems that are required to power and protect life safety, communication, and other systems until a generator is mobilized in the event of a utility outage. | 10,543 | - | 10,543 | 1,414 | - | 1,414 |
| Equipment Total | | 225,934 | (22,848) | 203,086 | 28,094 | (614) | 27,480 |
| Facilities | | | | | | | |
| BCRTC Operations and Maintenance Centre (OMC) 1 and 2 - Space Optimization and Modernization | Renovation to optimize and modernize BCRTC's workplace and facilities. | 9,024 | - | 9,024 | 2,619 | - | 2,619 |
| Burnaby Transit Centre (BTC) Facility Improvement for Phase Two Expansion - Design & Implementation | Relocation of the BTC central complex functions and central stores off site and demolition of the building provides a significant opportunity to support the system-wide fleet requirements, as well as support the move towards battery electric buses aligned with zero emissions goals. | 47,043 | (17,647) | 29,396 | 24,460 | (9,220) | 15,240 |
| Burnaby Transit Centre (BTC) Master Plan - Pre-Design | Modernize the facility including meeting current seismic standards, facilitate expansion of the bus fleet to accommodate increased ridership, and provide infrastructure for fleet electrification to align with the organization's low carbon emission objectives. | 3,165 | - | 3,165 | 2,606 | - | 2,606 |
| Canada Line Capstan Station Project | Design, construction, testing and commissioning of the new Richmond Capstan Station on Canada Line. | 59,132 | (32,173) | 26,959 | 3,456 | - | 3,456 |
| CMBC - Burnaby Transit Centre South (BTCS) Emergency Generator Replacement | Detailed design & implementation of the BTCS emergency generator replacement. | 867 | - | 867 | 699 | - | 699 |
| CMBC Gateway office relocation | Relocating CMBC Gateway staff to Sapperton office. | 2,732 | - | 2,732 | 1,888 | - | 1,888 |
| CMBC Transit Centres and SeaBus Fuel Tanks Relocation/Replacement | Replace three 45,000L underground diesel fuel tanks at Burnaby Transit Centre South and one 18,181L anti-freeze tank with above ground storage tanks. | 1,675 | - | 1,675 | 1,055 | - | 1,055 |
| CMBC Trolley Overhead - Skeena | Renovate and fit out the Skeena facility. | 11,437 | - | 11,437 | 6,472 | - | 6,472 |
| Customer Amenities Pilot | Further research and preliminary design to improve customer amenities and implement one new pilot project location. | 2,653 | - | 2,653 | 1,991 | - | 1,991 |
| Marpole Transit Centre (MTC) – Design and Implementation | Construction for the MTC. This facility will be designed for the operation and maintenance of 350 40' equivalent Battery Electric Buses. TransLink requires this infrastructure to operate, maintain, and store an electrified fleet replacing existing diesel buses. This facility will also free up space at existing depots to help | 498,305 | (375,500) | 122,805 | 171,578 | (143,026) | 28,552 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|--|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| | facilitate future electrification & service expansion. | | | | | | |
| Operations and Maintenance Center (OMC) 1 Receiving Area and Storage Upgrades | Detailed design and implementation services for upgrading the receiving area and storage capacity at OMC 1 stores. | 1,206 | - | 1,206 | 512 | - | 512 |
| OMC 1 3rd Floor Server Room Upgrade | Upgrade and expansion to the Video Cassette Recorder room at OMC 1. | 1,247 | - | 1,247 | 800 | - | 800 |
| Port Coquitlam Transit Center Facility Improvements | Implementation of facility improvements at Port Coquitlam Transit Center to provide capacity expansion to operation, maintenance & service to meet the service capacity requirements. | 77,046 | (13,002) | 64,044 | 22,047 | (7,898) | 14,149 |
| Port Coquitlam Transit Centre Infrastructure to Support Battery Electric Buses (BEBs) | Provide the infrastructure to support BEBs to be based out of Port Coquitlam Transit Centre. | 69,630 | (34,981) | 34,649 | 28,668 | (11,922) | 16,746 |
| SeaBus Terminal Passenger Counting System Update | Replacement of the existing end-of-life turnstiles with a new automated Passenger Counting and Control System, which includes a new counting technology and closing gates to the SeaBus. | 4,000 | - | 4,000 | 2,785 | - | 2,785 |
| SeaBus Terminals Interior Refurbishment | Refurbishments to the passenger environment in North and South SeaBus Terminals. | 17,296 | - | 17,296 | 1,375 | - | 1,375 |
| Facilities Total | | 806,458 | (473,303) | 333,155 | 273,011 | (172,066) | 100,945 |
| Infrastructure | | | | | | | |
| 2023 CMBC Pavement Rehabilitation Asset Replacement Program | Rehabilitate pavement (asphalt) and some concrete panel replacements at Knight & Marine Bus Loop, Maple Ridge Town Centre Exchange, Marine Drive Exchange, Metrotown Station, Phibbs Exchange, and Scottsdale Exchange. | 1,984 | - | 1,984 | 1,891 | - | 1,891 |
| 2023 CMBC Roof Replacement Program | Replace the skylight and the roof membranes at the identified roof sections of Burnaby Transit Centre South and the roof and building envelope components of the Anderson road and Blanca Bus loop washrooms. | 3,197 | - | 3,197 | 3,095 | - | 3,095 |
| BCRTC - Distributed Maintenance Sites - Remote Reports | Improvement to existing stations to support the improvement of all rail infrastructure. This project will improve tool time, standardized workspaces, reduce Operations and Maintenance Centre congestion and reduce incident response time. | 2,000 | - | 2,000 | 872 | - | 872 |
| BCRTC - System-wide Heating, Ventilation and Air Conditioning (HVAC) Replacement | Design and implementation of the BCRTC system-wide HVAC systems replacement. | 5,546 | - | 5,546 | 375 | - | 375 |
| BCRTC Rail Switch Machines and Turnout Replacement Program (2023-2025) | Replace 170 existing switch machines and 24 Turnouts/Track switches that are past their service life over the span of next three years (2023-2025). | 25,358 | - | 25,358 | 9,862 | - | 9,862 |
| Bike Parkades - State of Good Repair | The TransLink Owned Bike Infrastructure capital program delivers the state of good repair and upgrade of assets within TransLink's cycling portfolio (e.g., BC Parkway, bike parking, and bike counters) | 555 | - | 555 | 555 | - | 555 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|---|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| | to advance regional active transportation goals and objectives. | | | | | | |
| Brentwood SkyTrain Station Upgrades – Phase One and Two | Upgrade to improve the weather protection, amenities and elevator at Brentwood SkyTrain station’s rail and bus facilities. | 32,704 | (9,406) | 23,298 | 12,685 | (2,631) | 10,054 |
| BTC Retaining Walls - Seismic Stabilization | The project is to replace the existing retaining walls at BTC North and South with a mechanically stabilized earth block wall. | 4,700 | - | 4,700 | 3,464 | - | 3,464 |
| Burrard Expo Line Station Upgrade - Escalator Replacement | Replace 5 existing escalators at Burrard SkyTrain Station. | 22,862 | (14,386) | 8,476 | 2,872 | (1,217) | 1,655 |
| Catwalk Program - Year 1 of 3 | Design and installation of catwalks to meet the requirement of safe and reliable rooftop equipment maintenance for the CMBC bus fleet. | 6,898 | - | 6,898 | 6,470 | - | 6,470 |
| Coquitlam Central Multimodal Reconfiguration | Implement needed bus layover expansion, including supporting Battery Electric Bus (BEB) infrastructure, address WCE area pedestrian safety concerns and mitigate park & ride capacity reductions. | 2,300 | - | 2,300 | 392 | - | 392 |
| Elevating Devices Asset Renewal Program - Millennium Line Escalators 2022 | Supply and installation to replace 4 current end-of-life commercial grade escalators with new transit grade escalators at Millennium Line stations (Gilmore and Production Way). | 10,102 | - | 10,102 | 1,120 | - | 1,120 |
| Elevating Devices Asset Renewal Program – Millennium Line Escalators | To secure the supply and installation of 10 APTA/Transit grade escalators on the Millennium Line and 3 escalators at Commercial Broadway Station. | 10,506 | (5,470) | 5,036 | 7,008 | (2,357) | 4,651 |
| Expo Line Elevator Replacement | Upgrade or replace Expo Line elevators, including WCE and Operations and Maintenance Centre yard, as prioritized in the Escalators and Elevators Condition Assessment Services. | 32,126 | (15,035) | 17,091 | 10,766 | (1,750) | 9,016 |
| Expo Line Linear Induction Motors (LIM) Rail Replacement | Replace LIM rail assembly on Expo Line. This design phase also includes current condition assessment, detail design, and up to 3,000 linear metres of LIM rail implementation. | 6,212 | - | 6,212 | 2,244 | - | 2,244 |
| Expo Line Surrey Power Rail Replacement | Replacement of 8.6 km of power rail on the Expo Line from the east of Scott Road station to King George which has reached the end of service life. | 19,718 | - | 19,718 | 16,648 | - | 16,648 |
| Expo Line Tunnels Ventilation System Rehabilitation | Condition assessment and design of tunnel ventilation systems requiring repair and upgrade on the Expo Line. | 8,480 | (451) | 8,029 | 3,032 | - | 3,032 |
| Gilmore Station Upgrade and Expansion Project | Provide additional vertical circulation, improve customer amenities, increase retail space and bring station, as a whole, up to current standards. | 9,887 | - | 9,887 | 5,494 | - | 5,494 |
| HandyDART Norland Facility | Implement improvements at the newly leased Norland Avenue property to accommodate HandyDART operations. | 5,985 | - | 5,985 | 1,918 | - | 1,918 |
| Investments in Transit Priority on Priority Rapid Bus Corridors – Phase One and Two | Implement transit priority measures, upgrades to bus stops, terminals and depot improvements to accommodate service for various new and existing Rapid Bus Lines. | 35,665 | - | 35,665 | 4,820 | - | 4,820 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|--|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| Metro Vancouver Transit Police (MVTP) Bridgeport Deployment Office Upgrade | Expand locker room/washroom space and add a secure car park at the original Bridgeport Deployment Office to accommodate the growing police force. | 1,200 | - | 1,200 | 1,088 | - | 1,088 |
| Noise Mitigation Solution | Installation of customized rail dampers on sections of the Expo and Millennium Lines, to mitigate high noise levels experienced on the railway lines. | 4,981 | - | 4,981 | 1,592 | - | 1,592 |
| Operations and Maintenance Centre (OMC) 1 Yard Track Reconditioning Remaining Switches and Power Rail Design | Prepare design package and replacement strategy for power rail and 39 switches at the OMC 1 Yard. | 2,600 | - | 2,600 | 1,271 | - | 1,271 |
| Pattullo Bridge Rehabilitation | Address ongoing rehabilitation needs and perform seismic and deck replacement of the Pattullo Bridge until the end of its service life. | 27,492 | - | 27,492 | 2,704 | - | 2,704 |
| Phibbs Exchange Upgrade | Upgrade Phibbs bus exchange for safety and customer and vehicle capacity. | 6,500 | (3,509) | 2,991 | 2,721 | (288) | 2,433 |
| PowerSmart Upgrades - Burnaby Transit Centre South (BTCS) Design | Detailed design of Energy Conservation Measures identified in the Energy Audit at BTCS to reduce operating costs and improve the environmental sustainability of CMBC. | 1,529 | - | 1,529 | 553 | - | 553 |
| Radio Room and Antenna Replacement | Building a new radio site in parallel to the existing site to provide coverage equivalent to existing services at Bentall. | 3,250 | - | 3,250 | 1,789 | - | 1,789 |
| Running Rail Replacement 2023 | Replace running rail that has reached the end of service life. | 45,960 | (17,498) | 28,462 | 6,050 | (2,887) | 3,163 |
| SkyTrain Station Power Capacity - Phase Two | To maintain a state of good repair and meet the growing demand for electricity at the Stadium and Renfrew SkyTrain stations. The project includes the design, procurement and installation of a new transformer, high voltage cabling, UPS and associated equipment. | 7,140 | - | 7,140 | 230 | - | 230 |
| Steveston Bus Exchange Improvements | Improve bus operations at Steveston Exchange, through more efficient bus circulation, relocated passenger facilities, and reduced impacts to residents and businesses. | 2,331 | - | 2,331 | 1,640 | - | 1,640 |
| TransLink Owned Bicycle Infrastructure | Rehabilitate and upgrade regional cycling routes, bike parking at transit facilities and install bike counters across the region. | 14,426 | - | 14,426 | 6,441 | - | 6,441 |
| Trolley Overhead (TOH) On-Street Infrastructure State of Good Repair Program 2022-2023 | Replacement of TOH assets that are past their useful life. | 24,827 | (11,246) | 13,581 | 4,742 | (2,342) | 2,400 |
| Trolley Overhead (TOH) Rectifier Station State of Good Repair Program | Detailed design and implementation services for the replacement of TOH rectifier stations. | 43,098 | (15,760) | 27,338 | 7,068 | (3,189) | 3,879 |
| WCE Facilities LED Lighting Retrofit | Replace the WCE lights with LED lighting at 7 station platforms, 5 parking lots, and the Mission train layover yard. | 2,058 | - | 2,058 | 1,847 | - | 1,847 |
| WCE Substations Equipment Replacement | Design and implementation of equipment refurbishments and limited upgrades at | 4,670 | - | 4,670 | 1,530 | - | 1,530 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| | WCE Waterfront and Mission Substation and Wayside Stations. | | | | | | |
| Westham Island Bridge Rehabilitation | Rehabilitation of the Westham Island Bridge including scour protection. | 2,122 | - | 2,122 | 1,822 | - | 1,822 |
| Yard Track Reconditioning | Reconditioning the existing yard tracks and track switches. | 5,021 | - | 5,021 | 1,784 | - | 1,784 |
| Infrastructure Total | | 445,990 | (92,761) | 353,229 | 140,455 | (16,661) | 123,794 |
| Major Construction | | | | | | | |
| Broadway Subway Project | TransLink and BCRTC support for the construction and operation of the Millennium Line Broadway Extension including fiber optic cable extensions. | 145,510 | (74,746) | 70,764 | 25,027 | (17,027) | 8,000 |
| Broadway Subway Project Transit Plan | To build bypass TOH infrastructure for impacted bus routes during construction. | 9,590 | (9,590) | - | 1,645 | (1,645) | - |
| Edmonds Operations and Maintenance Centre (OMC) Capacity Upgrade | Improvements to the SkyTrain OMC at Edmonds. | 104,438 | (42,452) | 61,986 | 31,132 | (11,058) | 20,074 |
| Expo Millennium Line Upgrades Program (EMUP) - Fleet Acquisition | Procure 205 new cars for the Expo and Millennium Lines. The new SkyTrain cars are required to allow for the retirement of 150 Mark I Vehicles and to support capacity expansion to meet projected passenger demand. | 959,252 | (241,793) | 717,459 | 151,713 | (50,697) | 101,016 |
| EMUP - Optical Transportation Network | Improvements to the fibre optic network for SkyTrain communications. | 3,700 | - | 3,700 | 1,890 | - | 1,890 |
| EMUP - Propulsion Power Upgrades Expo and Millennium Lines | Improvements to rectifier substations at several SkyTrain stations and Operations and Maintenance Centre. | 146,129 | (28,693) | 117,436 | 30,812 | (10,566) | 20,246 |
| Expo Millennium Line Upgrades Program (EMUP) - Rail Expansion Program Management | The Rail Expansion Program Management (REPM) was initiated to provide program management support to EMUP. It will also provide systems integration and technical integration services. | 305,451 | (29,178) | 276,273 | 58,295 | (10,766) | 47,529 |
| Operations and Maintenance Center (OMC) 5 Project Development | A new OMC 5 will be designed to support operations of the Surrey Langley SkyTrain extension and provide long-term train storage and maintenance capacity for the Expo and Millennium Line network. | 42,233 | - | 42,233 | 6,487 | - | 6,487 |
| Operations and Maintenance Centre (OMC) 4 – Storage and Maintenance Facility | Design and implementation of new OMC 4 to accommodate the expanded fleet and the additional rail-borne maintenance equipment for the expanded SkyTrain networks (BSP and SLS). | 763,901 | (174,120) | 589,781 | 154,505 | (49,525) | 104,980 |
| SkyTrain Advanced Radio System Phase One - Three | Replace existing SkyTrain vehicle radio system to maintain a state of good repair as the current vehicle radio system is end-of-life and operating with degraded functionality. | 47,352 | (8,045) | 39,307 | 12,200 | (4,388) | 7,812 |
| SkyTrain Customer and Operations Telecommunications Upgrade Phase One - Four | Modernize train communications and complete integration of all SkyTrain Customer and Operations Telecommunications sub-systems to address obsolescence issues and support train expansion. | 25,232 | (6,588) | 18,644 | 4,054 | (485) | 3,569 |
| SkyTrain Operation Control Centre | The design, construction and commissioning of a new/upgraded Operations Control Centre. | 326,766 | (74,104) | 252,662 | 109,051 | (31,174) | 77,877 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| Station Access and Safety Project | Upgrades to infrastructure and systems to support the safe introduction of 5-car trains into service. | 119,743 | (25,270) | 94,473 | 21,256 | (7,432) | 13,824 |
| Surrey Langley SkyTrain (SLS) Project Development | Project development activities including planning, design, business case development and procurement readiness for SLS. | 287,107 | (253,444) | 33,663 | 4,193 | (9,300) | (5,107) |
| Major Construction Total | | 3,286,404 | (968,023) | 2,318,381 | 612,260 | (204,063) | 408,197 |
| Technology | | | | | | | |
| BCRTC Software Application Renewal Program | Replace key business systems and migrate enterprise software applications at BCRTC for data resiliency and usability. | 2,090 | - | 2,090 | 1,316 | - | 1,316 |
| Bus Daily Operations Management System (DOMS) Product Migration | Migrate the DOMS to the vendor's next-generation software product, Trapeze OPS, to ensure that CMBC can maintain reliable conventional bus service delivery. | 25,998 | - | 25,998 | 3,242 | - | 3,242 |
| Cyber Security and IT Services Resiliency Program | In conjunction with the IT Infrastructure Refresh Programs, this program will see the implementation of new solutions and services that will consolidate and rationalize IT services, building in automation, migration to cloud solutions and improve our cyber posture. | 40,000 | - | 40,000 | 14,122 | - | 14,122 |
| Enterprise Asset Management - CMBC | Upgrade / implement enterprise asset management solution at CMBC. | 21,000 | - | 21,000 | 11,641 | - | 11,641 |
| Enterprise Emergency Communication System Implementation | Implement a system to notify and engage impacted stakeholder groups during an emergency event that might risk their safety, limit system use or otherwise cause disruption to services. | 617 | - | 617 | 255 | - | 255 |
| Enterprise Health and Safety System | Implementation of an enterprise health and safety system for consistent, automated and accurate reporting of incidents and improved management practices. | 6,176 | - | 6,176 | 1,154 | - | 1,154 |
| ERP/Boundary Systems Remediation | Replace workarounds and short-term solutions that were implemented in the ERP Program. | 3,000 | - | 3,000 | 1,121 | - | 1,121 |
| Finance Enterprise Resource Planning and Enterprise Asset Management | To implement an enterprise-wide, integrated solution to support the transformation of enterprise asset, financial and supply chain management processes. | 15,960 | - | 15,960 | 632 | - | 632 |
| Future of Work Technology Enablement | Acquire and deploy technology to facilitate a productive workforce as we transition to the Future of Work. | 4,261 | - | 4,261 | 280 | - | 280 |
| HandyDART Mobile Data Terminals (MDTs) Replacement | Replace aging infrastructure MDTs on HandyDART buses, which is critical to provide scheduling and routing information for the operators, thus ensuring operational continuity. | 1,050 | - | 1,050 | 104 | - | 104 |
| IT Infrastructure Refresh | Replace IT technology infrastructure equipment (e.g., network, end-user computing, and data centre hardware) in line with defined enterprise equipment lifecycles to ensure a state of good repair. | 13,780 | - | 13,780 | 8,432 | - | 8,432 |
| MyTime migration to Ultimate Software (UKG Dimensions) | To migrate the current version of UKG Kronos Workforce Central system to UKG Dimensions. | 2,926 | - | 2,926 | 1,882 | - | 1,882 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| Transit Information System Enhancements | To improve the quality, accuracy and reliability of TransLink's transit information. | 579 | - | 579 | 165 | - | 165 |
| Technical Drawings and Library Management System | Implement a solution to manage technical drawings and documents across TransLink Enterprise and to replace the BCRTC Library Management System. | 3,100 | - | 3,100 | 1,829 | - | 1,829 |
| TransLink Analytics Program (TAP) 2022 | Following TAP 2021, TAP 2022 is focused on migrating the remaining on-premises Enterprise Data Warehouse to the Cloud. | 4,500 | - | 4,500 | 2,296 | - | 2,296 |
| TransLink Software Application Renewal Program | Renewal and replacement of software applications as per the Lifecycle Management and Renewal program. | 2,595 | - | 2,595 | 488 | - | 488 |
| Technology Total | | 147,632 | - | 147,632 | 48,959 | - | 48,959 |
| Vehicles | | | | | | | |
| 2020 Community Shuttle Expansion | Purchase 9 Community Shuttle vehicles to expand community service. | 2,471 | (2,000) | 471 | 1,863 | (1,437) | 426 |
| 2020 Conventional Bus Expansion (68 buses) | Purchase 55 60' articulated hybrid buses and 6 40' battery-electric buses. | 97,303 | (103,450) | (6,147) | 14,629 | (14,426) | 203 |
| 2020 Conventional Bus Replacement (25 buses) | Replacement of end-of-life Orion V model 2001 Highway buses with 25 ADI Double-decker buses. | 31,342 | (29,080) | 2,262 | - | - | - |
| 2020 MK I Skytrain car Refurbishment | Refurbishment of 36 MK I 500-800 series cars in order to allow the continuity of safe, reliable and comfortable SkyTrain services. | 8,845 | (9,930) | (1,085) | 2,000 | (1,993) | 7 |
| 2021 Community Shuttle Expansion | Purchase 9 Community Shuttle vehicles to support the services throughout Metro Vancouver. | 1,100 | (940) | 160 | 1,084 | (940) | 144 |
| 2021 Community Shuttle Replacement (64 buses) | Replace 64 Community Shuttle buses which will reach the end of their service life in 2022. | 16,900 | (15,300) | 1,600 | 16,495 | (15,290) | 1,205 |
| 2021 Conventional Bus Expansion (25 buses) | Purchase 9 40' battery-electric buses and 16 60' hybrid articulated buses. | 47,192 | (46,220) | 972 | 37,063 | (36,567) | 496 |
| 2021 HandyDART Vehicle Expansion | Purchase 10 HandyDART vehicles. | 3,000 | (1,560) | 1,440 | 2,867 | (1,560) | 1,307 |
| 2021 Next Generation SeaBus Design | Complete the design process, review design proposals and select the preferred proponent to complete the final design. | 2,653 | (2,510) | 143 | - | - | - |
| 2022 Metro Vancouver Transit Police (MVTP) Non-Revenue Vehicle (NRV) Replacement | Replace 11 end of service life vehicles with updated fuel efficient Hybrid Ford Explorer Models. | 1,090 | - | 1,090 | 145 | - | 145 |
| 2023 BCRTC Service Support Vehicles (SSVs) Expansion | Purchase and outfit 2 vehicles under BCRTC service support vehicles expansion program to meet staff and material transportation needs. | 241 | - | 241 | 1 | - | 1 |
| 2023 BCRTC Service Support Vehicles (SSVs) Replacement | Replace 4 BCRTC SSVs which have reached the end of their useful life with modern equivalents. | 485 | - | 485 | 4 | - | 4 |
| 2023 CMBC SSVs Expansion for Marpole Transit Centre | Purchase and outfit 11 new service support vehicles to support expanded operations at the new Marpole Transit Center. | 1,115 | - | 1,115 | 82 | - | 82 |
| 2023 CMBC SSVs Replacement | Purchase and outfit 26 end of life diesel vehicles with modern (electric) equivalents. | 2,518 | - | 2,518 | 2,518 | - | 2,518 |

| Active and Approved in Principle (AIP) Capital Program Details | | Total Project Budget | | | 2024 Capital Cash Flow | | |
|--|---|----------------------|----------------------------|--------------------|------------------------|----------------------------|--------------------|
| Classification and Program Name | Project Description | Gross Cost | Less: Funding ¹ | TransLink Net Cost | Gross Cost | Less: Funding ¹ | TransLink Net Cost |
| 2023 Community Shuttle Replacement | Replace 27 Community Shuttle buses that will reach the end of their useful service life in 2023. | 6,900 | (6,660) | 240 | 6,517 | (6,393) | 124 |
| 2023 Conventional Bus Replacement | Replace 57 40' buses which will reach the end of their service life in 2023 with battery-electric buses. | 88,685 | (86,090) | 2,595 | 1,954 | (1,820) | 134 |
| 2023 HandyDART Vehicle Replacement | Replace 46 HandyDART vehicles that will reach the end of their service life in 2023. | 8,477 | (6,770) | 1,707 | 4,884 | (3,475) | 1,409 |
| 2023 MVTP NRV Expansion | Expand the MVTP fleet by 4 support vehicles. This will provide vehicle resources to Support Services Sections (Recruiting, Training, Exhibits, Facilities). | 195 | - | 195 | 130 | - | 130 |
| 2023 MVTP NRV Replacement | Replace 10 end of service life vehicles with updated fuel efficient models. | 1,035 | - | 1,035 | 335 | - | 335 |
| 2024-2028 Conventional Bus Replacement | Replace 188 40' electric trolley buses which entered service in 2006-2007 with new in-motion charged (IMC) capable trolley buses. | 414,600 | (400,577) | 14,023 | 524 | (72) | 452 |
| 2024 Community Shuttle Expansion to Reserves | Purchase 11 Community Shuttle buses to support the service expansion to First Nations reserves. | 2,940 | - | 2,940 | 8 | - | 8 |
| 2024 Community Shuttle Replacement | Replace 54 Community Shuttle buses that will reach the end of their service life in 2024. | 15,915 | - | 15,915 | 14,480 | - | 14,480 |
| 2024 Conventional Bus Replacement | Replace 50 40' natural gas buses which will reach the end of their service life in 2023. | 46,143 | (44,440) | 1,703 | 45,669 | (44,420) | 1,249 |
| 2024 Conventional Bus Replacement | Replace 84 40' natural gas buses which will reach the end of their useful life in 2024. | 78,002 | (75,264) | 2,738 | 45,656 | (44,368) | 1,288 |
| 2024 HandyDART Vehicle Replacement | Replace 46 HandyDART revenue vehicles that will reach the end of their service life in 2024. | 9,430 | - | 9,430 | 7,221 | - | 7,221 |
| 2024 MVTP NRV Expansion | Expand the MVTP fleet by 15 vehicles to provide the needed resources to the Operations Section (5 for BSP; 10 for other expansion). | 1,815 | - | 1,815 | - | - | - |
| 2024 MVTP NRV Replacement | Replace 5 end of service life vehicles with updated fuel efficient models. | 575 | - | 575 | - | - | - |
| CMBC Trolley Overhead (TOH) Truck replacement | Purchase one TOH wire maintenance aerial tower truck to replace the current end of life vehicle. | 950 | - | 950 | 7 | - | 7 |
| WCE Locomotive Refurbishment | Refurbish and upgrade 5 existing locomotives and one additional locomotive. | 21,255 | (19,460) | 1,795 | 1,932 | (1,823) | 109 |
| Vehicles Total | | 913,172 | (850,251) | 62,921 | 208,068 | (174,584) | 33,484 |
| Grand Total | | 5,825,590 | (2,407,186) | 3,418,404 | 1,310,847 | (567,988) | 742,859 |

¹The funding sources include CCBF, PTIF, ICIP, ZETF and Metro Vancouver municipalities.

Capital Infrastructure Contributions

TransLink provides capital infrastructure contributions each year to the Metro Vancouver municipalities to fund rehabilitation and minor capital work on the Major Road Network and bike pathways. TransLink will maintain substantially the same level of contributions to the Major Road Network and Bike pathway programs as in prior years. Work related to the new 2024 program will begin in the fiscal year 2024. With the exception of the MRN Pavement Rehabilitation program, invoicing for all other programs will occur approximately one year after completion. TransLink is budgeting new capital contribution funding of \$112.9 million to municipalities for road and bike infrastructure. Projects already approved and underway have a budget of \$380.8 million, which with the 2024 capital infrastructure contributions, total \$493.8 million.

Table 3: Capital Infrastructure Contribution Projects Planned for 2024 (\$ thousands)

| Classification and Project name | Project Description | Total Project Budget | 2024 Capital Cash Flow |
|--|---|----------------------|------------------------|
| 2024 New Program | | | |
| 2024 Bicycle Infrastructure Capital Cost (BICCS) Program | 2024 contribution to member municipalities for the expansion of the cycling network in the region. | 17,500 | - |
| 2024 Bus Speed and Reliability (BSR) Program | 2024 contribution to member municipalities to plan, design, and build transit priority infrastructure to improve bus speed and reliability. | 8,732 | - |
| 2024 Major Road Network (MRN) Pavement Rehabilitation Program | 2024 contribution to member municipalities for pavement rehabilitation. | 26,816 | 26,547 |
| 2024 Major Road Network (MRN) Structures - Seismic Upgrade Program | 2024 contribution to member municipalities for rehabilitation and seismic upgrade needs of structures. | 17,200 | - |
| 2024 Major Road Network and Bike (MRNB) Capital Program | 2024 contribution to member municipalities for upgrades to the road network and upgrades to the bike path network. | 36,000 | - |
| 2024 Walking Infrastructure to Transit (WITT) Program | 2024 contribution to member municipalities for the expansion of the walking infrastructure network in the region. | 6,700 | - |
| 2024 New Program Total | | 112,948 | 26,547 |

Table 4: Capital Infrastructure Contribution Projects Currently Underway (\$ thousands)

| Classification and Project name | Project Description | Total Project Budget | 2024 Capital Cash Flow |
|---|---|----------------------|------------------------|
| Active and Approved in Principle | | | |
| 2018 - 2023 Bicycle Infrastructure Capital Cost (BICCS) Program | 2018 - 2023 contribution to member municipalities for the expansion of the cycling network in the region. | 98,748 | 15,104 |
| 2018 - 2023 Major Road Network (MRN) Structures - Seismic Upgrade Program | 2018 - 2023 contribution to member municipalities for rehabilitation and seismic upgrade needs of structures. | 78,184 | 9,199 |
| 2018 - 2023 Major Road Network and Bike (MRNB) Capital Program | 2018 - 2023 contribution to member municipalities for upgrades to the road network and upgrades to the bike path network. | 130,148 | 24,686 |
| 2018 - 2023 Walking Infrastructure to Transit (WITT) Program | 2018 - 2023 contribution to member municipalities for the expansion of the walking infrastructure network in the region. | 33,451 | 4,852 |
| 2019 - 2023 Bus Speed and Reliability (BSR) Program | Provide funding to municipalities to improve bus speed and reliability infrastructure. | 24,507 | 5,722 |
| 2021 MRN Pavement Rehabilitation Program | 2021 contribution to member municipalities for pavement rehabilitation. | 15,778 | 399 |
| Active and Approved in Principle Total | | 380,816 | 59,962 |

8. Changes in Financial Position

| Consolidated Statement of Financial Position | | | |
|--|--------------------|--------------------|-----------------------|
| As at December 31 (\$ thousands) | 2023 BUDGET | 2024 BUDGET | Change Incr/(Decr) |
| Cash and cash equivalents | 421,013 | 217,200 | (203,813) |
| Accounts receivable | 185,287 | 496,963 | 311,676 |
| Restricted cash and cash equivalents and investments | 3,758,697 | 3,467,619 | (291,078) |
| Investments | 176,433 | 250,519 | 74,086 |
| Debt reserve deposits | 23,884 | 24,478 | 594 |
| Financial Assets | 4,565,314 | 4,456,779 | (108,535) |
| Accounts payable and accrued liabilities | 491,672 | 403,287 | (88,385) |
| Debt | 3,410,090 | 3,615,573 | 205,483 |
| Deferred government transfers | 3,878,027 | 3,893,469 | 15,442 |
| Golden Ears Bridge contractor liability | 983,404 | 964,547 | (18,857) |
| Deferred concessionaire credit | 386,082 | 362,745 | (23,337) |
| Employee future benefits | 149,330 | 141,259 | (8,071) |
| Deferred revenue and deposits | 76,514 | 99,751 | 23,237 |
| Deferred lease inducements | 11,668 | 11,781 | 113 |
| Liabilities | 9,386,787 | 9,492,412 | 105,625 |
| Net Debt | (4,821,473) | (5,035,633) | (214,160) |
| Tangible capital assets | 6,614,289 | 7,369,247 | 754,958 |
| Supplies inventory | 109,624 | 147,646 | 38,022 |
| Prepaid expenses | 36,019 | 36,575 | 556 |
| Non-Financial Assets | 6,759,932 | 7,553,468 | 793,536 |
| Accumulated Surplus | 1,938,459 | 2,517,835 | 579,376 |

Financial Assets

The restricted cash and investments primarily represent unspent government transfers and internally restricted amounts related to self-administered sinking funds, land reserve funds and funds segregated for Transportation Property and Casualty Co. Inc., TransLink's wholly-owned captive insurance company. The purpose of the land reserve funds is to allow proceeds from the disposition of real property to be invested back into real property. Restricted funds also include the \$2.0 billion of proceeds from the upfront settlement of monthly Golden Ears Bridge (GEB) foregone toll replacement revenue.

Liabilities

Deferred government transfers represent the receipt of capital funding offset by the amortization and revenue recognition for government funding. Included in the amount is \$2.0 billion which represents the deferred revenue balance related to the upfront settlement of monthly GEB foregone toll replacement revenue, net of revenue recognized to date.

The Golden Ears Bridge contractor's liability to finance the construction of the GEB is payable over the term ending June 2041.

Deferred concessionaire credits represent the funding provided by the Canada Line Concessionaire. This balance is amortized to income on a straight-line basis over the operating term of the concessionaire agreement, which will expire in July 2040.

The expected decrease in employee future benefits, which represent post-retirement and post-employment benefits, is due to the annual estimated current service cost and related interest. The post-retirement portion of this liability will draw down upon the retirement of the employees.

Non-Financial Assets

Planned capital spending during 2024 is expected to result in a net increase of \$755.0 million (11.4 per cent) in capital assets in comparison to the 2023 Budget. Projects forecasting significant spending in 2024 include the Marpole Transit Center and other rail infrastructure upgrade projects, conventional bus vehicles and equipment, OMC 4 storage & maintenance facility and PTC Infrastructure to support Battery Electric Buses.

9. Liquidity and Capital Resources

Cash Flows and Liquidity

Unrestricted cash and investments are expected to decrease by \$129.7 million compared to the 2023 Budget. The decrease is due to the lower-than-budgeted actual cash balances at the beginning of 2023, resulting in lower than forecast balance at the end of 2023, which carry through into 2024. The decrease reflects the expectation that in 2024 cash outflows will continue outpacing cash inflows. Senior Government relief funding of \$85.8 million is expected to be received in 2024. Capital program spending is expected to be matched by bond issuances, funding from internally restricted funds and from Senior Government capital programs. TransLink's unrestricted cash and investment balances will be maintained at healthy levels to the end of 2024.

The following table shows TransLink's unrestricted cash and investments.

| UNRESTRICTED CASH AND INVESTMENTS | | | |
|--|----------------|----------------|------------------|
| As at December 31 | 2023 | 2024 | Change |
| (\$ thousands) | BUDGET | BUDGET | Incr/(Decr) |
| Cash and cash equivalents | 421,013 | 217,200 | (203,813) |
| Investments | 176,433 | 250,519 | 74,086 |
| Total Unrestricted cash and investments | 597,446 | 467,719 | (129,727) |

Restricted Funds

The unspent government transfers are used to fund qualifying capital expenditures.

| RESTRICTED CASH AND INVESTMENTS | | | |
|--|------------------|------------------|------------------|
| As at December 31 | 2023 | 2024 | Change |
| (\$ thousands) | BUDGET | BUDGET | Incr/(Decr) |
| Government transfers | 2,781,973 | 2,432,236 | (349,737) |
| TPCC's investments | 28,712 | 28,605 | (107) |
| Restricted proceeds of real estate sales | 316,386 | 275,581 | (40,805) |
| Self administered sinking funds | 631,626 | 731,197 | 99,571 |
| Total Restricted cash and investments | 3,758,697 | 3,467,619 | (291,078) |

Net Debt

TransLink currently has four main sources of financing construction and acquisition of its capital assets: net direct debt, portion of internally restricted funds, indirect P3 debt and Senior Government contributions. The latter is presented on the balance sheet as deferred government transfers.

Net direct debt is expected to increase by \$105.3 million due to issuance of new debt, partially offset by contributions to self-administered sinking funds and MFA BC. The issuance of new debt in 2024 is to finance capital spending not funded by Senior Government contributions or from internally restricted reserves.

Net direct debt and indirect P3 debt of \$4.2 billion combined are expected to be \$63.1 million higher than the 2023 Budget. The increased debt is mainly due to issuing a long-term bond in 2024, partially offset by lower expected short-term debt, continuing contributions to sinking funds and P3 debt repayments. The overall levels of debt are reflective of the capital-intensive nature of the organization and rapid growth to meet the transportation needs of the region. The projected net debt to operating revenue ratio of 244.0 per cent in 2024 Budget is within the policy limit of 300 per cent.

| FINANCING | | | |
|--|------------------|------------------|-----------------------|
| As at December 31 (\$ thousands) | 2023 BUDGET | 2024 BUDGET | Change Incr/(Decr) |
| Debt | 3,410,090 | 3,615,573 | 205,483 |
| Less: Self-administered sinking funds | (631,626) | (731,197) | (99,571) |
| Less: Debt reserve deposits | (23,884) | (24,478) | (594) |
| Net Direct Debt | 2,754,580 | 2,859,898 | 105,318 |
| Golden Ears Bridge contractor liability | 983,404 | 964,547 | (18,857) |
| Deferred concessionaire credit | 386,082 | 362,745 | (23,337) |
| Indirect P3 Debt | 1,369,486 | 1,327,292 | (42,194) |
| Subtotal Net Direct Debt and Indirect P3 Debt | 4,124,066 | 4,187,190 | 63,124 |
| Deferred Government Transfers | 3,878,027 | 3,893,469 | 15,442 |
| Accounts payable and accrued liabilities | 491,672 | 403,287 | (88,385) |
| Deferred revenue and deposits | 76,514 | 99,751 | 23,237 |
| Employee future benefits | 149,330 | 141,259 | (8,071) |
| Deferred lease inducements | 11,668 | 11,781 | 113 |
| Less: Accounts receivable | (185,287) | (496,963) | (311,676) |
| Other Financing | 543,897 | 159,115 | (384,782) |
| Total Financing | 8,545,990 | 8,239,774 | (306,216) |
| Less: Other restricted cash and investments | (3,127,071) | (2,736,422) | 390,649 |
| Less: Unrestricted cash and investments | (597,446) | (467,719) | 129,727 |
| PSAB Net Debt | 4,821,473 | 5,035,633 | 214,160 |

Appendix I – Consolidated Financial Statements

The following statements are presented in accordance with Canadian Generally Accepted Accounting Principles for local governments, as recommended by the PSAB of the Chartered Professional Accountants of Canada.

Consolidated Statement of Financial Position

| Consolidated Statement of Financial Position | | | |
|--|--------------------|--------------------|--------------------|
| as at December 31 | 2022 | 2023 | 2024 |
| (\$ thousands) | ACTUAL | BUDGET | BUDGET |
| Cash and cash equivalents | 622,558 | 421,013 | 217,200 |
| Accounts receivable | 136,909 | 185,287 | 496,963 |
| Restricted cash and cash equivalents and investments | 3,733,194 | 3,758,697 | 3,467,619 |
| Investments | 235,289 | 176,433 | 250,519 |
| Debt reserve deposits | 23,762 | 23,884 | 24,478 |
| Financial Assets | 4,751,712 | 4,565,314 | 4,456,779 |
| Accounts payable and accrued liabilities | 400,206 | 491,672 | 403,287 |
| Debt | 3,141,748 | 3,410,090 | 3,615,573 |
| Deferred government transfers | 3,540,507 | 3,878,027 | 3,893,469 |
| Golden Ears Bridge contractor liability | 999,512 | 983,404 | 964,547 |
| Deferred concessionaire credit | 409,355 | 386,082 | 362,745 |
| Employee future benefits | 141,202 | 149,330 | 141,259 |
| Deferred revenue and deposits | 88,778 | 76,514 | 99,751 |
| Deferred lease inducements | 12,855 | 11,668 | 11,781 |
| Liabilities | 8,734,163 | 9,386,787 | 9,492,412 |
| Net Debt | (3,982,451) | (4,821,473) | (5,035,633) |
| Tangible capital assets | 5,765,456 | 6,614,289 | 7,369,247 |
| Supplies inventory | 116,909 | 109,624 | 147,646 |
| Prepaid expenses | 59,754 | 36,019 | 36,575 |
| Non-Financial Assets | 5,942,119 | 6,759,932 | 7,553,468 |
| Accumulated Surplus | 1,959,668 | 1,938,459 | 2,517,835 |

Consolidated Statement of Operations

| Consolidated Statement of Operations | | | |
|--|------------------|-----------------------------|------------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET ¹ | 2024 BUDGET |
| Revenue | | | |
| Taxation | 978,076 | 988,404 | 1,012,095 |
| Transit | 552,624 | 629,998 | 679,618 |
| Government transfers | | | |
| Senior Government Relief Funding | 176,000 | - | - |
| Senior Government funding | 184,507 | 287,451 | 419,842 |
| Golden Ears Bridge tolling replacement revenue | 66,629 | 67,267 | 67,874 |
| Development cost charges | 25,158 | 23,597 | 52,700 |
| Amortization of deferred concessionaire credit | 23,274 | 23,273 | 23,337 |
| Investment income | 109,064 | 155,673 | 149,679 |
| Miscellaneous revenue | 17,458 | 15,384 | 16,609 |
| Gain/(Loss) on disposal of tangible capital assets | 1,748 | (358) | (798) |
| | <u>2,134,538</u> | <u>2,190,689</u> | <u>2,420,956</u> |
| Expenses | | | |
| Bus operations | 860,510 | 934,378 | 1,021,572 |
| Rail operations | 363,581 | 408,221 | 457,705 |
| Transit Police | 48,070 | 52,820 | 61,689 |
| Corporate operations | 191,980 | 175,895 | 225,547 |
| Roads and bridges | 109,415 | 157,182 | 151,791 |
| Sub-total Expenses, before amortization and interest | <u>1,573,556</u> | <u>1,728,496</u> | <u>1,918,304</u> |
| Amortization of tangible capital assets | 250,019 | 268,637 | 273,527 |
| Interest | 181,357 | 188,393 | 178,607 |
| | <u>2,004,932</u> | <u>2,185,526</u> | <u>2,370,438</u> |
| Surplus (deficit) for the year | 129,606 | 5,163 | 50,518 |
| Accumulated surplus, beginning of year | 1,830,062 | 1,933,296 | 2,467,317 |
| Accumulated surplus, end of year | <u>1,959,668</u> | <u>1,938,459</u> | <u>2,517,835</u> |

¹ 2023 budget figures were restated to reflect transfers.

Consolidated Statement of Changes in Net Debt

| Consolidated Statement of Changes in Net Debt | | | |
|---|----------------|----------------|----------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET |
| Surplus for the year | 129,606 | 5,163 | 50,518 |
| Acquisition of tangible capital assets | (413,490) | (932,152) | (1,515,450) |
| Amortization of tangible capital assets | 250,019 | 268,637 | 273,527 |
| Write-down of tangible capital asset | 53,755 | - | - |
| Tangible capital assets transfer to prepaid capital | 29,752 | - | - |
| Land transferred to partnership | 17,735 | - | - |
| Loss (gain) on disposal of tangible capital assets | (1,748) | 358 | 798 |
| Net proceeds from disposal of tangible capital assets | 2,679 | - | - |
| | (61,298) | (663,157) | (1,241,125) |
| Change in supplies inventory | (6,149) | (10,630) | (21,988) |
| Change in property under development | (19,599) | - | - |
| Change in prepaid expenses | (29,714) | (2,495) | (4,192) |
| | (55,462) | (13,125) | (26,180) |
| Decrease (increase) in net debt | 12,846 | (671,119) | (1,216,787) |
| Net debt, beginning of year | (3,995,297) | (4,150,354) | (3,818,846) |
| Net debt, end of year | (3,982,451) | (4,821,473) | (5,035,633) |

Consolidated Statement of Cash Flows

| Consolidated Statement of Cash Flows | | | |
|--|--------------------|------------------|--------------------|
| Twelve months ending December 31 (\$ thousands) | 2022 ACTUAL | 2023 BUDGET | 2024 BUDGET |
| Surplus for the year | 129,606 | 5,163 | 50,518 |
| Non-cash changes to operations | 35,428 | (25,462) | (152,436) |
| Changes in non-cash operating working capital | 208,438 | (51,416) | 229,268 |
| Net changes in cash from operating transactions | 373,472 | (71,715) | 127,350 |
| Purchase of tangible capital assets | (413,490) | (932,153) | (1,515,451) |
| Net proceeds from disposal of tangible capital assets | 2,679 | - | - |
| Net changes in cash from capital transactions | (410,811) | (932,153) | (1,515,451) |
| Decrease (increase) in restricted cash and investments | (2,495,997) | 74,853 | (183,079) |
| Increase in investments | (69,673) | - | 85,000 |
| Decrease (increase) in debt reserve deposits | 2,510 | (354) | (359) |
| Net changes in cash from investment transactions | (2,563,160) | 74,499 | (98,438) |
| Debt proceeds | 300,000 | 300,000 | 300,000 |
| Releases for debt reduction | - | 380,000 | 595,000 |
| Issue costs on financing | (2,331) | - | - |
| Repayments of debt | (66,561) | (60,477) | (61,214) |
| Repayments of Golden Ears Bridge contractor liability | (13,565) | (16,109) | (18,857) |
| Government transfers received for tangible capital additions | 2,429,891 | 125,887 | 561,185 |
| Lease inducements received | - | (1,244) | (908) |
| Net changes in cash from financing transactions | 2,647,434 | 728,057 | 1,375,206 |
| Increase in cash and cash equivalents | 46,935 | (201,312) | (111,333) |
| Cash and cash equivalents, beginning of year | 575,623 | 622,325 | 328,533 |
| Cash and cash equivalents, end of year | 622,558 | 421,013 | 217,200 |

Appendix II – Allocated Costs between Operating Companies

TransLink’s methodology for allocating costs to benefiting business units is equitable and consistent with leading practices. TransLink allocates costs to business units (Bus Operations, Access Transit, SkyTrain, West Coast Express and Transit Police) that directly benefit or consume the services or costs.

100 per cent of a cost may be allocated to a business unit if it is the only unit benefiting from or consuming that cost; or costs can be shared across multiple business units which benefit or consume the cost based on an allocation factor (for example, headcount, square footage). The charges that are allocated to the business units include administration, human resources, insurance, rent, property taxes and information technology.

The main drivers for increased allocated costs compared to the 2023 Budget are an increase in information technology costs, insurance rate increases, rental and property tax cost increases, higher training and advertising costs and higher fare media costs.

| Allocated Cost Breakdown | | | | | |
|---|---------------------|----------------|----------------|---------------|--------------|
| Twelve months ending December 31 | 2022 | 2023 | 2024 | Change | |
| (\$ thousands) | ACTUAL ¹ | BUDGET | BUDGET | Incr/(Decr) | % |
| Shared Services | | | | | |
| Bus operations | 38,194 | 46,235 | 50,020 | 3,785 | 8.2% |
| Access Transit | 116 | 139 | 139 | - | - |
| SkyTrain - Expo and Millennium Lines | 9,431 | 14,805 | 15,062 | 257 | 1.7% |
| West Coast Express | 246 | 423 | 369 | (54) | (12.8%) |
| Transit Police | 2,019 | 2,902 | 3,441 | 539 | 18.6% |
| Roads and bridges | 3,751 | 25,216 | 7,435 | (17,781) | (70.5%) |
| Corporate operations | (53,757) | (89,720) | (76,466) | 13,254 | 14.8% |
| Total Shared Services allocated | - | - | - | - | - |
| Costs Administered by TransLink and allocated to operating companies | | | | | |
| Bus operations | 20,766 | 28,109 | 33,365 | 5,256 | 18.7% |
| Access Transit | - | 10 | 13 | 3 | 30.0% |
| SkyTrain - Expo and Millennium Lines | 4,817 | 5,411 | 9,095 | 3,684 | 68.1% |
| SkyTrain - Canada Line | 3,078 | 3,619 | 4,744 | 1,125 | 31.1% |
| West Coast Express | 607 | 476 | 577 | 101 | 21.2% |
| Transit Police | 2,763 | 2,708 | 3,602 | 894 | 33.0% |
| Total Costs Administered by TransLink allocated | 32,031 | 40,333 | 51,396 | 11,063 | 27.4% |
| Bus operations | 58,960 | 74,344 | 83,385 | 9,041 | 12.2% |
| Access Transit | 116 | 149 | 152 | 3 | 2.0% |
| SkyTrain - Expo and Millennium Lines | 14,248 | 20,216 | 24,157 | 3,941 | 19.5% |
| SkyTrain - Canada Line | 3,078 | 3,619 | 4,744 | 1,125 | 31.1% |
| West Coast Express | 853 | 899 | 946 | 47 | 5.2% |
| Transit Police | 4,782 | 5,610 | 7,043 | 1,433 | 25.5% |
| Total costs allocated to operating companies from TransLink | 82,037 | 104,837 | 120,427 | 15,590 | 14.9% |

² 2022 figures restated to reflect the latest information available.

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice President Financial Services
Donna Chao, Director, Corporate Finance

DATE: November 7, 2023

SUBJECT: 2024 Development Cost Charges Bylaw

PROPOSED RESOLUTION:

That the TransLink Board of Directors:

- A. Introduces and reads a first, second and third time the *South Coast British Columbia Transportation Authority Bylaw Number 151-2023: A Bylaw to Impose Development Cost Charges*, attached to the November 7, 2023 report titled "2024 Development Cost Charges Bylaw" as Attachment 1; and
- B. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority Bylaw Number 151-2023: A Bylaw to Impose Development Cost Charges*, attached to the November 7, 2023 report titled "2024 Development Cost Charges Bylaw" as Attachment 1.

EXECUTIVE SUMMARY

Development cost charges ("DCCs") help fund a portion of TransLink's expansion projects.

Management is proposing an inflationary adjustment of 6.7 per cent to TransLink's DCC rates, via the attached bylaw, effective January 1, 2024, which is based on the annual average Consumer Price Index increase for Vancouver as per Statistics Canada. Increasing the DCCs is estimated to generate an additional \$2 million in annual collections.

The Investment Plan includes forecasted annual inflation increases to the DCC rates. The actual effected DCC rates are adjusted based on inflation rates published by Statistics Canada.

The DCC Regulation, under the *South Coast British Columbia Transportation Authority Act* (SCBCTA Act), allows TransLink to adjust the DCC rates based on inflation without Inspector of Municipalities ("Inspector") approval for a period of up to 4 years, which has now expired. In order to increase DCC rates for 2024, the Inspector's approval is needed. Request for approval includes analysis to ensure the inflationary rate increase does not deter development or impact housing affordability.

The application to increase the DCC rate by inflationary adjustment of 6.7 per cent has been approved by the Inspector of Municipalities ("Inspector") and the attached bylaw is recommended to be considered and adopted by the Board of Directors.

PURPOSE

The purpose of the attached report is to establish development cost charge rates effective January 1, 2024 and for the Board to enact the proposed bylaw to bring these rates into effect.

BACKGROUND

DCCs were first introduced in TransLink's 2018 Investment Plan to fund a portion of TransLink's expansion projects. The DCC rates are intended to be adjusted annually for inflation based on CPI.

TransLink's Investment Plan uses forecasted inflation for the DCC rate increases. The actual effected DCC rates are adjusted based on inflation rates published by Statistics Canada.

DCC rates are approved by TransLink's Board of Directors through a bylaw.

DISCUSSION

The inflationary adjustment for 2024 of 6.7 per cent is based on Statistics Canada's Vancouver CPI increase which reflects the most recently completed year (2022). Increasing the DCC rates is estimated to generate an additional \$2 million in annual collections.

The DCC Regulation under the SCBCTA Act allows TransLink to adjust the rates based on inflation without Inspector approval for a period of up to 4 years. The 2024 increase requires approval from the Inspector, as it falls outside of 4-year window.

To obtain the Inspector's approval, TransLink must demonstrate that the proposed DCC rates do not deter development or impact the affordability of housing within the region. TransLink must also carry out stakeholder engagement.

TransLink engaged Coriolis Consulting Corp. to undertake the necessary analysis, which demonstrated that the proposed increase does not deter development or impact housing affordability. TransLink then completed stakeholder engagement in September 2023 with both the development community that pay the DCCs as well as municipalities who administer TransLink's DCC program.

TransLink has since received approval from the Inspector for the proposed DCC rate increase. TransLink will be able to adjust the DCC rates based on inflation without requiring further Inspector approval for the next four years.

The impact on the proposed DCC rates as compared to the current rates in effect are summarized in the table below:

| Type of Development | Current rates | Proposed rates | Increase |
|--|---------------|----------------|----------|
| Per Single Family Dwelling unit | \$2,993.00 | \$3,194.00 | \$201.00 |
| Per Duplex unit | \$2,485.00 | \$2,652.00 | \$167.00 |
| Per Townhouse Dwelling Unit | \$2,485.00 | \$2,652.00 | \$167.00 |
| Per Apartment Dwelling Unit | \$1,554.00 | \$1,658.00 | \$104.00 |

| | | | |
|--|--------|--------|--------|
| Per square foot of Retail/Service floor space | \$1.26 | \$1.34 | \$0.08 |
| Per square foot of Office floor space | \$1.01 | \$1.08 | \$0.07 |
| Per square foot of Institutional floor space | \$0.50 | \$0.53 | \$0.03 |
| Per square foot of Industrial floor space | \$0.30 | \$0.32 | \$0.02 |

A blackline copy of the recommended changes to the current DCC bylaw in effect has been attached to this report as Attachment 2.

RECOMMENDATION

It is recommended that the Board approve and adopt the attached bylaw effective January 1, 2024.

ATTACHMENTS

Attachment 1 – *South Coast British Columbia Transportation Authority Bylaw Number 151-2023: A Bylaw to Impose Development Cost Charges*

Attachment 2 – Blackline of current DCC bylaw as compared to Attachment 1

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 151-2023**

A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES

Effective January 1, 2024

TABLE OF CONTENTS

| | | |
|----|--|----|
| 1. | Citation | 2 |
| 2. | Interpretation | 2 |
| 3. | Development Cost Charges | 6 |
| 4. | Collection and Remittance of Development Cost Charges..... | 8 |
| 5. | Reserve Fund and Use of Development Cost Charges..... | 10 |
| 6. | Effective Date and Transition..... | 10 |
| 7. | Replacement of Development Cost Charges | 11 |
| 8. | Interpretation | 12 |

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 151-2023**

WHEREAS:

A. Pursuant to Part 3.1 of the Act, the Authority may, by bylaw, impose development cost charges on every person who obtains approval of a Subdivision or a Building Permit authorizing the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

B. Development cost charges provide funds to assist the Authority to pay the Capital Costs of Eligible Projects to service, directly or indirectly, the Development for which the charge is being imposed;

C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the Authority may waive or reduce development cost charges for eligible developments;

D. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 124-2018, the Authority set development cost charges effective January 15, 2019. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 143-2021, the Authority set revised development cost charges effective January 1, 2022. The Authority wishes to set further revised development cost charges pursuant to this Bylaw;

E. In setting development cost charges under this Bylaw, the Authority has taken the following into consideration:

- (a) future land use patterns and development;
- (b) the phasing of works and services;
- (c) how development designed to result in a low environmental impact may affect the Capital Costs of an Eligible Project;
- (d) whether the charges are excessive in relation to the Capital Costs of prevailing standards of service in the Transportation Service Region;
- (e) whether the charges will, in the Transportation Service Region:
 - (i) deter development;
 - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; or
 - (iii) discourage development designed to result in a low environmental impact;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. CITATION

- 1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. 151-2023”.
- 1.(2) This Bylaw may be cited as the “Development Cost Charge Bylaw No. 151-2023”.

2. INTERPRETATION

2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the South Coast British Columbia Transportation Authority Act, SBC 1998, c. 30;

“**Adoption Date**” means the date on which the Board of Directors adopts this Bylaw;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**Apartment Dwelling Unit**” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“**Building Permit**” means any permit required by a Collection Entity that authorizes the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

“**Capital Costs**” has the same meaning as in the Act;

“**Coach/Laneway House**” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Dwelling;

“**Collection Entity**” has the same meaning as in the Act;

“**Combination Development**” means any Development that comprises two or more of the following uses:

- (a) Single Family Dwelling;
- (b) Duplex;

- (c) Townhouse Dwelling Unit;
- (d) Apartment Dwelling Unit;
- (e) Retail/Service Use;
- (f) Office Use;
- (g) Institutional Use; and
- (h) Industrial Use;

“Community Charter” means the *Community Charter*, SBC 2003, c. 26;

“Development” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“Duplex” means a building or structure that contains or may contain two Dwelling Units, each of which Dwelling Units has a direct exterior entrance and may contain one Secondary Suite, but neither of which Dwelling Units is itself a Secondary Suite;

“Dwelling Unit” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which is provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“Effective Date” means January 1, 2024;

“Eligible Project” has the same meaning as in the Act;

“Floor Area” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Industrial Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the manufacture, processing, fabrication, assembly, storage, transportation, distribution, wholesale, testing, service, repair, wrecking, recycling or salvaging of goods, materials or things for direct use or resale to business customers, and not for the general public but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Industrial Use;

“Institutional Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for public functions including:

- (a) schools, and colleges and universities operated by duly incorporated federal or provincial societies exclusively as non-profit, charitable organization;
- (b) hospital;
- (c) community centre;
- (d) courts, police stations and jail;
- (e) libraries and museum; and
- (f) buildings or structures associated with public parks, public playgrounds, cemeteries and works yards;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Institutional Use.;

“In-stream” has the same meaning as in the Act;

“Issuing Entity” has the same meaning as in the Act;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Local Government Act” means the *Local Government Act*, RSBC 2015, c. 1;

“Municipal Charges” means development cost charges, infrastructure impact charges, or similar charges imposed by a Collection Entity under the Local Government Act, the Community Charter, the Vancouver Charter or the University Act, as the case may be;

“Non-Residential Use” means Retail/Service Use, Institutional Use, Office Use and Industrial Use;

“Office Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the provision of administrative, clerical, management, professional or technical services, but excludes such use(s) where they are ancillary to an Industrial Use, Institutional Use or Retail/Service Use;

“Parcel” means any lot, block or other area in which land is held or into which land is legally subdivided and for greater certainty, without limiting the foregoing, includes a strata lot under the Strata Property Act;

“Precursor Application” has the same meaning as in the Act;

“Rate Schedule” means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

“Reserve Fund” means the reserve fund established pursuant to Section 5.(1), to which development cost charges are to be deposited pursuant to this Bylaw;

“Residential Use” means Single Family Dwelling, Duplex, Townhouse Dwelling Unit and Apartment Dwelling Unit;

“Retail/Service Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the sale or rental of goods or services, personal services, or the servicing and repair of goods and includes:

- (a) entertainment and recreation facilities;
- (b) commercial schools, including, without limitation, facilities which include instruction in the arts, sports, business, self-improvement, academics and trades;
- (c) service stations;
- (d) tourist accommodations and facilities’;
- (e) adult or child day-care centres;
- (f) Sleeping Units;
- (g) community care and congregate housing and care;
- (h) any use permitted as a commercial use;
- (i) uses ancillary to any commercial use located on the same Parcel that serves or enhances the commercial use;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Retail/Service Use;

“Secondary Suite” has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means an accessory Dwelling Unit within a building of residential occupancy containing no more than two principal Dwelling Units;

“Single Family Dwelling” means a detached building or structure that contains one principal Dwelling Unit and may contain one Secondary Suite;

“Sleeping Units” means one or more rooms that do not contain cooking facilities used for the lodging of persons;

“Strata Property Act” means the *Strata Property Act*, SBC 1998, c. 43;

“Subdivision” means:

- (a) the division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the Land Title Act; and
- (b) a subdivision under the Strata Property Act;

and includes the consolidation of two or more Parcels, and phased strata plans;

“Townhouse Dwelling Unit” means a Dwelling Unit in a building or structure that contains or may contain three or more Dwelling Units, each of which Dwelling Unit has a direct exterior entrance;

“Transportation Service Region” has the same meaning as in the Act;

“University Act” means the *University Act*, RSBC 1996, c. 468; and

“Vancouver Charter” means the *Vancouver Charter*, SBC 1953, c. 55.

2.(2) Statutory References. In this Bylaw, each reference to a statute is deemed to be a reference to that statute, as amended, re-enacted or replaced from time to time.

3. DEVELOPMENT COST CHARGES

3.(1) Application of Development Cost Charges. Subject to Section 3.(4) and Section 6, every person who obtains from the applicable Collection Entity:

- (a) approval of a Subdivision that is in the Transportation Service Region; or
- (b) a Building Permit;

must pay to that Collection Entity on behalf of the Authority, before or at the time of the approval of the Subdivision or the issuance of the Building Permit, the

applicable development cost charges at the rates effective as at the date of the approval of the Subdivision or the issuance of the Building Permit, as the case may, all as set out in this Bylaw.

- 3.(2) No Exemption. Without limiting the generality of Section 3.1, a Building Permit in Section 3.1(b) includes a permit authorizing the construction, alteration or extension of any building or structure that will, after the construction, alteration, or extension, contain one or more Dwelling Units and be put to no other use than the Residential Use in those Dwelling Units.
- 3.(3) Secondary Suites. Notwithstanding anything to the contrary contained in this Bylaw, development cost charges are not payable under this Bylaw for the construction, alteration or extension of one Secondary Suite in a Single Family Dwelling or Duplex or for the construction, alteration or extension of a Coach/Laneway House.
- 3.(4) Exemptions from Development Cost Charges. A development cost charge is not payable:
 - (a) in relation to a Development authorized by a Building Permit that authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under any of the following:
 - (i) section 220(1)(h) of the Community Charter;
 - (ii) section 224(2)(f) of the Community Charter;
 - (iii) section 15(1)(d) of the *Taxation (Rural Area) Act*, RSBC 1996, c. 448;
 - (iv) section 396(1)(c)(iv) of the Vancouver Charter; or
 - (v) a law of a treaty first nation that provides for an exemption similar to an exemption under paragraphs (i) to (iv) of this subsection;
 - (b) if a development cost charge has previously been paid for the same Development unless, as a result of further development, additional Capital Cost burdens will be imposed on the Authority;
 - (c) if the Development does not impose additional Capital Cost burdens on the Authority;
 - (d) in relation to the construction, alteration or extension of self-contained Dwelling Units in a building authorized by a Building Permit if:
 - (i) each unit is no larger in area than 29 square metres (312.153 sq. ft.), and

- (ii) each unit is to be put to no use other than the Residential Use in those Dwelling Units; or
 - (e) in relation to a Development authorized by a Building Permit if the value of the work authorized by the permit does not exceed \$50,000.
- 3.(5) Calculation of Development Cost Charges. Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule.
- 3.(6) Combination Development. Without restricting the generality of Section 3.(5), the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each Residential Use and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.
- 3.(7) Timing of Payment of Development Cost Charges. Development cost charges imposed under this Bylaw must be paid to the Collection Entity approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
 - (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Collection Entity are payable to that Collection Entity; or
 - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Collection Entity, as follows:
 - (i) where an application is made only for Subdivision, then prior to the issuance of the approval of the Subdivision by the Collection Entity;
 - (ii) where an application is made only for a Building Permit, then prior to the issuance of the Building Permit by the Collection Entity; or
 - (iii) where application is made for both Subdivision and for a Building Permit, then only prior to the issuance of the Building Permit by the Collection Entity.
- 3.(8) Payment of Development Cost Charges by Instalments. The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under subsection 34.21(5) of the Act applies to the Development and authorizes the payment of development cost charges in instalments.
- 4. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES.**
- 4.(1) Collection of Development Cost Charges by Collection Entities. Subject to Section 7.(1), each Collection Entity must:

- (a) collect the development cost charges imposed on a Development under this Bylaw; and
- (b) must not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid;

in accordance with Section 3.

- 4.(2) Separate Account. Subject to Section 7.(1), each Collection Entity must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold such monies in that separate account, in trust for the Authority, until the monies are remitted to the Authority under Section 4.(3).
- 4.(3) Remittance of Development Cost Charges by Collection Entities. Each Collection Entity, within 30 days after June 30 and December 31 of each year, must remit to the Authority the total amount of development cost charges collected by the Collection Entity under this Bylaw during the six month period immediately preceding such date, or an amount equal to such development cost charges if the Collection Entity did not collect development cost charges under this Bylaw, together with the statement referred to in Section 4.(4).
- 4.(4) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:
 - (a) the number and type of use of all Residential Use Parcels or Dwelling Units on which development cost charges were levied or otherwise payable by it under this Bylaw;
 - (b) the aggregate Floor Area of each type of Non-Residential Use buildings or structures on which development cost charges were levied or otherwise payable by it under this Bylaw (calculated in accordance with the Rate Schedule);
 - (c) the legal description and civic address of each Parcel on which development cost charges were levied or otherwise payable by it under this Bylaw, and whether such development cost charges were levied or otherwise payable in respect of a Subdivision or a Building Permit;
 - (d) the date and amount of each payment of development cost charges levied or otherwise payable by it under this Bylaw and where Section 3.(8) applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;

- (e) the total amount of all development cost charges levied or otherwise payable by it under this Bylaw and, where applicable, the total amount of all remaining instalment payments;
 - (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
 - (g) the number and type of use of all Dwelling Units and the aggregate Floor Area of each type of Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 4.(5) Records. Each Collection Entity shall retain, for a period of four years, sufficient records to support the statements and payments referred to in Sections 4.(3) and 4.(4).
- 4.(6) Inspection and Review of Collection Entity Records. The Authority may, at any time, subject to first giving reasonable notice to any Collection Entity, inspect any and all records of the Collection Entity relating to the information required under Section 4.(4), the calculation, collection and remittance by the Collection Entity of development cost charges levied under this Bylaw, and the calculation and remittance by the Collection Entity of any payments required under Section 4. Each Collection Entity shall permit any employee or agent of the Authority to inspect the records referred to above and to make and take away copies of those records.

5. RESERVE FUND AND USE OF DEVELOPMENT COST CHARGES

- 5.(1) Establishment of Reserve Fund. The Reserve Fund is hereby established.
- 5.(2) Amounts Received. Amounts received by the Authority under Section 3.(1) or Section 7.(1) must be deposited in, or be credited to, the Reserve Fund.

6. EFFECTIVE DATE AND TRANSITION.

- 6.(1) Effective Date. This Bylaw shall come into force on the Effective Date. South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall be repealed as of the Effective Date, except with respect to a Subdivision application described in Section 6.(2) below, in which case South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall continue to apply to such Subdivision application as and to the extent provided in Section 6.(2) below, and except with respect to a Building Permit application described in Section 6.(4) below, in which case South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall continue to apply to such Building Permit application as and to the extent provided in Section 6.(4) below. South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall be wholly repealed on the date that is 12 months after the Adoption Date.

- 6.(2) Transitional regarding Subdivision Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall continue to apply, for a period of 12 months after the Adoption Date with respect to:
- (a) a Subdivision of land located within a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a designated municipal officer in accordance with the applicable procedures established by the Collection Entity and the applicable subdivision fee has been paid;
 - (b) subject to paragraph (c), a Subdivision of land located outside a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a district highway manager in a form satisfactory to that official; or
 - (c) a Subdivision of land in respect of a parcel of treaty lands of a treaty first nation if, before the Adoption Date, the application for such Subdivision has been submitted to the approving officer and the applicable subdivision fee has been paid.
- 6.(3) Agreement with Applicant for Subdivision. Section 6.(2) does not apply if the applicant for that Subdivision agrees in writing that this Bylaw should have effect.
- 6.(4) Transitional regarding Building Permit Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. 143-2021 shall continue to apply, with respect to the construction, alteration or extension of a building or structure if:
- (a) the Building Permit authorizing that construction, alteration or extension is issued within 12 months after the Adoption Date; and
 - (b) a Precursor Application in relation to that Building Permit is In-stream on the Adoption Date.
- 6.(5) Agreement with Applicant for Building Permit. Section 6.(4) does not apply if the applicant for that Building Permit agrees in writing that this Bylaw should have effect.

7. REPLACEMENT OF DEVELOPMENT COST CHARGES

- 7.(1) Collection Entity Agreements. Despite any other provision of this Bylaw, the Authority may, in accordance with section 34.31 of the Act, enter into an agreement or agreements with any Collection Entity under which:
- (a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Collection Entity; and

(b) the Collection Entity agrees to pay to the Authority an amount equal to the development cost charges that the Collection Entity would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.

7.(2) Failure to Remit Development Cost Charges. If a Collection Entity fails, for any reason, other than under an agreement under Section 7.(1), to collect any development cost charges payable under this Bylaw or to remit to the Authority any development cost charges collected by it, the Collection Entity must pay to the Authority on demand an amount equal to the development cost charges that the Collection Entity should have collected or remitted under this Bylaw.

8. INTERPRETATION

8.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

8.(2) Schedule. Schedule A is attached to and forms part of this Bylaw.

READ A FIRST, SECOND AND THIRD TIME this 6th day of December, 2023.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 6th day of December, 2023.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel & Corporate Secretary

SCHEDULE A
DEVELOPMENT COST CHARGE BYLAW
RATE SCHEDULE

| Type of Development | Rates effective January 1, 2024 |
|----------------------------|--|
| Single Family Dwelling | \$3,194 per Dwelling Unit |
| Duplex | \$2,652 per Dwelling Unit |
| Townhouse Dwelling Unit | \$2,652 per Dwelling Unit |
| Apartment Dwelling Unit | \$1,658 per Dwelling Unit |
| Retail/Service | \$1.34 per sq. ft. of Floor Area* |
| Office | \$1.08 per sq. ft. of Floor Area* |
| Institutional | \$0.53 per sq. ft. of Floor Area* |
| Industrial | \$0.32 per sq. ft. of Floor Area* |

*Calculated as the rate multiplied by the number of square feet of Floor Area

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER ~~443151-2021~~2023**

A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES

Effective January 1, ~~2022~~2024

TABLE OF CONTENTS

| | | |
|----|---|-------------|
| 1. | Citation | <u>24</u> |
| 2. | Interpretation | 2 |
| 3. | Development Cost Charges | 6 |
| 4. | Collection and Remittance of Development Cost Charges | 8 |
| 5. | Reserve Fund and Use of Development Cost Charges..... | 10 |
| 6. | Effective Date and Transition..... | 10 |
| 7. | Replacement of Development Cost Charges | 11 |
| 8. | Interpretation | <u>1244</u> |

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER [143151-20212023](#)

WHEREAS:

A. A. Pursuant to Part 3.1 of the Act, the Authority may, by bylaw, impose development cost charges on every person who obtains approval of a Subdivision or a Building Permit authorizing the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

B. Development cost charges provide funds to assist the Authority to pay the Capital Costs of Eligible Projects to service, directly or indirectly, the Development for which the charge is being imposed;

C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the Authority may waive or reduce development cost charges for eligible developments;

D. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 124-2018, the Authority set development cost charges effective January 15, 2019. [Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 143-2021, the Authority set revised development cost charges effective January 1, 2022.](#) The Authority wishes to set [further](#) revised development cost charges pursuant to this Bylaw;

E. In setting development cost charges under this Bylaw, the Authority has taken the following into consideration:

- (a) future land use patterns and development;
- (b) the phasing of works and services;
- (c) how development designed to result in a low environmental impact may affect the Capital Costs of an Eligible Project;
- (d) whether the charges are excessive in relation to the Capital Costs of prevailing standards of service in the Transportation Service Region;
- (e) whether the charges will, in the Transportation Service Region:
 - (i) deter development;
 - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; or
 - (iii) discourage development designed to result in a low environmental impact;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. Citation

1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. [443151-20212023](#)”.

1.(2) This Bylaw may be cited as the “Development Cost Charge Bylaw No. [443151-20212023](#)”.

2. INTERPRETATION

2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the South Coast British Columbia Transportation Authority Act, SBC 1998, c. 30;

“**Adoption Date**” means the date on which the Board of Directors adopts this Bylaw;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**Apartment Dwelling Unit**” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“**Building Permit**” means any permit required by a Collection Entity that authorizes the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

“**Capital Costs**” has the same meaning as in the Act;

“**Coach/Laneway House**” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Dwelling;

“**Collection Entity**” has the same meaning as in the Act;

“**Combination Development**” means any Development that comprises two or more of the following uses:

- (a) Single Family Dwelling;
- (b) Duplex;

- (c) Townhouse Dwelling Unit;
- (d) Apartment Dwelling Unit;
- (e) Retail/Service Use;
- (f) Office Use;
- (g) Institutional Use; and
- (h) Industrial Use;

“**Community Charter**” means the *Community Charter*, SBC 2003, c. 26;

“**Development**” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“**Duplex**” means a building or structure that contains or may contain two Dwelling Units, each of which Dwelling Units has a direct exterior entrance and may contain one Secondary Suite, but neither of which Dwelling Units is itself a Secondary Suite;

“**Dwelling Unit**” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which is provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“**Effective Date**” means January 1, [20222024](#);

“**Eligible Project**” has the same meaning as in the Act;

“**Floor Area**” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Industrial Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the manufacture, processing, fabrication, assembly, storage, transportation, distribution, wholesale, testing, service, repair, wrecking, recycling or salvaging of goods, materials or things for direct use or resale to business customers, and not for the general public but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Industrial Use;

“Institutional Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for public functions including:

- (a) schools, and colleges and universities operated by duly incorporated federal or provincial societies exclusively as non-profit, charitable organization;
- (b) hospital;
- (c) community centre;
- (d) courts, police stations and jail;
- (e) libraries and museum; and
- (f) buildings or structures associated with public parks, public playgrounds, cemeteries and works yards;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Institutional Use.;

“In-stream” has the same meaning as in the Act;

“Issuing Entity” has the same meaning as in the Act;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Local Government Act” means the *Local Government Act*, RSBC 2015, c. 1;

“Municipal Charges” means development cost charges, infrastructure impact charges, or similar charges imposed by a Collection Entity under the Local Government Act, the Community Charter, the Vancouver Charter or the University Act, as the case may be;

“Non-Residential Use” means Retail/Service Use, Institutional Use, Office Use and Industrial Use;

“Office Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the provision of administrative, clerical, management, professional or technical services, but excludes such use(s) where they are ancillary to an Industrial Use, Institutional Use or Retail/Service Use;

“Parcel” means any lot, block or other area in which land is held or into which land is legally subdivided and for greater certainty, without limiting the foregoing, includes a strata lot under the Strata Property Act;

“Precursor Application” has the same meaning as in the Act;

“Rate Schedule” means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

“Reserve Fund” means the reserve fund established pursuant to Section 5.(1), to which development cost charges are to be deposited pursuant to this Bylaw;

“Residential Use” means Single Family Dwelling, Duplex, Townhouse Dwelling Unit and Apartment Dwelling Unit;

“Retail/Service Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the sale or rental of goods or services, personal services, or the servicing and repair of goods and includes:

- (a) entertainment and recreation facilities;
- (b) commercial schools, including, without limitation, facilities which include instruction in the arts, sports, business, self-improvement, academics and trades;
- (c) service stations;
- (d) tourist accommodations and facilities’;
- (e) adult or child day-care centres;
- (f) Sleeping Units;
- (g) community care and congregate housing and care;
- (h) any use permitted as a commercial use;
- (i) uses ancillary to any commercial use located on the same Parcel that serves or enhances the commercial use;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Retail/Service Use;

“**Secondary Suite**” has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means an accessory Dwelling Unit within a building of residential occupancy containing no more than two principal Dwelling Units;

“**Single Family Dwelling**” means a detached building or structure that contains one principal Dwelling Unit and may contain one Secondary Suite;

“**Sleeping Units**” means one or more rooms that do not contain cooking facilities used for the lodging of persons;

“**Strata Property Act**” means the *Strata Property Act*, SBC 1998, c. 43;

“**Subdivision**” means:

- (a) the division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the Land Title Act; and
- (b) a subdivision under the Strata Property Act;

and includes the consolidation of two or more Parcels, and phased strata plans;

“**Townhouse Dwelling Unit**” means a Dwelling Unit in a building or structure that contains or may contain three or more Dwelling Units, each of which Dwelling Unit has a direct exterior entrance;

“**Transportation Service Region**” has the same meaning as in the Act;

“**University Act**” means the *University Act*, RSBC 1996, c. 468; and

“**Vancouver Charter**” means the *Vancouver Charter*, SBC 1953, c. 55.

2.(2) Statutory References. In this Bylaw, each reference to a statute is deemed to be a reference to that statute, as amended, re-enacted or replaced from time to time.

3. DEVELOPMENT COST CHARGES

3.(1) Application of Development Cost Charges. Subject to Section 3.(4) and Section 6, every person who obtains from the applicable Collection Entity:

- (a) approval of a Subdivision that is in the Transportation Service Region; or
- (b) a Building Permit;

must pay to that Collection Entity on behalf of the Authority, before or at the time of the approval of the Subdivision or the issuance of the Building Permit, the

applicable development cost charges at the rates effective as at the date of the approval of the Subdivision or the issuance of the Building Permit, as the case may, all as set out in this Bylaw.

- 3.(2) No Exemption. Without limiting the generality of Section 3.1, a Building Permit in Section 3.1(b) includes a permit authorizing the construction, alteration or extension of any building or structure that will, after the construction, alteration, or extension, contain one or more Dwelling Units and be put to no other use than the Residential Use in those Dwelling Units.
- 3.(3) Secondary Suites. Notwithstanding anything to the contrary contained in this Bylaw, development cost charges are not payable under this Bylaw for the construction, alteration or extension of one Secondary Suite in a Single Family Dwelling or Duplex or for the construction, alteration or extension of a Coach/Laneway House.
- 3.(4) Exemptions from Development Cost Charges. A development cost charge is not payable:
 - (a) in relation to a Development authorized by a Building Permit that authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under any of the following:
 - (i) section 220(1)(h) of the Community Charter;
 - (ii) section 224(2)(f) of the Community Charter;
 - (iii) section 15(1)(d) of the *Taxation (Rural Area) Act*, RSBC 1996, c. 448;
 - (iv) section 396(1)(c)(iv) of the Vancouver Charter; or
 - (v) a law of a treaty first nation that provides for an exemption similar to an exemption under paragraphs (i) to (iv) of this subsection;
 - (b) if a development cost charge has previously been paid for the same Development unless, as a result of further development, additional Capital Cost burdens will be imposed on the Authority;
 - (c) if the Development does not impose additional Capital Cost burdens on the Authority;
 - (d) in relation to the construction, alteration or extension of self-contained Dwelling Units in a building authorized by a Building Permit if:
 - (i) each unit is no larger in area than 29 square metres (312.153 sq. ft.), and

- (ii) each unit is to be put to no use other than the Residential Use in those Dwelling Units; or
 - (e) in relation to a Development authorized by a Building Permit if the value of the work authorized by the permit does not exceed \$50,000.
- 3.(5) Calculation of Development Cost Charges. Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule.
- 3.(6) Combination Development. Without restricting the generality of Section 3.(5), the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each Residential Use and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.
- 3.(7) Timing of Payment of Development Cost Charges. Development cost charges imposed under this Bylaw must be paid to the Collection Entity approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
 - (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Collection Entity are payable to that Collection Entity; or
 - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Collection Entity, as follows:
 - (i) where an application is made only for Subdivision, then prior to the issuance of the approval of the Subdivision by the Collection Entity;
 - (ii) where an application is made only for a Building Permit, then prior to the issuance of the Building Permit by the Collection Entity; or
 - (iii) where application is made for both Subdivision and for a Building Permit, then only prior to the issuance of the Building Permit by the Collection Entity.
- 3.(8) Payment of Development Cost Charges by Instalments. The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under subsection 34.21(5) of the Act applies to the Development and authorizes the payment of development cost charges in instalments.

4. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES.

- 4.(1) Collection of Development Cost Charges by Collection Entities. Subject to Section 7.(1), each Collection Entity must:

- (a) collect the development cost charges imposed on a Development under this Bylaw; and
- (b) must not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid;

in accordance with Section 3.

- 4.(2) Separate Account. Subject to Section 7.(1), each Collection Entity must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold such monies in that separate account, in trust for the Authority, until the monies are remitted to the Authority under Section 4.(3).
- 4.(3) Remittance of Development Cost Charges by Collection Entities. Each Collection Entity, within 30 days after June 30 and December 31 of each year, must remit to the Authority the total amount of development cost charges collected by the Collection Entity under this Bylaw during the six month period immediately preceding such date, or an amount equal to such development cost charges if the Collection Entity did not collect development cost charges under this Bylaw, together with the statement referred to in Section 4.(4).
- 4.(4) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:
 - (a) the number and type of use of all Residential Use Parcels or Dwelling Units on which development cost charges were levied or otherwise payable by it under this Bylaw;
 - (b) the aggregate Floor Area of each type of Non-Residential Use buildings or structures on which development cost charges were levied or otherwise payable by it under this Bylaw (calculated in accordance with the Rate Schedule);
 - (c) the legal description and civic address of each Parcel on which development cost charges were levied or otherwise payable by it under this Bylaw, and whether such development cost charges were levied or otherwise payable in respect of a Subdivision or a Building Permit;
 - (d) the date and amount of each payment of development cost charges levied or otherwise payable by it under this Bylaw and where Section 3.(8) applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;

- (e) the total amount of all development cost charges levied or otherwise payable by it under this Bylaw and, where applicable, the total amount of all remaining instalment payments;
 - (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
 - (g) the number and type of use of all Dwelling Units and the aggregate Floor Area of each type of Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 4.(5) Records. Each Collection Entity shall retain, for a period of four years, sufficient records to support the statements and payments referred to in Sections 4.(3) and 4.(4).
- 4.(6) Inspection and Review of Collection Entity Records. The Authority may, at any time, subject to first giving reasonable notice to any Collection Entity, inspect any and all records of the Collection Entity relating to the information required under Section 4.(4), the calculation, collection and remittance by the Collection Entity of development cost charges levied under this Bylaw, and the calculation and remittance by the Collection Entity of any payments required under Section 4. Each Collection Entity shall permit any employee or agent of the Authority to inspect the records referred to above and to make and take away copies of those records.

5. RESERVE FUND AND USE OF DEVELOPMENT COST CHARGES

- 5.(1) Establishment of Reserve Fund. The Reserve Fund is hereby established.
- 5.(2) Amounts Received. Amounts received by the Authority under Section 3.(1) or Section 7.(1) must be deposited in, or be credited to, the Reserve Fund.

6. EFFECTIVE DATE AND TRANSITION.

- 6.(1) Effective Date. This Bylaw shall come into force on the Effective Date. South Coast British Columbia Transportation Authority Bylaw No. ~~424143-2018-2021~~ shall be repealed as of the Effective Date, except with respect to a Subdivision application described in Section 6.(2) below, in which case South Coast British Columbia Transportation Authority Bylaw No. ~~424143-202118~~ shall continue to apply to such Subdivision application as and to the extent provided in Section 6.(2) below, and except with respect to a Building Permit application described in Section 6.(4) below, in which case South Coast British Columbia Transportation Authority Bylaw No. ~~14324-202118~~ shall continue to apply to such Building Permit application as and to the extent provided in Section 6.(4) below. South Coast British Columbia Transportation Authority Bylaw No. ~~424143-202118~~ shall be wholly repealed on the date that is 12 months after the Adoption Date.

6.(2) Transitional regarding Subdivision Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. ~~424143-202148~~ shall continue to apply, for a period of 12 months after the Adoption Date with respect to:

- (a) a Subdivision of land located within a municipality if, before the Adoption Effective-Date, the application for such Subdivision has been submitted to a designated municipal officer in accordance with the applicable procedures established by the Collection Entity and the applicable subdivision fee has been paid;
- (b) subject to paragraph (c), a Subdivision of land located outside a municipality if, before the Adoption Effective-Date, the application for such Subdivision has been submitted to a district highway manager in a form satisfactory to that official; or
- (c) a Subdivision of land in respect of a parcel of treaty lands of a treaty first nation if, before the Adoption Effective-Date, the application for such Subdivision has been submitted to the approving officer and the applicable subdivision fee has been paid.

6.(3) Agreement with Applicant for Subdivision. Section 6.(2) does not apply if the applicant for that Subdivision agrees in writing that this Bylaw should have effect.

6.(4) Transitional regarding Building Permit Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. ~~424143-202148~~ shall continue to apply, with respect to the construction, alteration or extension of a building or structure if:

- (a) the Building Permit authorizing that construction, alteration or extension is issued within 12 months after the Adoption Date; and
- (b) a Precursor Application in relation to that Building Permit is In-stream on the Adoption Effective-Date.

6.(5) Agreement with Applicant for Building Permit. Section 6.(4) does not apply if the applicant for that Building Permit agrees in writing that this Bylaw should have effect.

7. REPLACEMENT OF DEVELOPMENT COST CHARGES

7.(1) Collection Entity Agreements. Despite any other provision of this Bylaw, the Authority may, in accordance with section 34.31 of the Act, enter into an agreement or agreements with any Collection Entity under which:

- (a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Collection Entity; and

(b) the Collection Entity agrees to pay to the Authority an amount equal to the development cost charges that the Collection Entity would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.

7.(2) Failure to Remit Development Cost Charges. If a Collection Entity fails, for any reason, other than under an agreement under Section 7.(1), to collect any development cost charges payable under this Bylaw or to remit to the Authority any development cost charges collected by it, the Collection Entity must pay to the Authority on demand an amount equal to the development cost charges that the Collection Entity should have collected or remitted under this Bylaw.

8. INTERPRETATION

8.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

8.(2) Schedule. Schedule A is attached to and forms part of this Bylaw.

READ A FIRST, SECOND AND THIRD TIME this 6th day of December, 2023.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 6th day of December, 2023.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel & Corporate Secretary

SCHEDULE A
DEVELOPMENT COST CHARGE BYLAW
RATE SCHEDULE

| Type of Development | Rates effective January 1, 2022 2024 |
|-------------------------|---|
| Single Family Dwelling | \$ 2,993 <u>3,194</u> per Dwelling Unit |
| Duplex | \$2, 652 <u>485</u> per Dwelling Unit |
| Townhouse Dwelling Unit | \$2, 652 <u>485</u> per Dwelling Unit |
| Apartment Dwelling Unit | \$1, 658 <u>554</u> per Dwelling Unit |
| Retail/Service | \$1. 342 <u>6</u> per sq. ft. of Floor Area* |
| Office | \$1. 08 <u>4</u> per sq. ft. of Floor Area* |
| Institutional | \$0. 53 <u>0</u> per sq. ft. of Floor Area* |
| Industrial | \$0. 32 <u>0</u> per sq. ft. of Floor Area* |

*Calculated as the rate multiplied by the number of square feet of Floor Area

TO: TransLink Board of Directors

FROM: Sarah Ross, Vice President, Transportation Planning and Policy
Matt Craig, Director, System Planning

DATE: October 30, 2023

SUBJECT: Update on Bus Stop Accessibility for Customers with Sight Loss

EXECUTIVE SUMMARY

In 2019, the Board endorsed three initiatives to improve the accessibility of information at bus stops for customers who are blind or partially sighted. Dual-format braille and tactile signage is now installed across the network, as are Tactile Walking Surface Indicators at properties TransLink owns or controls. A six-month pilot to test wayfinding technology was completed in August, 2023. This pilot used proprietary QR codes that were installed at 16 bus stops, offering bus information, haptic and audible wayfinding, and real-time departures via an app. The pilot was an opportunity to better understand the needs and capabilities of wayfinding technology and provided significant insight into the state of this technology.

PURPOSE

This report updates the Board on work completed to make bus stops accessible for customers who are blind and partially sighted. It is for information.

BACKGROUND

In December 2019, the Board approved Management's recommendation to substantially complete the following three-pronged approach to providing information at bus stops for customers with sight loss:

- implement tactile walking surface indicators (TWSI) at all in-service bus stops, bays and unloading stations on properties TransLink owns, leases or licences, as permitted;
- implement braille and tactile signage at all in-service bus stops in TransLink's service region; and
- develop a pilot to test wayfinding technology.

This approach was developed and implemented with input from the Access Transit Users' Advisory Committee and engagement with the sight loss community to address a longstanding concern about the accessibility of information at bus stops. Following Board direction in 2019, implementation work started in early 2020 and is now complete. This work was initially anticipated to take three years to complete, however delays due to the December 2020 cyber attack, the COVID-19 pandemic, and related supply chain disruptions resulted in a longer implementation timeframe.

DISCUSSION

Tactile Walking Surface Indicators

Installation of all 157 locations was complete in late 2022. TWSIs refer to textured ground surfaces that provide navigational cues to pedestrians who are blind and partially-sighted. They are intended to be detectable underfoot or by a long white cane, and have a high contrast with the surrounding surface. Following surveying, planning and a competitive procurement process, TransLink began

installation of TWSIs at all in-service bus stops, bays and unloading stations on properties TransLink owns, leases or licences, as permitted, in May 2022.

In addition to completing installations TransLink owned and leased property, staff led a working group with municipal partners to share information on best practices for TWSI, discuss funding programs to support TWSI installation, and to achieve a more consistent approach to TWSI installation at bus stops. The group's discussions were informed by community engagement to better understand the challenges and opportunities presented by TWSIs for people with different disabilities. As a result of this initiative, the working group developed a shared awareness of the benefits of TWSIs and a common understanding of barriers to their implementation. While the working group did not reach consensus on the use of TWIs at bus stops, it was able to identify opportunities for a more consistent approach.

Braille and tactile signs

Full implementation across the network was complete in November 2023. Signs developed for this initiative use both Unified English Braille and raised tactile letters to list the bus stop ID, bus routes serving that stop, and the Customer Information phone number. Through 2020 and 2021, staff worked through a design and procurement process to source braille and tactile signage that would be high quality and able to withstand potential damage. Sign installations started in December 2021, with a media event to mark the milestone.

Throughout 2022 and 2023, signs were installed across the service area as quickly as they were received. We are now finalizing a maintenance plan and contract to incorporate ongoing needs into existing maintenance operations.

Wayfinding Technology pilot

The development of a pilot to test wayfinding technology started in October 2021 and is now complete. Requirements for the pilot and technology were developed in consultation with members of the Access Transit Users' Advisory Committee. Different types of technology-based wayfinding solutions were considered, including Bluetooth beacons, virtual beacons, and a live agent video service. After a competitive procurement process, TransLink selected NaviLens, a QR code-based wayfinding and navigation technology, to pilot for six months in 2023.

The project's four main objectives were to:

1. Assess the chosen technology's alignment with customers' requirements.
2. Engage pilot participants for accessible feedback collection.
3. Analyze data and report findings to key stakeholders.
4. Evaluate factors impacting wayfinding solution implementation.

NaviLens utilizes proprietary QR codes that link into transit information. These codes were placed on bus stop poles at 16 stops: 2 stops in uptown New Westminster, 12 locations at New Westminster SkyTrain station, and 2 stops on Broadway in Vancouver. These locations were selected for their proximity to services frequently accessed by people who are blind and partially sighted. Using the NaviLens app on a smartphone, users can scan these QR codes to access bus stop information, real-time departure times, and, at some locations, audible/haptic wayfinding directions to bus bays and SkyTrain station elevators.

Wayfinding pilot engagement included moderated and unmoderated participants

To promote the project, outreach efforts were made to organizations with members or clients affected by sight loss, seeking their support in spreading awareness through their networks. Following its launch, the project also garnered substantial media coverage.

Ten moderated participants were drawn from the Access Transit Users' Advisory Committee and the broader sight loss community to participate in staff-supported trials and follow-up telephone surveys. Additionally, eight completed online surveys were collected from unmoderated participants through an app-accessible link, with responses filtered to include only customers who identified as blind or partially sighted. In total, the QR codes were scanned 2,792 times over the course of the pilot, predominantly at New Westminster station.

Pilot was successful in advancing understanding of wayfinding technology

The pilot was evaluated against alignment with customers' requirements, and factors impacting broader implementation. Overall, this type of wayfinding technology solution showed promise and received positive feedback from participants. It successfully addressed two key objectives identified by customers with sight loss, which were locating a transit stop and verifying it was the correct stop.

However, wayfinding technologies are relatively new, and some challenges emerged during the pilot, including:

- **Safety:** Similar to GPS-based navigation systems, users must be aware of surroundings and use judgment to navigate safely. The audible/haptic wayfinding feature occasionally led moderated participants into active roadways and other unsafe situations, which required staff intervention.
- **Interface:** The app required re-starting to function correctly and some users found the interface to be unintuitive or confusing. Others felt uncomfortable outwardly holding a phone to use this type of technology.
- **QR code identification:** Street furniture, foliage, sun-glare, or orientation of the phone interfered with scanning QR codes as the app relies on the phone camera to operate.

In addition to evaluating alignment with user requirements, the pilot identified and assessed factors that could impact broader implementation of a wayfinding solution:

- **Information constraints at bus poles:** there are many ways bus stop poles are used to communicate to customers. However, they offer limited space for providing information in a way that is legible and not cluttered.
- **Every location for installation needs to be assessed for new infrastructure:** Throughout the pilot, ten of the 16 locations required the existing bus stop pole to be replaced with one that was taller, to provide sufficient space for the QR code while maintaining adequate height clearance. With over 8,400 on-street bus stops across the network, this could be a significant project.

The intent of the Accessible Navigation Pilot was to assess and evaluate a wayfinding technology solution to support customers with sight loss navigate the transit system independently and confidently. The project was successful in gathering data and providing key insights into wayfinding technology and how they might interface with customers and bus stop infrastructure.

Based on the pilot, management recommends monitoring feedback on the newly installed dual-format braille and tactile signs, to understand whether they improve wayfinding and information for customers, and whether a technology-based solution is needed.

There are no plans to expand the pilot or wayfinding technology in the near term. Any future work to explore wayfinding at bus stops should be undertaken within a broader wayfinding strategy that would be inclusive of accessibility needs and available to a larger audience. Potential technology applications could be considered within this wider context - while the evaluation of this pilot was focused on customers with sight loss, the ability for an app to provide information a variety of languages could be a benefit to a larger segment of users.

Conclusion

TransLink has completed installation of new infrastructure across the network to provide accessible information at bus stops.

The Wayfinding Technology pilot provided valuable insights into the potential and constraints of a newer technology. These lessons can be incorporated into broader wayfinding improvements as the opportunity arises, to ensure improvements are inclusive and accessible.

TO: Board of Directors

FROM: Kevin Quinn, Chief Executive Officer

DATE: November 14, 2023

SUBJECT: Public Delegations at the September 27, 2023 Board of Directors Meeting

EXECUTIVE SUMMARY

The Board received three public delegations at its September 27, 2023 public Board meeting.

Three public delegations were received by the Board at the September 27, 2023 public Board meeting on the following topics:

- **BC Bus Pass Program Benefits**
 - The Board received a public delegate who advocated requested that the Province's BC Bus Pass program transit passes be available on generic adult compass cards.
 - Management responded to the delegate in writing after the meeting to provide information on the requirements under TransLink's Transit Tariff for proof of eligibility, and also on the other programs which receive the same card as the one used for the BC Bus Pass.

- **HandyDART Services**
 - A public delegate advocated for TransLink to continue to provide HandyDART services as a contracted service, rather than delivering it through in-house services. The delegate expressed their view that the service should remain autonomous from Coast Mountain Bus Company or TransLink.
 - Management wrote to the public delegate to thank them for their input and to share information on the upcoming review in 2024 of HandyDART service delivery and the objectives of the review.

- **Trolley Bus Services**
 - The Board received a public delegate who asked that TransLink develop a plan to expand trolley bus services and that the trolley bus fleet include articulated trolley buses. The delegate also indicated their preference for previously used signage for trolley buses across the system.
 - Management contacted the delegate in writing after the meeting and provided an overview of the trolley bus fleet replacement program and timing of fleet replacement. In addition, the delegate was provided with information on the process undertaken for recent signage updates and stakeholder engagement that was carried out in advance of the changes.

TO: Board of Directors

FROM: Sarah Ross, Vice President, Transportation Planning and Policy
Angus Beaty, Planner, Partner Planning, Transportation Planning and Policy

DATE: October 23, 2023

SUBJECT: Broadway Subway Supportive Policies Agreement – 2023 Annual Report

EXECUTIVE SUMMARY

Annual reporting on Supportive Policies Agreements (SPAs) provides a significant opportunity to hold signatories accountable for commitments and actions intended to support major rapid transit investments. The 2023 Broadway Subway SPA Annual Report documents that commitments made by City of Vancouver and TransLink are overall on track, supporting the achievement of outcomes beyond the direct scope of the subway project such as housing and mode share. Highlights of the past year include the completion of the public land holdings analysis for the corridor, key decisions made on Broadway street design, and the initiation of the Burrard Peninsula Area Transport Plan (ATP). The upcoming year anticipates further collaboration on Broadway Plan implementation commitments, continued work on the ATP, and delivery of the first SPA Performance Report, which will include performance measures and indicators data, in addition to tracking progress on SPA commitments and collaboration.

PURPOSE

The purpose of this report is to provide the Mayors' Council and Board with the Broadway Subway SPA 2023 Annual Report (Attachment 1) for information, consistent with the SPA monitoring and reporting schedule related to progress on SPA commitments.

BACKGROUND

Annual reporting ensures partner commitments are advanced so outcomes are realized

In 2018 the Mayors' Council and Board endorsed the Supportive Policies Agreement (SPA) signed by TransLink and the City of Vancouver for the Broadway Subway Project. SPAs are one of the Partnership Agreements required for major projects and include commitments for land use and transportation actions by TransLink and the project host local government(s), and in some cases other partner agencies. The 2014 Mayors' Vision first called for Partnership Agreements as a condition of a major project's funding and inclusion in an approved investment plan. This direction was reiterated in the 2022 Transport 2050: 10-Year Priorities (Access for Everyone plan).

The policies and actions included in SPA commitments are outside the direct scope of the Project but have significant influence on Project success. Annual SPA monitoring focuses on progress made towards achieving SPA commitments and considers any adjustments to commitments if and when necessary. The Annual Report is itself a SPA commitment, along with periodic Performance Reports,

set to begin in 2024. The periodic Performance Reports will provide updates on performance measures indicators data, timed to align with the availability of updated custom Census data.

The Annual Report and progress toward SPA commitments are overseen by the Broadway Subway SPA Monitoring Committee chaired by TransLink, with senior staff representatives from the City of Vancouver, the Province, and Metro Vancouver. The Monitoring Committee is tasked with tracking commitments and adjusting actions as required to ensure progress.

DISCUSSION

In October, the Monitoring Committee endorsed the 2023 Annual Report, the fourth such report to be shared with the Board and Mayors' Council, including minor adjustments to the timing and/or scope of select commitments. The 2023 Annual Report highlights that SPA commitments are largely on track and that collaboration between SPA partners continued over the past year, supporting the implementation of various commitments.

Advancing SPA commitments through collaboration between Partner agencies

Collaborating between SPA partners is crucial to the success of the SPA, and in 2023 the partners have continued to collaborate effectively. The SPA partners implement, review and monitor compliance with SPA commitments through staff-level Working Group meetings throughout the year, with the Working Group supporting the senior staff Monitoring Committee.

The completion of the analysis of public land holdings and the initiation of the Burrard Peninsula Area Transport Plan (ATP) were the two most significant milestones of the past year. The City's analysis of public land holdings identifies lands held by governments, Crown corporations and non-profits within the corridor, in order to help determine opportunities for housing, jobs, parks and community facilities. The Burrard Peninsula ATP is a critical step in enhancing the multimodal transportation network and infrastructure within the SPA corridor.

In March 2023, City Council provided direction to staff to advance work on a Great Street design for Broadway. This decision allowed work to proceed on several paused SPA commitments, including the City-led Broadway Streetscape Plan and Urban Design Guidelines, to be informed by TransLink-led modeling through our authority over the Major Road Network (MRN).

The 2023 reporting period was also the first full year for the implementation of the City's Broadway Plan, a core commitment in the SPA and the policy that will guide future growth in the SPA corridor. The impacts of the Broadway Plan approval were felt in the development community this past year. By early 2023, over 100 rezoning enquiries had been received. The coming years are expected to be very significant in terms of new housing and job space approvals in the SPA corridor if current development activity trends continue.

The upcoming year will see continued coordinated efforts to advance SPA commitments. These include Broadway Plan implementation items, continued work on the Burrard Peninsula Area Transport Plan, and the development of five-year forecasts for population, dwelling units and employment within the Broadway corridor.

CONCLUSION

This past year featured significant progress on various commitments outlined in the SPA. These advancements were shaped by a collaborative and cooperative approach among SPA partners. Heading into 2024, this same approach will continue with forthcoming SPA work items and next year's Performance Report, which will be brought forward at by the end of 2024 to the Mayors' Council and Board.

ATTACHMENTS

Attachment 1: Broadway Subway Supportive Policies Agreement 2023 Annual Report



BROADWAY SUBWAY
SUPPORTIVE POLICIES AGREEMENT
2023 ANNUAL REPORT

TABLE OF CONTENTS

Executive Summary.....3

2023 Updates.....4

Broadway Subway SPA Commitments Tracker.....4

Conclusion and Next Steps.....11

SPA Backgrounder.....12

Monitoring SPA Commitments.....14

Glossary.....15

Publication Date: October 23, 2023



Source: [Broadway Subway Project](#)

EXECUTIVE SUMMARY

The 2023 Annual Report for the Broadway Subway Supportive Policies Agreement (SPA) provides an update on the key commitments made by the City of Vancouver and TransLink in the 2018 Broadway SPA. The SPA is an agreement to support the long-term success of the Broadway Subway Project through commitments to collaborate and advance land use and transportation initiatives that are outside the Project's direct scope. This report is a key mechanism to monitor progress on the commitments enshrined in the SPA, wherein progress on the actions of the signatories is provided to the senior staff SPA Monitoring Committee and to local and regional decision makers. It is a unique agreement, the first of its kind in the Metro Vancouver region, which supports rapid transit investment through cross-governmental collaboration at the municipal, regional, and provincial levels. The agreement includes specific committed actions related to land use, housing, transit, transportation demand management, cycling and walking.

This past year featured significant progress on various commitments outlined in the SPA, including the completion of the public land holdings analysis, key decisions made on Broadway street design, and the initiation of the Burrard Peninsula Area Transport Plan. Also key in 2023 was the first full year for the implementation of the City's Broadway Plan, a core commitment in the SPA and the policy that will guide future growth in the SPA corridor.



Source: [Broadway Subway Project](#)

This year's Annual Report is divided into two sections:

2023 Updates: describes the major milestones SPA commitments achieved in the past year, the status of both City-led and TransLink-led initiatives to date, upcoming work, and any refinements to the scope and/or timing of SPA initiatives. This section also provides an overview of how the SPA commitments are tracking and the approach for future reports.

Background: this details the intent, development, and objectives of the Broadway Subway SPA, and describes the approach for SPA reporting.

The focus of the Annual Report is the progress of SPA commitments. Based on prior adjustments to SPA reporting, the performance measures (indicators) will be part of periodic Performance Reports, with the first publication anticipated for 2024. This reporting approach aligns with the availability of updated custom Census data and the tracking of long-term trends within the SPA geography.

2023 UPDATES

Last year featured the significant SPA milestones of the adoption of the Broadway Plan and the Vancouver Plan. The impacts of the Broadway Plan have been felt in the development community this past year, with the market responding strongly.

In 2023 SPA partners continued to advance important commitments, including the completion of the analysis of public land holdings by City of Vancouver staff in spring 2023. This work identifies lands held by governments, Crown corporations and (at the request of Monitoring Committee members) non-profits within the corridor, in order to help determine opportunities for housing, jobs, parks and community facilities. Another City milestone was Council's decision in March 2023 to advance work on a Great Street design for Broadway. This work, which is now underway as part of the Broadway Streetscape Plan, is anticipated for completion in 2024. Work on the street network design also includes modeling led by TransLink, in consideration of the Major Road Network (MRN). Both the Streetscape Plan and the street network review comprise SPA commitments.

2023 also featured TransLink's initiation of the Burrard Peninsula Area Transport Plan, a critical step in enhancing the multimodal transportation network and infrastructure within the SPA area. TransLink staff will continue to engage with City officials and residents on the ATP through the end of this year and through 2024. The City and TransLink continue to explore TDM initiatives, working with various external partners including BIAs, employers and developers within the Broadway corridor.

BROADWAY SUBWAY SPA COMMITMENTS TRACKER

The SPA Commitments Tracker shown below provides a snapshot of the past year's progress towards achieving SPA commitments as well as any adjustments endorsed by the senior staff Monitoring Committee. The timing to complete SPA commitments may vary depending on external circumstances, and the SPA partners continue to demonstrate dedication in advancing these commitments. Despite various earlier complications relating to the COVID-19 pandemic, commitments are tracking well overall.



Source: [City of Vancouver](#); [The Broadway Plan](#)

| City-Led Initiatives | SPA Section | Timing (end of) | Adjustment(s) from SPA | Monitoring Committee | Progress |
|--|-------------|----------------------|---|----------------------------------|---|
| Prepare and adopt Vancouver Plan | 5.1(a)(i) | 2022 | City committed to prepared City Core Plan in SPA, which has since been replaced by the Vancouver Plan | ENDORSED – July 14, 2020 | Completed in 2022 – Vancouver Plan approved by Council on July 22, 2022. |
| Prepare and adopt Broadway Plan | 5.1(a)(ii) | 2022 | SPA referred to this initiative as “Broadway Planning” | ENDORSED – Dec 12, 2018 | Completed in 2022 – Broadway Plan approved by Council on June 2, 2022. |
| | | | To be completed by end of 2022, as opposed to by end of 2021 | ENDORSED – Sep 20, 2021 | |
| Complete Vancouver Employment Lands and Economy Review (ELER) | 5.1(a)(iii) | 2020 | SPA referred to this as the “Vancouver Employment Lands Study”, which was to be completed by the end of 2019 | ENDORSED – July 14, 2020 | Completed in 2020 – ELER Phase 2 Report approved by Council in October 2020. |
| Collaboration between City, TransLink and Province on the development of Land Use Plans | 5.1(c) | Per Plan timing | | | Completed in 2022 – Vancouver Plan, Broadway Plan and ELER Phase 2 Report all approved by Council. |
| City will monitor the progress of the land use plans through the Regional Context Statement process | 5.2 | Per Plan timing | | | Future initiation. |
| Complete Analysis of public land holdings (all levels of government and Crown corporations) for land use opportunities and provide the list of land holdings to SPA partners | 5.3 | 2023 | Analysis to be completed as part of Broadway Plan, as opposed to by end of 2018 | ENDORSED - Dec 12, 2018 | City provided analysis results to SPA partners on June 7, 2023. Fall 2023 SPA Monitoring Committee agenda included review of the public land holdings analysis results, as opportunity for collaborative discussion of land use opportunities. |
| | | | Analysis to be completed by end of 2022, per change to timing for the Broadway Plan | ENDORSED – Sep 20, 2021 | |
| | | | Change to remove estimated compensation required to each level of government and to revise completion timing to end of 2023 | ENDORSED – via email May 3, 2023 | |
| Parking By-law review and update | 9.1 | Timing not specified | | | Parking By-law update effective January 1, 2019. |

| Broadway Plan <i>Initiatives to be addressed in the Plan</i> | | | | | |
|---|-------------|-----------------|---|-------------------------|--|
| City-led Initiatives | SPA Section | Timing (end of) | Adjustment(s) from SPA | Monitoring Committee | Progress |
| Develop forecasts for population, dwelling units and employment for years 2025, 2030, 2035, 2040, and 2045. | 5.1(b) | 2024 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | In progress. Custom Census data order for baseline data not available until later in 2023. Forecasts will be developed following receipt of Census data and delivered in 2024. |
| | | | Change date of completion to end of 2023 to align with availability of Census data | ENDORSED - Sep 29, 2022 | |
| | | | Change date of completion to 2024 to align with completion (and analysis) of custom census data order | ENDORSED – Oct 6, 2023 | |
| City will collaborate with TransLink and the Province on the development of the Affordable Housing Strategy (as part of Affordable Housing Strategy: purpose-built rental housing program/ policy development, non-market housing needs analysis) | 6.1(b) | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through SPA Intergovernmental Housing Workshops. |
| Existing Affordable Housing Stock Analysis (Rental Housing Stock ODP review, approaches to preservation/ replacement of existing stock, mitigation of tenant displacement) | 6.2 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Subway SPA Working Group and Intergovernmental Housing Workshops. |
| Provide opportunities for retail and entertainment uses at appropriate locations | 6.5 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Subway SPA Working Group |
| Identify opportunities for office, institutional and industrial uses | 6.6 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Subway SPA Working Group. |

| City-Led Initiatives | SPA Section | Timing (end of) | Adjustment(s) from SPA | Monitoring Committee | Progress |
|--|-------------|-----------------|---|-------------------------|---|
| Identify opportunities for community services and amenities | 6.7 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Subway SPA Working Group. |
| Street Connectivity and Major Road Network (MRN) review and analysis | 7.2 | 2024 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Broadway Plan approved by Council on June 22, 2022. Collaboration on street network completed prior to Broadway Plan adoption via Broadway Plan Transportation Workshops and direct City/TransLink discussions. |
| | | | Change date of completion to by end of 2023 based on City Council's direction for review of options for an active transportation lane on Broadway | ENDORSED – Sep 29, 2022 | In March 2023, Vancouver Council approved "Great Street" design for Broadway with option for future active transportation lanes. |
| | | | Change date of completion to end of 2024 to coordinate analysis with City initiatives | ENDORSED – Oct 6, 2023 | TransLink to advance street network modeling in 2023 and 2024 in consideration of the Major Road Network, in coordination with the completion of the Public Realm Plan and engagement on a preferred Broadway streetscape design. |
| Develop a Cycling Strategy | 7.3 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Plan Transportation Workshops. |
| Develop a Pedestrian Strategy | 7.4 | 2022 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Completed in 2022. Broadway Plan approved by Council on June 22, 2022. Collaboration through Broadway Plan Transportation Workshops. |

| City-Led Initiatives | SPA Section | Timing (end of) | Adjustment(s) from SPA | Monitoring Committee | Progress |
|---|-------------|-----------------|---|-------------------------|--|
| Develop Urban Design Guidelines | 8.1 | 2024 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Commitment partially fulfilled. New urban design policies are embedded in adopted Broadway Plan for use in new rezoning applications. Further work is underway to update or replace existing C-3A guidelines aligned with broader city-wide work to expedite delivery of new housing and job space. Additional time needed given expanded scope, which will also explore potential for amendments to the C-3A zoning itself to reflect the Broadway Plan land use policies. |
| | | | Change completion date to end of 2023 to reflect Broadway Plan as approved | ENDORSED – Sep 29, 2022 | |
| | | | Change completion date to end of 2024 to reflect expanded scope and associated requested changes to Vancouver Charter | ENDORSED – Oct 6, 2023 | |
| Develop a Public Realm and Streetscape Plan (including Project station areas) | 8.2 | 2024 | To be completed by end of 2022, per change to timing for Broadway Plan | ENDORSED – Sep 20, 2021 | Council approved direction in March 2023 for staff to advance “Great Street” design for Broadway. Technical work and public engagement for overall Public Realm Plan and Broadway Streetscape Plan ongoing through 2024. |
| | | | Change completion date to end of 2023 to reflect Broadway Plan as approved | ENDORSED – Sep 29, 2022 | |
| | | | Change completion date to end of 2024 to reflect ongoing technical work and public engagement timelines | ENDORSED – Oct 6, 2023 | |
| TransLink-led Initiatives | SPA Section | Timing (end of) | Adjustment from SPA | Monitoring Committee | Progress |
| Identify opportunities for wash-room access, including at stations, as part of system-wide review of customer washroom facilities | 6.7(b)(ii) | 2018 | | | Completed in 2018 – Customer Washrooms on Transit Policy adopted. Completed in 2019 – Accommodations for customer accessible washrooms to be provided at Broadway-City Hall and Arbutus stations. |
| Identify opportunities to maintain or enhance bus travel times and reliability | 7.1(a) | 2019 | SPA referred to this as a consolidated “Bus Priority and Integration Plan” | | Completed in 2019 – Bus Speed and Reliability Report completed, which provides technical findings and resources for bus priority. |

| TransLink-led Initiatives | SPA Section | Timing (end of) | Adjustment from SPA | Monitoring Committee | Progress |
|--|-------------|------------------------------------|---|--------------------------|---|
| Prepare a Bus Network Integration Plan | 7.1(a) | By Opening Day | SPA referred to this as a consolidated "Bus Priority and Integration Plan" | ENDORSED – July 14, 2020 | Future initiation, informed by Area Transport Plan. |
| Provide cost-sharing opportunities for transit priority measures based on approved regional transportation plans and funding | 7.1(d) | Timing not specified | | | Cost-share opportunities provided through Bus Speed and Reliability municipal cost-share funding program. |
| Use TravelSmart to encourage alternate modes during and immediately after Project construction | 7.1(e) | During construction and at opening | Adjust the timing and approach currently referenced in SPA TransLink will highlight Broadway Subway in pandemic-related regional ridership recovery campaigns (marketing, events, etc.), and will seek to implement more corridor specific TDM initiatives in 2023/2024, and at the opening of the Broadway Subway | ENDORSED – Sep 29, 2022 | TransLink and City staff are exploring TDM initiatives for late 2023 and 2024, collaborating together and also working with various external partners including BIAs, employers, developers, HUB Cycling and Mobi Bike Share. |
| Update the Burrard Peninsula Area Transport Plan | 7.1(f) | 2025 (early) | Project renamed from Vancouver Area Transport Plan to 'Central Area Transport Plan', adjust completion date to end of 2024 to reflect expanded project scope. | ENDORSED – Sep 29, 2022 | Project kick-off with local government and partner agency staff for the Burrard Peninsula Area Transportation Plan in March 2023. Work on the ATP is now underway with increased local government engagement and public engagement planned for late 2023. |
| | | | Project renamed to "Burrard Peninsula Area Transport Plan", adjust completion date to early 2025 to reflect revised timeline for engagement phase 2, which begins in Fall 2024. | ENDORSED – Oct 6, 2023 | |
| The City and TransLink will establish a multi-stakeholder committee (the "Monitoring Committee") | 10.1 | 2018 | | | Completed in 2018 – Inaugural meeting in December 2018. |

| TransLink-led Initiatives | SPA Section | Timing (end of) | Adjustment from SPA | Monitoring Committee | Progress |
|---|-----------------|----------------------|---|--------------------------|--|
| The Monitoring Committee will provide City Council, the Mayors' Council, TransLink Board and officials from the Province with an annual report outlining the progress of the commitments of each Party as set out in this SPA | 10.3(e) | Timing not specified | Rename 'Annual Dashboard' to 'Annual Report' | ENDORSED – July 14, 2020 | Ongoing – Annual Reports released each fall. |
| | | | Annual reports to track SPA commitments; 5-year performance reports to track both commitments and performance measures, leveraging updated Census data* | ENDORSED – Sep 20, 2021 | |
| The City and TransLink will work jointly and cooperatively to prepare a comprehensive report every three to five years** | 11.1(a) | Timing not specified | | | The first 5-Year Performance Report to be released in fall 2024. |
| Data collection for 800m SPA geography | 5.1(b) and 11.3 | n/a | Remove Central Broadway and replace traffic zones with block-level data | ENDORSED – Dec 12, 2018 | Ongoing |
| | | | Streamline data collection from original geographies (400m, 800m Central Broadway and traffic zones) to 800m, snapped to city blocks | ENDORSED – July 14, 2020 | |

*The Broadway Subway SPA Annual Report published in 2021 omitted inclusion of this Committee-endorsed adjustment.

** Previous Broadway Subway SPA Annual Reports documented a Monitoring Committee-endorsed adjustment to rename the 'Comprehensive Report' to "5-Year Performance Report"; this adjustment is no longer referenced here, given that the term 'Performance Report' is used in the SPA.

CONCLUSION AND NEXT STEPS

The past year featured the advancement of several important SPA commitments by the City of Vancouver and by TransLink. From the completion of the public land holdings analysis, to key decisions on Broadway street design, and the launch of the Burrard Peninsula Area Transport Plan, SPA partners continue to work together to align policies, programs and initiatives to support the Broadway Subway Project for opening day and decades to come. If development activity trends continue, the coming years will be very significant in terms of new development approvals in the SPA corridor.

In 2024 the first 5-Year Performance Report will provide custom Census data from 2021, providing an updated base case to track how effectively the objectives of the SPA are

aligning with outcomes in future years. In 2025 and beyond, SPA partners will continue to coordinate the development of the SPA Annual Reports, focused on progress updates on the SPA commitments.

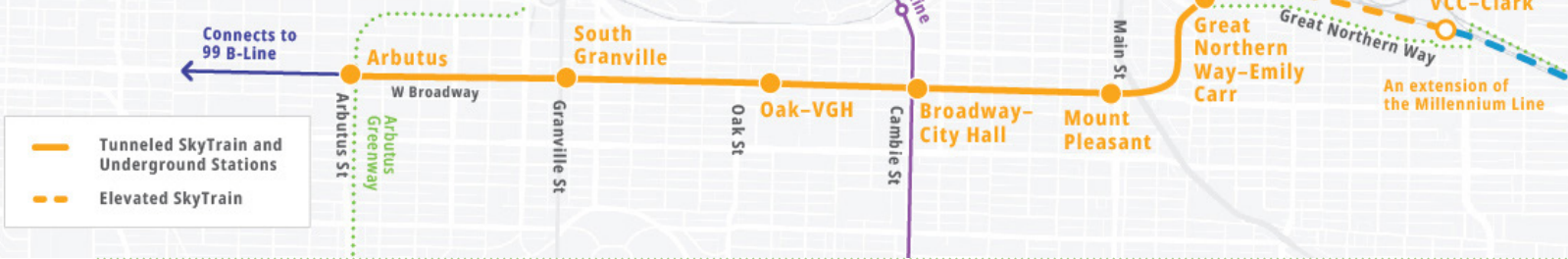
2023 represents the continuing successful evolution of the SPA. This unique multi-level government agreement has remained effective and impactful since its adoption in 2018, with an oversight structure that has proven both resilient and flexible over the past five years. This success speaks to the value of shared objectives paired with constructive relationships and remains a model to support future rapid transit projects across the Metro Vancouver region.

Source: City of Vancouver



SPA BACKGROUNDER

BROADWAY SUBWAY PROJECT



Source: Broadway Subway Project

The **Broadway Subway Project** is an under construction rapid transit extension of the Millennium Line from VCC-Clark station to a new western terminus at Arbutus Street, spanning approximately 5.7 kilometres. The Broadway Subway Project is a major rapid transit investment along the Broadway Corridor which will connect a number of vibrant neighbourhoods with a high number of residents, jobs and destinations to the regional rapid transit network. Rapid transit along the Broadway Corridor was first identified in 1993 and included in the 10-Year Vision for Metro Vancouver Transit and Transportation in 2014.

The 10-Year Vision also outlined the need for Project Partnership Agreements to codify

coordination, collaboration, and mutually supportive actions by project partners to advance the shared objectives of major transit investments. This was the direction which resulted in TransLink and the City of Vancouver executing a SPA for the Broadway Subway Project (the “**Broadway Subway SPA**”) in June 2018. The SPA is a ground-breaking approach to supporting transit in the region and recognizes that the linkages between transportation and land use are deep and complementary. This direction for Project Partnership Agreements is reiterated more recently in the Transport 2050: 10-Year Priorities.

700
metres of above-
grade track

5.7
kilometres of
underground track

6
new underground
stations

| | ANNUAL REPORT | 5-YEAR PERFORMANCE REPORT |
|--------------------------|--|---|
| Timing | Every year, except in 5-Year Performance report years; first Annual Report published in 2020 | Every five years, with the first 5-year Performance Report planned for 2024 (pre-Subway opening) - timed to align with availability of updated Census data. |
| Scope | Reports progress and provides oversight and accountability on all SPA commitments | Reports progress and provides (1) oversight and accountability on all SPA commitments and (2) SPA performance measures (outcomes) data based on updated. custom Census data |
| Level of Analysis | Intended as an annual progress ‘snapshot’ on SPA commitments | Provides a comprehensive analysis of the long-term trends/outcomes monitored and may recommend actions if outcomes are not tracking as expected. |

Table 1: SPA Reporting Deliverables

In December 2018, TransLink and the City, working with the Province and Metro Vancouver, established a multi-stakeholder senior staff monitoring committee (the **“Monitoring Committee”**) tasked with reviewing land use and transportation outcomes and progress on the commitments and responsibilities in the SPA. Additionally, a staff-level working group (the **“Working Group”**) was also established, reporting to the Monitoring Committee and supporting its duties and responsibilities.

Progress on the initiatives and outcomes of the SPA is monitored and reported to decision-makers through two primary means: the **“Annual Report”** and the **“5-Year Performance Report”**. The nature of these reports is described in Table 1.

Table 1 also reflects the updated focus of the Annual Reports on the progress of the SPA commitments. The 5-Year Performance Reports will include the performance measures (indicators data) and will be timed to align with the availability of updated custom Census

data for the SPA geography. This approach (1) ensures that year-over-year progress on SPA commitments continues to be closely tracked and reported to decision-makers, and (2) continues to use the performance measures to track the longer-term trends of SPA-related outcomes in more substantive 5-Year report cycles. If any concerning trends arise in years between the 5-Year Performance Reports, those would be identified to decision-makers at that time.



Source: [Broadway Subway Project](#)

MONITORING SPA COMMITMENTS

The SPA includes commitments to a broad range of specific City-led and TransLink-led initiatives. Each initiative advances the project and broad policy objectives within the Broadway Subway SPA. Some commitments require the cooperation of the City and TransLink, and in some cases collaboration with the Province as well. Included too are commitments to ongoing monitoring and reporting, both through the annual reports and the 5-year performance reports.

These commitments:

- Are identified for completion between 2018 and 'Opening Day' of the Broadway Subway.
- Will be monitored and reported on until 2045 or 20 years after the Broadway Subway opens, whichever is later.
- Will be reviewed and assessed periodically through the monitoring process.



Source: [Broadway Subway Project](#)

GLOSSARY

5-Year Performance Report – One of the two primary SPA reporting deliverables that is published on a five-year basis to provide a comprehensive analysis of progress on SPA commitments and outcomes, and may recommend actions if outcomes are not tracking as expected.

10-Year Priorities – A updated blueprint identifying the region’s top transportation priorities, rapid transit projects, and service increases for the first ten years of Transport 2050, adopted by TransLink in 2022.

Annual Report – One of the two primary SPA reporting deliverables that is published on an annual basis to provide a high-level snapshot of progress on SPA commitments.

Broadway Subway Project – An approximately 5.7-kilometre extension of the Millennium Line from its current terminus at VCC-Clark to a new western terminus at Arbutus Street.

Broadway Subway Supportive Policies Agreement (SPA) – The Supportive Policies Agreement for the Broadway Subway Project, executed by the City of Vancouver and TransLink in June 2018.

Broadway Subway SPA Geography – A defined geography that will be used for data collection and outcomes monitoring; delineated by city blocks and constitutes an approximate 800 metre walk, using existing walking networks, from the Broadway Subway Project stations.

Monitoring Committee – A multi-stakeholder committee formed by TransLink and the City in December 2018 to review the performance of land use and transportation outcomes for the Broadway Subway Corridor and monitor compliance by each party with the commitments and responsibilities set out in the Broadway Subway SPA, with senior staff representatives from TransLink, City of Vancouver, the Province of British Columbia, and Metro Vancouver.

Transport 2050 – A long-range vision that will guide transportation decisions in Metro Vancouver for the next three decades, including significant expansion of rapid transit, completion of a traffic-separated bikeway network, and promotion of electric and shared vehicles, adopted by TransLink in 2022.

Working Group – A multi-stakeholder staff working group from the agencies represented on the Monitoring Committee that reports to the Monitoring Committee and supports its duties and responsibilities, with representatives from TransLink, City of Vancouver, the Province of British Columbia, and Metro Vancouver.

TO: Board of Directors

FROM: Jeffrey Busby, Vice President, Engineering

DATE: November 6, 2023

SUBJECT: TransLink Bridges – Operations, Maintenance, and Rehabilitation Report

EXECUTIVE SUMMARY

This report provides information on operations, maintenance, and rehabilitation activities on TransLink's bridges as of Q4 2023. Significant inspection or rehabilitation works are planned on the Pattullo, Knight Street, Westham Island Bridges, and Golden Ears Bridge which will require periodic closures to traffic. TransLink communicates these closures to the traveling public and works with contractors and other stakeholders to minimize their adverse impacts.

PURPOSE

This report is to provide information on operations, maintenance, and rehabilitation activities on TransLink's bridges with potential for significant public impacts.

BACKGROUND

TransLink is responsible for the regional transportation system of Metro Vancouver, which includes ownership, operation, and maintenance of the following five bridges:

1. Pattullo Bridge;
2. Knight Street Bridge;
3. Westham Island Bridge;
4. Golden Ears Bridge; and,
5. Canada Line Bike and Pedestrian Bridge.

Except for the Golden Ears Bridge, which is operated and maintained by the Golden Crossing General Partnership (GCGP) under a Concession Agreement, Management retains the services of Mainroad Lower Mainland Contracting (Mainroad) to perform routine maintenance activities on its bridges. Routine maintenance includes debris/litter removal, winter snow and ice removal, vegetation control, incident response, and regular patrols and inspections to flag any noticeable deterioration requiring further attention. Routine maintenance work is generally performed with minimal impacts to the public. This report does not provide specific information on the routine maintenance activities.

In addition to the routine work carried out by operations and maintenance contractors, Management retains experienced bridge engineers to closely monitor and inspect the condition of each structure. In response to the inspection findings, repair and rehabilitation works are undertaken on any damages to ensure the bridges are safe and reliable. Bridge repair and rehabilitation works are generally longer in duration and have more public impacts. Information on these activities in Q4 2023 is the focus of this report.

DISCUSSION

Significant inspection, maintenance and rehabilitation activities by bridge are summarized below:

1) Pattullo Bridge

The Pattullo Bridge connects the Cities of New Westminster and Surrey and is 85 years old. Most of the bridge's structural components have passed their predicted design life, and some are reaching the end of their useful life. The Province is delivering the Pattullo Bridge Replacement Project, which will replace the existing bridge with a new crossing. Fraser Crossing Partners (FCP) is contracted for construction of the new bridge, which is expected to open to traffic in 2024.

To ensure the existing Pattullo bridge is operational until it is replaced, TransLink regularly monitors the condition of the bridge. Q4 2023 activities include:

a) Structural Inspections

TransLink retained Mott MacDonald (Mott) to conduct annual visual and snooper inspections of the bridge since 2020.

During the 2022 annual inspection, Mott MacDonald recommended that TransLink continue the annual inspections and complete additional inspections of the above deck truss components and of the in-river piers above the water line, which required enhanced access. Both inspections were completed in 2023.

- A targeted inspection of approximately 25% of the above deck truss components was completed in April 2023. There were no issues requiring immediate maintenance. Based on the findings, it is considered unlikely for the uninspected areas to have deteriorations that would require immediate interventions.
- The inspection of the in-river piers was completed in September 2023. A report summarizing the in-river pier inspection findings is expected in Q4 2023.

In early November 2023, the annual inspection using a snooper truck was completed. As the Bridge will be replaced, the objective of the inspection was to assess the progression of deterioration since the 2022 inspection and identify any new areas of required critical repair. To take advantage of the snooper truck, a close-proximity visual inspection of the underside of the main span deck (between Pier 3 and Pier 4) was also completed. Reports summarizing the findings are expected in Q4 2023.

b) Hydraulic Monitoring by Northwest Hydraulic Consultants

Northwest Hydraulic Consultants Ltd. (NHC) monitors changing river hydraulics under contract to TransLink and the Province. Risks to the Pattullo Bridge detected by surveys are reported to TransLink. Scouring of the riverbed at Pattullo Pier 4 has been observed and monitored since fall of 2021. Other piers that are affected by bed lowering include Pattullo Pier 5 and Pier 6, and SkyBridge Piers S1 and N1. Management continues to work closely with the Province and FCP to monitor the area. If required, plans are in place to make emergency repairs to the riprap protection of the piers.

c) Pattullo Replacement Project Interface

The Province is delivering the Pattullo Bridge Replacement Project with construction occurring close to the Pattullo Bridge, the SkyBridge and other SkyTrain infrastructure. The Province and

FCP work closely with TransLink and BCRTC staff to proactively manage impacts on TransLink's infrastructure and customers.

Varying levels of temporary closures are necessary to enable work on the replacement bridge. Recent and upcoming work requiring these closures include:

- In mid November, FCP plans to fully close the Pattullo Bridge for one night for work on the Royal Avenue Overpass.
- Piling, girder erection, and retaining wall works are continuing. Depending on the proximity of the work to the Pattullo Bridge, lane closures on weekends and in the evening hours can be expected on an ongoing basis.

2) Knight Street Bridge

The Knight Street Bridge connects the Cities of Vancouver and Richmond and is one of the busiest crossings in the Lower Mainland. The bridge opened to traffic in 1974 and is 49 years old. It was designed for a service life of 75 years and most of its components are in generally good condition. An Asset Management Plan for the bridge was completed in 2016, and Management is implementing its recommendations in phases to improve the longevity of the infrastructure. Work includes:

a) Deck Preservation and Bearing Replacement

This year, a contract was awarded to Kingston Construction Ltd. (Kingston) to:

- rehabilitate the deck to ensure a good state of repair and prolong its service life;
- continue phased replacement of original bearings; and
- replace the railing between the sidewalk and the travel lane to enhance the separation between cyclists/pedestrians and vehicle traffic.

Kingston mobilized to site on February 21, 2023. Bearing replacement at select piers started in early April and was complete in August 2023. During the bearing replacement work, patch repairs for delaminated concrete at select pier-caps was performed to respond to observed conditions.

Pavement rehabilitation work started the first week of May and was completed in September 2023. The Contractor is currently replacing the center median barriers along the bridge, which have deteriorated over time due to general wear and tear and from vehicle impacts. This work is anticipated to be complete in December 2023.

The final component of the work is to install new railing between the sidewalk and the travel lane on both sides of the bridge. To date, the railing work has not required any sidewalk closures. Going forward, if sidewalk closures will be required, cyclists and pedestrians will be detoured to the opposite side of the bridge during the works.

To minimize impacts on the travelling public, work disrupting traffic on the deck has been completed after 9 pm, with all lanes reopening to traffic by 5 am on weekdays and by 9 am on weekends. From time to time, ramp closures at the Mitchell Island and SE Marine Drive Interchange Ramps have been required. Closures are always accompanied by advanced notifications to the traveling public and nearby businesses including information about detour routes.

Total completion of the project is anticipated by the end of 2023.

b) **Mitchell Island Pedestrian and Cyclist Crossing Review**

Safety concerns regarding pedestrian and cyclist crossings at the Mitchell Island Interchange were raised by the public. Management commissioned a road safety study by G. Ho Engineering Consultants, which was completed in April. The study recommends that the crosswalks be enhanced with rapid flashing beacons.

In Q3, Mott with PBX Engineering were retained to provide design services for the improvements. In addition to implementing flashing beacons, planned works include:

- repairing the deteriorated curbs and concrete islands; and,
- providing electrical connections to allow future upgrades to the existing northbound and southbound bus stops.

The design work is expected to be completed in Q1 2024.

3) Westham Island Bridge

The Westham Island Bridge is in the City of Delta and is the only connection between Ladner and Westham Island. The bridge opened in 1910 and is 113 years old. Most of the bridge's components have exceeded their intended service lives. In 2016, Mott McDonald conducted a condition assessment and to develop a Rehabilitation Plan based on the findings of the assessment. Since 2016, rehabilitation has occurred in phases to address deterioration.

Currently work is underway on the Swing Span Rehabilitation Project. The mechanism responsible for swinging the bridge for marine passage is in poor condition and needs rehabilitation. Detailed design, permitting applications, and First Nations engagement for the replacement of components were completed in 2022. In January 2023, construction activities commenced and started with the installation of four temporary piles to support the bridge and allow it to be open to traffic throughout construction. All structural rehabilitation work was completed in July 2023.

At the end of September 2023, swing operation was restored. Currently, the marine channel is partially re-opened with restricted widths for vessels. Full use of the marine channel will be possible after all temporary piles are removed -- the final component of the project.

Removal of the temporary piles will commence in mid-November. The work will require closures of the bridge to all traffic on weekdays from 9:30 AM to 2:00 PM. As the bridge is the only connection to Westham Island, the upcoming work has significant impacts on the public. To ensure there is a way to get to and from the Island during these daily closures, TransLink will provide two water taxis. One water taxi is for the exclusive use of first responders to provide emergency response on the Island, and the other water taxi is for transporting the public. The pile removal work is expected to be completed by the end of 2023.

4) Golden Ears Bridge

The Golden Ears Bridge opened to traffic in 2009 and connects the Cities of Surrey and Langley with Maple Ridge and Pitt Meadows. The bridge was constructed as part of the Golden Ears Bridge Project, which also includes Golden Ears Way that connects the bridge to the surrounding road

network. The bridge and approach roads are operated and maintained by the Golden Crossing General Partnership (GCGP) under a 32-year Concession Agreement.

At the end of the Concession term in 2041, the project assets will be handed back to TransLink in a condition that does not require further rehabilitation works for a minimum period of five years. Each year, an Asset Management Plan is updated based on the most recent inspections to identify required preventative maintenance and rehabilitation work. Activities on the bridge include:

a) Golden Ears Way Pavement Rehabilitation

To preserve the condition of the pavement on Golden Ears Way, the GCGP identified pavement rehabilitation works for the summer of 2023. The rehabilitation works commenced in June 2023 and covered the area from 176th Street to approximately 500 metres north of the Golden Ears Way and Lougheed Highway Intersection. All planned paving works were completed by September 2023.

b) Northwest Langley Wastewater Treatment Project

Metro Vancouver is undertaking the Northwest Langley Wastewater Treatment Project. The Project includes construction of a new pump station near Golden Ears Way and 113 B Avenue, and the construction of two new sewer pipes crossing Fraser River and running parallel to the Golden Ears Bridge.

In addition to the new upgrades, Metro Vancouver recently informed TransLink that repairs to an existing sewer that crosses TransLink's infrastructure will be required. This work will commence in November and will be completed in Q1 2024. Due to the Project's proximity to Golden Ears Bridge and Golden Ears Way, Management has been working closely with Metro Vancouver to manage impacts on TransLink's infrastructure and customers. The following disruptions can be expected:

- A temporary bypass will be installed along the north sidewalk of the 113B Avenue Overpass. This will require temporary closure of the north sidewalk. To mitigate, pedestrians will be redirected to use the other sidewalk.
- The temporary bypass will cross Airport Way in the City of Pitt Meadows. Road crossings will be in place throughout the duration of the work to allow traffic to continue using Airport Way and the 113B Avenue Overpass. To minimize any traffic disruptions, work requiring lane closures will only be conducted overnight.

5) Canada Line Bike and Pedestrian Bridge

The Canada Line Pedestrian Bridge opened in 2009 and is attached to the North Arm Bridge, which carries the Canada Line over the Fraser River, between the City of Vancouver and the City of Richmond. Generally, maintenance activities are routine in nature with no significant repairs required. In Q4 2023, Management started work to replace lighting and wiring on the bridge, which experienced intermittent outages in the last several years.

TransLink's contractor Mainroad identified that the cause of these failures is deterioration of the wiring at the approach ramps and recommends that the wiring be replaced to achieve a more reliable lighting system. Mainroad will also replace the lighting fixtures along the Bridge to proactively

address deterioration of components obsolescence of non-LED lighting. As the replacement work will be close to the Canada Line tracks, Mainroad is working closely with ProTrans, the operator of the Canada Line, to ensure the replacement work will not impact the Canada Line infrastructure. The replacement work is not anticipated to start until 2024. Preparation work, including designing of a scaffold with prevention measures to protect the tracks from overhead hazards, is underway.

6) Climate Action Plan

Climate change projections for the Lower Mainland include an increase in precipitation, storms, and sea level rise. TransLink's Climate Action Plan calls for risk assessment of the impacts of climate change to be assessed for TransLink's bridges. This assessment will be completed in phases, starting with the Knight Street Bridge. The work to develop a Climate Action Plan for the Knight Street Bridge is expected to start in Q4 2023 and continue into early 2024.