

**TRANSLINK BOARD OF DIRECTORS  
PUBLIC BOARD MEETING**

**MINUTES**

December 3, 2025

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Minutes of the TransLink Board of Directors Public Board Meeting held virtually on December 3, 2025 at 9:00 am.

DIRECTORS

Lorraine Cunningham, Chair  
Mayor Malcolm Brodie  
Jennifer Chan  
Gordon Harris  
Stephen Howard  
Darlene Hyde  
Tracy Redies  
Andrea Reimer  
Allan Seckel, Vice Chair  
Mayor Brad West

MAYORS' COUNCIL DESIGNATES TO THE BOARD

Mayor Nicole MacDonald  
Mayor Eric Woodward

MANAGEMENT

Kevin Quinn, CEO  
Jeffrey Busby, COO  
Salima Dattoo, Associate General Counsel

REGRETS

Harpinder Sandhu, Director  
Mayor Linda Buchanan, Mayors' Council Designate to the Board

**1. Call to Order**

1.1. Chair Opening Remarks

Lorraine Cunningham, Board Chair, called the meeting to order at 9:00 am and shared a land acknowledgement.

The Board Chair announced that Stephen Howard would be stepping down from the Board at the end of December, and thanked Stephen Howard for his service on the Board.

Chair Cunningham welcomed Dr. Geraldine Sinclair on her appointment to the TransLink Board in 2026 and shared that Directors Allan Seckel and Tracy Redies have been re-appointed to the TransLink Board as of January 1, 2026.

Chair Cunningham mentioned that her term on the TransLink Board, and as Board Chair, ends at the end of December and expressed appreciation to each of the Board members and TransLink employees she has worked with over her term on the Board. Chair Cunningham welcomed Allan Seckel as incoming Board Chair starting on January 1, 2026 and wished Director Seckel every success in his new role.

Chair Cunningham asked if any Director wished to remove an item from the Consent Agenda for discussion. None noted, Chair Cunningham called on Board Vice Chair Seckel for the Safety Minute.

## 1.2. Safety Minute

Vice Chair Allan Seckel thanked Chair Cunningham for her service to TransLink and the community.

Vice Chair Seckel then provided a safety minute relating to shutting off water and gas valves. He commented on the importance of knowing how to turn off these utilities and knowing where those valves are.

## 2. Public Delegations

Board Chair Cunningham provided a few procedural comments about how the meeting would be structured, noting that with the number of public delegation applicants confirmed to speak, it is clear that HandyDART is an important topic for many.

Mayor West joined the meeting at 9:06 am.

Ms. Griffin spoke about the conditions at the bus loops at the Production Way University SkyTrain station. The delegate recommended improved cleaning and lighting, as well as the installation of benches and barriers to shelter behind during inclement weather.

Zian (Andrew) Cao asked about concession fares for high school students who are over 18 years old. In addition, Mr. Cao indicated that it would be helpful for some customers if WCE operated one train in the opposite direction during each rush hour, and asked TransLink to work with BC Transit to develop a bus route to Squamish.

Chair Cunningham made a few remarks before proceeding with presentation from delegates about HandyDART. She noted that she is familiar with the value of HandyDART service, that it is a critical service for those who rely on it, and is aware that there are opportunities for improvement. TransLink needs to ensure it is delivering the best possible service, while remaining cost efficient and respecting taxpayer dollars.

A total of 43 delegates spoke about HandyDART, representing a wide variety of views about the service and delivery methods. Of those 43 delegates:

- 20 delegates advocated that TransLink should bring the HandyDART service in-house;
- 1 delegate advocated that HandyDART services should be under public control, but not necessarily at TransLink;
- 1 delegate provided a history of paratransit services in Metro Vancouver and opined that the group asking TransLink to bring HandyDART service in-house should develop a detailed plan and present it to TransLink;
- 5 delegates indicated their support of the HandyDART Customer-First Plan and continuing HandyDART as a contracted-out service. They also spoke in favour of the enhancements it provides for, with 1 delegate noting that it was International Day for Persons with Disabilities;
- 1 delegate advised the Board that HandyDART services (regardless of the provider) do not currently meet his needs;
- 10 delegates spoke about the use of taxis as part of the HandyDART service. Some identified taxi services as critical to provide service to as many customers as possible, that it allows for persons with disabilities additional services, and there are training programs to ensure quality of service. Others requested less or no service from taxis as a supplement to HandyDART services; and

- 5 delegates spoke about the quality of service that Transdev, the current operator of HandyDART services, provides.

### **3. Consent Agenda**

The following consent agenda item was adopted:

3.1. Meeting Minutes of October 1, 2025

The following consent agenda item was approved:

3.2. 2026 Development Cost Charges Bylaw Amendment

The following consent agenda items were received for information:

3.3. BC Rapid Transit Company Report

3.4. Coast Mountain Bus Company Report

3.5. Metro Vancouver Transit Police Report

3.6. TransLink Bridges – Operations, Maintenance and Rehabilitation Report

3.7. 2025 Supportive Policies Agreements Annual Report

### **4. CEO Report**

Kevin Quinn, CEO, spoke to the Board about the progress of new programs and initiatives at TransLink since his last report. Key highlights included:

- Winter preparedness activities and working with municipalities to ensure priority routes are cleared first.
- Bus Stop Lighting Program expansion – expanding this program, using a stronger longer lasting light.
- Expo Line Elevator Replacement Program, at Stadium and Waterfront Stations, in addition to ongoing work at Nanaimo and 22<sup>nd</sup> Street Stations. TransLink is planning to upgrade all 22 elevators across all 15 original stations.
- Spreading seasonal cheer and supporting communities in the region.
- Milestone anniversary celebrations across the Enterprise.

Kevin Quinn thanked Chair Cunningham for the Chair's service to TransLink and to transit customers in the region.

### **Committee Chair Reports**

#### **5. Finance and Audit Committee**

Allan Seckel, Committee Chair reported to the Board on topics recently discussed at the November Joint Finance Committee and the Finance and Audit Committee meeting, highlighting:

- TransLink's 2026 budget, recommended for the Board's approval at today's meeting;
- Updates on the Rail Expansion Program;
- The 2025 enterprise sustainability efforts as well as an outlook for 2026;
- The revised 2026 Enterprise Sustainability Framework;
- The quarterly review of safety initiatives; and
- Review of the Q3 Financial and Performance Report.

## **6. Planning, Communities and Communication Committee**

Andrea Reimer, Committee Chair highlighted key areas of focus for the Joint Planning Committee and the Planning, Communities and Communication Committee at its November meetings, including:

- Review of Metro Vancouver's 2025 Housing and Transportation Cost Burden Study;
- An update on Supportive Policies Agreements;
- TransLink's Brand Reputation Survey results; and
- Quarterly updates on Indigenous Relations, public affairs, communications and marketing, customer experience, board correspondence, and key construction updates.

## **7. Human Resources and Governance Committee**

Jennifer Chan, Committee Chair reported on key topics at the November Human Resources and Governance Committee meeting, and highlighted the quarterly People and Culture report and a deep dive into Equity, Diversity and Inclusion efforts and initiatives across the enterprise.

## **8. Information Technology (IT) Committee**

Tracy Redies, Committee Chair reported on the topics from the Committee's recent meeting. These included reports on significant technology projects, including the risks that Management and the Committee are monitoring, a Data Analytics and AI Strategy, and an update on the Enterprise Digital Strategy. Changes to the Acceptable Use of Computing Systems were also presented to the Committee and were recommended for the Board's approval.

## **9. 2026 Business Plan, Operating and Capital Budget**

Patrice Impey, CFO provided an overview of the 2026 Business Plan, Operating and Capital Budget with highlights including already planned expansion, future expansion, and the need for a new funding source to address financial pressures from 2028 onwards. Given the current financial climate in light of tariffs and other drivers, TransLink's focus on 2026 will be managing expenses and prioritizing what is necessary for expansion.

Patrice Impey provided a summary of the expectations for total revenues. It was noted that expansion and inflation are the key drivers of TransLink's 2026 expenses. The ratio of support services to frontline transit services is 14%, which is low in comparison to 21% for peer agencies. There were no headcount increases except as required for expansion and regulatory requirements.

Management responded to questions on the proposed 2026 Business Plan, Operating and Capital Budget, including questions regarding the opening of the Broadway Subway Project in 2027, the alignment of the 2026 budget with the 2025 Investment Plan, the commitments from the 2024 efficiency review, and how TransLink is dealing with inflationary increases and impacts from tariffs.

After discussion,

**IT WAS MOVED and SECONDED**

That the TransLink Board of Directors approve the proposed 2026 Business Plan, Operating and Capital Budget attached as Attachment 1 to the report dated November 24, 2025 titled "2026 Business Plan, Operating and Capital Budget".

**CARRIED**

**10. HandyDART Customer-First Plan and Delivery Model Review**

Chair Cunningham thanked the many public delegates who spoke during the meeting. She also remarked that the TransLink Board has a fiduciary duty to act and make decisions in the best interests of TransLink, from both a financial and customer perspective.

Kevin Quinn, CEO, introduced the report about the HandyDART Customer-First Plan and the HandyDART Delivery Model Review, thanking delegates and then highlighting the process that TransLink undertook to review all aspects of HandyDART service. The CEO also indicated that the HandyDART Customer-First Plan is the roadmap to make the improvements that the review noted are needed to improve service for customers. The Plan outlines 19 targeted actions that span the full scope of HandyDART. A continued partnership with a specialized provider for service delivery is how TransLink would enable the improvements.

Kevin Quinn emphasized that Management had considered all options while making sure the recommended path forward reflects the Board's mandate to operate a safe, customer-focused, and cost-effective system, as well as deliver the *Access for Everyone* plan and remain fiscally responsible.

Sarah Ross, VP Transportation Planning and Policy also thanked the delegates for taking the time to share their perspectives this morning. Sarah Ross noted how HandyDART is a critical part of the transit system and provided metrics to the Committee regarding the number of trips and various customer satisfaction scores. It was also outlined that the engagement that has taken place as part of the delivery model review. Management also discussed the four customer priorities:

- Service availability and flexibility;
- Convenient, reliable service;
- Taxi quality and care; and
- Customer service.

Sarah Ross provided further information about each priority, including the relevant initiatives from the Customer-First Plan. Ms. Ross also advised the Committee that the delivery model review evaluated trade-offs between different service delivery options. A split structure with a modernized contract is consistent with the provincial mandate as it is cost-effective for taxpayers, responsive to the concerns of transit riders, and not duplicative of administration.

The recommendation was to continue with a split-structure delivery model, working with a specialized provider. The financial and implementation benefits are of critical importance and outweigh the trade-offs.

The Board also received a summary of the stakeholder meetings that have occurred since November 25, 2025.

It was noted that the Board report reflects a correction to a previous statement that was inadvertently made in a June 2025 Board report. That report inadvertently implied Transdev

retired employees receive transit passes. These passes have been bargained for by ATU Local 1724 and agreed to by Transdev. TransLink has provided information to Transdev to allow Transdev to implement the distribution of transit passes to retired employees.

Management answered questions from the Board about various aspects of the report, including the ranges and estimates of future costs, the future procurement processes, and the options for services provided in the report.

After further discussion,

**IT WAS MOVED AND SECONDED**

That the TransLink Board of Directors endorses the HandyDART Customer-First Plan, as attached to this report, and directs staff to proceed with implementation of the Customer-First Plan, including partnering with a specialized service provider under a modernized agreement with strengthened performance and accountability standards, for the delivery of HandyDART service.

**CARRIED**

Directors Howard and Reimer, and Mayor West voted against the motion.

Chair Cunningham thanked everyone for their deep and thoughtful consideration of this issue, and Management for their work and continued focus on this critical service for our customers.

**11. Conclusion**

The Public Board Meeting concluded at 2:50 pm.

**Certified Correct:**

**Lorraine Cunningham (Approved Typed Signature)**

**Salima Datoo (Approved typed Signature)**

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Lorraine Cunningham  
Board Chair

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Salima Datoo  
Associate General Counsel