



2022 Investment Plan

Approved May 26, 2022

translink.ca



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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. In light of the uncertainty related to the financial, economy, and regulatory environments, such risks and uncertainties, 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.

Land Acknowledgement

TransLink recognizes the rights of Indigenous Peoples and respects and celebrates the Indigenous Nations on whose treaty lands and unceded territories we are fortunate to live, work and operate, and recognizes that, in planning and managing the region's transportation system, we have a role to play in advancing reconciliation with Indigenous Peoples.

In March 2022, the Indigenous Relations Vision Statement and Guiding Principles were approved by the TransLink Board of Directors and supported by the Mayors' Council. The Vision and Guiding Principles on [page 36](#), developed with engagement with Indigenous Nations in our region, are a first step in demonstrating our commitment to reconciliation with Indigenous Peoples.



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For the purpose of the *South Coast British Columbia Transportation Authority Act*, this document constitutes the investment plan prepared in 2021 and 2022 for the 2022-2031 period. This document will serve as TransLink's strategic and financial plan beginning June 1, 2022, until a replacement investment plan is approved.

Message from the Chair of the Mayors' Council and Chair of the TransLink Board of Directors

KEEPING METRO VANCOUVER MOVING

TransLink entered 2020 with momentum that was the envy of transit agencies across the continent. Unprecedented levels of investment were being poured into the system to keep pace with a steady boom in ridership. Seemingly overnight, our world was turned upside down. Public health measures and changing commuting patterns led to a decrease in both ridership and farebox revenue, which now presents a clear and persisting challenge.

Yet, TransLink didn't stop moving and neither did the people of this region. The pandemic underscored just how critical a reliable transit and transportation system are to keeping essential services running and the economy functioning. We're grateful to the Government of British Columbia and Government of Canada for providing emergency relief funding and being active partners in helping us navigate these challenging times.

Even with depressed ridership, TransLink has maintained service at near pre-pandemic levels, keeping the system relatively intact. We're making great strides in our recovery from COVID-19, but there are still many pressing issues weighing

heavily on the minds of Metro Vancouver residents that a healthy and forward-leaning regional transportation system can help ease.

From the accelerating climate emergency whose destructive impacts we are now clearly feeling, to the affordability crisis leaving many struggling to live in this already expensive region, and worsening traffic congestion making it increasingly difficult to get around. Each of these challenges present us with an opportunity to do better.

BUILDING A BRIDGE TO THE FUTURE WE WANT

To meet our collective goals, we need to advance our urgent and much needed transit and transportation priorities. At the beginning of 2022, the Mayors' Council and TransLink Board of Directors adopted Transport 2050, the region's new 30-year regional transportation strategy. Transport 2050 is a strategy to make transportation more convenient, reliable, safe, comfortable, carbon-free, and to ensure access for everyone.

TransLink is pulling double duty right now to stabilize finances and maintain services in the near-term, so that we have a strong foundation

to help us build the bright future we want. At the same time, we're planning decades into the future to ensure our transportation system can keep up with the demands of a growing region. In pursuing these goals, we're cognizant these plans must be both ambitious and realistic, while minimizing the affordability impacts to people and businesses in

the region. We're committed to working with our partners and all levels of government to ensure these ambitions are realized.

It's up to us to come together as a region – to work towards the sustainable transportation future everyone deserves.



A stylized, handwritten signature in black ink, appearing to read 'Jonathan X. Côté'.

*Jonathan X. Côté
Chair, Mayors' Council on
Regional Transportation*



A handwritten signature in blue ink, appearing to read 'Lorraine Cunningham'.

*Lorraine Cunningham
Chair, TransLink Board of Directors*



Message from Minister George Heyman

On behalf of the Government of British Columbia, I am pleased to support TransLink's 2022 Investment Plan. This plan focuses on achieving financial stability, while continuing to invest in key priorities for future public transportation in Metro Vancouver.

Our world changed in 2020. As a province we came together, prioritizing health and safety to minimize the devastating impacts of an unprecedented global pandemic. Every industry has been affected, including the public transportation sector. For TransLink, this meant putting some of its important plans on a temporary hold and shifting its immediate goals from service expansion to maintaining essential service delivery.

Our government was pleased to partner with the federal government to provide TransLink with \$675.8 million in relief funding to ensure transit would continue to be there for all who depend on it. And again, earlier this year the two governments provided an additional \$176 million to keep transit available and moving while ridership continues to recover. Now, it's time to look ahead.

Investing in a strong and accessible public transportation network is a top priority for our government. We recognize that access to safe, affordable transit plays an important role in B.C.'s pandemic recovery and economic health. In 2018 we provided 40% of the capital costs of the Mayors' Council's 10-Year Vision and will continue to do so for this 2022 Investment Plan.

This Plan will ensure that TransLink is on solid ground as we move forward, stabilizing service overall as people return to public transit. It means making thoughtful and timely transit investments to meet future demands, advancing high-priority

capital projects such as the Surrey Langley SkyTrain project, and aggressively implementing our climate commitments through TransLink's Low Carbon Fleet Strategy.

TransLink's vision for transportation in the region is bold and ambitious. Together, we are transforming public transportation in Metro Vancouver by building an interconnected system that will one day make driving in the region a secondary choice as public transit is linked to housing opportunities and compact, liveable communities. This Investment Plan acts as a bridge to carry us forward from the past two years while we work together on long term plans. I look forward to continuing our work together through this plan and onward.

Sincerely,



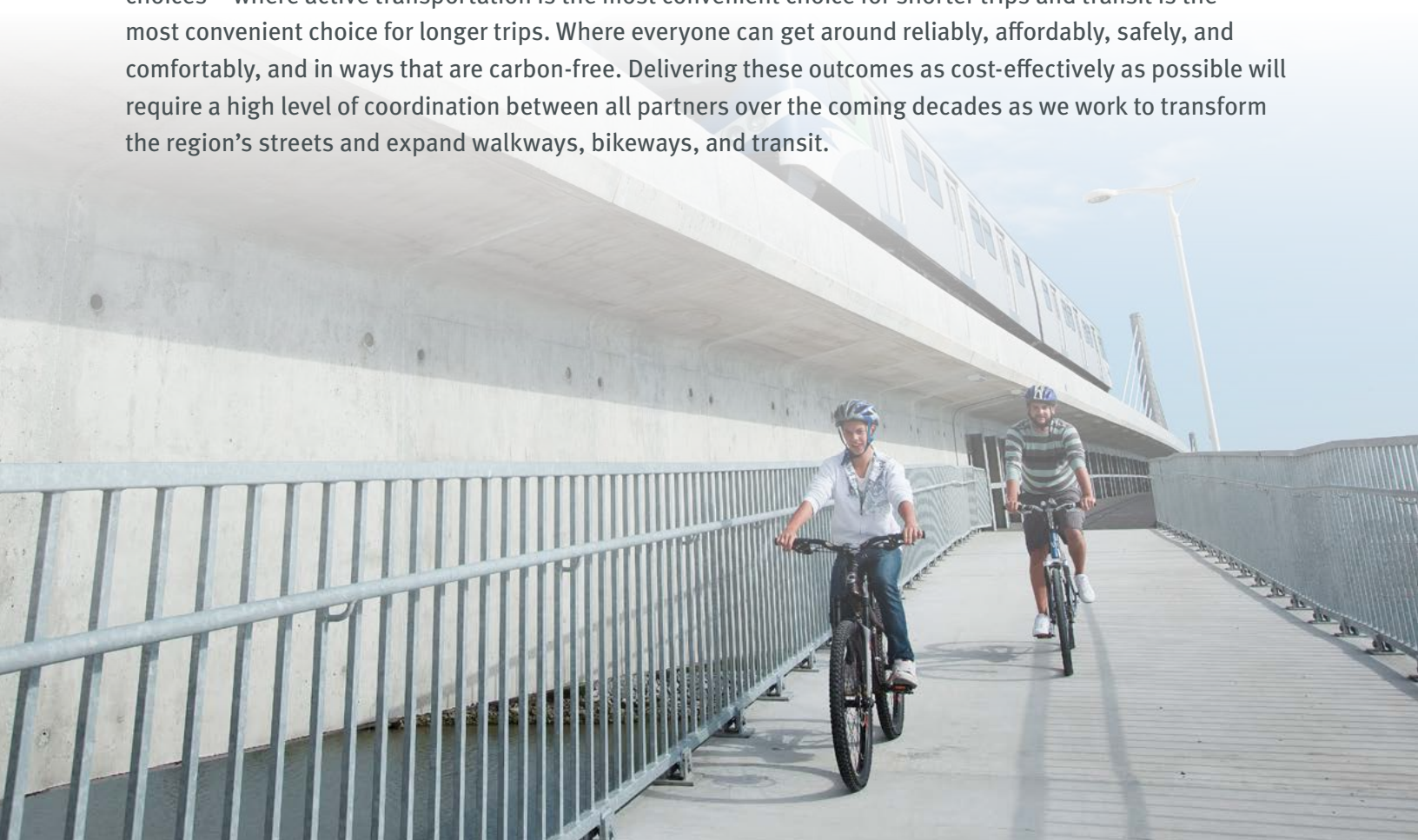
*George Heyman
Minister of Environment and Climate Change
Strategy and Responsible for TransLink*

Executive Summary

TransLink, Metro Vancouver’s regional transportation authority, is responsible for planning, financing, and managing a transportation system that moves people and goods in and around the region – on walkways, bikeways, roads and on the transit system. Operating the region’s transit system is one of TransLink’s major responsibilities: it makes up the majority of spending and is the source of a significant portion of revenues in the form of transit fares.

Like most transit system operators, TransLink has faced unprecedented financial challenges throughout the COVID-19 pandemic with public health measures causing significant reductions to transit ridership and fare revenue throughout 2020 and 2021. Thanks to emergency operating relief from the governments of Canada and British Columbia, TransLink was able to maintain needed transit service levels throughout the pandemic to keep the economy functioning, support essential travel, and to lay the groundwork for a sustainable pandemic recovery.

This region has bold ambitions to deliver a transportation system where people have a variety of convenient choices – where active transportation is the most convenient choice for shorter trips and transit is the most convenient choice for longer trips. Where everyone can get around reliably, affordably, safely, and comfortably, and in ways that are carbon-free. Delivering these outcomes as cost-effectively as possible will require a high level of coordination between all partners over the coming decades as we work to transform the region’s streets and expand walkways, bikeways, and transit.



To achieve this ambitious future, TransLink first needs to ensure there is a strong foundation upon which to build. Over the past two years, the TransLink Board of Directors and Mayors' Council on Regional Transportation worked collaboratively with the region's local governments, the Government of British Columbia, and the Government of Canada to develop this 2022 Investment Plan. This Plan outlines expected expenditures and revenues from 2022-2031, with an overarching focus on:

- Stabilizing TransLink's finances.
- Maintaining the region's transportation system in a state of good repair.
- Right-sizing TransLink's services and expenditures for the next few years.
- Advancing a few select strategic projects.

The funding approach described on the following pages will keep TransLink financially stable through to 2025, after which a new Investment Plan that addresses any remaining funding gap will be required to ensure continued sustainability.

What the 2022 Investment Plan Will Deliver

HOLDING TRANSIT SERVICE STABLE

In 2021 and early 2022, TransLink implemented a 4% reduction on average in conventional bus service to match lower short-term demand while ensuring the system remained convenient and usable. The Investment Plan maintains this level of service through 2024 while also advancing high-urgency transit service improvements.

The plan maintains current service levels on SeaBus and increases service by 3% on HandyDART. For West Coast Express, the plan maintains the same number of trains as pre-COVID but increases capacity by adding train cars in response to demand. SkyTrain service on the existing system is already near pre-COVID levels, with expanded service in the lead up to the opening of Broadway Subway and Surrey Langley SkyTrain extensions.

PURSUING URGENT BUS SERVICE EXPANSION THROUGH SERVICE REALLOCATION

As a result of the pandemic, most bus service expansion contemplated in the 2018 Investment Plan (Phase 2 of the 10-Year Vision) planned for 2020 and 2021 was put on hold. This plan proposes to reallocate some service from existing frequent routes with available capacity to ensure TransLink is most efficiently using its resources to meet customer needs, and to pursue high-urgency projects beginning as early as 2023.

MAKING BUSES MORE RELIABLE THROUGH INVESTMENTS IN BUS PRIORITY

The plan doubles the amount of cost-share funding for local governments to build bus priority infrastructure, reducing the amount of time buses are stuck in traffic, making taking the bus a faster and more reliable experience resulting in net cost savings to TransLink that will help offset fiscal pressures and reduce the funding gap.

ADVANCING HIGH-PRIORITY CAPITAL PROJECTS

The plan continues to fund critical upgrades to SkyTrain power and control systems, state of good repair projects, the R6 Scott Road RapidBus, and the Broadway Subway Project. New in this plan is funding for construction and operation of six washrooms across the transit network, regional funding for the Surrey Langley SkyTrain, and an associated new SkyTrain operations and maintenance centre.

IMPLEMENTING OUR CLIMATE COMMITMENTS

The plan includes continued funding for the Low Carbon Fleet Strategy (LCFS) that is critical to meeting the net-zero by 2050 emissions target set out in TransLink's corporate Climate Action Strategy. It includes over \$1.5 billion of investments to replace 34% of the current diesel bus fleet with battery-electric buses and buses that will run on renewable natural gas, as well as funding to design and construct critical charging infrastructure at bus depots. Together, these investments will reduce corporate emissions by 37% by 2030 over a 2010 baseline, which is part of TransLink's response to the climate emergency.

MAKING STREETS SAFER THROUGH ACTIVE TRANSPORTATION AND ROAD INVESTMENTS

The plan includes nearly \$70 million in funding for walking and cycling, extending the existing infrastructure cost-share programs with local governments for another three years (2022, 2023, 2024). These investments advance key regional objectives of improving walking access to transit and building out the Major Bikeway Network and Urban Centre bikeway networks. The plan also includes over \$76 million for safety-related infrastructure upgrades and nearly \$50 million for seismic upgrades and replacement of major structures on the Major Road Network (MRN).

PLANNING FOR FUTURE EXPANSION

While the 2022 Investment Plan is focused first on maintaining the region's transportation system, the plan includes funding for future major project business cases and studies. This allows TransLink to be ready for future transit system expansion outlined in Transport 2050: 10-Year Priorities.

How TransLink Will Fund the 2022 Investment Plan

The COVID-19 pandemic has had a significant adverse financial impact on TransLink, with a decline in both transit fare and fuel tax revenues. In addition, with strong climate action policies encouraging a more rapid transition to electric vehicles, the longer-term outlook for fuel tax revenue is declining more rapidly than previously forecast.

Given both the scale and uncertainty associated with TransLink's current funding challenges, the Mayors' Council and the Government of British Columbia have agreed to help address this uncertainty in two steps, over the course of two investment plan cycles:

1. The first step, in this 2022 Investment Plan, is to keep TransLink financially stable for the next three years until there is more certainty with the return of ridership and revenue for the development of the next investment plan. This approach keeps the additional revenue generated in this plan as low as possible in order to minimize the affordability impacts to people and businesses in Metro Vancouver while the region collectively recovers from the COVID-19 pandemic.

The approach to funding this plan includes:

- Cost-saving measures that have reduced corporate expenditures and postponed many previously planned capital investments.
- Cost-saving measures in the form of greater transit priority on streets, allowing TransLink to run the same bus service more quickly, reliably and at lower cost.
- Maximizing non-taxation revenues from commercial activities, carbon credits, and income distribution from real estate projects, etc.
- Additional pandemic relief funding from the Government of Canada and the Government of British Columbia announced in February 2022.
- Additional annual increases to standard property tax revenue of 1.15%. This roughly equates to an additional \$3 in 2023 for the average residential property.
- Limiting fare increases to 2.3% on average per year during 2022-2024. These fare increases are lower than planned for this period in the previous investment plan.
- Holding other existing revenue sources at their current rates.

Taken together, this approach will keep TransLink financially stable for the next three years but is not sufficient to completely solve the long-term funding gap caused by the COVID-19 pandemic. The additional unfunded amount required to balance the remainder of the 2022 Investment Plan (for years 2026 – 2031) ranges anywhere from \$30 million to \$295 million annually, depending mainly on the pace of ridership recovery and, to a lesser extent, on the pace of electric vehicle adoption.

TransLink will continue to closely monitor ridership recovery and should have a much clearer picture of the remaining long-term funding gap over the next few years. Addressing long-term financial sustainability will ultimately require a new funding approach that relies less heavily on transit fares and that transitions away from a reliance on the fuel tax.

2. The second step will occur in the next investment plan (to be tabled by 2025). The Mayors' Council and the Government of British Columbia have committed to working in close partnership to set appropriate services levels and capital investments and to enable new sustainable revenue sources for inclusion in the next investment plan – to fill any remaining funding gap and to ensure that the region can deliver on its urgently needed transportation priorities. This second step is critical, as without additional revenue to fill the remaining funding gap, TransLink would need to implement significant reductions to transit service in 2026 to balance the plan (as required by the *South Coast British Columbia Transportation Authority Act*).

An aerial, high-angle photograph of a city street. A blue and white bus is blurred as it moves from the bottom left towards the center. Several pedestrians are walking on the sidewalk, also appearing slightly blurred. There are trees and a building with a glass facade on the right side. The overall image has a blue-tinted, semi-transparent overlay.

ABOUT THE TRANSLINK ENTERPRISE

Multi-modal regional mandate

South Coast British Columbia Transportation Authority (TransLink) is Metro Vancouver's regional transportation authority. TransLink is responsible for planning, financing, and managing the regional transportation system to move people and goods in support of Provincial and regional growth management, emissions-reduction, and economic development objectives.

What We Do



BUS: TransLink has more than 1,700 vehicles serving over 245 routes, including contracted services; 100% of transit vehicles and rail stations, and 80% of bus stops, are wheelchair accessible.



SEABUS: Passenger-only ferries linking downtown Vancouver and North Vancouver.



SKYTRAIN: 79 kilometres of rapid transit and 53 stations on the Expo, Millennium, and Canada Lines.



CYCLING AND WALKING: With 11 indoor bike parkades along the transit network, Metro Vancouver has the largest transit-integrated bike parkade network in Canada, including about 400 bike lockers. In addition, TransLink invests in regional cycling and walking infrastructure across the region.



HANDYDART: TransLink's paratransit system, available for those who are unable to safely navigate conventional public transit without assistance due to a disability. In 2021, HandyDART fleet included nearly 350 shuttles.



ROADS: TransLink funds the operation and maintenance of Metro Vancouver's Major Road Network, which includes 2,660 lane-kilometres connecting the provincial highway system with the local road network.



TRANSIT POLICE: The only dedicated Transit Police service in Canada, represented by 183 officers and 75 civilian staff.



WEST COAST EXPRESS: 69 kilometres of commuter rail, with eight stations between downtown Vancouver and Mission.



BRIDGES: TransLink owns and maintains five bridges, including the Knight Street Bridge, Pattullo Bridge, Golden Ears Bridge, Westham Island Bridge, and the Canada Line bike and pedestrian bridge.

Introduction

Top-performing Transit System in North America

By all accounts, Metro Vancouver’s transit system is a strong performer – having won recognition in 2019 as the best transit system in North America thanks to strong ridership growth, operational efficiency, maintenance initiatives, sustainability initiatives, customer service, and financial management.¹

Key to that achievement was the latest wave of transit expansion, which had its roots in 2014 when the Mayors’ Council on Regional Transportation adopted a vision that included a 25% increase in bus service. The last two investment plans, in 2017 and 2018, made substantial progress delivering on that increase supported by a historic \$2.38 billion from the Government of Canada and \$2.80 billion from the Government of British Columbia – the latter a result of a new provincial commitment to fund 40% of the capital costs of the 2014 Mayors’ Vision. As a result of this investment, from 2016 to 2018 TransLink saw record-setting ridership growth of 18% while simultaneously achieving record highs in on-time performance and customer satisfaction.

This transit investment combined with supportive policies and a long history of transit-oriented land use and growth management in this region, resulted in a highly productive transit system. As a result, our region recovered higher proportions of transit operating costs from transit revenues than nearly all other urban regions on the continent.²

In 2019, most transit systems in Canada and the US recovered less than half of their operating costs from

transit revenues, with our peer regions on the west coast (Seattle, Portland, San Francisco, Los Angeles) recovering in the range of one-fifth to one-third.³

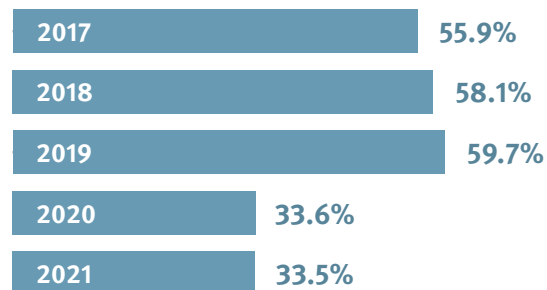


Figure 1 – TransLink transit operating costs recovered from transit revenues 2017-2021

The more operating costs are covered by transit revenues, the more a system is financially strained when ridership declines. Accordingly, since the beginning of the pandemic, TransLink has faced unprecedented financial challenges related to reductions in transit ridership and the fare revenue upon which TransLink had been relying so heavily. As well, TransLink faced drops in fuel tax revenue as fewer vehicles were on the road during the pandemic.

As provincial health restrictions have ended and people have started returning to offices and schools, we are beginning to see stronger ridership recovery in the region. And as tourism and other economic sectors begin to recover, general vehicle traffic is also increasing, thus contributing to a near-term recovery in fuel tax revenues.

¹ In 2019, TransLink was awarded the 2019 Outstanding Public Transportation System Achievement Award by the American Public Transportation Association (APTA).

² Only the Toronto and Montreal regions recovered higher proportions of operating costs from transit revenues.

³ Sources: CUTA Factbook; APTA Factbook

Responding to the COVID-19 Pandemic

Recognizing transit as an essential service, the Government of Canada and British Columbia provided \$851.8 million⁴ in one-time emergency operating relief funding to maintain transit service levels in the region throughout the pandemic period and during the recover after. This relief funding is intended to support essential travel, keep the economy functioning and to lay the groundwork for a sustainable pandemic recovery.

To support household affordability, the Government of British Columbia included in this amount \$44.0 million to keep TransLink's annual fare increases in 2021-2024 at no more than 2.3% on average, which is lower than the previously planned fare increases for this time period. In addition, the Government of British Columbia provided \$14.9 million to support implementation of free transit for youth 12 and under, effective September 1, 2021.

TransLink and the Government of British Columbia signed a Memorandum of Understanding that committed to collaborating on longer-term solutions to stabilize TransLink's finances and to support the Safe Restart and post-pandemic StrongerBC economic recovery plans.



⁴ \$675.8 million in 2020–2021 and a further \$176.0 million in April 2022.

RIDERSHIP FORECASTING IN TIMES OF DEEP UNCERTAINTY

In late March 2020, systemwide ridership dropped to 17% of pre-pandemic levels.

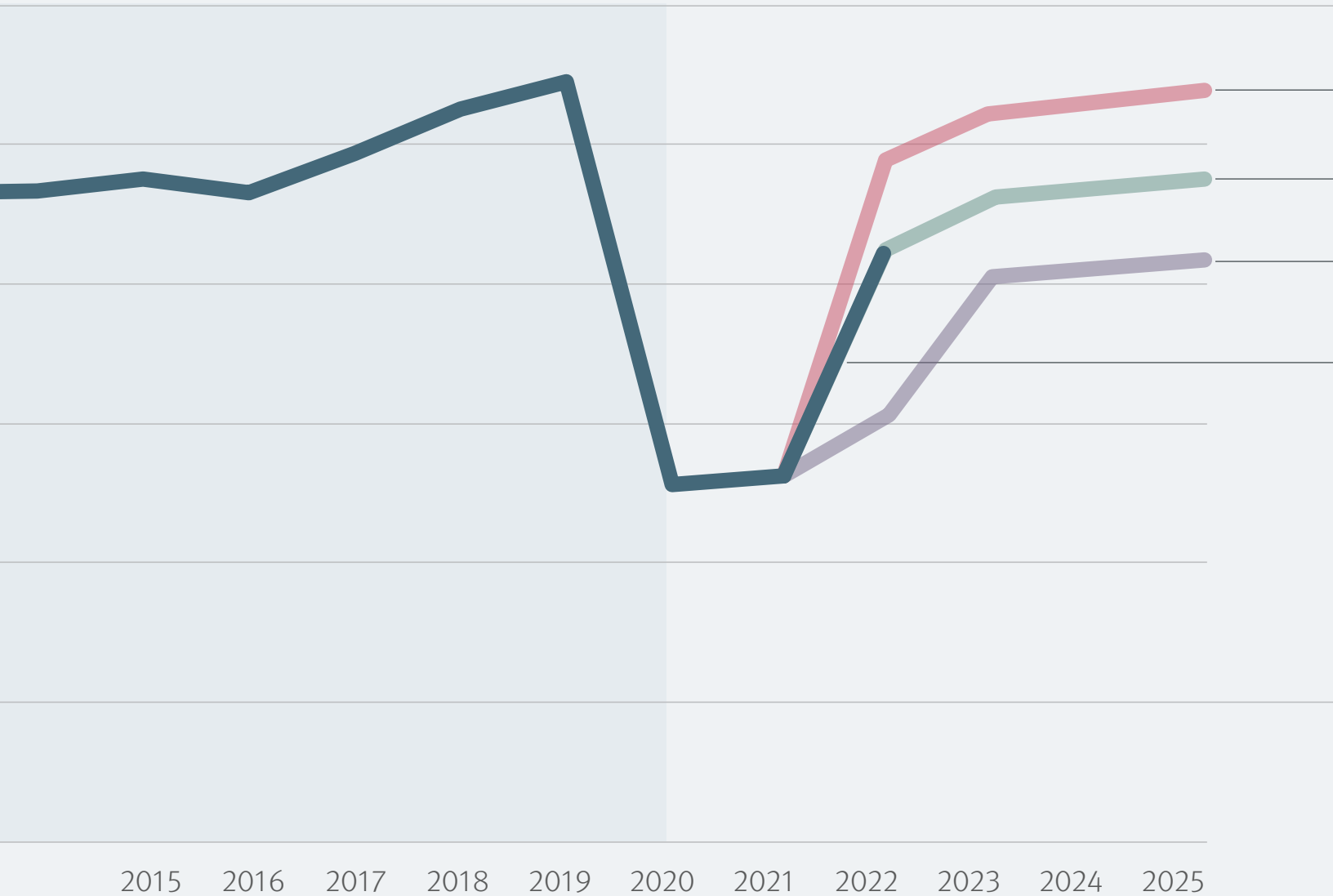


Figure 2 - Annual historic and projected transit journeys 2013-2025. Based on forecasts developed in November 2021.

During a time of such significant uncertainty as to the course of the pandemic and the trajectory of ridership recovery, traditional methods for forecasting ridership and fare revenue, based on observations and point estimates, were no longer workable.

300,00,000 ANNUAL JOURNEYS

PROJECTED HIGH

PROJECTED MEDIUM

PROJECTED LOW

**ACTUALS &
BUDGETED 2022**

Accordingly, TransLink developed new methods for estimating how novel variables – vaccination availability and efficacy, concern over the virus, and trends in working from home – would shape future travel demand. Using an “exploratory modelling” approach, generating thousands of simulations based on variations to the above parameters, TransLink’s PANdemic Disaster and Recovery Scenarios (PANDARS) model helped us identify and plan for the wide range of potential future scenarios.

Scenarios ranged from a slower recovery and lower ridership return to a faster recovery and higher ridership return. The “medium” scenario is the mid-point between these ridership return scenarios, and is used as the basis for the financial projections contained in this Investment Plan.

This work was foundational to collaboration with the Provincial and Federal governments that resulted in Safe Restart Funding in 2020 and additional relief funding announced in 2022. Since then, TransLink has refined the PANDARS work in collaboration with other government agencies across British Columbia and has shared this methodology with dozens of other transit authorities from across the world. This experience has fundamentally changed the region’s approach to travel demand forecasting in an era of deep uncertainty.

100,000,000 ANNUAL JOURNEYS

The pandemic emphasized just how essential TransLink’s services are to the people of Metro Vancouver. Transit ridership has been climbing steadily, reaching 40% of pre-COVID levels by the end of 2020, and 60% by fall 2021, and 70% by spring 2022 – ahead of the curve when compared to other transit systems in North America.

TransLink’s Strategic Planning Framework

Under the *South Coast British Columbia Transportation Authority Act (SCBCTA Act)*, TransLink is legislatively required to create two planning documents – a 30-year regional transportation strategy, and a 10-year investment plan. TransLink is also preparing the *Transport 2050: Ten-Year Priorities* to prioritize the next phase of investments for future investment plans. TransLink’s current planning framework includes:

Regional Transportation Strategy	
30-Year Strategy (must update every 5 years)	<ul style="list-style-type: none"> Establishes goals, policies, and priorities for the regional transportation system. Must consider regional and provincial objectives. Approved by Mayors’ Council and TransLink Board.
10-Year Priorities (not legislatively required)	<ul style="list-style-type: none"> Describes which investments in the 30-year strategy will be delivered over the first decade, through future investment plans. Approved by Mayors’ Council and TransLink Board.
Investment Plan (must update every 3 years)	<ul style="list-style-type: none"> Allocates new and existing funding to projects and programs. Fully funded, over ten years, by identified secure revenue sources. Must be guided by 30-year transportation strategy. Approved by Mayors’ Council and TransLink Board.
Annual budgets (must update every year)	<ul style="list-style-type: none"> Authorizes actual operational and capital spending. Must be consistent with 10-year investment plan. Approved by TransLink Board.

Planning for the Future with Transport 2050









In January 2022, the Mayors’ Council and TransLink Board of Directors approved Transport 2050 - the region’s new 30-year transportation strategy.

Transport 2050 provides a bold vision of Access for Everyone, where every person in Metro Vancouver - no matter who they are, where they live or how they choose to get around - can easily connect to the opportunities they need to thrive. Designed to be flexible in an era of rapid change, Transport 2050 is the roadmap for the next 30 years.

In engaging residents and businesses in this region in the development of Transport 2050, TransLink heard loud and clear that people want a transportation system that:

- Offers a wider variety of convenient transportation choices.
- Tackles congestion and allows people to get where they are going on time.
- Takes meaningful steps to address the affordability crisis.
- Ensures people are safe while getting around.
- Makes urgent progress on emissions reduction in light of the climate emergency.

Throughout this Investment Plan document, investments that align with any of the five goals and three strategic lenses from the recently approved 30-year strategy (Transport 2050) are noted with the relevant icons shown below.

Goals – Access for Everyone				
We all have real choices	that we can count on,	that we can afford,	that we can safely enjoy,	now and into the future.
Convenient Choices for Everyone 	Reliable Choices for Everyone 	Affordable Choices for Everyone 	Safe & Comfortable Choices for Everyone 	Carbon-Free Choices for Everyone 
By 2050, active transportation and transit are competitive choices accounting for at least half of all passenger trips , with taxi, ride-hail, and carshare accounting for most of the remaining passenger trips.	By 2050, people and goods are spending 20% less time stuck in congestion , compared to today.	By 2050, none of us – but especially those of us with less ability to pay – need to spend more than 45% of our household incomes on transport and housing combined.	We steadily reduce serious traffic injuries and fatalities by at least 5% annually until we reach zero before 2050.	By 2030, we have lowered greenhouse gas emissions from light-duty vehicles by 65% over 2010 levels; we have eliminated transportation greenhouse gas emissions altogether by 2050.
Strategic Lenses				
Reconciliation 	Social Equity 	Resilience 		

Prioritizing the First 10 Years of Transport 2050 investments

To make progress towards the targets set out in Transport 2050, the Mayors' Council and TransLink Board are currently in the process of finalizing which investments from the 30-year strategy to prioritize for the first decade in Transport 2050: 10-Year Priorities.

While the list of 10-Year Priorities is currently under development it is likely to contain an emphasis on major expansion to local bus service, significantly growing the rapid transit network with a focus on Bus Rapid Transit, and transforming roads into safer and inviting places to walk, bike, and roll.

While the details are still to be confirmed in the final 10-Year Priorities document, this 2022 Investment Plan allocates funding to immediately begin the planning and business case development work needed to advance key projects identified for the next decade. This approach ensures that once TransLink has stabilized its finances and once expansion funding is available in the next investment plan, several priority projects will be sufficiently developed and ready to fund for implementation.



Taking the First Step to Stabilizing TransLink's Finances with the 2022 Investment Plan

Before TransLink can move forward with the priorities outlined in the Transport 2050: 10-Year Priorities, the first step is to ensure there is a stabilized financial foundation to build upon.

Financial stabilization – the overarching focus of this 2022 Investment Plan – means maintaining service levels, rebuilding ridership, advancing strategic projects, and replacing lost revenue streams.

Over the past two years, the TransLink Board of Directors and Mayors' Council on Regional Transportation worked collaboratively with the region's local governments, the Government of British Columbia and other partner agencies to develop this 2022 Investment Plan, outlining expected expenditures and revenues in 2022-2031.

In terms of funding, the approach is to focus on financial stabilization through the first few years, while at the same time minimizing the impact on residents and businesses across the region from the need to raise additional revenue.

In terms of expenditures, the approach is to focus on maintaining the region's transportation system and services for the next few years, while advancing a few select strategic projects.

Taken together, this approach will keep TransLink financially stable through to 2025, after which new revenues will be required to ensure continued sustainability and enable future expansion.

Supporting Provincial and Regional Objectives

This 2022 Investment Plan will help to advance the objectives of Transport 2050, Metro 2050, and Climate 2050: providing more convenient options for people to use more affordable, safer, and carbon-free modes of transport, namely walking, cycling and transit; and freeing up more space on the roads so that people and businesses that need to drive can do so with less congestion. By continuing to maintain the region's existing transit system and by extending SkyTrain to Langley, this plan provides a transit system that can help to focus growth and development in compact, complete communities and help prevent growth outside of the Urban Containment Boundary.

The 2022 Investment Plan also advances strategic provincial objectives. This plan includes major investment in transitioning the bus fleet to low carbon fuels and investments in walking and cycling that directly contribute to the CleanBC objectives. It also supports StrongerBC, the Government of British Columbia's economic plan, by supporting clean growth, planning for infrastructure resilience, and supporting BC's goods movement sector.

1. Transportation Investments in the 2022 Plan

This 2022 Investment Plan invests in maintaining our existing transit service and programs while advancing a select few strategic capital projects including regional funding towards the Surrey Langley SkyTrain, key state of good repair projects, and highest-value customer experience upgrades including washrooms.



Bus, SeaBus and HandyDART

Bus service is the foundation of the regional transit system and accounts for between 40-45% of TransLink’s operating budget. Throughout the pandemic, bus service has been the most resilient mode, with ridership recovering to approximately 70% of pre-COVID levels in April 2022. This recovery has been most robust in the Southeast part of the region with a recovery rate of approximately 88% of pre-COVID levels in the same month.

BUS AND SEABUS

In 2021 and early 2022, TransLink implemented a 4% average reduction in conventional bus service to match lower short-term demand while ensuring the system remained convenient and usable. To achieve this, most reductions occurred on frequent routes with available capacity. The plan maintains this level of service for the time being while also advancing high-urgency transit service improvements through service reallocation. SeaBus sailings will continue every 10 minutes at peak hours.

HANDYDART

The plan reinstates a 3% HandyDART service increase in 2023, originally planned for 2021 but deferred due to the pandemic. This service increase over pre-COVID levels will help to ensure that customers can continue to complete trips on this essential service as demand grows.



What's in the Plan?

Bus

- Maintain a 4% reduction in service on existing bus routes to match service to demand, which was implemented in 2021 and early 2022.
- Reallocate service to advance higher-urgency 2018 Investment Plan projects beginning in 2023: *
 - » Provide faster trips on high-demand corridors (ex. 80, RapidBus)
 - » Expand all-day everyday service (388)
 - » Expand the Frequent Transit Network (112, 128, 144, 323, 403, 601)
 - » Extend span in the late evening (322, 324, 341, 342, 363, 364, 531, 560, 595)
 - » Increase frequency (152, 401, 501)
- Advance the Low Carbon Fleet Strategy (see [page 33](#) for more details) by:
 - » Procuring and putting into service over 500 new battery electric buses and buses that will run on renewable natural gas to replace aging and polluting diesel buses.
 - » Designing and constructing the supporting charging infrastructure and Transit Centres (Marpole, Hamilton, Port Coquitlam and Burnaby).

SeaBus

- SeaBus sailings continue every 10 minutes at peak hours.
- Design of an electric replacement SeaBus.

HandyDART

- 3% increase in HandyDART service in 2023.
- New vehicles for HandyDART service improvements in addition to new buses to replace aging fleet.

*Should ridership return at higher levels or in a different distribution than projected, some higher-urgency bus projects will be deferred to provide additional service on busier routes to minimize overcrowding on the network.

BUS SERVICE DECISIONS ARE GUIDED BY THE FOLLOWING PRINCIPLES:

- Maintain the usability of the network by:
 - » Maintaining frequency on routes that run every 15 minutes or less.
 - » Continue to provide service to all areas of the region served.
 - » Maintaining morning and evening span on all routes.
- Minimize overcrowding on the transit network.
- Deliver urgent, deferred planned transit service improvements.
- Fund these investments by reallocating service from frequent routes that have sufficient capacity and removing peak-only routes where there are alternate routes in a corridor.



RapidBus and Bus Priority

RAPIDBUS

TransLink is continuing to expand RapidBus service to provide fast, frequent, and reliable transit along two key corridors in the South of Fraser and in Richmond.

The R6 Scott Road RapidBus will run from Newton Exchange to Scott Road Station along Scott Road and 72 Avenue. To ensure that RapidBus vehicles can deliver fast service and won't get stuck in traffic, new bus priority infrastructure will also be constructed as part of delivery of this route. The proposed R6 design includes dedicated bus lanes and in-lane bus stops. Like all RapidBus service, the R6 will also include improved customer amenities, like bus shelters, enhanced accessibility features, and real-time schedule information. The R6 is being developed in partnership with the cities of Surrey and Delta and is scheduled to be in service by 2023. The 319 will remain in place to provide frequent local service.

TransLink is currently working together with City of Richmond, the Ministry of Transportation and Infrastructure and other local government partners to evaluate alignment alternatives for the R7 RapidBus that will connect central Richmond to the Expo Line, a collaboration that will continue through design and implementation.

Additionally, planning will begin for new RapidBus lines identified in Transport 2050: 10-Year Priorities.

BUS PRIORITY

Investments in bus priority measures like bus lanes and roadway queue jumps make bus trips faster and more reliable. Bus priority measures

also reduce operating costs by cutting down on time buses spend sitting in traffic allowing TransLink to deliver the same level of transit service frequency to the customer with fewer buses. Those savings will be reinvested into more frequent or expansive service.

The plan continues investment in bus priority. Funding is provided through local government funding programs to plan, design, and construct bus priority projects with special emphasis on upgrading the frequent transit corridors, including existing RapidBus corridors.

TransLink, in consultation with local government staff, will undertake a review of the funding program guidelines to ensure funding is directed at projects that have the greatest impact on reducing travel time and improving reliability throughout the region.



Reliable and Fast Transit (RAFT)

Major transit projects connect new areas of the region to reliable and fast transit.

SKYTRAIN AND WEST COAST EXPRESS

This plan maintains pre-COVID service levels on Expo and Millennium Lines and increases service when Broadway Subway opens in 2025, and Surrey Langley SkyTrain opens in 2028. Service on the Canada Line will be maintained at pre-COVID levels. For the West Coast Express, a fifth roundtrip will be re-introduced in 2023.

What's in the Plan?

RapidBus

- Construction of bus priority and customer amenities, dedicated fleet, and frequent all day service for the R6.
- Design and construction of bus priority and customer amenities for the R7.
- Planning and design of at least two of the next RapidBus lines identified in 10-Year Priorities.

Bus Speed and Reliability

- Provide \$17.5 million to local governments for new Bus Speed and Reliability infrastructure between 2023 and 2024 (in addition to 2022 amounts funded in the previous investment plan).
- Over a ten-year period, investments in bus priority will help make service more efficient, resulting in a net savings of almost \$39.5 million in operating costs.

RapidBus Upgrades

- Continuation of existing funding for local governments for RapidBus upgrades.

What's in the Plan?

SkyTrain

- Maintain pre-COVID service levels on the Expo, Millennium, and Canada Lines through 2024.
- Increased service on Expo and Millennium Lines to be phased in beginning in 2025 with the opening of Broadway Subway and in 2028 with the opening of Surrey-Langley SkyTrain.
- New SkyTrain cars to replace aging fleet and to support Broadway Subway and Surrey-Langley SkyTrain expansion.

Surrey Langley SkyTrain

- Construction of Surrey Langley SkyTrain by the Government of British Columbia.
- Construction of Operations and Maintenance Centre 5 to support SkyTrain extensions.

West Coast Express

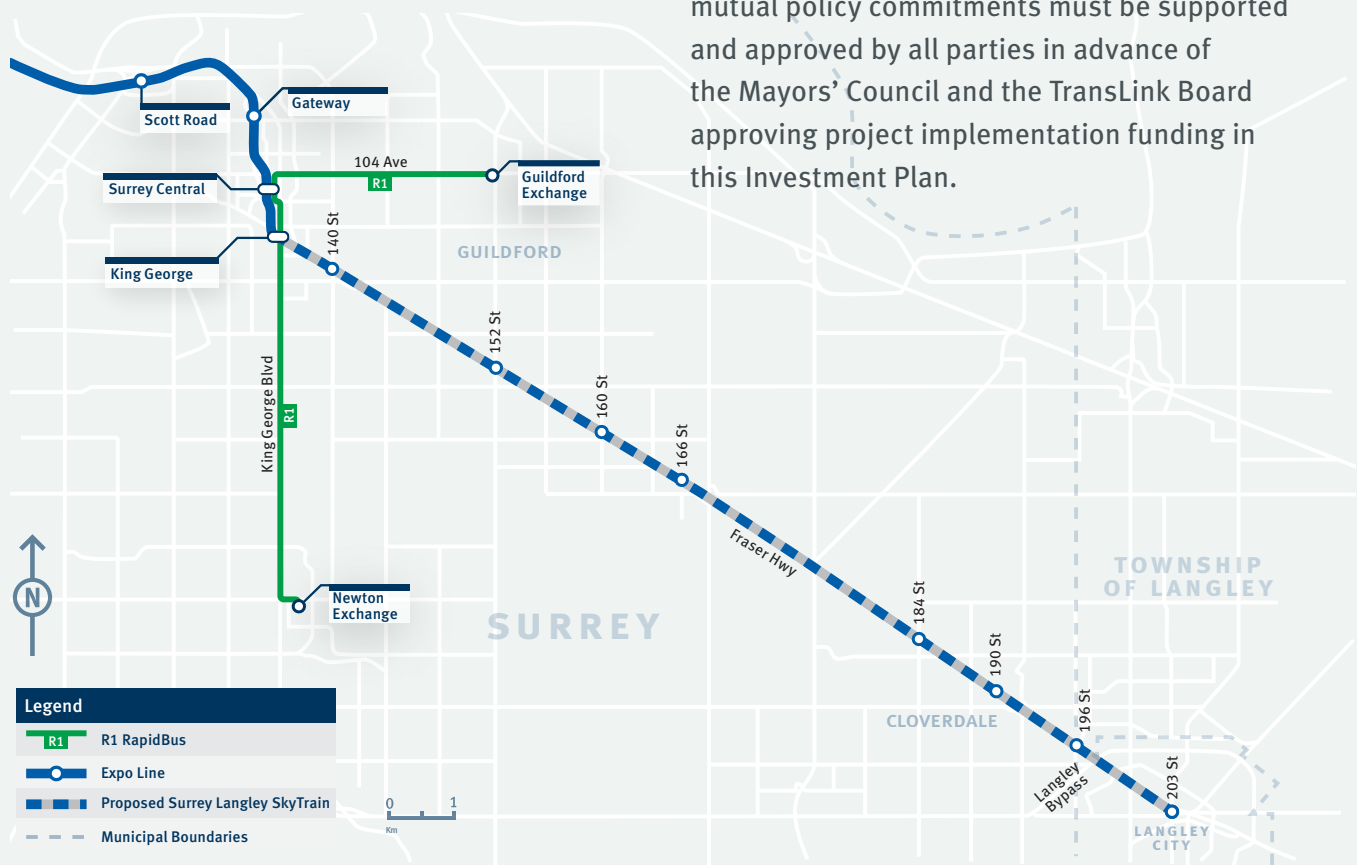
- Re-introduce a fifth roundtrip on West Coast Express in 2023 when locomotive refurbishments are complete; increase capacity by adding cars in response to demand.
- Refurbishment of train cars.

SURREY LANGLEY SKYTRAIN

The Surrey Langley SkyTrain project will extend the Expo Line along Fraser Highway to Langley. This plan provides regional funding for the extension, which will be delivered by the Government of BC. The Surrey Langley SkyTrain supports future growth in the South of Fraser — one of the fastest growing areas in the region. Key features of the Surrey Langley SkyTrain:

- 16-kilometre extension of elevated SkyTrain technology, beginning at King George Station.
- Eight new stations in the neighbourhoods of Fleetwood, Cloverdale, Clayton, Willowbrook, and Langley Centre.
- 22 minutes travel from Langley Centre to King George Station, moving over 6,000 passengers per hour.
- Three bus exchanges and 300 Park and Ride spaces.
- New operations and maintenance centre (OMC5) in the South of Fraser to service and store vehicles and maintain tracks and stations, designed so it can expand as network needs require.

Key to the success of Surrey Langley SkyTrain are policies for transit-supportive land use, density, affordable housing, and cycling, walking and bus connections. Formal signed agreements between TransLink and the three municipalities, with close involvement by the Government of British Columbia, will document the commitments to undertaking actions to advance these supportive policies. These policies enable the creation of transit-oriented communities, improve affordability in the region, act as catalysts for people to live closer to transit, and improve community health and wellbeing. The agreements documenting these mutual policy commitments must be supported and approved by all parties in advance of the Mayors' Council and the TransLink Board approving project implementation funding in this Investment Plan.





Preparing for Future Expansion

While the 2022 Investment Plan is focused first and foremost on maintaining TransLink’s existing system and services, this plan does include funding for planning and business casing of key transit corridors identified in Transport 2050: 10-Year Priorities. This funding will allow TransLink to maintain momentum and be ready in the next investment plan to fund implementation of key expansion projects, as envisioned in Transport 2050: 10-Year Priorities.

FUTURE MAJOR PROJECTS BUSINESS CASING

Taking a consistent and structured approach to conducting the planning and business casing work on potential major projects, as shown in Figure 4, will ensure that these projects are:

- Evaluated fairly and consistently.
- Proven to cost-effectively contribute to regional objectives.
- Financially and technically feasible.

What’s in the Plan?

Future Major Project Business Casing

- New funding for business case development of future major projects outlined in Transport 2050: 10-Year Priorities.

BUSINESS CASING FRAMEWORK

Major projects go through TransLink’s business case development process to ensure that the project cost-effectively contributes to regional objectives and is feasible to deliver. The process includes stage gates after each step for decision-makers to confirm whether a project should advance further.

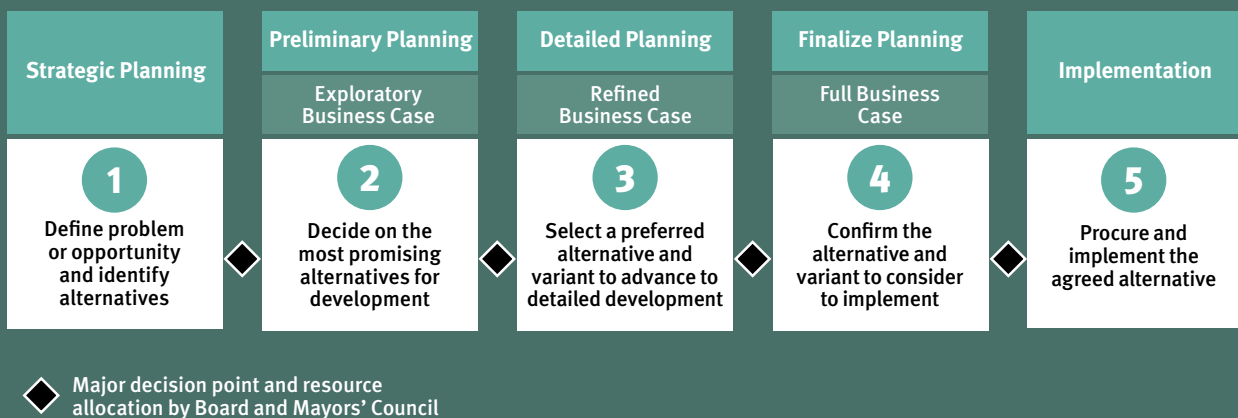


Figure 4 – TransLink’s business casing framework



Safe Roads and People First Streets

These investments, delivered in partnership with local governments through TransLink’s existing capital cost-sharing programs, are intended to help build and maintain priority walkway, bikeway and roadway infrastructure. These investments support Transport 2050 goals and targets by helping to reduce traffic fatalities and serious injuries, ensure travel reliability by keeping roads in a state of good repair, and make the most affordable and carbon-free modes of travel (walking, biking, and rolling) more convenient.

TransLink, in consultation with local government staff, will undertake regular reviews of cost-share program approaches and guidelines to ensure funding is directed at projects that have the greatest impact on safety, reliability, and connectivity improvements throughout the region including to parks and natural areas. TransLink will also actively work with smaller local governments to continue to support and refine these cost-share programs to ensure that local governments of all sizes and capacities can effectively participate in and benefit from this important regional funding.

WALKING, CYCLING, ROLLING INVESTMENTS

The plan extends current funding levels for regional walking and cycling infrastructure projects through 2024 to help improve walking access to transit and build out the Major Bikeway Network and Urban Centre bikeway networks. Funding is provided through cost-share programs that support local governments in delivering these infrastructure projects.

ROAD INVESTMENTS

TransLink provides ongoing investment in making the regional road network safe and resilient, including structure rehabilitation for bridge and structures, seismic upgrades, and pavement maintenance on the Major Road Network (MRN).

What’s in the Plan?

Walking Infrastructure to Transit (WITT)

- Provide \$19.2 million to local governments through WITT between 2022 and 2024.

Bicycle Infrastructure Capital Cost Sharing (BICCS)

- Provide \$50.5 million to local governments through BICCS between 2022 and 2024.

TransLink-Owned Cycling Infrastructure

- Continuation of existing funding for TransLink-owned cycling infrastructure.

Structure Rehabilitation and Seismic Upgrades

- Provide \$49.6 million to local governments through the MRN Structures program between 2022 and 2024 to rehabilitate and make seismic upgrades to structures.

What's in the Plan?

Minor Capital Upgrades	<ul style="list-style-type: none"> Provide \$76.4 million to local governments through the Major Road Network and Bike program between 2022 and 2024 to make minor capital upgrades such as improving safety and addressing bottlenecks.
Operations, Maintenance, and Pavement Rehabilitation	<ul style="list-style-type: none"> Provide \$108.2 million to local governments through the MRN operations and maintenance program between 2022 and 2024. Provide \$78.5 million to local governments through the MRN pavement rehabilitation program between 2022 and 2024. Funding for these two programs is distributed to local governments annually based on the number of lane-kilometres in their jurisdiction.
TransLink-Owned Bridges	<ul style="list-style-type: none"> Maintain and operate TransLink-owned bridges. Expenditures will reduce with decommissioning of the existing Pattullo Bridge by the Government of British Columbia following the opening of the replacement bridge to traffic.

Note: all dollar figures listed above are program year, except for operations and maintenance, which are cash flow year.

SUMMARY OF TRANSLINK COST-SHARING PROGRAMS FOR LOCAL GOVERNMENTS

As the regional transportation authority, TransLink provides funding to local governments to help upgrade roads, walking, and cycling infrastructure. The table below outlines funding available to local governments through these programs.

Available Funding Through Local Government Programs (\$ millions)	2022	2023	2024
RapidBus Upgrades*	13.6	-	23.1
Bus Speed and Reliability**	5.3	8.5	9.0
Walking Infrastructure to Transit	6.0	6.5	6.7
Bicycle Infrastructure Capital Cost Sharing	15.8	17.2	17.5
Major Road Network Structure Rehabilitation and Seismic Upgrades	15.5	16.9	17.2
Minor Capital Upgrades	23.9	26.0	26.5
Operations and Maintenance***	35.0	36.1	37.2
Pavement Rehabilitation***	25.7	26.0	26.8

Note: Figures in this table are in year of expenditure dollars, to account for forecasted inflation costs. All dollar figures listed above are program year, except for operations and maintenance, which are cash flow year.

* Previously funded in the 2018 Investment Plan

** Portions of this program were previously funded in the 2018 Investment Plan

*** Not shown in this table: Operations and Maintenance and Pavement Rehabilitation are funded through 2031. Additional RapidBus Upgrades funding is available in 2026.



Transit Passenger Facilities and Technology Investments

Improving passenger facilities and investing in technology makes transit convenient, reliable, safe, and comfortable across the region.

CUSTOMER WASHROOMS

This project will provide clean, safe, and high-quality facilities, optimized for security and privacy, to address customer requests for washrooms and improve accessibility and the experience of taking transit. As a first step, the plan funds design, construction, and operation of multi-stall washrooms at six busy locations across the transit network.

STATION UPGRADES

Upgrades to TransLink’s stations ensure a welcoming, safe, and comfortable experience for transit users.

COMPASS SYSTEM UPGRADES

Compass is TransLink’s fare collection system and is essential to running transit services. While many customers are happy with the many features of the existing Compass system, the system is nearing capacity and needs upgrades to be able to introduce new products and features that increase customer convenience and support the introduction of more equitable fare structures. This project is contingent on completion of a business case.

TECHNOLOGY

In an increasingly digital world, investment in digital technologies will allow TransLink to better engage with customers, provide cost-effective service, and keep the transit system and TransLink protected from emerging digital threats and challenges.

What’s in the Plan?

Customer Washrooms

- Construction and operation of six washrooms.

Station Upgrades

- Gilmore Station upgrades integrated with adjacent development.

Compass System Upgrades

- Upgrades to the Compass System.

Technology

- Infrastructure and software to support better data analytics, improved customer experience, and enhanced asset management and service delivery outcomes.
- Lifecycle management of all business applications and systems, technology infrastructure assets and digital customer platforms.



Infrastructure Resilience

TransLink is planning for infrastructure and operational resilience and funds a range of projects to make the region’s integrated transportation system more reliable, efficient, and effective for users. As outlined in the Climate Action Strategy, TransLink will develop a climate change adaptation and resiliency roadmap that will inform future investment plans and capital programs.

STATE OF GOOD REPAIR

Ensuring that transportation infrastructure is in good condition is essential to providing reliable and safe service. The plan addresses a backlog of state of good repair investments, including projects to maintain and replace equipment, rehabilitate and upgrade transit facilities and infrastructure, and support major construction projects.

FLEET AND FACILITIES TO ADVANCE THE LOW CARBON FLEET STRATEGY

In January 2022, TransLink adopted its corporate Climate Action Strategy, which sets a path to reduce emissions by 45% by 2030 and achieve net-zero GHG emissions by 2050. TransLink already

provides near zero emissions electric SkyTrain and trolleybus service, and the low carbon fleet transition included in this plan will reduce emissions by 37% by 2030.

By 2030, 34% of the diesel bus fleet will be replaced with battery-electric buses, and the growing compressed natural gas (CNG) bus fleet will be 100% fueled by renewable natural gas. Replacing aging vehicles maximizes value from previous fleet investments and using diverse fuels increases resilience. TransLink continues to plan for further transition of its fleet as new zero-emissions vehicle technologies become commercially available for HandyDART and community shuttle vehicles.

What’s in the Plan?

State of Good Repair

- Trolley overhead replacements.
- Bus depot improvements.
- Other asset replacements and upgrades.

Low Carbon Fleet

\$972 million in the following low carbon fleet investments⁵:

- Replacement of well over 500 aging diesel buses with mostly battery-electric buses and CNG buses fueled by renewable natural gas.
- Design of an electric replacement SeaBus.
- Additional service hours so that bus schedules are not impacted by battery-electric bus charging times.

Low Carbon Facilities and On-Route Chargers

\$560 million in the following low carbon facilities investments:

- Construction of the electrified Marpole Transit Centre, critical to deploying up to 350 battery-electric buses.
- Design and construction of charging infrastructure and other upgrades at Port Coquitlam, Hamilton, and Burnaby Transit Centres.
- Design and construction of on-route chargers for select routes.

⁵ Does not include trolley replacement projects in 2031.

2. Plans, Policies and Partnerships

TransLink is also pursuing a range of policies, plans and partnerships to achieve the future transportation system envisioned in Transport 2050.



Reconciliation, Social Equity, and Resilience

Taking substantive steps towards realizing a more equitable and inclusive transportation system that is resilient to shocks and stresses.

ADVANCE INDIGENOUS RELATIONS WORK

- Continue to develop and implement a corporate Indigenous Relations Framework that builds and fosters meaningful, sustainable, and collaborative relationships with Indigenous Nations and Indigenous Peoples. The Indigenous Relations Framework will also ensure alignment with evolving legislative and policy directions of governments and support reconciliation efforts.
- Share local Indigenous cultures and histories with transit customers through Indigenous cultural recognition art and design elements throughout the system.
- Advance planning of transit service options to Indigenous communities, in partnership with local Indigenous Nations. Seek to work with senior levels of government for how the transportation needs of Indigenous communities in Metro Vancouver can be met.

EQUITY, DIVERSITY, AND INCLUSION (EDI)

- Develop the Regional Social Equity Strategy, which will build off the work advanced in Transport 2050 and completed through the Social Equity and Regional Growth Study, developed in partnership with Metro Vancouver. Seek out community and government organizations involved in health, equity, and inclusion for additional partnerships for this next phase of work.
- In 2021, the TransLink Board adopted an enterprise-wide EDI framework. Over the next few years TransLink's EDI initiatives will focus on:
 - » Incorporating EDI best practices into recruitment and retention, training and education, performance reviews for exempt staff, and leadership development.
 - » Continuing to support and expand employee resources groups such as Caregivers, Pride and Allies, and Women and Allies.

MODERNIZE HANDYDART

- The HandyDART Modernization Program is the result of work and consultation with the HandyDART Users' Advisory Committee, frontline HandyDART staff and customers. The Modernization program implemented Compass and age-based discounts in 2021. Upcoming initiatives include:
 - » A new application process that includes an optional in-person consultation, an expedited application process, conditional eligibility, and expanded travel training to support customers in taking conventional transit trips.
 - » Introduce an online booking system in addition to telephone booking for HandyDART customers.

RESILIENCE

- Continue to develop a Regional Transportation Resiliency Strategy in collaboration with key stakeholders and partners to ensure that the region's transportation system is available to support communities before, during and after emergencies and disasters such as flooding, earthquakes, cyber-attacks, etc.
- Systematically identify and prioritize the capital projects to harden critical assets of the regional transportation system.



INDIGENOUS RELATIONS VISION STATEMENT

TransLink’s mandate is to connect Metro Vancouver and create a more livable region. In doing so, TransLink will be inclusive of Indigenous Peoples, their cultures and their perspectives. TransLink will actively support reconciliation and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples in collaboration with Indigenous governments, organizations, and businesses in the pursuit of thriving and sustainable Indigenous communities.

INDIGENOUS RELATIONS GUIDING PRINCIPLES

RECOGNITION TransLink recognizes the legal and constitutional rights of Indigenous Nations and Peoples and the relationship between Indigenous Peoples and their treaty and unceded lands and resources	INCLUSION Increase inclusion and diversity of Indigenous Peoples within TransLink’s business and expand opportunities for Indigenous businesses
RESPECT Respect and value Indigenous history, culture and knowledge	CELEBRATE Celebrate engagement and inclusion of Indigenous employees and Indigenous businesses and participate in Indigenous celebrations
PERSPECTIVES Seek to understand and incorporate Indigenous communities’ perspectives and solutions in TransLink’s decision making and the delivery of TransLink services, including those of urban Indigenous Peoples	COMMUNICATION Timely, consistent, appropriate, and meaningful consultation and engagement, and open two-way communication based on honesty, integrity, and respect



Convenient Choices

Ensure we all have abundant universally accessible choices allowing us to conveniently connect to opportunities without needing to rely on a car.

IMPROVE CUSTOMER EXPERIENCE

- Focus on priorities from the 2022-2027 Customer Experience Action Plan, including offering more personalized, easier to use services that are timely, reliable, safe, and pleasant. This includes exploring:
 - » Installing more real-time information displays and multi-lingual signage.
 - » Improving customer facilities including more all-weather bus shelters.
 - » More opportunities for in-person customer service, and in-person access to transit representatives.
 - » Improving overall safety, security, and cleanliness of the transit system.
 - » Connect customers with engaging visual art, live music, and other cultural activities at transit facilities and on vehicles.



ADVANCE NEW MOBILITY TECHNOLOGIES

- Advance TransLink Tomorrow initiatives by:
 - » Collaborating with industrial and academic partners to test, evaluate, and refine new transportation technologies and business models.
 - » Continuing to pilot demonstration projects, like Vanpool and integrated Compass cards that can be used to pay for other transportation services.
 - » Evaluating new services for future investment and scale-up.
- Through a recurring Open Innovation Call, accelerate innovation by generating and supporting new ideas that are aligned with TransLink's and the region's goals and objectives.
- Develop policy related to new mobility, such as ride-hailing, autonomous vehicles and delivery devices, and shared mobility services.

INTEGRATE LAND USE AND TRANSPORTATION PLANNING

- Develop and implement corridor plans, station and exchange plans, and area plans to identify local priorities for integrating transit, walking, rolling and cycling investments with land use that is supportive of sustainable transportation modes.
- Work with partner agencies to ensure alignment of planned land use and transportation investments, in support of both the Regional Transportation Strategy and Metro Vancouver's Regional Growth Strategy.
- Develop Project Partnership Agreements with the Government of British Columbia and local governments to ensure harmonized land use and transportation along the Surrey Langley SkyTrain and other rapid transit corridors.
- Continue to facilitate development adjacent to TransLink infrastructure through the Adjacent and Integrated Development Program to support transit-oriented communities.
- Develop policy and pilots related to use of public realm for sustainable transportation, including curb management pilots, and, in collaboration with Metro Vancouver, a Regional Electric Vehicle Charging Strategy and Regional Parking Strategy.

ENCOURAGE SUSTAINABLE TRAVEL

- Empower people to make better travel choices through TravelSmart information, tools, and transit passes.
- Continue to offer TravelSmart programming for businesses, newcomers, and schools to make choosing transit, walking, and cycling an easy and intuitive experience.
- Partner with developers and businesses to encourage sustainable travel subsidies for employees and new communities.
- Work with tourism and entertainment providers to ensure that transit is the first choice for tourists and entertainment trips.
- Develop a Regional Commute Trip Reduction Policy.



Reliable Choices

Ensure that we all have reliable choices that get us where we need to go on time.

WORK WITH GOODS MOVEMENT PARTNERS

- Work with the Greater Vancouver Urban Freight Council, the Government of British Columbia, and the Commercial Vehicle Working Group to advance the Regional Goods Movement Strategy and other urban freight mobility initiatives, including optimizing road capacity to improve reliability of goods movement and standardizing.
- Continue to work closely with local governments on shared urban freight initiatives.

MANAGE THE NETWORK

- Review and adjust transit services as the region's needs evolve by monitoring through the TransLink Accountability Centre, a reporting tool available on TransLink's website, and an annual Transit Service Performance Review.
- Continue to work with local governments to successfully implement bus priority infrastructure and other local government programs.
- Continue to monitor on-time performance and corridor-based reliability and improve passenger alerts and communications.



Affordable Choices

Ensure that we all have affordable choices allowing us to easily live and move in this region.

PROVIDE FREE TRANSIT FOR CHILDREN 12 AND UNDER

- In partnership with the Government of British Columbia and the Government of Canada, TransLink will continue to support the Government of BC's initiative to offer free transit to children 12 and under to make it easier and more affordable for families to choose transit.

MAKE LIVING CLOSE TO TRANSIT AFFORDABLE

- Work with Metro Vancouver and other partners on transit-oriented affordable housing, including partnering on the update to the Housing and Transportation Cost Burden Study.
- Work with local governments and developers to offer transit passes for new developments.
- Explore new parking schemes with Metro Vancouver and other regional partners.
- Develop Project Partnership Agreements for major projects to ensure that policies support transit-oriented land use, density, and affordable housing.

Safe and Comfortable Choices

Ensure that we all have safe and comfortable choices that make us all healthier and happier.

PLAN FOR SAFETY AND EMERGENCIES

- Test and prepare for future emergencies through business continuity planning under the direction of the Safety and Emergency Management Steering Committee, to prepare for flooding, weather, seismic events, cyber-attacks, and other emergencies.

BUILD COMMUNITY RELATIONSHIPS WITH TRANSIT POLICE

- Pilot Community Safety Officers (CSOs) to evaluate CSOs performing necessary but lower-risk, lower-complexity duties, and free up police officers to perform higher risk police duties.
- Continue to build trust and relationships between Transit Police and Indigenous peoples through the Indigenous Liaison Officer, overseeing community outreach, staff training, and guidance on investigations involving Indigenous Peoples.





Carbon-free Choices

Ensure that we all have transportation choices that are carbon-free, supporting global efforts to respond to the climate emergency.

MAKE THE TRANSPORTATION SYSTEM CARBON-FREE AND RESILIENT

- TransLink is committed to achieving net-zero GHG emissions by 2050, with an interim reduction of 45% from 2010 levels by 2030, and ensuring that regional transportation infrastructure and operations are resilient to the impacts of climate change. TransLink’s corporate Climate Action Strategy outlines the approach to meet these targets by:
 - » Continuing to implement the Low Carbon Fleet Strategy (LCFS), replacing diesel buses with battery electric and renewable natural gas buses, and planning for zero-emissions service on all modes, including HandyDART and community shuttles, SeaBus, and West Coast Express, for inclusion in future investment plans.
 - » Developing a net-zero facilities strategy.
 - » Creating a climate change adaptation and resiliency roadmap to reduce risks to infrastructure and operations.
 - » Supporting climate action with a strong governance and funding model, including supportive climate policies, and enhanced climate education and communication.
- Work with local governments, Metro Vancouver, and the Government of British Columbia to meet the regional 2030 emissions reduction targets from the transportation sector committed to in Transport 2050 and Climate 2050, including 65% reduction in GHG emissions from light duty vehicles over 2010 levels.
- Leverage TransLink assets to explore providing electric vehicle charging to facilitate the transition of shared mobility services like taxi and ride-hailing to zero emissions.

3. Funding the Investment Plan

Focus for Funding the 2022 Investment Plan

The COVID-19 pandemic has had a profound impact on TransLink’s operating revenues. Even after the pandemic has subsided, transit ridership is expected to be below pre-pandemic levels throughout much of the ten-year period of the plan. The negative impact to transit fare revenues is significant, as transit fares were TransLink’s largest source of revenue pre-COVID.

Fuel tax revenues were also not immune to these challenges as fewer vehicles on the road during the early stages of the pandemic meant lower fuel consumption and lower collections of fuel tax dedicated to TransLink and other public agencies. Increasing adoption of zero-emission vehicles (ZEV) and other fuel-efficient vehicles, while essential if this region is to achieve our regional climate action targets, will also accelerate the decline of fuel tax revenue. By 2031, TransLink expects that fuel tax revenue could account for only 13% of operating revenue, down from 24% today. By the time of the next investment plan, a new revenue source(s) must be identified to avoid unfairly shifting the cost burden of the regional transportation system away from road users and onto property owners and transit users.

The pace of ridership recovery and the pace of declining fuel tax revenue are uncertain – they could be faster or slower than current forecasts. A key principle of the 2022 Investment Plan is fairness; as such, during this time of global uncertainty, the plan strives to limit the burden on taxpayers. Accordingly, this plan takes a conservative approach to raising new revenues by addressing TransLink’s funding needs in two steps, over two sequential investment plans:

1. The 2022 Investment Plan focuses on achieving and maintaining financial stability over the next several years. A relatively small amount of new revenue in this plan keeps TransLink financially stable through 2025, at which point a new investment plan will be tabled.
2. The subsequent investment plan will need to address any remaining funding gap through additional new revenue sources, to avoid service or essential capital program cuts.

Over the next three years, TransLink will monitor ridership and fare revenue levels and continue to explore new sustainable funding sources with provincial partners.

The Mayors' Council on Regional Transportation and the Government of British Columbia are committed to working together to develop a sustainable funding strategy for the subsequent investment plan. This includes exploring potential new revenue tools related to land value capture, transportation-related sources, and broader economy-based sources; as well as exploring more progressive approaches to existing taxes and fees in order to better reflect fairness and equity.

A Partnership Between All Levels of Government

Transportation funding is a partnership between the region, and the Governments of British Columbia and Canada.

Capital funding is shared between all three levels of government, with major contributions from the Governments of Canada and British Columbia. TransLink funds its regional share of capital projects through borrowing, the regional Development Cost Charge for eligible projects, and other sources.

The region funds operating costs through a range of revenue sources: transit fares, property taxes, and a regional motor fuel tax make up the majority of TransLink's operating funding. The funding sources are intended to be balanced across the many beneficiaries of the transportation system, especially transit users, property owners, and road users.



Revenue Sources and Distributions

As illustrated in Figure 5, the vast majority of TransLink’s revenue is used to build and operate the region’s transit system. Figures 5, 6 and 7 depict capital and operating funding and expenditures over the next three years; **Appendix Table A2** provides the forecast over ten years. The revenue sources included in this plan are described on the following pages.

2022-2024 OPERATING AND CAPITAL EXPENDITURES

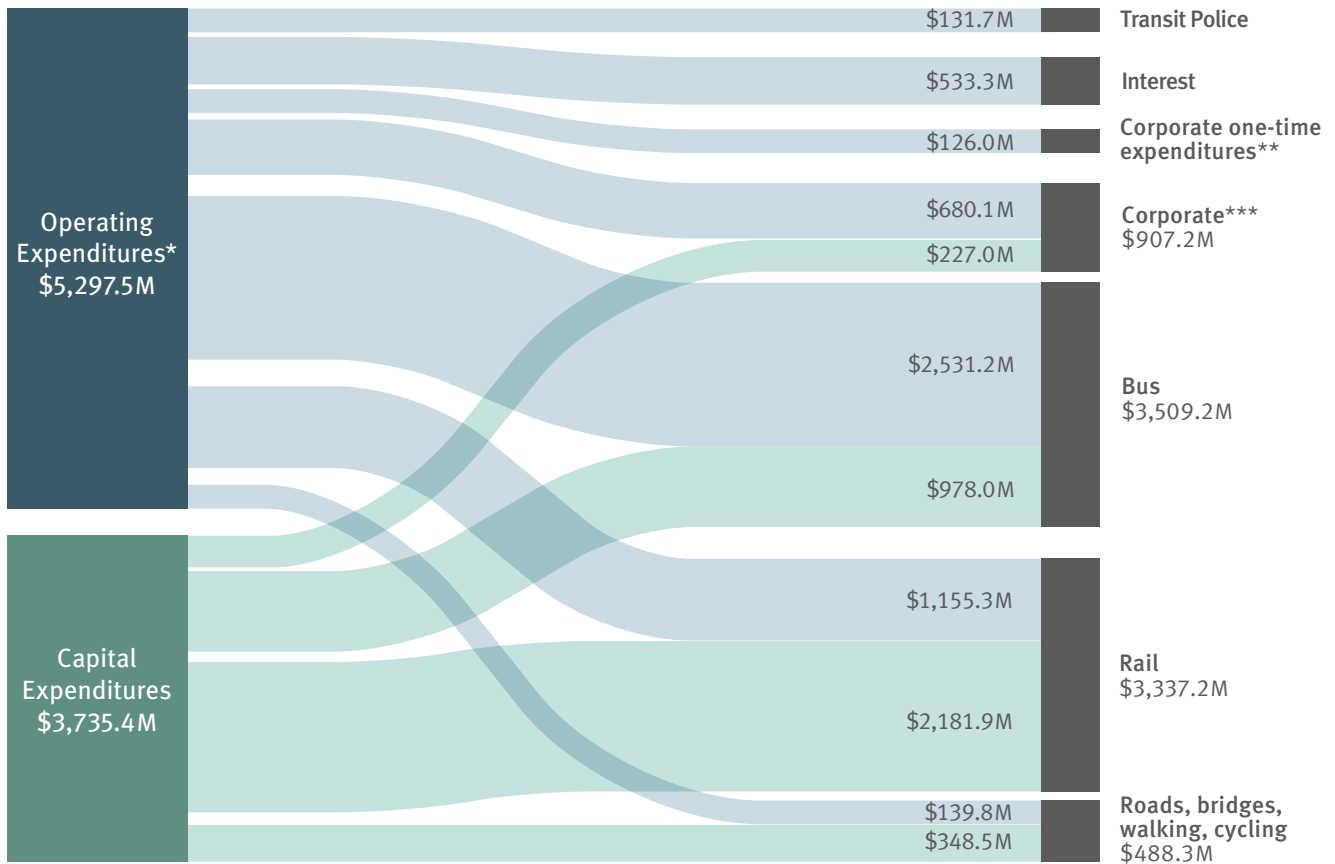


Figure 5 – Composition of capital and operating expenditures by mode and other areas of expenditure

* Operating expenditures exclude amortization and Capital Infrastructure Contributions

** Corporate one-time spending includes non-capital costs of projects and feasibility studies

*** Corporate expenditures include Compass and cyber-security system costs

2022-2024 CAPITAL FUNDING AND EXPENDITURES

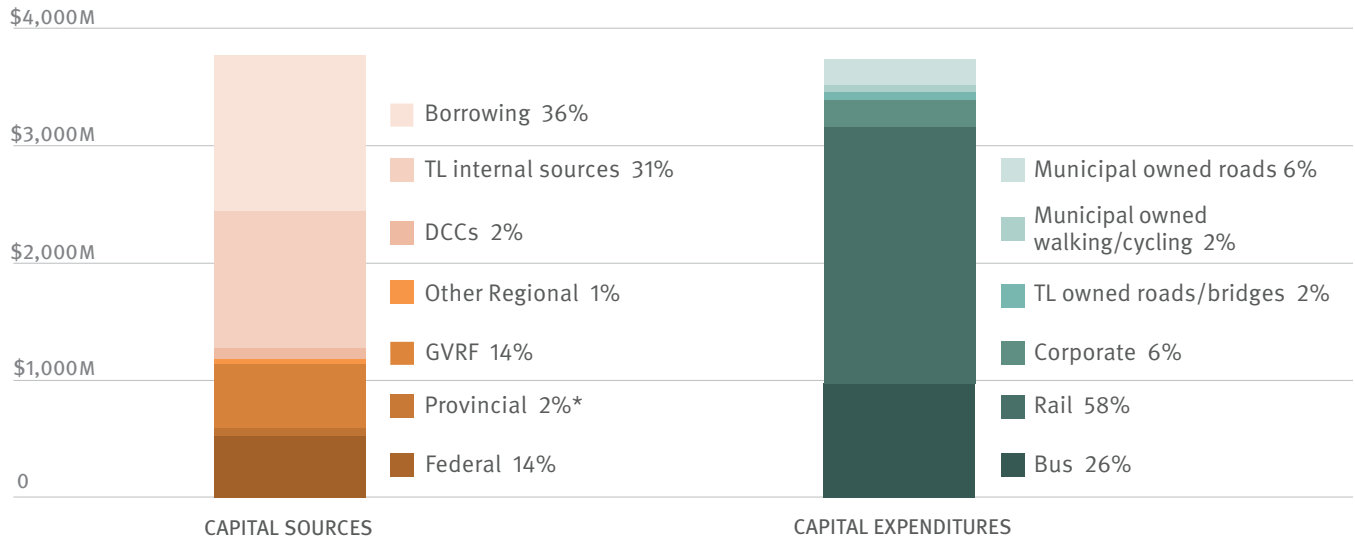


Figure 6 – Capital sources and expenditures for the first three years of the Investment Plan

*Does not include Surrey-Langley SkyTrain being delivered by the Province

2022-2024 OPERATING FUNDING AND EXPENDITURES

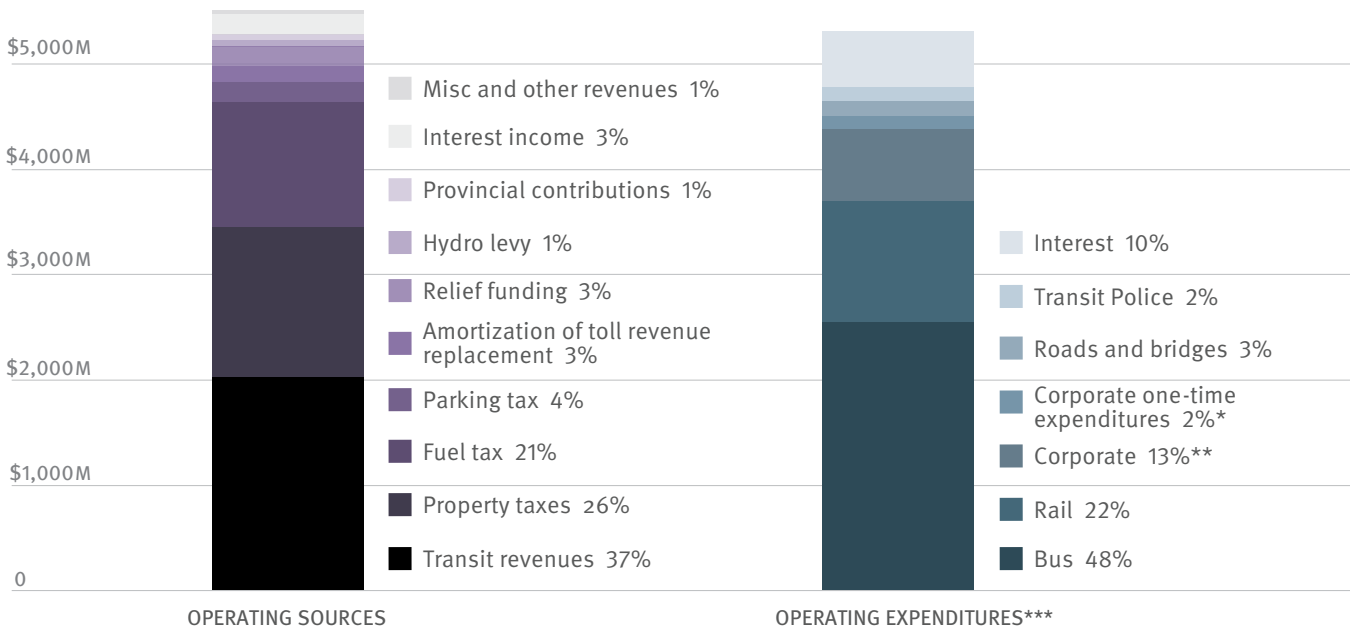


Figure 7 – Operating sources and expenditures for the first three years of the Investment Plan

* Corporate one-time spending includes projects and feasibility studies

** Corporate expenditures include Compass, financial and cybersecurity systems

*** Operating expenditures exclude amortization and Capital Infrastructure Contributions

TRANSIT REVENUES

TransLink collects revenue from transit fares, as well as from other transit system-related sources, such as fare infractions, carbon credits, transit advertising, and other commercial opportunities. TransLink anticipates \$2,012.1 million in Transit revenue during 2022-2024.

Fare Revenues

During the pandemic, TransLink cancelled a planned 4.6% fare increase in 2020 and lowered a planned fare increase in 2021 from 4.1% to 2.3% to mitigate affordability impacts to transit users.

This 2022 Investment Plan holds average fare increases at 2.3% annually between 2022-2024. These fare increases are lower than TransLink had planned in the previous investment plan. This reduction in otherwise planned fare increases was made possible with financial support from the federal and provincial governments received as part of emergency relief funding under the Safe Restart Agreement.

The 2022 Investment Plan continues to offer free transit for children 12 and under, in partnership with the Governments of British Columbia and Canada.

The annual fare increases will result in the following impacts to transit customers:

- By 2024, a youth or senior would pay \$61.35 for unlimited travel across the region on a concession monthly pass (an increase of \$2.75 compared to the July 2022 rate), and an adult would pay \$107.30 to \$193.80 for a monthly pass, depending on the number of zones that the pass is used for (an increase of \$4.75 to \$8.60 compared to the July 2022 rate). These prices are comparable to, or lower than, Canadian peer transit systems.
- By 2024, a youth or senior who takes transit only a few times a month on weekday evenings or weekends would pay a stored value or cash concession fare of \$2.15 for a trip of any distance with a Compass card (an increase of 10 cents compared to the July 2022 rate), and an adult would pay \$2.60 for a one-zone trip with stored value on a Compass card (an increase of 10 cents compared to the July 2022 rate). During these times, people can travel all the way from Maple Ridge to Vancouver, or from Delta to Bowen Island, on a one-zone fare.

Table A11 outlines fares for every fare product type over the plan period. TransLink anticipates a cumulative \$1,903.8 million in fare revenues during 2022-2024.

Carbon Credits

The Government of British Columbia's Low Carbon Fuel Standard entitles TransLink to report on its use of lower carbon fuels, including electricity, compressed natural gas and renewable natural gas when replacing diesel or gasoline. TransLink receives carbon credits associated with the use of these fuels and earns revenue through their transfer or sale.

Future revenue associated with carbon credits is included in the plan. This carbon credit revenue comes primarily through continued investment in electrification through the Low Carbon Fleet Strategy, which will replace 34% of the diesel bus fleet with battery-electric-buses by 2030. Other sources include charging infrastructure at the Port Coquitlam Transit Centre, in-route chargers, the new Broadway Subway and Surrey Langley SkyTrain routes, and the use of renewable natural gas.

TransLink estimates earning a cumulative \$26 million in carbon credit revenue during 2022-2024.

Commercial Activities

TransLink generates revenue from a variety of commercial activities. TransLink is exploring new opportunities to generate additional commercial revenues.

PROPERTY TAX

A portion of property taxes collected in the region is used to support transit, roads, bridges, and walking and cycling infrastructure. The TransLink property tax consists of two parts: (1) the Standard Property Tax, and (2) the Replacement Tax, which is legislatively capped at \$18 million annually. Under the *SCBCTA* Act, total Standard Property Tax revenues grow by 3% per year, plus any additional amount included in an approved investment plan. Any increase in property taxes over 3% per year requires the Mayors' Council approval. Such an additional increase of 1.15% per year has been approved by the Mayors' Council and included in this Investment Plan. In addition, the Standard Property Tax also includes Annual Development Growth, which captures the addition of new properties to the region.

The 2022 Plan includes the following property tax revenues:

- **Standard Property Tax revenues**
 - » Additional annual increases to Standard Property tax revenue of 1.15%, for a total annual increase of 4.15%. On average, this increase is estimated to be an additional \$3 per residential property in 2023.
 - » Additional annual percentage increases to Standard Property Tax revenue for Annual Development Growth (ADG)⁶. ADG quantifies the portion of the annual increase in assessed property value in Metro Vancouver resulting from new development and construction. The 2022 Plan assumes percentage Annual Development Growth (ADG) of:
 - 1.3% in 2022
 - Up to 2.3% in 2023 through 2025
 - Up to 1.75% in 2026 through 2031
- **Replacement Tax revenues** of \$18 million per year.

In total, TransLink anticipates \$1,431 million from Standard Property Tax and Replacement Tax revenues during 2022-2024.

⁶ For the purposes of this plan, ADG is equivalent to “non-market change,” or NMC

MOTOR FUEL TAX

Under the *Motor Fuel Tax Act*, TransLink receives a portion (18.5 cents per litre) of the tax assessed on clear gasoline and diesel fuel sold in Metro Vancouver. The 2022 Investment Plan maintains the fuel tax at the statutory maximum 18.5 cents per litre. TransLink anticipates a cumulative \$1,168 million in motor fuel tax revenues during 2022-2024.

Motor fuel sales are assumed to decline in the latter half of the plan, due to the increasing adoption of zero-emission vehicles and increasing fuel economy.

PARKING TAX

TransLink collects a 24% sales tax on off-street paid parking in Metro Vancouver, as outlined in the *SCBCTA Act*. This parking tax does not apply to residential or on-street parking. TransLink is maintaining the parking sales tax rate at the 24% for the duration of the plan. TransLink anticipates a cumulative \$208 million in parking sales tax revenue during 2022-2024.

HYDRO LEVY

TransLink collects a hydro levy on every dwelling unit account with the British Columbia Hydro and Power Authority in the region. Under the *SCBCTA Act*, TransLink may levy \$1.90 per account per month. This levy is sometimes referred to as the “power levy”.

The plan maintains the power levy at the statutory maximum of a fixed \$1.90 per BC Hydro account per month. In total, TransLink anticipates a cumulative \$68 million in power levy revenues from 2022-2024.

GOVERNMENT TRANSFERS

Total transfers from government are estimated at \$1,283 million during 2022-2024, including:

- **Capital Contributions from Senior Government:** TransLink anticipates to recognize revenue of \$906 million from capital contributions from senior government during 2022-2024. Revenue from senior government capital funding is recognized over multiple years depending on the agreement terms. These programs are outlined in more detail in the next section.
- **Canada Line Operations:** TransLink receives an operating contribution from the Government of British Columbia. TransLink anticipated \$58 million in provincial contributions for the Canada Line.
- **Golden Ears Bridge Toll Replacement Revenue:** TransLink expects to recognize \$143 million of revenue from amortization of Golden Ears Bridge foregone toll revenue replacement in 2022-2024.
- **Additional relief funding:** TransLink received \$176 million in additional senior government relief funding in 2022. This funding is intended to offset a portion of losses caused by pandemic in 2023-2025. This funding is in addition to \$675.8 million relief funding received under the Safe Restart Agreement.

REVENUE RECOVERIES AND OTHER

TransLink anticipates a cumulative \$40 million in revenue recoveries and other revenues during 2022-2024. This include recoveries for warranty work, revenue from adjacent development and gains or losses on capital assets disposals.

AMORTIZATION OF DEFERRED CONCESSIONAIRE CREDIT

TransLink amortizes contributions made by the Canada Line concessionaire to design and construct the Canada Line in exchange for the right to operate over the concession term. This is a non-cash, accounting revenue recognition and these dollars are not available to fund operations. TransLink anticipates amortization of \$70 million from the deferred concessionaire credit during 2022-2024.

INTEREST INCOME

TransLink earns interest on sinking funds, capital contributions, debt reserve funds, and cash balances. Most of this interest income is restricted and cannot be used to fund operations, except for interest on cash balances. Unrestricted interest on cash balances is anticipated to be a cumulative \$188 million during 2022-2024. In total, TransLink anticipates a cumulative \$315 million in interest income during 2022-2024.

Capital Funding and Partner Government Contributions

The 2022 Investment Plan includes capital funding from Development Cost Charges and from federal, provincial, and regional funding programs. Partner governments contribute to TransLink's capital projects through a variety of funding programs, including the Investing in Canada Infrastructure Program, the Permanent Transit Fund, the Zero Emissions Transit Fund, and the Canada Community-Building Fund. These funds allow for the region to improve the transportation system at a substantially lower cost to local taxpayers.

INVESTING IN CANADA INFRASTRUCTURE PROGRAM

The Investing in Canada Infrastructure Program (ICIP) is a federal funding program that aims to strengthen communities and grow the economy by investing in expansion, rehabilitation, modernization, and optimization of public transit infrastructure. ICIP is administered through Bilateral Agreements with the provinces and territories.

The plan includes new federal project funding of \$1,392.0 million, including \$1,306.0 million for Surrey Langley SkyTrain Project (consisting of \$577.0 million from ICIP and \$729.0 from Major Public Transit Projects fund). This is in addition to the \$1,520.0 million included in the 2018 Investment Plan to support Expo-Millennium Line Upgrade project, Broadway Subway Project and other priority projects. Total funding cash flows expected between 2022-2024 by TransLink is \$533.9 million. See [Table A7A](#) for a list of projects to be funded by the ICIP.

PERMANENT TRANSIT FUND

The Government of Canada announced a new Permanent Transit Fund (PTF) in February 2021, expected to deliver predictable and long-term funding to transit systems across Canada, starting in 2026.

The plan does not assume any PTF funding during 2022-2024, as advance funding is not anticipated under this program. The details of this program, including the amounts allocated to each Province and eligibility criteria, have not yet been finalized. In this plan, PTF funding assumed is \$411.9 million from the federal government and \$444.2 million from the provincial government. Total funding cash flows expected between 2025-2031 by TransLink is \$778.5 million. This estimate is based on TransLink's past experience with similar federal funding programs and projects expecting to meet presumed eligibility criteria. See [Table A7B](#) for a list of projects expected to be funded by the PTF.

ZERO EMISSIONS TRANSIT FUND

The Government of Canada is funding public transit electrification through the Zero Emissions Transit Fund (ZETF) to reduce cost and implementation challenges associated with transition to zero emissions vehicles.

The plan assumes \$66.0 million in project funding from the Zero Emissions Transit Fund during 2025-2031. See [Table A7D](#) for a list of projects to be funded by the ZETF.

CANADA COMMUNITY-BUILDING FUND

The Government of Canada provides ongoing and sustained funding for local infrastructure through the Canada Community-Building Fund (CCBF) (formerly Federal Gas Tax Fund). This funding is essential to supporting local infrastructure across Canada, including for transit in Metro Vancouver. Capital allocations of the Canada Community-Building Fund for Metro Vancouver local governments is pooled into the Greater Vancouver Regional Fund (GVRF), which is used, in part, to support eligible regional transportation projects delivered by TransLink. This funding is administered by Metro Vancouver and approval from the Metro Vancouver Regional District Board is required to allocate the funding to eligible projects. The current Canada Community-Building Fund agreement expires in 2024 and it is anticipated to be renewed based on similar terms. CCBF will primarily be used to advance TransLink's Low Carbon Fleet Strategy and is an essential funding source to help us meet GHG emission reduction targets.

The plan approves new project funding of \$1,406.5 million between 2022-2024 and \$420.4 million for 2025-2031. Total funding cash flows expected between 2022-2024 by TransLink is \$534.7 million. See [Table A7F](#) for a list of projects to be funded by the GVRF.

PROVINCIAL CONTRIBUTION TO THE 10-YEAR VISION

The Government of British Columbia has committed to funding 40% of the capital costs of the Mayors' 10-Year Vision. The Government of BC confirmed \$2.429 billion in funding for TransLink's 2022-2024 capital program. This Investment Plan also includes an assumption that additional funding of \$134.1 million for the 2024 capital program will be made available. In addition, this Plan assumes \$587.9 million of capital funding from the Government of British Columbia in 2025-2031, of which \$444.2 million will be provided as a matching partner in the PTF program, subject to funding availability, and federal program parameters. Total cash flows expected from the Government of British Columbia-only funding is \$22.4 million between 2022-2024 and \$268.5 million between 2025-2031.

DEVELOPMENT COST CHARGES

Development Cost Charges (DCCs) are fees that real estate developers pay towards the capital costs of certain types of public infrastructure associated with growth. Because new development increases demand on public infrastructure, the purpose of DCCs is to ensure that a fair share of infrastructure costs is paid for by new development. TransLink's DCC is used to help pay for certain eligible public transit capital costs as shown in [Appendix B](#). Local governments and other collection entities collect the DCCs from developers on behalf of TransLink when issuing approvals or permits for new development. The DCCs are collected throughout the entire Metro Vancouver transportation service region but are waived for certain types of affordable rental housing projects. The Mayors' Council and Board have endorsed a request of the Tsawwassen First Nation for a temporary exemption for up to ten years from the TransLink DCC.

DCCs were approved as part of the 2017 Investment Plan and first collected in January 2020. As outlined in the *SCBCTA* Act, TransLink has the authority to increase DCC rates with inflation for up to four years without needing approval of the Inspector of Municipalities. No additional increases to the DCCs beyond inflation were assumed in this plan.

In total, TransLink anticipates \$91.8 million from DCC revenues between 2022-2024 and \$243.8 million between 2025-2031.

REAL ESTATE DEVELOPMENT AND INVESTMENT FUND DISTRIBUTIONS

TransLink is advancing a real estate development framework that will leverage its existing property assets and funds to generate non-fare, non-taxation revenue. This revenue will support transit investment, enhance the network and overall customer experience, and support the Regional Growth Strategy.

The real estate development distributions in the plan comes from the Real Estate Development and Investment Fund. While TransLink does not anticipate distributions from this fund in 2022-2024, there are distributions assumed in 2025-2031.

REVOLVING LAND FUND

TransLink will apply proceeds from the sale of surplus property to the Revolving Land Fund. The Revolving Land Fund is a shared pool for proceeds, costs and equity associated with TransLink's real estate assets, and is used to fund future land acquisitions, real property improvements, development project costs, and other land-related costs required for operations and development. During 2022-2024 \$135.0 million of the Revolving Land Fund is expected to be utilized to acquire lands for capital projects and \$30.0 million is expected to be released into operating revenue in accordance with the previously approved allocation.

Established Borrowing Limit

TransLink previously had an established borrowing limit of \$5.5 billion. The 2022 Plan increases the amount TransLink may borrow by \$1.3 billion, to the revised borrowing limit of \$6.8 billion. This supports TransLink's ability to deliver the regional share of capital expenditures in this plan. In accordance with the *SCBCTA* Act, the Mayors' Council has consulted with the Metro Vancouver Board of Directors on this change to the borrowing limit. On April 29, 2022 the Metro Vancouver Board of Directors voted to transmit a letter to the Mayors' Council communicating its support for the proposed borrowing limit increase. See [Table A5](#) for the borrowing limit and gross direct borrowing by year, along with select financial policies.

4. Consultation on the 2022 Plan

The *SCBCTA* Act requires that TransLink consult with the following groups on the investment plan:

- The public in the transportation service region.
- The Mayors' Council on Regional Transportation.
- Metro Vancouver Regional District.
- Any municipality and other organization that TransLink considers will be affected.

The *SCBCTA* Act also requires that, if an investment plan proposes an increase to the borrowing limit, the Mayors' Council must consult with the Metro Vancouver Regional District in advance of approving the investment plan.

During the development of the 2022 Investment Plan in 2021 and 2022, TransLink met these statutory requirements for consultation by:

- Capturing public feedback through an online survey, with advertising on social media.
- Developing a discussion guide to facilitate the public's understanding of the 2022 Investment Plan.
- Hosting the survey, discussion guide, and related documents on the engagetranslink.ca online portal and providing a project phone line for those without internet access to complete the survey and ask questions.
- Holding two virtual information sessions for key stakeholders and two virtual briefing sessions for elected officials.
- Presenting to the Access Transit User Advisory Committee.
- Presenting the 2022 Investment Plan to the Metro Vancouver Board on April 29, 2022.
- Providing regular updates to the Regional Transportation Advisory Council, a forum for Metro Vancouver local governments and agencies with a transportation-related mandate.
- Holding four joint workshops on proposed investments and funding sources with the TransLink Board and Mayors' Council on Regional Transportation.

Over 50 people attended the virtual information and briefing sessions, and more than 4,585 questionnaires were completed. Throughout the development of the 2022 Investment Plan, TransLink also consulted separately on Surrey Langley SkyTrain project, R6 RapidBus, and HandyDART Modernization. TransLink will continue to consult with the public through project development and implementation and through regular area planning updates.

Summary of Input

SURVEY RESULTS

A total of 83% strongly support or support the plan, compared to 6% that oppose or strongly oppose it.

Survey respondents also provided feedback on specific elements of the 2022 Investment Plan via an open-comment question. Of the 1,157 comments received, the following were major themes:

- Service levels (127 comments)
- Taxation and funding sources (63 comments)
- Cycling and active transportation (53 comments)
- General (54 comments)

For each of these themes, most comments had a neutral or positive tone.

The survey also asked respondents to rank the principles that helped TransLink guide the bus service levels identified in the 2022 Investment Plan. Of these principles, ensuring a usable network was ranked as the most important principle, followed by minimizing overcrowding, delivering urgent transit service improvements, and funding service improvements by reallocating service from frequent routes with sufficient capacity.

OTHER FEEDBACK

TransLink received two written submissions in support of the 2022 Investment Plan.

At the engagement sessions with elected officials, key stakeholders, and the Access Transit User Advisory Committee, participants expressed interest in RapidBus and bus priority measures, affordable transit fares, active transportation investments and customer washrooms.

Appendices

The following pages provide detailed financial summary of the investments and funding within the 2022 Investment Plan, to fulfill the requirements of the *SCBCTA* Act.

Given both the scale and uncertainty associated with the current funding challenge, TransLink and the Government of British Columbia have agreed to address this uncertainty in two steps, over the course of two investment plan cycles. This 2022 Investment Plan aims to keep TransLink financially stable for the next three years until there is more certainty with the return of ridership and revenue for the development of the next investment plan. This approach keeps the additional revenue generated in this plan as low as possible in order to minimize the affordability impacts to people and businesses in this region while the region collectively recovers from the COVID-19 pandemic. The second step will occur in the next investment plan (to be tabled by 2025), which will develop new sustainable revenue sources to fill any remaining funding gap and to ensure that the region can deliver on its urgently needed expansion priorities.

By legislation, an investment plan must be balanced for the 10-year plan period. As described above, in order to minimize the affordability impacts to the people and the businesses in the region, this plan does not identify all revenue sources that would be required to close the funding gap over the 10-year term. To meet the legislative requirement, the financial schedules in [Appendix A](#) show transit service reductions beginning in 2026. While TransLink does not anticipate implementing these service reductions, the next investment plan will need to address any remaining funding shortfall with new sustainable funding sources, as well as savings derived from prudent management of operating expenditures and the capital program. The funding gap will also be reduced if ridership and fare revenue return faster than forecasted.

Due to lower than required amounts of revenue, the net debt to annual operating revenues ratio exceeds the policy limit in 2026-2028, and net debt per capita exceeds the policy limit in 2027-2028. TransLink anticipates that additional revenues generated through either new revenue sources that will be identified in the next investment plan and faster than anticipated return of ridership will bring these ratios within the policy limits. Should these additional revenues not materialize, capital expenditures will have to be reduced in those years.

This plan includes \$1,213.0 million⁷ in funding from programs or commitments that have been announced but are not yet active through agreements or calls for applications. This includes the Government of Canada's Permanent Transit Fund and Zero Emission Transit Fund programs, and \$134.1 million of additional provincial funding in 2024. Should these new capital funding sources not materialize, \$1670.8 million in state of good repair, upgrades, and low carbon fleet projects would need to be deferred.

[Appendix A](#) provides summary financial schedules related to investments and funding.

[Appendix B](#) identifies a list of eligible projects to be funded through the regional Development Cost Charge.

⁷ Of this \$1,213 million, \$478 million is assumed from the Government of Canada and \$735 million from the Government of B.C.

A1: CONSOLIDATED STATEMENT OF FINANCIAL POSITION (\$ THOUSANDS)

AT DECEMBER 31	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Financial assets										
Cash and investments ⁽¹⁾	1,383,927	656,949	494,150	341,056	282,417	277,403	265,748	255,976	266,574	299,443
Accounts receivable	181,208	185,636	192,721	199,273	192,299	198,075	203,841	211,094	216,871	222,986
Restricted cash and investments	3,057,241	3,560,572	3,423,524	3,266,573	2,918,224	2,912,400	3,131,539	3,324,228	3,564,028	3,869,927
Debt reserve deposits	23,588	23,942	21,979	20,648	11,462	7,388	5,905	3,606	3,660	3,715
Financial Assets Total	4,645,964	4,427,099	4,132,374	3,827,550	3,404,402	3,395,266	3,607,033	3,794,904	4,051,133	4,396,071
Liabilities										
Accounts payable and accrued liabilities	355,356	372,562	385,969	439,935	349,465	335,896	337,664	336,957	339,798	349,441
Debt	3,174,458	3,412,423	4,123,290	4,767,696	5,550,162	6,135,069	6,422,818	6,652,353	6,491,125	6,586,553
Deferred government transfers ⁽²⁾	3,999,443	4,575,634	4,325,995	4,101,244	3,571,431	3,200,441	2,960,232	2,681,770	2,626,441	2,436,664
Golden Ears Bridge contractor liability	999,512	983,403	964,547	942,742	917,745	889,295	857,132	820,995	780,569	735,511
Deferred concessionaire credit	409,355	386,082	362,745	339,471	316,198	292,925	269,588	246,314	223,041	199,768
Employee future benefits	143,171	149,737	157,137	165,264	173,952	183,184	192,602	202,337	212,706	223,501
Deferred revenue and deposits	78,403	80,319	83,384	86,219	83,201	85,701	88,195	91,333	93,833	96,479
Deferred lease inducements	12,911	11,668	10,317	9,270	8,244	7,194	5,856	4,450	3,045	1,639
Liabilities Total	9,172,609	9,971,828	10,413,384	10,851,841	10,970,398	11,129,705	11,134,087	11,036,509	10,770,558	10,629,556
Net debt	(4,526,645)	(5,544,729)	(6,281,010)	(7,024,291)	(7,565,996)	(7,734,439)	(7,527,054)	(7,241,605)	(6,719,425)	(6,233,485)
Non-financial assets										
Tangible capital assets	6,319,782	7,284,667	8,059,109	8,690,088	9,641,080	9,944,057	9,769,484	9,635,731	9,248,969	8,927,554
Inventory	132,143	154,910	204,831	262,742	429,827	517,956	568,745	624,069	574,837	547,230
Prepaid expenses	24,796	25,997	26,932	30,698	24,385	26,296	31,158	29,842	37,331	35,927
Non-Financial Assets Total	6,476,721	7,465,574	8,290,872	8,983,528	10,095,292	10,488,309	10,369,387	10,289,642	9,861,137	9,510,711
Accumulated surplus	1,950,076	1,920,845	2,009,862	1,959,237	2,529,296	2,753,870	2,842,333	3,048,037	3,141,712	3,277,226

⁽¹⁾ Cash and investments equals Accumulated Funding Resources (AFR)

⁽²⁾ Reflects restructuring of the GEB Toll Replacement Agreement on March 31, 2022. Further details are provided in TransLink's Q1 2022 Financial and Performance Report.

A2: CONSOLIDATED STATEMENT OF OPERATIONS (\$ THOUSANDS)

FOR THE YEAR ENDED DEC 31	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
Revenue											
Taxation	933,013	954,599	987,397	1,016,348	1,044,454	1,070,730	1,098,124	1,125,889	1,155,265	1,184,521	10,570,340
<i>Fuel tax</i>	395,745	388,011	384,371	379,738	374,002	367,204	359,752	350,796	341,481	331,438	3,672,538
<i>Property tax</i>	434,015	458,538	484,444	511,816	540,733	571,284	603,562	637,663	673,692	711,756	5,627,503
<i>Standard Property Tax: Previous Year + 3%</i>	428,605	447,035	472,293	498,978	527,170	556,955	588,423	621,669	656,794	693,903	5,491,825
<i>Standard Property Tax: Additional</i>	5,410	11,503	12,151	12,838	13,563	14,329	15,139	15,994	16,898	17,853	135,678
<i>Replacement tax</i>	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	180,000
<i>Parking Rights</i>	62,733	67,352	77,593	83,515	88,151	90,385	92,666	94,996	97,374	98,327	853,092
<i>Hydro levy</i>	22,520	22,698	22,989	23,279	23,568	23,857	24,144	24,434	24,718	25,000	237,207
Transit	619,338	681,652	711,129	740,059	647,444	671,510	694,322	730,084	750,845	774,562	7,020,945
<i>Fares</i>	586,259	645,386	672,202	697,675	595,513	613,948	635,084	659,827	679,332	699,380	6,484,606
<i>Other transit</i>	33,079	36,266	38,927	42,384	51,931	57,562	59,238	70,257	71,513	75,182	536,339
Government transfers - Capital	228,621	264,660	412,978	335,201	769,378	414,127	324,745	358,182	166,774	221,030	3,495,696
Government transfers - Canada Line Operating fund	19,269	19,216	19,216	19,216	19,216	19,216	19,216	19,216	20,694	19,216	193,691
Government Transfers - additional relief funding	176,000	-	-	-	-	-	-	-	-	-	176,000
Government transfers - amortization of GEB toll revenue replacement	49,781	45,761	47,519	49,347	51,248	53,225	55,281	57,419	59,642	61,954	531,177
Amortization of deferred concessionaire credit	23,273	23,273	23,337	23,273	23,273	23,273	23,337	23,273	23,273	23,273	232,858
Investment income - Restricted	38,117	42,126	47,366	48,674	49,281	49,504	45,635	46,052	50,949	52,480	470,184
Investment income - Unrestricted	44,379	77,923	65,370	65,290	60,794	58,164	59,419	60,131	59,884	62,751	614,105
Development cost charges	31,525	29,357	30,853	32,404	33,181	33,978	34,793	35,628	36,483	37,359	335,561
Miscellaneous Income	13,901	14,296	15,216	18,005	19,615	118,625	163,343	183,505	326,845	261,086	1,134,437
Sub Total Continuing Operations Revenue	2,177,217	2,152,863	2,360,381	2,347,817	2,717,884	2,512,352	2,518,215	2,639,379	2,650,654	2,698,232	24,774,994
Gain (loss) on disposal	(200)	(200)	(3,200)	(3,200)	(3,200)	(3,200)	(200)	(200)	(200)	(200)	(14,000)
Total Revenue (PSAB)	2,177,017	2,152,663	2,357,181	2,344,617	2,714,684	2,509,152	2,518,015	2,639,179	2,650,454	2,698,032	24,760,994
Expenditures											
Bus	815,224	849,012	866,986	886,480	556,487	563,452	565,730	578,862	588,168	610,135	6,880,536
Corporate	222,254	225,836	232,045	236,175	243,514	298,288	383,101	369,144	496,582	469,913	3,176,852
Rail	359,354	388,384	407,562	440,851	448,529	454,892	484,692	510,789	521,076	529,818	4,545,947
Roads and bridges	141,175	133,783	141,989	157,892	152,662	136,529	118,788	97,292	89,240	91,804	1,261,154
Transit Police	41,917	44,410	45,414	47,022	48,972	50,052	54,495	55,906	57,030	58,175	503,393
Amortization of tangible capital assets	258,400	311,347	362,655	406,020	468,807	537,516	556,390	545,826	534,827	527,975	4,509,763
Interest	179,836	178,102	175,362	190,624	204,168	221,217	248,269	255,537	257,604	262,370	2,173,089
Sub Total Continuing Operations Expenditures	2,018,160	2,130,874	2,232,013	2,365,064	2,123,139	2,261,946	2,411,465	2,413,356	2,544,527	2,550,190	23,050,734
Corporate - onetime expenditures	38,844	51,020	36,148	30,176	21,491	22,634	18,090	20,118	12,253	12,326	263,100
Total Expenditures (PSAB)	2,057,004	2,181,894	2,268,161	2,395,240	2,144,630	2,284,580	2,429,555	2,433,474	2,556,780	2,562,516	23,313,834
Surplus (Deficit) for the period (PSAB)	120,013	(29,231)	89,020	(50,623)	570,054	224,572	88,460	205,705	93,674	135,516	1,447,160
Accumulated Surplus, beginning of the year	1,830,062	1,950,075	1,920,844	2,009,864	1,959,241	2,529,295	2,753,867	2,842,327	3,048,032	3,141,706	
Accumulated Surplus, end of the year	1,950,075	1,920,844	2,009,864	1,959,241	2,529,295	2,753,867	2,842,327	3,048,032	3,141,706	3,277,222	

A3: CONSOLIDATED STATEMENT OF CHANGES IN NET DEBT (\$ THOUSANDS)

AT DECEMBER 31	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SURPLUS	120,013	(29,231)	89,020	(50,623)	570,054	224,572	88,460	205,705	93,674	135,516
Acquisition of Tangible Capital Assets	(874,024)	(1,276,232)	(1,137,097)	(1,037,000)	(1,419,798)	(840,494)	(381,816)	(412,074)	(148,064)	(206,561)
Amortization of Tangible Capital Assets	258,400	311,347	362,655	406,020	468,807	537,516	556,390	545,826	534,827	527,975
	(615,624)	(964,885)	(774,442)	(630,980)	(950,991)	(302,978)	174,574	133,752	386,763	321,414
Change in Inventory	(40,982)	(22,766)	(49,922)	(57,911)	(167,085)	(88,129)	(50,788)	(55,324)	49,231	27,607
Change in Prepaid Expenses	5,244	(1,201)	(936)	(3,766)	6,313	(1,910)	(4,862)	1,316	(7,489)	1,404
	(35,738)	(23,967)	(50,858)	(61,677)	(160,772)	(90,039)	(55,650)	(54,008)	41,742	29,011
(Increase) Decrease in Net debt	(531,349)	(1,018,083)	(736,280)	(743,280)	(541,709)	(168,445)	207,384	285,449	522,179	485,941
Net debt, beginning of year	(3,995,297)	(4,526,646)	(5,544,729)	(6,281,009)	(7,024,289)	(7,565,998)	(7,734,443)	(7,527,059)	(7,241,610)	(6,719,431)
Net debt, end of year	(4,526,646)	(5,544,729)	(6,281,009)	(7,024,289)	(7,565,998)	(7,734,443)	(7,527,059)	(7,241,610)	(6,719,431)	(6,233,490)

A4: CONSOLIDATED STATEMENT OF CASH FLOWS (\$ THOUSANDS)

CASH PROVIDED BY (USED FOR):	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
OPERATING TRANSACTIONS											
Surplus (deficit) for the year	120,013	(29,231)	89,020	(50,623)	570,054	224,572	88,460	205,705	93,674	135,516	1,447,160
Non-cash changes to operations	(21,769)	(5,711)	(104,779)	18,573	(349,787)	79,153	195,477	157,259	339,703	278,343	586,462
Changes in non-cash operating working capital	83,120	(2,706)	(34,070)	(3,301)	(238,598)	(97,653)	(47,736)	(49,096)	51,675	45,980	(292,385)
Cash provided by (used for) operating transactions	181,364	(37,648)	(49,829)	(35,351)	(18,331)	206,072	236,201	313,868	485,052	459,839	1,741,237
CAPITAL TRANSACTIONS											
Purchase of tangible capital assets	(874,025)	(1,276,232)	(1,137,097)	(1,037,000)	(1,419,798)	(840,494)	(381,816)	(412,074)	(148,064)	(206,561)	(7,733,161)
	(874,025)	(1,276,232)	(1,137,097)	(1,037,000)	(1,419,798)	(840,494)	(381,816)	(412,074)	(148,064)	(206,561)	(7,733,160)
INVESTING TRANSACTIONS											
Decrease (increase) in restricted cash and cash equivalents and investments	(1,820,044)	(503,331)	137,048	156,951	348,349	5,824	(219,139)	(192,689)	(239,800)	(305,899)	(2,632,730)
Decrease (increase) in debt reserve deposits	2,684	(354)	1,963	1,331	9,186	4,074	1,482	2,300	(54)	(55)	22,557
	(1,817,360)	(503,685)	139,011	158,282	357,535	9,898	(217,657)	(190,389)	(239,854)	(305,954)	(2,610,173)
FINANCING TRANSACTIONS											
Debt proceeds	300,000	300,000	774,861	1,169,461	836,572	873,730	709,420	242,062	444,227	101,135	5,751,468
Repayments of debt	(36,108)	(34,156)	(34,226)	(497,131)	(29,185)	(268,909)	(410,176)	(6,822)	(601,783)	(1,785)	(1,920,281)
Repayment of Golden Ears Bridge contractor liability	(13,565)	(16,109)	(18,857)	(21,805)	(24,997)	(28,449)	(32,163)	(36,137)	(40,425)	(45,058)	(277,565)
Government transfers received for tangible capital additions	2,902,382	840,852	163,338	110,450	239,565	43,138	84,536	79,720	111,445	31,253	4,606,679
	3,152,709	1,090,587	885,116	760,975	1,021,955	619,510	351,617	278,823	(86,536)	85,545	8,160,301
Increase/(decrease) in cash and investments	642,688	(726,978)	(162,799)	(153,094)	(58,639)	(5,014)	(11,655)	(9,772)	10,598	32,869	(441,796)
Cash and investments, beginning of period	741,239	1,383,927	656,949	494,150	341,056	282,417	277,403	265,748	255,976	266,574	
Cash and investments, end of period	1,383,927	656,949	494,150	341,056	282,417	277,403	265,748	255,976	266,574	299,443	

A5: PROJECTED BORROWING COMPARED TO BORROWING LIMIT AND SELECT FINANCIAL RATIOS (\$ MILLIONS UNLESS OTHERWISE NOTED)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Established Borrowing Limit - Gross Direct Debt	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800	6,800
Gross Direct Debt	3,774	4,071	4,778	5,480	6,036	6,400	6,609	6,702	6,546	6,647
Net Debt⁽¹⁾	4,030	4,123	4,676	5,265	5,842	6,231	6,246	6,185	5,914	5,696
Net Debt / Annual Operating Revenues (%) (< 300)	247.8	241.7	264.6	288.3	331.1	325.8	310.6	295.2	258.0	249.8
Gross Interest / Operating Revenues (%) (< 20)	11.1	10.4	9.9	10.4	11.6	11.6	12.3	12.2	11.2	11.5
Net Debt per capita (\$/capita) ⁽⁴⁾ (< 2,000)	1,442.2	1,452.2	1,620.7	1,796.2	1,961.8	2,060.6	2,034.5	1,984.6	1,869.9	1,775.2
Accumulated Funding Resources (AFR) ⁽²⁾	1,383.9	656.9	494.1	341.1	282.4	277.4	265.7	256.0	266.6	299.4
AFR as a percentage of Total Funding Requirements (%) ⁽³⁾	74.2	34.1	24.8	16.6	14.1	14.1	12.8	12.0	12.3	13.6
Minimum AFR required to meet Policy (%)	15.0	15.0	15.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Minimum AFR required to meet Policy (\$)	279.8	289.1	299.0	246.5	240.5	236.2	249.3	255.0	261.1	263.4
Excess/(shortfall) from minimum	1,104.1	367.8	195.1	94.6	41.9	41.2	16.4	1.0	5.5	36.0
Accumulated Funding Resources Year-over-Year Change	642.7	(727.0)	(162.8)	(153.0)	(58.7)	(5.0)	(11.7)	(9.7)	10.6	32.8

⁽¹⁾ Includes TransLink's Direct Debt, net of sinking funds and debt reserve deposits

⁽²⁾ AFR = Unrestricted Cash & Short Term Investments

⁽³⁾ Funding Requirements = Total Expenses + Debt Service costs (excluding Depreciation and Capital funding to Municipalities)

⁽⁴⁾ Includes all Direct and Indirect Debt

A6: CAPITAL EXPENDITURES AND INFRASTRUCTURE CONTRIBUTIONS WITH FUNDING (\$ MILLIONS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
Bus											
Equipment	27	26	12	12	24	35	13	1	-	1	151
Facilities	6	2	4	4	10	2	2	4	2	3	39
Infrastructure	76	171	160	187	152	27	24	113	83	32	1,025
Technology	15	25	7	5	1	-	-	-	-	-	53
Vehicles	114	121	212	103	674	291	168	227	14	127	2,051
	238	345	395	311	861	355	207	345	99	163	3,319
Rail											
Equipment	69	49	26	20	3	3	11	11	-	-	192
Facilities	113	100	104	91	81	38	36	12	6	4	585
Infrastructure	377	726	810	1,039	1,026	1,047	1,080	54	47	62	6,268
Technology	45	20	8	6	10	14	10	4	4	-	121
Vehicles	62	292	139	112	194	259	178	20	6	-	1,262
	666	1,187	1,087	1,268	1,314	1,361	1,315	101	63	66	8,428
Corporate											
Equipment	2	-	-	-	-	-	-	-	-	-	2
Facilities	20	23	9	2	5	1	-	-	-	-	60
Infrastructure	27	18	9	25	13	11	10	11	11	9	144
Technology	44	25	46	95	76	106	16	18	21	24	471
Vehicles	2	-	1	1	-	1	2	2	1	2	12
	95	66	65	123	94	119	28	31	33	35	689
TL Owned Roads and Bridges											
Cycling	9	6	7	1	1	1	1	1	1	1	29
Bridges	11	18	15	-	-	-	-	-	-	-	44
	20	24	22	1	1	1	1	1	1	1	73
Total Capital Expenditures	1,019	1,622	1,569	1,703	2,270	1,836	1,551	478	196	265	12,509

A6 continued: CAPITAL EXPENDITURES AND INFRASTRUCTURE CONTRIBUTIONS WITH FUNDING (\$ MILLIONS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	TOTAL
Municipal Owned Walking and Cycling											
Walking	6	5	5	6	6	5	3	1	-	-	37
Regional Cycling	15	16	17	19	18	14	11	5	2	2	119
	21	21	22	25	24	19	14	6	2	2	156
Municipal Owned Roads											
MRN Pavement Rehab	26	26	27	28	28	29	30	31	32	33	290
MRN Upgrade	28	31	34	41	41	32	19	12	-	-	238
MRN Seismic	16	9	20	22	18	15	9	3	-	-	112
	70	66	81	91	87	76	58	46	32	33	640
TOTAL INFRASTRUCTURE CONTRIBUTIONS	91	87	103	116	111	95	72	52	34	35	796
TOTAL CAPITAL EXPENDITURES AND INFRASTRUCTURE CONTRIBUTIONS	1,110	1,709	1,672	1,819	2,381	1,931	1,623	530	230	300	13,305
Federal											
Investing in Canada Infrastructure Program (ICIP)	129	256	242	310	320	337	404	2	-	-	2,000
Permanent Transit Fund (PTF)	-	-	-	-	49	97	99	63	43	28	379
Zero Emissions Transit Fund (ZETF)	-	-	-	11	54	2	-	-	-	-	67
	129	256	242	321	423	436	503	65	43	28	2,446
Provincial											
Investing in Canada Infrastructure Program (ICIP)	65	290	309	357	424	430	550	-	-	-	2,425
Permanent Transit Fund (PTF)	-	-	-	-	53	118	128	37	29	35	400
Broadway Subway Project - Support Agreement (BSP-SA)	10	19	18	25	-	-	-	-	-	-	72
Province Only Funding (POF)	4	6	12	78	96	84	8	2	-	-	290
	79	315	339	460	573	632	686	39	29	35	3,187
Regional											
Greater Vancouver Regional Fund (GVRF)	119	150	266	187	579	236	135	181	4	86	1,943
Other	27	10	18	1	13	1	1	1	1	1	74
	146	160	284	188	592	237	136	182	5	87	2,017
TOTAL CAPITAL FUNDING	354	731	865	969	1,588	1,305	1,325	286	77	150	7,650
Anticipated Provincial Assets included above by funding source											
Federal	9	13	90	198	277	362	466	29	20	24	1,488
Provincial	75	310	337	460	573	632	686	39	29	35	3,176

A7A: PROJECTS FUNDED BY INVESTING IN CANADA INFRASTRUCTURE PROGRAM (ICIP)

PROJECT GROUP	DESCRIPTION
Equipment Replacements & Upgrades	Various equipment replacement and upgrade programs across TransLink's transit network required to maintain a state of good repair.
Expo-Millennium Upgrade Program	Expo and Millennium line support programs focused on maintaining current service levels and creating capacity for future expansion.
Facilities	CMBC and BCRTC facility programs required to maintain a state of good repair and create capacity to meet future demand.
Rail & Power	Various Skytrain Rail & Power programs required to keep the system in a state of good repair and support future expansion.
Stations and Bus Loops	Upgrades performed to Skytrain Stations and Bus Loops to maintain a state of good repair and to meet future requirements.
Trolley On-Street Infrastructure Program	Programs to replace damaged, corroded, or aging Trolley Overhead components in order to avoid failures in the Trolley Overhead Network.
Surrey Langley Skytrain (SLS)	TransLink's contribution to the development and construction of the Surrey Langley Skytrain extension.
West Coast Express (WCE) Car Refurbishment	Refurbishment of 7 West Coast Express cars in order to maintain a state of good repair.
Trolley Overhead Rectifier Program	Replacement and decommissioning of aging rectifier stations.

A7B: PROJECTS FUNDED BY PERMANENT TRANSIT FUND (PTF)

PROJECT GROUP	DESCRIPTION
Equipment Replacements & Upgrades	Various equipment replacement and upgrade programs across TransLink's transit network required to maintain a state of good repair.
Facilities	CMBC and BCRTC facility programs required to maintain a state of good repair and create capacity to meet future demand.
Rail & Power	Various Skytrain Rail & Power programs required to keep the system in a state of good repair and support future expansion.
Skytrain Fleet Acquisition	Acquisition of new traincars in order to replace aging fleet.
Skytrain Infrastructure Replacements and Upgrades	Various infrastructure replacement and upgrade programs required to keep the Skytrain network in a state of good repair.
West Coast Express (WCE) Car Refurbishment	Refurbishment of 7 West Coast Express cars in order to maintain a state of good repair.
Trolley Overhead Rectifier Program	Replacement and decommissioning of aging rectifier stations.

A7C: PROJECTS FUNDED BY PROVINCE ONLY FUNDING (POF)

PROJECT GROUP	DESCRIPTION
Compass Asset Renewal	Upgrades to the Compass hardware and software infrastructure in order to further create a robust system and expand system capabilities.
Equipment Replacements & Upgrades	Various equipment replacement and upgrade programs across TransLink's transit network required to maintain a state of good repair.
Rail & Power	Various Skytrain Rail & Power programs required to keep the system in a state of good repair and support future expansion.
Skytrain Infrastructure Replacements and Upgrades	Various infrastructure replacement and upgrade programs required to keep the Skytrain network in a state of good repair.
West Coast Express (WCE) Car Refurbishment	Refurbishment of 7 West Coast Express cars in order to maintain a state of good repair.
UBCx Major Project Study	Development of a business case, reference concept design, and related assessments for the Millennium Line UBC extension.

A7D: PROJECTS FUNDED BY ZERO EMISSIONS TRANSIT FUND (ZETF)

PROJECT GROUP	DESCRIPTION
Battery Electric Charging Infrastructure	Implementation of additional On-Route chargers to support the Battery Electric Vehicle Fleet
2025 Conventional Bus Replacements	Purchase of 79 40' Battery Electric Buses to come in-service for the year 2025

A7E: PROJECTS FUNDED THROUGH BROADWAY SUBWAY PROJECT SUPPORT AGREEMENT (BSP-SA)

PROJECT GROUP	DESCRIPTION
Broadway Subway Project - Support Services	Support services required to successfully integrate the Broadway Subway Project with the existing Skytrain network.

A7F: PROJECTS FUNDED BY GREATER VANCOUVER REGIONAL FUND (GVRF)

BUS FLEET	
Program Year	Project Name
2018	2019 Community Shuttle Vehicle Replacement
2019	2020 Conventional Bus Replacement 2020 Conventional Bus Expansion 2020 HandyDART Vehicle Replacement 2020 HandyDART Vehicle Expansion 2020 Community Shuttle Vehicle Expansion
2020	2021 Conventional Bus Expansion 2021 HandyDART Vehicle Replacement 2021 HandyDART Vehicle Expansion 2021 Community Shuttle Vehicle Replacement 2021 Community Shuttle Vehicle Expansion
2021	2022 Community Shuttle Vehicle Replacement 2022 HandyDART Vehicle Replacement 2023 Conventional Bus Replacement
2022	2023 Community Shuttle Vehicle Replacement 2023 Conventional Bus Replacement 2023 HandyDART Vehicle Replacement
2023	2024 Conventional Bus Replacement 2024-2028 Conventional Bus Replacement - Trolleys
2024	2026 Conventional Bus Replacement 2025-2029 Conventional Bus Replacement - Trolleys
2027	2029 Conventional Bus Replacement
2029	2031 Conventional Bus Replacement

RAIL FLEET	
2011	100-400 Series MK I Refurbishment Project
2020	MKI Refurbishment (500-800 series was 30 years old in 2021)

SEABUS	
Program Year	Project Name
2022	Next Generation SeaBus Design

BUS INFRASTRUCTURE	
2021	Port Coquitlam Transit Centre - Infrastructure to Support Battery Electric Buses
2022	Marpole Transit Centre – Implementation (Phase 4)

RAIL INFRASTRUCTURE	
2021	Elevating Devices Asset Renewal Program - Elevators Elevating Devices Asset Renewal Program - Escalators

BUS SERVICE SUPPORT VEHICLES	
2021	Service Support Vehicles Replacement
2023-2027	Service Support Vehicles Replacement
2028-2031	Service Support Vehicles Replacement

RAIL SERVICE SUPPORT VEHICLES	
2021	Rail Service Support Vehicle Replacement
2023-2027	Rail Service Support Vehicle Replacement
2028-2031	Rail Service Support Vehicle Replacement

POLICE SERVICE SUPPORT VEHICLES	
2028	Transit Police Non-Revenue Vehicles Replacement
2029	Transit Police Non-Revenue Vehicles Replacement

A8: MAJOR CAPITAL PROJECTS OVER \$50 MILLION (\$ MILLIONS)

PROJECT NAME	PROGRAM YEAR	TOTAL COST	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Infrastructure Upgrades/Expansion												
Expo Line Escalator Replacement: Accelerated Program	2016	69	14	-	-	-	-	-	-	-	-	-
Expo-Millennium Line Upgrade Program - Edmonds Operations & Maintenance Centre (OMC) Capacity Upgrade	2017	91	31	32	9	-	-	-	-	-	-	-
Burrard Station Upgrades	2017	83	29	35	11	-	-	-	-	-	-	-
Onboard Technology Asset Program (OTAP) - Radio Replacement	2017	63	23	13	-	-	-	-	-	-	-	-
Expo-Millennium Line Upgrade Program - SkyTrain Operation Control Centre	2017	111	48	34	4	8	-	-	-	-	-	-
Canada Line Capstan Station Design	2017	57	39	11	-	-	-	-	-	-	-	-
Operations & Maintenance Centre (OMC4)	2019	655	95	144	149	105	49	1	-	-	-	-
Expo-Millennium Line Upgrade Program - Propulsion Power Upgrades	2019	89	19	16	25	27	-	-	-	-	-	-
Broadway Subway Project - Support Services	2019	74	6	19	18	26	-	-	-	-	-	-
System Integration and Program Management	2021	50	3	7	10	10	10	10	-	-	-	-
Surrey Langley Skytrain Project - Support Services	2022	347	6	28	37	52	64	69	91	-	-	-
Operations & Maintenance Centre (OMC5)	2022	530	38	60	75	119	119	119	-	-	-	-
Onboard Technology Asset Program (OTAP) Reference Architecture Update - Design & Implementation	2026	67	-	-	-	-	22	34	11	-	-	-
Low Carbon Fleet Program												
2023 Conventional Bus Replacement	2021	89	-	1	37	50	-	-	-	-	-	-
Marpole Transit Centre – Implementation (Phase 4)	2022	308	-	15	73	120	100	-	-	-	-	-
2024-2028 Conventional Bus Replacement - Trolleys	2023	415	-	-	39	2	60	238	75	-	-	-
2025 Conventional Bus Replacement	2023	129	-	-	-	19	110	-	-	-	-	-
2024 Conventional Bus Replacement	2023	76	-	-	76	-	-	-	-	-	-	-
2026 Conventional Bus Replacement	2024	470	-	-	-	-	470	-	-	-	-	-
2025-2029 Conventional Bus Replacement - Trolleys	2024	199	-	-	-	19	3	22	73	84	-	-
2029 Conventional Bus Replacement	2027	114	-	-	-	-	-	-	-	114	-	-
Burnaby Transit Centre Electrification	2029	139	-	-	-	-	-	-	-	85	53	-
2031 Conventional Bus Replacement	2029	94	-	-	-	-	-	-	-	-	-	94
Other Fleet												
Expo-Millennium Line Upgrade Program - Fleet Acquisition Phase 2	2019	905	45	284	126	98	104	97	15	-	-	-
2020 Conventional Bus Expansion	2019	101	43	41	-	-	-	-	-	-	-	-
West Coast Express Refurbishment of 28 Bi-Level V Cars (205 Series)	2023	71	-	5	1	10	13	13	13	16	-	-
Mark II (1100-1200) Replacement (60 cars)	2026	356	-	-	-	-	70	142	145	-	-	-
Technology												
BCRTC Enterprise Asset Management Implementation	2017	55	26	1	-	-	-	-	-	-	-	-
Compass Asset Renewal and System Upgrade	2024	216	-	-	15	61	54	86	-	-	-	-
		6,025	464	747	706	726	1,245	831	423	299	53	94

A9: CONVENTIONAL TRANSIT SERVICE LEVELS (THOUSANDS OF SERVICE HOURS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
Bus	5,616	5,679	5,733	5,723	2,705	2,727	2,743	2,749	2,742	2,744	39,160
Seabus	15	15	15	15	9	9	9	9	9	9	114
Rail	1,529	1,538	1,525	1,835	1,344	1,357	1,415	1,522	1,546	1,545	15,156
Total Service Hours (excluding HandyDart)	7,159	7,231	7,274	7,573	4,058	4,093	4,167	4,280	4,297	4,298	54,430

A10: CUSTOM TRANSIT SERVICE LEVELS (THOUSANDS OF TRIPS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
HandyDART Vehicle Trips	1,230	1,297	1,297	1,297	947	947	947	947	947	947	10,802
Taxi Trips	152	152	152	152	111	111	111	111	111	111	1,274
Total Trips	1,382	1,449	1,449	1,449	1,058	1,058	1,058	1,058	1,058	1,058	12,076

A11: TRANSIT FARE RATES

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	
CONVENTIONAL TRANSIT	Adult	Cash	1-Zone	\$3.10	\$3.15	\$3.20	\$3.25	\$3.30	\$3.35	\$3.40	\$3.45	\$3.50	\$3.55	
			2-Zone	\$4.45	\$4.55	\$4.65	\$4.75	\$4.85	\$4.95	\$5.05	\$5.15	\$5.25	\$5.35	
			3-Zone	\$6.05	\$6.20	\$6.35	\$6.50	\$6.65	\$6.80	\$6.95	\$7.10	\$7.25	\$7.40	
	Concession	Cash	1-Zone	\$2.05	\$2.10	\$2.15	\$2.20	\$2.25	\$2.30	\$2.35	\$2.40	\$2.45	\$2.50	
			2-Zone	\$3.05	\$3.10	\$3.15	\$3.20	\$3.25	\$3.30	\$3.35	\$3.40	\$3.45	\$3.50	
			3-Zone	\$4.15	\$4.25	\$4.35	\$4.45	\$4.55	\$4.65	\$4.75	\$4.85	\$4.95	\$5.05	
	Adult Daypass		All zones	\$11.00	\$11.25	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	
	Concession DayPass		All Zones	\$8.65	\$8.85	\$9.05	\$9.25	\$9.45	\$9.65	\$9.85	\$10.05	\$10.25	\$10.45	
CONVENTIONAL TRANSIT														
CONVENTIONAL TRANSIT	Adult	Stored Value	1-zone	\$2.50	\$2.55	\$2.60	\$2.65	\$2.70	\$2.75	\$2.80	\$2.85	\$2.90	\$2.95	
			2-zone	\$3.65	\$3.75	\$3.85	\$3.95	\$4.05	\$4.15	\$4.25	\$4.35	\$4.45	\$4.55	
			3-zone	\$4.70	\$4.80	\$4.90	\$5.00	\$5.10	\$5.20	\$5.30	\$5.40	\$5.50	\$5.60	
	Monthly Pass		1-zone	\$102.55	\$104.90	\$107.30	\$109.45	\$111.65	\$113.90	\$116.20	\$118.50	\$120.85	\$123.25	
			2-zone	\$137.10	\$140.25	\$143.50	\$146.35	\$149.30	\$152.30	\$155.35	\$158.45	\$161.60	\$164.85	
			3-zone	\$185.20	\$189.45	\$193.80	\$197.70	\$201.65	\$205.70	\$209.80	\$214.00	\$218.30	\$222.65	
	Concession	Stored Value	1-zone	\$2.05	\$2.10	\$2.15	\$2.20	\$2.25	\$2.30	\$2.35	\$2.40	\$2.45	\$2.50	
			2-zone	\$3.05	\$3.10	\$3.15	\$3.20	\$3.25	\$3.30	\$3.35	\$3.40	\$3.45	\$3.50	
			3-zone	\$4.15	\$4.25	\$4.35	\$4.45	\$4.55	\$4.65	\$4.75	\$4.85	\$4.95	\$5.05	
	Monthly Pass		All zones	\$58.60	\$59.95	\$61.35	\$62.60	\$63.85	\$65.15	\$66.45	\$67.80	\$69.15	\$70.55	
	WEST COAST EXPRESS													
	WEST COAST EXPRESS	Adult	Cash, one-way	1-Zone	\$6.05	\$6.20	\$6.35	\$6.50	\$6.65	\$6.80	\$6.95	\$7.10	\$7.25	\$7.40
2-Zone				\$6.05	\$6.20	\$6.35	\$6.50	\$6.65	\$6.80	\$6.95	\$7.10	\$7.25	\$7.40	
3-Zone				\$7.85	\$8.05	\$8.25	\$8.40	\$8.55	\$8.70	\$8.85	\$9.05	\$9.25	\$9.45	
4-Zone				\$9.65	\$9.85	\$10.10	\$10.30	\$10.50	\$10.70	\$10.90	\$11.10	\$11.30	\$11.55	
5-Zone				\$13.10	\$13.40	\$13.70	\$13.95	\$14.25	\$14.55	\$14.85	\$15.15	\$15.45	\$15.75	
Adult	Cash, return ticket	1-Zone	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50	\$13.75		
		2-Zone	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50	\$13.75		
		3-Zone	\$15.20	\$15.55	\$15.90	\$16.20	\$16.50	\$16.85	\$17.20	\$17.55	\$17.90	\$18.25		
		4-Zone	\$18.55	\$19.00	\$19.45	\$19.85	\$20.25	\$20.65	\$21.05	\$21.45	\$21.90	\$22.35		
		5-Zone	\$24.85	\$25.40	\$26.00	\$26.50	\$27.05	\$27.60	\$28.15	\$28.70	\$29.25	\$29.85		
Concession	Cash, one-way	1-Zone	\$3.65	\$3.75	\$3.85	\$3.95	\$4.05	\$4.15	\$4.25	\$4.35	\$4.45	\$4.55		
		2-Zone	\$3.65	\$3.75	\$3.85	\$3.95	\$4.05	\$4.15	\$4.25	\$4.35	\$4.45	\$4.55		
		3-Zone	\$4.65	\$4.75	\$4.85	\$4.95	\$5.05	\$5.15	\$5.25	\$5.35	\$5.45	\$5.55		
		4-Zone	\$6.00	\$6.15	\$6.30	\$6.45	\$6.60	\$6.75	\$6.90	\$7.05	\$7.20	\$7.35		
		5-Zone	\$8.10	\$8.30	\$8.50	\$8.65	\$8.80	\$9.00	\$9.20	\$9.40	\$9.60	\$9.80		
Concession	Cash, return ticket	1-Zone	\$7.30	\$7.45	\$7.60	\$7.75	\$7.90	\$8.05	\$8.20	\$8.35	\$8.50	\$8.65		
		2-Zone	\$7.30	\$7.45	\$7.60	\$7.75	\$7.90	\$8.05	\$8.20	\$8.35	\$8.50	\$8.65		
		3-Zone	\$9.40	\$9.60	\$9.80	\$10.00	\$10.20	\$10.40	\$10.60	\$10.80	\$11.00	\$11.20		
		4-Zone	\$11.75	\$12.00	\$12.30	\$12.55	\$12.80	\$13.05	\$13.30	\$13.55	\$13.80	\$14.10		
		5-Zone	\$15.95	\$16.30	\$16.65	\$17.00	\$17.35	\$17.70	\$18.05	\$18.40	\$18.75	\$19.15		

A11 *continued*: TRANSIT FARE RATES

				2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
WEST COAST EXPRESS	Adult	Stored Value - one way	1-Zone	\$5.10	\$5.20	\$5.30	\$5.40	\$5.50	\$5.60	\$5.70	\$5.80	\$5.90	\$6.00
			2-Zone	\$5.10	\$5.20	\$5.30	\$5.40	\$5.50	\$5.60	\$5.70	\$5.80	\$5.90	\$6.00
			3-zone	\$6.65	\$6.80	\$6.95	\$7.10	\$7.25	\$7.40	\$7.55	\$7.70	\$7.85	\$8.00
			4-zone	\$8.15	\$8.35	\$8.55	\$8.70	\$8.85	\$9.05	\$9.25	\$9.45	\$9.65	\$9.85
			5-zone	\$11.00	\$11.25	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25
	Adult	Stored Value, return pass	1-Zone	\$11.25	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50
			2-Zone	\$11.25	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50
			3-zone	\$14.35	\$14.70	\$15.05	\$15.35	\$15.65	\$15.95	\$16.25	\$16.60	\$16.95	\$17.30
			4-zone	\$17.80	\$18.20	\$18.60	\$18.95	\$19.35	\$19.75	\$20.15	\$20.55	\$20.95	\$21.35
			5-zone	\$23.80	\$24.35	\$24.90	\$25.40	\$25.90	\$26.40	\$26.95	\$27.50	\$28.05	\$28.60
	Adult	Monthly Pass	1-Zone	\$166.15	\$169.95	\$173.85	\$177.35	\$180.90	\$184.50	\$188.20	\$191.95	\$195.80	\$199.70
			2-Zone	\$166.15	\$169.95	\$173.85	\$177.35	\$180.90	\$184.50	\$188.20	\$191.95	\$195.80	\$199.70
			3-zone	\$217.70	\$222.70	\$227.80	\$232.35	\$237.00	\$241.75	\$246.60	\$251.55	\$256.60	\$261.75
			4-zone	\$262.65	\$268.70	\$274.90	\$280.40	\$286.00	\$291.70	\$297.55	\$303.50	\$309.55	\$315.75
			5-zone	\$358.70	\$366.95	\$375.40	\$382.90	\$390.55	\$398.35	\$406.30	\$414.45	\$422.75	\$431.20
	Concession	Stored Value, one-way	1-Zone	\$3.05	\$3.10	\$3.15	\$3.20	\$3.25	\$3.30	\$3.35	\$3.40	\$3.45	\$3.50
			2-Zone	\$3.05	\$3.10	\$3.15	\$3.20	\$3.25	\$3.30	\$3.35	\$3.40	\$3.45	\$3.50
			3-zone	\$3.95	\$4.15	\$4.35	\$4.45	\$4.55	\$4.65	\$4.75	\$4.85	\$4.95	\$5.05
			4-zone	\$5.00	\$5.10	\$5.20	\$5.30	\$5.40	\$5.50	\$5.60	\$5.70	\$5.80	\$5.90
			5-zone	\$6.75	\$6.90	\$7.05	\$7.20	\$7.35	\$7.50	\$7.65	\$7.80	\$7.95	\$8.10
	Concession	Stored Value, return pass	1-Zone	\$7.05	\$7.20	\$7.35	\$7.50	\$7.65	\$7.80	\$7.95	\$8.10	\$8.25	\$8.40
			2-Zone	\$7.05	\$7.20	\$7.35	\$7.50	\$7.65	\$7.80	\$7.95	\$8.10	\$8.25	\$8.40
			3-zone	\$8.90	\$9.10	\$9.30	\$9.50	\$9.70	\$9.90	\$10.10	\$10.30	\$10.50	\$10.70
			4-zone	\$11.25	\$11.50	\$11.75	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50
			5-zone	\$15.20	\$15.55	\$15.90	\$16.20	\$16.50	\$16.85	\$17.20	\$17.55	\$17.90	\$18.25
	Concession	Monthly Pass	1-Zone	\$101.55	\$103.90	\$106.30	\$108.45	\$110.60	\$112.80	\$115.05	\$117.35	\$119.70	\$122.10
			2-Zone	\$101.55	\$103.90	\$106.30	\$108.45	\$110.60	\$112.80	\$115.05	\$117.35	\$119.70	\$122.10
			3-zone	\$134.45	\$137.55	\$140.70	\$143.50	\$146.35	\$149.30	\$152.30	\$155.35	\$158.45	\$161.60
			4-zone	\$165.60	\$169.40	\$173.30	\$176.75	\$180.30	\$183.90	\$187.60	\$191.35	\$195.20	\$199.10
			5-zone	\$231.55	\$236.90	\$242.35	\$247.20	\$252.15	\$257.20	\$262.35	\$267.60	\$272.95	\$278.40

A12: PROJECTED FARE REVENUE BY FARE TYPE (\$ MILLIONS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
Regular, Short Term Fares	82	91	95	98	78	81	83	87	89	91	876
Discounted, Short Term Fares	194	216	224	232	186	192	198	207	213	219	2,079
Non-Short Term Fares	183	204	211	219	175	181	187	195	201	207	1,963
Total	459	511	530	549	440	453	469	489	503	517	4,919
Short Term Fares as a Percentage of Total	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%	60%
Program Revenues	127	134	143	149	156	161	166	171	177	183	1,566
Total Fare Revenues	586	645	672	698	596	614	635	660	679	699	6,485

A13: RIDERSHIP FORECAST (MILLIONS OF TRANSIT JOURNEYS)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2022 to 2031
Ridership	211	229	233	236	182	184	187	191	192	194	2,039
Annual Increase (over previous year)	62.9%	8.6%	1.4%	1.5%	-22.7%	1.0%	1.5%	2.0%	0.8%	0.8%	

A14: MAJOR ROAD NETWORK EXPANSION (LANE-KILOMETRES, UNLESS OTHERWISE NOTED)

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Length of the Major Road Network	2,715	2,742	2,770	2,798	2,826	2,854	2,882	2,911	2,940	2,970
Annual Increase (Over Previous Year) (%)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

B1: REGIONAL TRANSPORTATION DCC ELIGIBLE PROJECTS

PROJECT NAME	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
SKYTRAIN AND WEST COAST EXPRESS EXPANSION AND UPGRADES										
Burrard Station Upgrades	✓	✓	✓							
Canada Line Fleet Expansion	✓									
Expo-Millennium Line Fleet Expansion	✓	✓	✓	✓	✓	✓	✓			
Expo-Millennium Line Maintenance and Storage Capacity Expansion	✓	✓	✓	✓	✓	✓				
Expo-Millennium Upgrade Program - Control Center Expansion	✓	✓	✓	✓	✓					
Expo-Millennium Upgrade Program - Systems Upgrade	✓	✓	✓	✓	✓					
Surrey Langley SkyTrain Expansion	✓	✓	✓	✓	✓	✓	✓			
Gilmore Station Upgrade and Expansion		✓	✓	✓						
Surrey Langley SkyTrain Line - Supporting Facility Expansion		✓	✓	✓	✓	✓				
Compass and Fare Gate System Upgrade			✓	✓	✓	✓				
Brentwood Station Upgrades	✓	✓								
Expo-Millennium Upgrade Program - Power Expansion	✓	✓	✓	✓	✓					
Stadium-Chinatown Station Upgrade		✓								
Canada Line Station Upgrades	✓	✓								
Broadway Subway Project - Integration Services	✓	✓	✓	✓	✓	✓	✓	✓	✓	
BUS EXCHANGE/DEPOT AND SEABUS EXPANSION										
Capacity Expansion and Upgrades at Existing Bus Depots	✓	✓	✓	✓	✓					
New Marpole Bus Depot	✓	✓	✓	✓	✓					
Phibbs Exchange Upgrade	✓	✓								
SeaBus Fleet Expansion	✓									
Total Eligible Project Costs (in million of dollars)	433	841	612	676	521	385	108	2	3	
DCC Revenue (in million of dollars)	31.5	29.4	30.9	32.4	33.2	34.0	34.8	35.6	36.5	37.4