

TO: Board of Directors

FROM: Kevin Desmond, Chief Executive Officer

DATE: May 15, 2020

SUBJECT: Public Delegation at the March 26, 2020 Board of Directors Meeting

EXECUTIVE SUMMARY

The Board received two written submissions from public delegations at its March 26, 2019 Board meeting. Management followed up in writing with the delegation after the meeting.

Due to the COVID-19 pandemic, the TransLink Board of Directors invited written submissions from public delegations for its March 26, 2020 Board meeting, rather than in person speakers. On March 26, 2020, the Board received two written submissions from public delegations on the following topics:

- **HandyDart Bus Cleaning Protocols**
 - The delegate wrote in favour of maintaining enhanced cleaning measures currently being implemented on HandyDart buses in response to the COVID-19 pandemic on an ongoing basis and at TransLink's cost. The delegate shared their individual experience with passengers and cleaning protocols as a bus operator many years ago.
 - Management responded in writing to confirm that Management will consider the delegate's recommendation to continue the emergency cleaning protocols currently in place for COVID-19 into the future, and that cleaning and vehicle maintenance continues to be taken seriously by TransLink. It was also noted that cleaning costs are currently paid by TransLink and compliance with cleaning protocols is monitored on an ongoing basis.

- **HandyDart Services during the COVID-19 Pandemic**
 - The delegate wrote to recommend various precautions to consider for implementation on HandyDart services during the COVID-19 pandemic to maintain the important service HandyDart provides to its customers. Measures included limiting the number of passengers per bus per trip, eliminating fare collection on buses, increasing cleaning of vehicles, and prioritizing provision of Personal Protection Equipment supplies.
 - Management responded in writing to advise that most of the recommendations made by the delegate have been implemented, such as provision of Personal Protective Equipment for operators, discontinuance of fare collection at this time and enhanced cleaning measures to disinfect buses daily with deep cleaning once a week. It was also noted that demand had reduced to only 15% of HandyDart's usual business, which has resulted in 75% of trips consisting of single person travel and another 21% consisting of only two-person travel.

TransLink Strategic Priority: Implement the Mayors' Vision

Fleet and Infrastructure

Phase 2 Mark III status update:

Manufacturing of the last Mark III (train 14) at Bombardier's Plattsburg plant continued in Q1, while testing and commissioning of trains 9-13 occurred at their Kingston facility, and in Burnaby at BCRTC's operations and maintenance centre. BCRTC has fully commissioned eight trains of this order and have a total of 60 Mark III vehicles in revenue service. The following is a summary of what stage each remaining train is currently at:

- Train 9 is in stage 3 testing and is in revenue service.
- Train 10 is undergoing quality assurance.
- Train 11 is undergoing stage 1 testing.
- Train 12 is undergoing pre-flight testing prior to starting stage 1.
- Train 13 is being prepped for pre-flight testing.

Modernize infrastructure to increase capacity and accommodate growth

With future network expansion on the horizon and the expected ridership growth that SkyTrain is likely to experience with it, it is vital to modernize the system's infrastructure to ensure resiliency and reliability of the transit service BCRTC provides.

- BCRTC Rail Infrastructure department was able to complete over 4.2 kilometres of running rail grinding in Q1 as part of BCRTC's annual grinding program. This represents approximately 50% of the planned rail grinding for Q1 due to a mechanical failure of the in-house grinder and the COVID-related cancellation of the contract grinder.

Elevating Devices

The Expo Line Escalator Replacement program progressed successfully in Q1. When finished this project will replace 37 escalators at 13 Expo Line Stations by the end of 2023.

- Work continued in Q1 for the replacement of two escalators at Granville station along the corridor between the Granville Street entrance and the HSBC entrance. Escalator replacement work at Granville SkyTrain station is nearly complete and it is anticipated that this project will be successfully completed by the end of Q2 2020.
- Work continued in Q1 for the replacement of two escalators in the south stationhouse at Commercial-Broadway station. This project is on track to be completed in Q3, within the scheduled completion timeline.
- Going into Q2, escalator replacement work will be occurring at Waterfront, Gateway, Columbia, and Burrard Stations. The COVID-19 pandemic has allowed the project team to bring the Waterfront replacement forward, allowing for work in this station to progress ahead of schedule with no extra cost and limited impact to passengers.

Fleet expansion and management

- The SkyTrain fleet expansion project for 205 more train cars needed for ridership growth is currently in the Request for Proposal stage. Bidders are preparing proposals to be submitted to TransLink in Q2 of this year.

- A 10 year fleet management plan detailing the timing of condition assessments, refurbishments, overhauls, and retirement was successfully developed in Q1.

Implementation of McNeil recommendations

- The OMC1 power system upgrade project continued in Q1. This project reduces the risk of service disruptions by upgrading aging power equipment, while also improving resiliency and system continuity redundancies for critical system elements, which was a key recommendation within the McNeil report. Progress in Q1 included the construction of floor slabs, structural walls, roof trusses and sheeting.
- EAM Implementation began in Q1 with the onboarding of the System Integrator (Team Deloitte). Discovery workshops were held with all stakeholders to kick off the program.

TransLink Strategic Priority: Maintain a State of Good Repair

Safety

Safety Management System (SMS)

- Document review and stakeholder consultation to update BCRTC Safety Management System (SMS) were ongoing in Q1. Technical Safety BC has informed BCRTC they will introduce a new, industry wide SMS standard. We expect the final version at the start of Q3, which will help us to further professionalize our safety management approach. The focus will shift from avoiding and containing hazards to identifying and reduce risk.
- In January, BCRTC's Safety department combined our SMS with the SkyTrain Safety Policy and Procedures Manual. Having two separate documents proved inefficient as staff would not know which document to use. There were also document control issues with having two documents that required updating. Combining the SMS and the SSPPM streamlines access for staff; giving them the most up-to-date and accurate information in a single document.
- Foundational work to restructure the Joint Health & Safety Committee started in March with the goal to have a high performing JHSC that understands their role within the organization and ensure we capture what is required by WSBC. The restructured JHSC will have a strong representation from across the organization, strengthen the process to identify how information flows to the committee, capture certain information to be compliant with WSBC, and have members better understand their roles within the committee.

Lost Time Incidents

The first quarter of 2020 was successful in terms of employee related lost time incidents. In total, 10 LTI claims were accepted by WorkSafeBC in Q1 compared to 14 in Q1 2019. The lost time frequency rate of 4.4 is below the target of 5.2 for 2020. A contributing factor to this success has been BCRTC's guideway department which has not recorded a lost time incident in the last five months. The focus on Zero Harm will continue to enforce message to take care of each other, follow process, and not take shortcuts that will put people in harm's way.

Several safety initiatives have been developed to address employee safety and injury mitigation including:

- Actively engaging with departments that have higher rates of injury incidents to identify opportunities. These departments have put together special task forces to analyze the issue and identify initiatives.

- New safety programs are being developed or updated such as; prime contractor, FLHA (Field Level Hazard Assessment), fatigue management, Accessing Automatic Train Control, and hot work program.

Physical assaults on employees

The physical safety of our employees is the company's top priority. The foundations for a zero harm workplace have been laid out for our customer-facing staff. This includes updating Rapid Risk Assessment training to expand it from STAs to other departments that may encounter potentially violent situations in customer-facing situations. Rapid Risk Assessment teaches employees how to respond appropriately to the risk of violence in order to minimize harm.

- There were five physical assaults in Q1 2020. The year-to-date rate is 2.21 assaults per 200,000 hours worked, which is slightly higher than 2019 (2019 YTD: 1.89). Physical assaults include any assaults on staff: physical, verbal abuse, intimidation, and bullying.

Passenger Injury rate

- The passenger injury rate (1.04) on the Expo and Millennium Lines is close to the target (1.0) for Q1. In total, there were 25 passenger injuries on our system with the majority involving slip, trips and falls. BCRTC continues to work with TransLink to encourage customers to slow down and hold on while using our system.

Our People

Employee and contractor training

- BCRTC's Training department continued SkyTrain Attendant refresher training in Q1. Topics covered in Q1 included reviews of system rules and medical emergency procedures. In addition, the department was able to complete new hire, hostler, safety, janitorial, contractor, and equipment training courses this quarter.

By mid-March, due to COVID-19 measures, courses were moved online through video conferencing or in person with smaller, more frequent classes. Most classes have been resumed, but in a modified manner to comply with COVID-19 physical distancing measures.

Maintenance

Despite the constraints of physical distancing, the important work of maintaining and repairing trains, track, systems and infrastructure by our rolling stock and guideway teams continued in Q1. In some cases, productivity (especially with inspection of trains) was able to improve due to reduction of service implemented in March.

Railway infrastructure maintenance activities:

Replacements:

- One full turnout change out (switches and component rail)
- Three component change outs
- Three switch machines
- One 40 foot plug replaced

Grinding:

- 4.2 km of mainline track
- 18 switches

Other:

- Four track sections of LIM lowered
- Changes 21 track sections of rail securement clips

Rolling stock maintenance activities this quarter:

Replacements:

- 466 wheelsets lathed/turned
- 24 door operators
- 29 wheelsets changed out
- Four trucks changed out
- Nine MKI door operators

Inspections:

- 642 train cars inspected. Inspections are performed every 20,000 kilometres.

MK I refurbishment:

- Out of the 114 MKI cars (100 – 400 series) only six remain to go through the refurbishment process (floors/seats/stanchions).

Capital & Major Business

State of good repair

- Four State of Good Repair projects (running rail replacement, MKI refurbishment, station and substation roof replacement, and ATC Recovery project) are slightly delayed due to physical distancing requirements for COVID-19. It is anticipated that completion will only be affected by 1 to 3 months.
- In order to accommodate future growth of the SkyTrain network, more workstations, training and flex space is needed at OMC1/2. Work to convert storage space into office space began in Q1. However, due to physical distancing measures, the project experienced delays near the end of Q1 and the needs of the business are being revalidated.

Continuous Improvements

Performance Reporting

- In Q1, process documentation for performance reporting data collection and management was completed for all areas feeding key corporate KPIs. To further improve the integrity of performance reporting data, the next focus is to document data creation and storage through the Data Quality Assessment project.
 - The Data Quality Assessment project will provide an assessment of the chosen business areas' data. The quality of the data will be assessed against the following metrics where applicable: *completeness, accuracy, consistency, validity, timeliness and standardization.*
 - Business areas will receive a breakdown on the quality of their data once the assessment has been completed.
 - Work has started with Operations data providers and will move next to the Maintenance data providers. The Data Analysis Working Group will meet at the end of May to review initial thoughts.

TransLink Strategic Priority: Enhance Customer Experience

Expo and Millennium SkyTrain Service

As was reported at the [last Board meeting](#), SkyTrain's on-time performance (OTP) and service delivery key performance indicators were severely affected by the snow storms experienced by Metro Vancouver over 10 days in January. This is reflected in our Q1 performance as follows:

Service delivery

- In Q1, BCRTC delivered 97.5% of scheduled service which was below the target of 99.7%

On-time performance

- Q1 on-time performance of 92.0% was below the target of target of 96.5%. The month of January experienced the lowest OTP, due to weather events, but rebounded for February and March with the latter achieving OTP target.

SkyTrain service delays

- There were 28 service incidents in the 16-30 minute delay category in Q1. This is above the target of 12 incidents per quarter. The main causes for delays were weather events, train door issues, track intrusions, and medical emergencies. Most delays in this category were in January (21). 13 were during the snow events.
- There were 17 delays over 30 minutes in Q1.
- In total, SkyTrain experienced 45 delays in the first quarter of 2020.
- All delay events 15 minutes or longer are reviewed internally to explore lessons learned and identify improvement opportunities. Examples of actions taken include:
 - Improved customer communications and announcement strategies developed and implemented
 - Improved procedures and instruction for addressing door faults implemented
 - New track switch inspection frequencies implemented
- A comprehensive review of our performance during the January snowstorm was conducted which resulted in several revisions being made to our Snow Plan aimed at improving service delivery in difficult conditions. Some key actions taken include:
 - Vehicle doors being sprayed with de-icing solution prior to trains entering service
 - 4-car trains instead of 2-car trains operating on the Millennium Line to increase capacity
 - Trains operated at slower speeds which reduced freezing and ice build-up in doors.
 - A “pit crew” style response was set up at terminus stations with maintenance staff clearing ice build-up and spraying de-icing solution on all train doors

COVID-19 Related Service Reduction

Near the end of Q1, service on SkyTrain, West Coast Express and Canada Line was reduced to reflect the dramatic drop in ridership due to COVID-19 physical distancing measures put in place by the Provincial Health Officer.

- Expo/Millennium Line – Peak service reduced by about 18%, and also reduce the late evening service on Friday and Saturday nights to be the same as Sunday to Thursday nights.
- Canada Line – Peak service reduced to 16 trains from 20.
- West Coast Express – Train 2 east and westbound removed from the service schedule.

Ridership

Prior to the physical distancing and essential travel measures put in place by the Public Health Officer in March, SkyTrain ridership was above the totals experienced over the same period in 2019. In January and February of this year, SkyTrain had 18.2M boardings, which is an increase of 0.4M boardings compared to January and February 2019.

- COVID-19 measures directly affected ridership March 2020, which saw 5.8M boarding on the Expo and Millennium lines. This is dramatically below the 9.5M boardings normally seen in March.
- Overall, Expo and Millennium Lines recorded 24.0M boardings for Q1. This is 3.5 million less boarded passengers compared to 2019.

Customer experience

- Escalator availability was above target for Q1, with favourable scores for seven straight months.
- Customer Service Performance survey conducted in Q1 for Expo and Millennium SkyTrain service was similar to Q1 of 2019; missing the quarterly target by 0.1 with a score of 8.2. Improvements in scores for service frequency, not being overcrowded, graffiti free, and staff being helpful were noted.
- Total customer complaints in 2020 were below 2019 but the complaint rate in Q1 was above target. 56% of the complaints in Q1 2020 were in January and were related to weather-induced delays experienced in January.
- West Coast Express complaints in Q1 were significantly higher than what the service normally experiences. 62% of complaints in the quarter were recorded in January due to issues related to weather, CP slow orders for track maintenance, CP signal issues, and locomotive mechanical failure. In March, the majority of the complaints were attributed to COVID-19 service reductions.

Implementation of McNeil recommendations

An important part of the McNeil Report was the recommendation to improve customer communications during delays. This recommendation includes upgrades to digital displays (platforms, entrances, general) public address systems and closed circuit TV which were aging and had not been upgraded since the beginning of SkyTrain. All these measures provide a better daily customer experience while also being a valuable communications tool during protracted delays.

- In Q1, the following stations had PIDS/CCTV/PA project work performed: Rupert, Gilmore, Renfrew, Commercial, VCC-Clark, Patterson, Metrotown, Granville, 29th Avenue, Nanaimo and New West.

Renewal of SkyTrain cleaning contract

- A new cleaning contractor began service in December. The new contractor has been instrumental in much of the enhanced cleaning and disinfecting work implemented to protect customers and employees due to the COVID-19 pandemic. They have shown high levels of flexibility and professionalism.

COVID-19 Safety Measures implemented in Q1

BCRTC implemented several measures at the beginning of March to help slow the spread of the COVID-19 virus in stations and staff work areas. These measures followed the advice of the provincial health authority to clean and sanitize high touch area and promote physical distancing.

Customer facing:

- All trains cleaned and disinfected nightly. This is an increase from our regular train cleaning practice which amounts to 80% of trains cleaned daily. All stanchions, seats, ceilings and handles are sprayed and wiped down. We also spray and wipe down inside windows and sills and silent emergency bar.
- Every train interior is sprayed down prior to the commencement of maintenance activities.
- All BCRTC assets at stations cleaned and disinfected once a day. All stair and escalator hand rails, elevator buttons, door handles, fare gates, compass vending machines, garbage handles, benches, seats, emergency cabinets and emergency phones, and rails along the platform completely wiped down.
- All West Coast Express trains cleaned and disinfected every day between runs at Waterfront and all touch points are cleaned again at night when trains are out of service in Mission.
- Roving cleaning personnel throughout the system. Dedicated cleaning teams at our busiest stations.

Employee facing:

- Restricted access to critical business areas to ensure service continuity. This includes the Control Room where daily cleaning and disinfecting of workstations occurred.

- Restricted access to BCRTC's operations and maintenance centre (OMC) to employees only.
- Enhanced cleaning and disinfecting of all high touch areas at OMCs and crew rooms.
- Implemented a new deployment strategy for SkyTrain Attendants. STAs now deploy from individual stations rather than central report locations. This reduced employee-to-employee exposure by ~95%.
- Implemented remote working measures for those employees that could work from home without affecting operational business requirements.

Key Performance Indicators – as of March 31, 2020	SkyTrain (excluding Canada Line)			West Coast Express		
	Mar. YTD Target	Mar. YTD Actual	Mar. YTD Last Year	Mar. YTD Target	Mar. YTD Actual	Mar. YTD Last Year
Customer Experience				Customer Experience		
Customer Service Performance Survey – SkyTrain Service Overall (Q1 Results) ¹	8.3	8.2	8.2	8.6	8.9	9.4
Boarded Passengers (in thousands) ²	28,813	24,029	27,498	651	539	658
Customer Complaints (per million boarded passengers) ³	14.8	16.6	15.3	95.0	142.9	77.5
Safety				Safety		
Major Passenger Injuries (per million boarded passengers) ⁴	1.00	1.04	1.35	0.4	0	1.52
Employee Lost Time Frequency (per 200,000 hours worked) ⁵	5.2	4.4	6.6	0	0	0
Physical Assaults (per 200,000 hours worked) ⁶	2.0	2.2	1.9	0	0	0
Total Recordable Incident Frequency		23.4	35.5			
WSBC Inspection/Orders ⁷		1/0	0/0			
Operations				Operations		
On-Time Performance ⁸	96.5%	92.0%	94.5%	97.8%	90.4%	95.2%
Percentage of Scheduled Service Delivered ⁸	99.7%	97.5%	98.1%	99.9%	96.1%	100.0%
Service Delays 16 – 30 Minutes ⁸	16	28	18	-	-	-
Service Delays 30 Minutes or more ⁸	7	17	12	-	-	-
Finance				Finance		
Operating Cost per Vehicle km ⁹	\$3.86	\$3.72	\$3.51	\$14.31	\$13.74	\$13.55
Operating Cost per Capacity km ⁹	\$0.042	\$0.043	\$0.041	\$0.097	\$0.093	\$0.092

1 The TransLink Customer Service Performance survey is completed quarterly for Expo/Millennium Lines and bi-annually for West Coast Express. BCRTC Q1 results were similar to Q1 2019, but lower than the target. Comparing to 2019 average performance, improved areas include service frequency (+0.1), not being overcrowded (+0.2), graffiti free (+0.1), and staff being helpful (+0.1). The scores on staff availability is showing a declining trend (-0.1).

WCE bi-annual results received in March was -0.8 lower than same period in 2019 but higher than its target. Comparing to the 2019 average performance, improved area was staff being helpful (+0.4). The scores in providing on-time service had a -0.6 drop over 2019 average performance.

2 The COVID-19 pandemic has resulted in a substantial decrease to our ridership. Ridership began dropping the week of March 9 to 13 and continued dropping until the last week of the month at which point daily journeys and boardings were over 80% lower than the equivalent period in 2019. Comparing to the same period in 2019, EM ridership increased by 2.5% in first two months of 2020, then dropped by 40% in March.

Comparing to the same period in 2019, WCE ridership decreased by 4.4% in first two months because of 24 trip cancellations (A locomotive failure in January caused 9 trip cancellations, protestor blockages during February caused 15 trip cancellations). In March, the ridership dropped by 46% compared to March 2019.

<p>3 EM total number of complaints in Q1 2020 is lower than Q1 2019, but complaint rate in Q1 was up. There were 399 complaints in Q1 2020, including 225 in January, 97 in February and 77 in March. Most of the complaints were related to delays, and a significant portion were from January due to several weather-induced long delays in that month. In Q1 2019, total number of complaints were 420.</p> <p>WCE complaints rate was up by 84% compared with the same YTD period in 2019. The majority of complaints were from the January locomotive failure caused trip cancellations, snow removal in parking lots and stations, and also the slow orders resulted from CP Rail's annual track maintenance program.</p>
<p>4 EM passenger injuries per million boarded passengers had a 23% drop compared to the same quarter last year, but it's trending higher comparing to past three quarters (Q2 2019-Q4 2019). In total, there were 25 passenger injuries recorded in Q1, including 16 slips, trips and falls, 6 emergency brake-related injuries, 2 falls due to intoxication and passenger error, and 1 unintentional, non-fatal train human contact.</p>
<p>5 LTIF is below target for Q1. Claims in Q1 2020 are comprised of: 3 overexertion, 3 falls, 2 repetitive strain injuries, and 2 mental health-related claims. Although injury rate was trending upwards since 2016, 2020 injury rate showed an improvement of 33% over 2019 YTD (6.6), and slightly higher than 2018 YTD (4.1).</p> <p>There were no Lost Time Incident claims for WCE in 2019.</p>
<p>6 There were 5 physical assaults in Q1 2020. The year-to-date rate is 2.21 assaults per 200,000 hours worked, slightly higher than 2019 (2018 YTD: 1.02, 2019 YTD: 1.89).</p>
<p>7 A WorkSafeBC occupational safety or hygiene officer may visit worksite to conduct an inspection. An inspection report details findings of a worksite visit by a WorkSafeBC officer. It documents any points of discussion and recommendations. The inspection report may include a compliance order. The order covers any violations found of the Workers Compensation Act or Occupational Health and Safety Regulation and provides a deadline by which the employer must comply.</p> <p>In Q1 2020, BCRTC had one WorkSafe BC inspection, and there was no compliance order from the inspection.</p>
<p>8 EM's OTP in Q1 2020 was 92.0% and Service Delivery was 97.5%. Compared with the same Q1 period in 2018 and 2019, both KPI's showed their lowest performance. Snow conditions during Jan 10-19 significantly compromised both metrics, and negatively affected the overall performance for the quarter. The metric for delay incident changed from "Service Disruption over 15 minutes" to "Incidents with duration over 15 minutes". Service disruption captures the total time between an incident happening until alternative service is provided. Duration captures total time between an incident happening until the system is fully recovered.</p> <p>WCE's % of trips delivered in Q1 2020 was 96.1% and OTP was 90.4%, which were the lowest quarterly performance in over three years. 24 out of scheduled 622 trips were cancelled during Q1. COVID-19 related service reduction was not counted as cancellations. A locomotive failure in January caused 9 trip cancellations, protestor blockage during February caused 15 trip cancellations.</p>
<p>9 Operating cost includes Allocated Costs; excludes 3rd Party Revenues and Depreciation. For the three months ended March 31, 2020 Expo and Millennium operating cost was favourable to budget due to timing of condition assessments and lower labour costs driven by vacancies, partly offset by higher maintenance activities, snow and ice removal cost, and power costs. Operating Cost per Capacity km was slightly higher than target due to lower capacity kms related to the under usage of Mark III cars as well as service reductions due to inclement weather. Operating costs were higher in Q1 2020 compared to 2019 mainly due to increased labour costs, maintenance activities and contractual and inflationary increases.</p> <p>For the three months ended March 31, 2020 West Coast Express operating cost was favourable to budget largely due to lower contact services costs and, maintenance expenses offset by higher snow and ice removal costs. The operating cost metric variances to budget are driven by favourable cost variance slightly offset by lower vehicle and capacity kms due a locomotive failure in January, protestor blockages during February, and COVID-19 related service reduction in March. Operating Cost per Vehicle and Capacity km were slightly higher in Q1 2020 compared to 2019 because the lower kms and capacity due to trip cancellations offset the slight decrease in operating costs from lower fuel rates and snow and ice removal costs.</p>

TransLink Strategic Priority: CUSTOMER EXPERIENCE AND PUBLIC SUPPORT

CUSTOMER EXPERIENCE

Service Reduction

- CMBC was completely devoted to mitigating issues related to the COVID-19 pandemic in the latter portion of Q1 2020. In response to a significant decrease in ridership due to stay-at-home orders from the BC Provincial Health Officer, on March 23, CMBC began to strategically cancel approximately 10% of off-peak bus routes/trips and Frequent Transit Network (FTN) trips in order to balance service to demand.
- On April 6, with ridership continuing to decline, CMBC increased service reductions to 20%. Routes with significantly lower ridership were cancelled. Priority was given to maintaining service on busier routes with higher levels of ridership.
- On May 11, in response to Premier Horgan's announcement of the BC Restart Plan, CMBC reduced the pre-cancellation target to 10% to better meet demand on some busier routes.

Essential Service Trips

- In support of the Provincial Health Authority requirements, CMBC was asked to assist in transporting repatriated Canadians to undisclosed hotel locations to self-isolate on their return to Canada.
- To protect the Transit Operator on these trips, CMBC retrofitted two buses with vinyl barriers that completely enclose the driver's area.

Front/Rear Door-Boarding and Fare Collection

- Starting on March 20, to support the health and safety of Transit Operators during the COVID-19 pandemic, CMBC moved to rear-door boarding and suspended fare collection on buses.
- As BC began to re-open, CMBC and contracted services resumed front door boarding and fare collection on June 1. HandyDART also resumed fare collection on June 1.

Customer Information Services

- Hours of operation were temporarily reduced due to the impact of COVID-19 on ridership and the number of daily calls received. As of May 18, Customer Information reverted to its standard operating hours of 5:30 a.m. to 12:30 a.m. on weekdays and 6:30 a.m. to 11:30 p.m. on weekends.
- New for 2020, Live Chat availability was expanded on May 24 to include Sundays. Customer Information is now using Live Chat to assist customers 7 days a week, from 6:30 a.m. to 11:30 p.m. on weekdays and 7:30 a.m. to 10:30 p.m. on weekends.

Wheelchair-accessible Bus Stops

- As of the end of March 2020, CMBC reached 79.3% for bus stop wheelchair accessibility with 6,663 accessible stops across the system.

Access Transit Service Delivery (ATSD) Update

- *Ridership* – In the first two months of 2020, HandyDART ridership was growing consistently, regularly exceeding the ridership levels set out in the 10 Year Investment Plan. There was concern that continued growth at this rate would create significant capacity issues and possibly exceed the budget as more service hours than plan was being used. As a result, a financial review was initiated. In March, however, the COVID-19 pandemic began, and ridership dropped by 85%.
- *Trip denials* – Denials continued to be at record low levels prior to the COVID-19 pandemic. Considering physical distancing guidelines, HandyDART was delivering 76% of trips as single-person trips and 22% as two-person trips. Three-person trips are minimal – usually occurring only in peak times – and are all on “midi buses” (micro buses hold up to 8 passengers; midi buses hold up to 14).
- *System* – With the financial impacts of COVID-19, only the planned ViewPoint enhancement will continue as planned. ViewPoint is an operations module which allows First Transit to better schedule trips and allows visibility into day-of operation so adjustments can be made more easily.
- *Travel Training* – Travel Training started robustly in 2020 with over 550 participants enrolled in workshops provided in January and February. Sessions were cancelled in March due to the COVID-19 pandemic and videos were posted on the TransLink website to ensure customers could access the training, if needed.
- *Complaints* – During the COVID-19 pandemic, complaints trended down, and focused mostly on physical distancing concerns. Prior to the pandemic, the main topics of complaints were usually scheduling and operator behaviour.

SAFETY

Responding to the COVID-19 Pandemic: Our Customers

- Reduced seating capacity by 65% on buses and SeaBus to maintain physical distancing.
- Increased cleaning and disinfecting of the entire conventional fleet and SeaBus to every 7 days (from a 30-day cycle) as a preliminary step in CMBC’s pandemic response. Then, as of mid-May, increased again to two times per week.
- Increased cleaning at bus loops and changed to chemical disinfectants.
- Frontline employees were provided with pins to remind customers to allow 2 metres distance.
- Customer messaging to stay home if sick to reduce transmission amongst customers.

Responding to the COVID-19 Pandemic: Our Employees

- Supported physical distancing on board buses to protect the health and safety of our Transit Operators:
 - Switched to rear-door boarding and suspended fare collection on buses
 - Added temporary sneeze/droplet barriers to buses without fixed barrier protection – testing was successfully completed and approved by a joint CMBC/Unifor committee
 - Relocated the “red line” to keep customers from standing close to the driver’s area
 - Suspended the practice where Transit Operators secure wheelchairs
- Physical distancing measures were implemented at all CMBC facilities:
 - Removal of chairs from lunchroom and bullpens
 - Gym and shower facility closures
- Buses outfitted with “Supply Kits” for Transit Operators’ use consisting of:
 - Individually wrapped 70% alcohol wipes

- Latex-free gloves
- Instructions on how to safely put on and remove gloves
- Increased frequency and intensity of cleaning:
 - Purchase of personal protective equipment (PPE) for employees, cleaning products and backpack spraying units for fleet and facility disinfection
 - Daily disinfectant spraying of employee common areas in all facilities and increased disinfection of high-touch areas: bulletin boards, door handles, light switches, shops and parts counters
 - Daily disinfectant spraying of garage vehicles: yard trucks, mobile mechanic vehicles
 - Deep cleaning deployment if an employee reports ill or has been exposed
 - Loaned handheld sprays to Transit Security, Transit Police and RCMP Richmond, and provided training on proper usage for their vehicles
- Hand sanitizer dispensing units strategically placed at all CMBC facility entrances and replenished weekly or as needed.
- Prioritized the use of critical personal protective equipment (i.e. N95 masks) based on high-risk work (i.e. grinding and sanding in Maintenance) and tasks where physical distancing was not achievable (i.e. KN95 masks for Transit Security Officers).
- Introduced a health and safety checklist for the approximately 300 CMBC employees working from home to highlight the necessary elements of safely working from home.
- CMBC reported three WorkSafeBC Inspection Reports where Transit Operators exercised their right to refuse work believed to be unsafe due to COVID-19; four inquiries about CMBC COVID-19 response and control measures, and one report investigating an employee exposure to bus cleaning disinfectant.

Transit Operator Protection Barriers

- At the end of March, Maintenance Engineering began to design and develop temporary vinyl barriers for the Community Shuttles and Orion highway coach fleet (buses with only a front door, thus not capable of doing rear-door boarding). Made of clear vinyl material, the temporary barriers underwent thorough testing for enclosure protection, glare and ease of use. By mid-April, Fleet Maintenance crews completed installation of the barriers on the entire Community Shuttle and Orion highway coach fleet, thus providing their Operators with peace of mind.
- Installation of permanent Operator Protection Barriers were accelerated this year due to the pandemic. By May 11, 100% (918 total units) of planned installations were complete.
- Further modifications were implemented on all barrier types as CMBC prepared to resume front-door boarding on June 1.

Transit Operator Assault Statistics

- CMBC recorded 27 Transit Operator assaults for year-to-date April 2020. Of those assaults, 70% occurred in Vancouver. The raw number of assaults was down from last year, and the rate is comparable to 2019 when normalized against Hours of Service. However, the rate is higher than expected when compared to Customer Boardings. In addition to the Operator Protection Barriers, the work of the Violence in the Workplace (VIW) committee, Transit Security and Transit Police continue to mitigate acts of violence against our front-line employees.

WorkSafeBC Certificate of Recognition (COR) Audit

- CMBC successfully completed the 2019 COR Audit achieving 86% for Health and Safety, and 93% for the Stay at Work/Return to Work component.
- The 2020 COR Action Plan was accepted by the administering agency and the next COR audit is scheduled for late October 2020.

ENVIRONMENTAL STEWARDSHIP

Our Low Carbon Fleet Strategy and Renewable Facilities Plan continue to help us charter our transition to reduce our greenhouse gas (GHG) emissions by 80 per cent by 2050 and to utilize 100% renewable energy in all operations by 2050.

Over the last year, key highlights include:

- Decreased our fleet GHG emissions per boarded passenger by 5.0%.
- Finalized the Phase 2 Low Carbon Fleet Strategy.
- Decreased our facility energy consumption by 2.0%.
- Completed lighting retrofit at Richmond Transit Centre and a mechanical retrofit project at Vancouver Transit Centre.

Battery-Electric Bus Pilot

- Battery-electric buses continue to operate on Route 100 (22nd Street/Marpole Loop) for rush-hour service and will slowly transition to all-day service.
- Maintenance is continuing to collaborate with vehicle manufacturers, Nova and New Flyer Industries, and charging system vendors, ABB and Siemens, to improve Wi-Fi connectivity.
- CUTRIC did a preliminary analysis of data obtained by third-party data loggers between September 12, 2019 and March 18 of this year. The data shows rush hour periods do not appear to significantly impact battery-electric energy consumption. Further analysis is needed to fully determine the performance of the four battery-electric buses and two chargers as these systems were not commissioned and operated equivalently.

Employee Electric Vehicle Charging

- Development of an employee electric vehicle charging policy is being led by Environmental Sustainability. The policy will help shape the nature and direction of how employees can charge their personal vehicles at CMBC facilities.
- Due to the COVID-19 pandemic's effect on our financial situation, the policy will not include expansion of the charging infrastructure beyond Hamilton Transit Centre at this time.

Spills KPI Target

- As of March 2020, the YTD spill KPI is 1.56% spills per million kilometres which is well below the 2020 target of 2.9%. Considering this year's target is already less than half the 2019 target of 5.9% these are remarkable results and demonstrates the extent to which prevention initiatives can mitigate issues.
- Maintenance Engineering continues to further analyze root causes and implement spill prevention initiatives focusing on vehicles arriving in 2020 to ensure any design or quality control issues that may lead to spills are quickly identified and remedied.

TransLink Strategic Priority: ENSURE STATE OF GOOD REPAIR

OUR PEOPLE

Safe Driving Refresher Program

- Operator & Technical Training developed the "Safe Driving Refresher" online learning including a series of videos and e-learning modules for Conventional Transit Operators, with a subset of these offerings planned for Community Shuttle Operators. Video topics include right and left-

hand turns and e-learning modules include driving in inclement weather and night conditions. Videos were released via the MyCMBC intranet in December 2019 and may be added to the MyLearn LMS in the future.

One-day Refresher Training Program

- Operator & Technical Training has developed a new, 1-day Instructor-led training program for Transit Operators. Two programs have completed development: one for Conventional Operators and one for Community Shuttle Operators. Due to the COVID-19 pandemic, all group-style training (including these programs) has been suspended due to physical distancing limitations. It is currently unclear if this program will remain as a 2020 initiative.

Community Shuttle New Bus Operator Training

- In February 2020, Operator & Technical Training implemented a revised training syllabus for the Community Shuttle New Operator Training Program, adding one day to the program. Due to the COVID-19 pandemic, all group-style training (including this program) has been suspended due to physical distancing limitations. This program will resume when limitations are eased or lifted.

Resource Planning: Operations & Contracted Services

- Last year, a Training Task Force convened and resulted in the development of a new syllabus for new Conventional Operator Training aimed at increasing the Operator Training graduation rate. The new syllabus took effect in November 2019 and has seen a considerable increase in graduation rates since launch (2020 YTD graduation rate is 83% vs. 2019 final rate of 70%).

OUR ASSETS

Onboard Technology Assets Program (OTAP)

- The OTAP pilot includes four main projects: replacing radio systems for improved connection and better coverage; replacing onboard computers and touchscreens with a larger screen and better visuals; adding new routers to improve data communication with Transit Communication; and installing new hardware to improve camera feeds to Security.
- Currently, there are 94 buses using the OTAP equipment across all six depots and the pilot has been extended until the end of August 2020. The full fleet roll-out is expected to start in September 2020 and complete in Q4 2022.
- Regarding piloting collision avoidance technology, three vendors have been selected. Each will set up their system on three buses for a total of nine buses for evaluation. Demo testing will begin for two vendors on April 20 and will run until October 2020.
- The third vendor will be part of the pilot once the contract is finalized. The third vendor will allow CMBC, after completing virtual training, to do the installations ourselves. The pilot is scheduled to run until October along with the other two vendors as there should be sufficient time to evaluate the product.

SeaBus Terminal Escalator/Elevator Installation

- At the SeaBus Waterfront Terminal, installation of four new escalators, one new elevator, and refurbishment of the existing elevator is now fully complete.

Financial Results

- CMBC's Q1 2020 operating costs were \$183.3M with a \$1.8M (1.0%) favourable variance to budget. The favourability was primarily driven by lower fuel costs (lower service kilometres and lower fuel prices).

FLEET AND INFRASTRUCTURE

Bus Deliveries: Replacements and Service Expansion

Buses	Expansion	Replacement	Total	Notes
Double-decker	5	27	32	26 of 32 buses delivered
Community Shuttle (2019)	5	49	54	52 of 54 buses delivered

Double-decker Buses

- CMBC has been operating double-decker buses on the following routes:
 - 301 – Newton Exchange/Brighthouse
 - 620 – Tsawwassen Ferry/Bridgeport Station
 - 555 – Carvolth Exchange/Lougheed Station
- The next double-decker route will be Route 351 (Crescent Beach/Bridgeport Station) scheduled to launch in Q3 2020.
- Of CMBC’s order of 32 double-deckers, 31 are now in service with one remaining in the commissioning process.
- An option to purchase 25 additional double-decker buses has been awarded to Alexander Dennis with a tentative delivery timeline of Q2 2021. Terms of delivery are being negotiated in view of COVID-19 impacts.

Farebox Replacement for Conventional Buses

- TAG mechanical fareboxes to replace end-of-life Cubic electronic fareboxes on our conventional fleet will begin to arrive in mid-June. Farebox replacement will take place in phases. The first installations will be completed in early July and it is expected that all of our approximately 1,500 conventional buses (at CMBC and contractor West Vancouver Blue Bus) will be transitioned by Q4 2021.
- Transit Operators will be trained on the new fareboxes, as well as new paper fare media, and a communications campaign will begin to roll out in late May.

New SeaBus Vessel Update

- Planned modifications of the *Burrard Chinook’s* bulbous bows are delayed due to Singapore’s COVID-19 restrictions. Our expectation is that the *Burrard Chinook* will be in revenue service by the end of 2020.

Bus Fleet and Facility Capacity and Marpole Transit Centre (MTC)

- CMBC Capital Asset Management is working closely with TransLink Planning on a long-term Bus Fleet and Facilities Storage and Maintenance Plan to develop options for accommodating increased fleet sizes at existing facilities.
- Due to the COVID-19 pandemic’s financial impacts on capital projects, focus has shifted to reassessing the scope of work for the three identified expansion sites: Burnaby Transit Centre North, Vancouver Transit Centre, and Port Coquitlam Transit Centre.
- Conceptual design for Marpole Transit Centre is complete and the project has moved into the detailed design phase. The forecasted project completion has been delayed due to work challenges related to COVID-19.

KEY PERFORMANCE INDICATORS AS OF MARCH 31, 2020

KEY PERFORMANCE INDICATORS ¹	2020 ANNUAL TARGET	2020 YTD TARGET	2020 YTD ACTUAL	2019 YTD LAST YEAR
TransLink Customer Survey – Bus service overall	8.0	8.0	8.0	7.9
Scheduled Service Delivered ²	98.5%	98.5%	96.2%	97.7%
Customer complaints per million boarded passengers	100	89	91	96
Customer commendations per million boarded passengers	16	16	14	16
HandyDART denial as a % of trips requested as defined in agreement	0.12%	0.12%	0.08%	0.03%
On-time Performance				
Bus Regularity – frequent service	79.0%	79.0%	80.1%	79.1%
Bus Punctuality – infrequent service	79.0%	79.0%	83.4%	82.2%
Spills per million Kms	2.9	2.9	1.6	2.2
Preventable collisions per million Km ³	10.8	10.8	8.9	11.0
Operator assaults (CUTA 1-4) per million boarded passengers ⁴	0.29	0.29	0.36	0.38
Employee lost time accepted claims per 200,000 hours worked ⁵	8.0	8.0	9.4	8.9
Pedestrian incidents with verified bus contact per million service hours ⁶	-	-	10.9	18.4
Onboard injury claims per million boarded passengers	3.9	3.9	3.3	4.0
CMBC operating cost per service hour ⁷	\$121.84	\$119.16	\$124.60	\$119.58
Access Transit operating cost per trip ⁶	\$41.52	\$41.00	\$46.29	\$41.47
METRICS				
Access Transit trips provided (thousands)				
HandyDART	1,259	310	254	283
Supplemental taxi service	152	37	36	39
Total Trips ⁸	1,411	347	290	322

¹ Performance measures are for CMBC business operations (Conventional Bus, Community Shuttle and SeaBus) and exclude contracted conventional transit and contracted Community Shuttle.

² The actual service delivered was lower than last year and budget due to snow in January and the COVID-19 pandemic in March. CMBC ridership was significantly reduced due to physical distancing measures. As a result, CMBC made service reductions to SeaBus and on bus routes experiencing excess capacity including those with empty buses. Passenger levels were carefully monitored in order to balance lower ridership with the need to maintain physical distancing.

³ This data is subject to change due to the timing of adjudications.

⁴ CMBC recorded 21 Operator assaults during the first three months of 2020, at the rate of 0.36 per 1M boardings. This is lower in number of incidents compared to the same period last year (25 assaults). This year's rate of 0.36, however, is higher compared to last year mainly due to the decrease in passenger boardings in the second half of March.

⁵ In the first quarter of 2020, CMBC recorded 104 accepted lost time claims at a rate of 9.4 claims per 200,000 hours worked which is higher than the 2019 rate (8.9). This year's increase can be attributed mainly to winter weather conditions in January.

⁶ The target for this metric is unavailable as it specifically refers to pedestrian incidents with verified bus contact as opposed to all types of pedestrian incidents. A target at the corporate level is available only for the overall pedestrian incident rate (2020: 16.2 incidents per million service hours).

⁷ Net of recoveries and excludes TransLink allocated costs.

⁸ Total Access Transit trips provided in the first three months of 2020 were lower compared to the same period in 2019 and when compared to budget. Trips were significantly reduced in January due to multiple days of running Essential Services only because of winter conditions and in March, due to the COVID-19 pandemic. Of note: prior to the COVID-19 pandemic, Access Transit was delivering more trips than plan. Q4 of 2019 saw a steady increase in demand and that trend was continuing in 2020, apart from the inclement weather impacts. As a direct result of the COVID-19 crisis, demand dropped off rapidly in mid-March resulting in approximately 50,000 fewer trips than plan for the month.



METRO VANCOUVER TRANSIT POLICE REPORT FOR JUNE 2020 TRANSLINK BOARD MEETING

TransLink Strategic Priority: Customer First

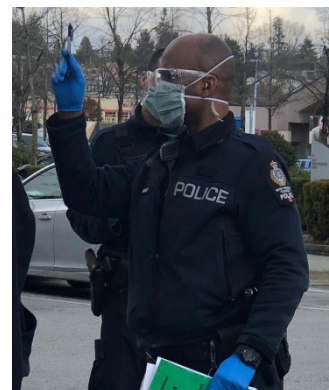
Transit Police Operational Preparedness and Policing During a Pandemic

A key organizational focus in 2020 Q1/Q2 has been Transit Police preparations for employee health/wellness/safety during the COVID-19 pandemic and planning for business continuity and performing regular and new policing duties. The Transit Police is active on a number of the TransLink Enterprise's pandemic and safety/emergency preparedness related committees. Transit Police has pandemic planning and communicable diseases policies in place. Additional operational protocols have also been established as the situation has evolved, taking into account legislation and public health orders, and guidance from government and health professionals.



Employee and Public Health

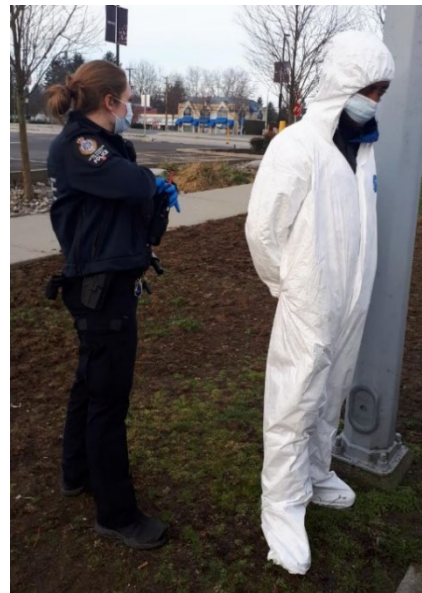
To mitigate risk to employees and the public, Transit Police is utilizing a combination of measures to minimize Transit Police personnel's exposure to COVID-19, including the most effective control technologies available, where possible (following the directives and guidance of BC's Public Health Officer). Key among the messaging has been precautions to avoid contracting the virus, symptoms of exposure to the virus, and procedures for any personnel who believe they have contracted or been exposed to the virus.



- At Transit Police facilities, extant protocols for occupational health and safety were augmented, including: installing more hand sanitizing stations; increasing the frequency of cleaning high traffic areas and touch points; continuing to ensure Personal Protective Equipment (“PPE”) appropriate to policing environment is available to patrol Members (and other staff where needed); and ensuring that stocks are maintained.
- Different types of PPE are required for Members depending on the nature of the call for service/policing incident, such as health of the suspect and threat of COVID, exposure to bodily fluids or spittle, transporting of prisoners to cells or mental health apprehensions to hospital. It is not possible for police to practice physical distancing when executing an arrest, applying restraints or other protective measures, or conducting a search of a prisoner.

Safety and Business Continuity

- Workforce planning considerations have included: priority of key functions at the detriment of other functions and the triggers for taking necessary steps; work from home protocols/logistics; options to move key functions to a ‘clean-site’; minimum staffing requirements for critical functions; critical infrastructure dependencies and redundancy; alternate forms of service for internal administration; altering shifting patterns for police officers and civilian staff such as the Operations Communication Center (in response to potential shortages and as a preventative measure to limit exposure). A number of deployment models have been utilized to respond to the changing environment.
- Public access to Transit Police facilities was closed in March. There are restrictions and entrance screening protocols in place for Transit Police staff and contractors needing to enter the facilities, and for conducting of suspect/victim interviews within Headquarters.



Training and Policing Duties

- Refresher and new training has been provided to Members covering such topics as proper donning/doffing of PPE, decontamination of personal issue – police equipment, and response protocols for possible contamination of a Member, police vehicles or workspace. Transit Police has had to decontaminate a number of its vehicles as a result of transporting persons with COVID-like symptoms. Further, there has been increased cleaning of vehicles and shared equipment to protect employees, which has required additional human and financial resources. An example of incident follows.

Missing Person – COVID Related - On May 7, 2020, a transit passenger sent a text to Transit Police about a male slouched over on the train and non-responsive. Transit Police arrived on scene and identified the male through descriptors given by Transit Police dispatch. Members approached the male and shook his arm for a response. The male responded and refused any medical attention, stating he was just tired and had a fever. The male was asked to step out of the train to further investigate his well-being. In verifying the male's identity, it was learned that the male had been reported missing by his group home and that he may have COVID. The necessary missing person notification occurred and the male cooperated and was transported to Surrey Memorial Hospital for assessment. The Members then proceeded to follow the Transit Police decontamination procedures from possible COVID exposure.

Policing and Enforcement

- Members were provided guidance on the applicable *Criminal Code* provisions when dealing with cases where a person who claims to be COVID-19 positive intentionally coughs on another person, including a police officer. Further, training was provided on considerations for applying use of force techniques and tools during pandemic situation.
- A variety of information sharing and training has also occurred for Transit Police on evolving policing authorities under the declared state of emergency and enforcement of laws designed to stop the spread of COVID-19. For example, this training covers:
 - Public Health Orders – Mass Gatherings Restriction and Restaurants and Bars
 - Provincial Emergency Order (MO82) – Health Order Enforcement - Assistance by Bylaw Officers
 - *Quarantine Act* (federal) – Compliance with screening/quarantine officer directives, quarantine for returning travellers (14 days), and federal contravention ticketing authority
 - Public Health Order – Self-Isolation for returning travellers (14 days)
 - B.C. *Public Health Act* – Offence not to comply with Order
 - B.C. *Emergency Program Act* – Ticketing Authority
 - *Criminal Code* – Offence to obstruct peace officer, assault and nuisance
 - Common Law – Duty to protect life
 - Search and Seizure – In relation to re-selling offences.

- An Integrated Quarantine Act Response and Support Team (“IQARAS”) was formed with representatives from Metro Vancouver Transit Police, Vancouver Police Department, RCMP and Abbotsford Police Department. Initiated by the Province, this team works in partnership with the Public Health Agency of Canada and Canadian Border Services Agency to ensure that persons coming into Canada are complying with public health orders requiring quarantine if symptomatic or, otherwise, self-isolation. IQARAS is primarily responsible for conducting checks on persons identified as requiring monitoring to ensure compliance. The authority of this team comes from the *Quarantine Act*. Transit Police has four Members assigned to this team. Their work is important to protecting the public and transit riders and employees.



- During the pandemic, there has been enhanced operational attention given to protecting transit riders/employees and transit property, for example:
 - Regular infrastructure checks and proactive patrols being done by Transit Police at the hubs in the six community service areas;
 - Assisting with support to TransLink operating companies in applying physical distancing measures on SkyTrain and buses, and crowding issues at busy stations/loops;
 - Conducting checks to ensure legitimate travel only on SkyTrain to and from the airport;
 - Support for bus operators by attendance at busy loops and stops or locations experiencing problems;
 - Conducting checks on chronic offenders who have bail conditions; and
 - Support to people who are feeling vulnerable, whether it be mental health, homelessness or domestic violence.

“[The constables] conducted foot patrols at the Edmonds, Metrotown and 22nd Street bus loops and had numerous interactions with the bus drivers, the interactions were positive. One bus driver at the Edmond's Station bus loop stated to [one of the constables] that he was very thankful for the patrols. The bus driver went on to say that people noticed our presence there and due to that, it makes them act appropriately. The bus driver ended the interaction by stating that he and the other drivers feel safe when they see Transit Police patrolling the area.”

- The Transit Police SMS Texting option (87-77-77) continues to be well used by transit riders to report concerns and incidents, and to seek help during this difficult time. The texts are handled by the Transit Police Operations Communications Centre and Transit Police response is provided where needed. For example, mental health support to a UBC student, who then shared her appreciation on twitter afterwards:

I want to express my heartfelt gratitude for @TransitPolice's text messaging system "87.77.77" & the dispatcher(s) that responded to my texts. Not everyone is able to articulate verbally when overwhelmed with emotions.
❤️THANK YOU ❤️
#PTSD flashbacks
#GetReal #MentalHealth 🙏

- During the pandemic, Transit Police have remained busy with regular policing calls, such as sexual assaults, robberies and assault. Transit Police is concerned with crimes that have recently occurred on transit that include elements of racism or harassment, and appear to be arising from COVID-19. These incidents are taken very seriously and investigated thoroughly by the Transit Police. Some examples follow.

Assault Causing Bodily Harm – On April 25, 2020, a young woman boarded a SkyTrain at Waterfront Station. She was approached by a man on the train, who had been staring at her. When she asked the man if something was wrong, he started yelling at her, "You people are why my daughter is sick." The man then grabbed the woman's bag and, without warning, attacked the woman, punching her in the face multiple times and hitting her head against the seating. When the SkyTrain stopped at Burrard Station, the suspect pushed the victim through the open SkyTrain doors and grabbed her cell phone. The victim yelled for help and was quickly helped by two Good Samaritans, who were also able to retrieve her bag from the suspect. The victim suffered a cut, bloody nose and significant swelling to her face. The suspect got off the train at King George Station. The victim contacted Transit Police. During the investigation, Transit Police sought the public's help in identifying the suspect. Four days later, the Vancouver Police Department responded to a call near Trout Lake Park. The complainant believed the suspect to be the same man seen in media reports as the alleged suspect involved in the SkyTrain attack. The suspected was arrested and transferred into Transit Police custody. He has appeared in Court charged with Assault Causing Bodily Harm and Mischief.

Assault on Bus – On April 15, 2020, a man boarded a bus at Main Street and East Hastings Street in Vancouver. Shortly after, two Asian women, wearing protective masks, entered the bus. The man immediately directed his attention to the women, stating words to the effect of "Go back to your country; that's where it all started." Another woman sitting directly across from the man told him to leave the two women alone. This led to a brief argument between the man and woman, where he allegedly threatened her and, moments later, jumped up and kicked her in the leg. As the victim stood up to defend herself, the suspect began violently pulling her hair, punching her multiple times and wrestled her to the ground. While pinned to the bus floor, the victim fought the suspect off. The suspect left the bus and was seen running away. Transit Police commenced an investigation into the incident, which lead to an appeal to the public for information about the identity of the suspect or who witnessed this incident.

Thanks to tips, the suspect was identified. He was known to police, of no-fixed address and believed to have died approximately one week after the incident.

Assault on Bus – During rush hour on April 16, 2020, a male passenger (passenger) was waiting to board a bus at Granville and Hastings Streets. An unidentified male skipped the lengthy line due to COVID-19 passenger restrictions and boarded the bus. Once on the bus, the male began to shout racial slurs at the passenger, who had called Vancouver Police about the event. Vancouver Police transferred the call to Transit Police. The male suspect then punched the passenger in the face. The passenger, defending himself, pushed the suspect away; however, the physical altercation continued off the bus. The passenger was punched multiple times, his clothing ripped and his phone screen cracked. After the incident the male took a photo of the passenger on his phone and left the area. BC Ambulance attended and Transit Police offered victim services, which were accepted. The incident is currently under investigation.

TransLink Strategic Priority: State of Good Repair

- **Protecting Transit Property**

With decreased ridership and employees around transit property during COVID-19, Transit Police has increased its patrols of areas where there may be trespassers and/or persons causing damage to transit property or commercial businesses associated to transit property. This can range from graffiti to the setting up of encampments. Transit Police also responds to calls related to Crimes Against Property, as shown below.

Arson to TransLink Property

On April 24, 2020, a rider reported seeing a smoking garbage bin on the Scott Road SkyTrain Station platform. SkyTrain control centre viewed video footage and it appeared that the fire was started intentionally. A male put something into the garbage bin and then something else into his pocket, and that there were two separate garbage bins on fire. A Station fire extinguisher was used by others to put out the fires in the two garbage bins. Transit Police obtained a suspect description and made patrols around the Station; however, they were unable to locate the suspect. An investigation occurred and Transit Police disseminated a suspect for ID bulletin to other police agencies. This resulted in the suspect identity being determined. On May 8th, Transit Police executed a search warrant and located evidence linked to the event. The suspect was arrested and charged with Arson Causing Damage to Property. While the incident resulted in approximately \$500 in costs to TransLink, of greater concern was the potential safety risk to SkyTrain passengers and the transit system. The suspect attends court in September.

- **Performance Measurement Culture**

Transit Police is an intelligence-led and data-driven police agency, and gathers comprehensive statistics in relation to crime and organizational performance. Transit Police shares statistical and performance information with the public, TransLink and stakeholders through a variety of tools. A snapshot of key statistics for 2020 Q1 as compared to 2019 Q1, follows:

Transit Crime and Safety Statistics	2020 Q1	2019 Q1	% Change
Crimes Against Persons/100,000 Boarded Passengers <i>(primary and assists)</i>	.387	.387	0%
Crimes Against Property/100,000 Boarded Passengers <i>(primary and assists)</i>	.434	.411	6%
Other Criminal Code Violations/100,000 Boarded Passengers¹ <i>(primary and assists)</i>	.273	.261	5%
Provincial Violation Tickets (“VT”)	3010	4056	-26%
Arrests - Warrants Executed (All)	256	247	4%
Arrests - New Charges²	182	151	21%
Total S. 28 Mental Health Act Apprehension Files	35	46	-24%
Sexual Offences <i>(primary and assists)</i>	31	49	-37%
SCBCTA Fare Bylaw Infractions	3697	3606	3%

In 2020 Q1, both Crimes Against Persons per 100,000 Boarded Passengers and Crimes Against Property per 100,000 Boarded Passengers were consistent with the 2019 Q1 and the 2019 year-end result, which had the lowest rates over the past 10 years. The number of sexual offences for the 2020 Q1 were significantly lower than 2019 Q1. This may be attributed, in part, to the lower ridership and greater visibility for a person if they commit a sexual offence.

Criminal Warrant Arrests

Reducing crime and disorder on transit and the surrounding community is Strategic Objective #1 of the Transit Police Strategic Plan. In Q1 2020, Transit Police Officers made 256 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere. The number of warrant arrests for the 2020 Q1 is 4% higher than the same period in 2019. The volume of warrant arrests continues to be significant when compared to historical rates (i.e., 591 criminal warrants in full year of 2015).

Many warrant arrests arise from on-view work of Transit Police Officers in their Community Service Areas (assigned patrol area), calls for service, confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (such as misuse of a fare gates). However, Transit Police Officers also familiarize themselves with offenders and criminals of concern or offenders wanted through law enforcement intelligence sharing, regional BOLFs (Be on the Look Out For), and the Transit Police Offender Management Program.

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

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

Misuse of Fare Gates and Provincial Violation Tickets (“VTs”)

In comparing the 2020 Q1 to 2019 Q1 periods, there was a slight increase in both Fare Infraction Notices (“FINs”), a TransLink bylaw, but a decrease in the number of Violation Tickets (VTs). The volume of VTs is associated to Transit Police Officers’ active observations and enforcement of the provincial offences regarding the misuse of fare gates³, which was new legislation in 2017. The enforcement of the amended *Greater Vancouver Transit Conduct and Safety Regulation* also positively contributes to TransLink’s efforts to strengthen public confidence in the transit system and transit passengers’ feelings of safety and security.

Of critical importance to the safety of transit customers and staff, and the general public, is how the process of confirming an offender’s identity allows Transit Police to learn whether there is a criminal record or conditions of release, and if there are any outstanding warrants to be executed. Executing outstanding warrants contributes positively to the work of our Jurisdictional Police partners and their offender management and community safety and crime reduction efforts.

³ The amended *Greater Vancouver Transit Conduct and Safety Regulation* came into effect March 2017. A person who commits an offence under the *Regulation* can be issued a violation ticket in the amount of \$173. The new offences are intended to focus on “disorderly behavior”, instead of the loss of fare revenue. Neither the Transit Police Officer nor the offender needs to be inside the **fare paid zone** to issue a ticket to a person who commits an offence under s. 8(4) of the *Regulation*. Because the person has committed an “offence”, the Officer has lawful authority to briefly detain the person outside of the fare paid zone. Persons who do not “tap in/tap out” will contravene section 8(4)(d) – “going through a fare gate that was not opened by that person.” Accordingly, Transit Police can issue a ticket on that basis.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management & Engineering

DATE: May 15, 2020

SUBJECT: Pattullo Bridge Condition Monitoring Report

EXECUTIVE SUMMARY

This report provides an update on condition monitoring activities on the Pattullo Bridge. TransLink continues to closely monitor and inspect the condition of the Bridge and take corrective action where appropriate. Recent and on-going activities include:

- *Condition Inspection* by Mott MacDonald Canada Limited;
- *Railing Inspection* by Mott MacDonald Canada Ltd., and Mainroad Contracting Ltd;
- *Deck Condition Monitoring and Repairs* by Mainroad Contracting Ltd. and WSP;
- *Winter Monitoring and Survey* by Northwest Hydraulic Consultants; and
- *Wind and Seismic Warning System* project by PBX (Design) and Mainroad Contracting Ltd. (Construction);
- *Emergency Management Plan* by Mott MacDonald Canada Ltd; and
- *Coordination with New Pattullo Bridge Project.*

PURPOSE

This Report is a recurring status report that provides an information update on condition monitoring activities on the Pattullo Bridge. The previous report was issued in February 2020.

BACKGROUND

The Pattullo Bridge is 82 years old. Most of the structural components have passed the predicted design life, and some are reaching the end of their useful life. Temperature fluctuation, rainfall, wind, river action, live traffic loads and the aging of the steel and concrete components all contribute to the condition of the bridge. The Province of British Columbia (Province) is leading the Pattullo Bridge Replacement Project, which will construct a new bridge as well as decommission the existing bridge.

With responsibility for the safety and operations of the existing bridge, TransLink monitors the condition of the structure closely through regular inspections, and regularly consults with experienced bridge engineers. Management then performs the necessary maintenance and repairs in response to the inspection findings.

DISCUSSION

Recent and on-going inspection activities are listed in Table 1.

Table 1: February 2020 to May 2020 Pattullo Bridge Ongoing Inspections and Monitoring

REFERENCE	ACTIVITY	CONSULTANTS / PARTNERS	STATUS
1	Condition Inspection	Mott MacDonald Canada Limited (Mott) – design consultant	2020 inspection – completion in Q3 2020
2	Railing Inspection	Mott MacDonald Canada Limited (Mott) – design consultant Mainroad Contracting Ltd. (Mainroad)	Railing repairs – completed in Q2 2020. 2020 inspection – completion in Q3 2020.
3	Deck Condition Monitoring and Repairs	Mainroad Contracting Ltd. WSP Global Inc. (WSP) – deck consultant	Ongoing deck monitoring - biweekly
4	Winter Monitoring Survey	Northwest Hydraulic Consultants	Monthly monitoring – ongoing Winter Survey – completed in Q1 2020. Freshet Survey – completion in late Q2/early Q3 2020.
5	Wind and Seismic Warning System Implementation	PBX Engineering Ltd. (PBX) Mainroad Contracting Ltd. (Mainroad)	Live as of Q1 2020
6	Emergency Management Plan	Mott MacDonald Canada Limited (Mott) – design consultant	Draft EMP – completion in Q2 2020

1. Condition Inspection

Each year, the BC Ministry of Transportation and Infrastructure (Ministry) performs a condition inspection of the Pattullo Bridge with the aid of a snooper truck. Based on the 2019 inspection results Mott does not consider a snooper inspection necessary in 2020. A walk-through inspection is recommended and will be scheduled in Q3 2020 to identify rehabilitation/repair items for the remaining service life of three years.

Given the expectation that the bridge will be replaced by 2023, TransLink's objective is to keep the bridge operational until replacement, rather than long-term asset preservation. TransLink will continue to work with Mott to monitor the condition of the structure and future close-proximity inspections of selected structural components will be performed as needed.

2. Railing Inspection

As of Q2 2020, all previously identified and required railing repairs have been completed by Mainroad Contracting Ltd. (Mainroad). TransLink will continue to monitor and repair or replace the railing posts as needed. Another inspection of all bridge railings will be performed by Mott in Q3 2020.

3. Deck Condition Monitoring and Repairs

The reinforced concrete deck of the Pattullo Bridge is in an active and advanced state of deterioration, primarily due to corrosion of the reinforcing steel. While repairs to the north portion of the deck between Pier 0 and Pier 9 were completed in the summer of 2016, the risk of pothole formation still exists, particularly for the south approach of the Bridge (Pier 9 to Pier 29).

To ensure the deck remains functional and safe for operations, deck experts from WSP conduct bi-weekly walk-through inspections from the deck, ground and catwalk levels. In the recent surveys, the formation of some potholes was identified. Necessary spot-repairs will be scheduled during the overnight lane closures and completed by Mainroad. WSP will perform an assessment to determine whether concrete repairs are also required. No significant repairs requiring full closure of the Bridge are anticipated in 2020.

Extensive corrosion-related damage is also occurring to the bottom surface (soffit). Debris netting is currently in place to protect the public and other infrastructure, including the railway tracks, from concrete falling from the deck soffit. Additional targeted inspections are scheduled for Q3 2020.

4. Winter Monitoring and Survey

The Pattullo Bridge is situated in the narrowest part of the river, which experiences large tidal fluctuations. This elevates scour and erosion risks. Changing river hydraulics are monitored through bi-annual surveys conducted by Northwest Hydraulic Consultants Ltd (NHC). The recent winter monitoring survey was conducted in January 2020, coinciding with the lowest winter tides, and the monitoring report was submitted to TransLink in April 2020.

Results of the survey indicate the following:

- Launching of riprap material was observed at Pier 4 and Pier 5. NHC considers the existing scour protection to be effective for the time being but will continue to monitor the condition of the riprap. Further movement of the material may require upgrades to be performed.
- Scouring of up to 3 metres was observed around Pier 6. However, as similar levels were seen in past surveys, NHC does not consider this to be of immediate concerns and will continue to closely monitor the area for further changes.

Due to upcoming in-river works required for building the new Pattullo Bridge and improvements to the CN Rail Bridge, NHC has been conducting monthly bathymetric surveys since February 2019 in the area of the existing bridge. Any substantive changes to riverbed conditions at the bridge piers are reported to TransLink.

5. Wind and Seismic Warning Systems

The Pattullo Bridge is 82 years old and was not designed to meet current wind and seismic loading standards that would apply to a new bridge constructed today, and as a result, may be vulnerable in a seismic or hurricane-level wind event.

To improve safety for Bridge users, an advance seismic warning and wind monitoring system has been implemented. The wind warning system monitors and measure wind speeds at the bridge, and a seismic warning system senses an earthquake in progress and provide alerts up to one minute prior to damaging ground waves reaching the bridge. The system was operational starting in February 2020.

6. Emergency Management Plan

In 2018, a Pattullo Bridge Emergency Management Plan (EMP) was prepared by Mott. The EMP achieved the following:

- Identified key roles and responsibilities of the response team, consisting of TransLink staff, the bridge operations and maintenance contractor, and structural engineers;
- Identified incident triggers for bridge closures, such as pier impact, bridge deck failure, or seismic activity;
- Established key contact lists, including municipal stakeholders, first responders, and permitting authorities;
- Established the traffic control plans to close all accesses to the Pattullo Bridge from both the City of New Westminster and the City of Surrey;
- Identified the placement of 10 Portable Changeable Message Signs (PCMS) and the appropriate messaging for public information dissemination.

With the implementation of Wind and Seismic Warning Systems, work is currently being undertaken to refine the EMP to include practices and protocols required to support automated and manual closures for seismic and wind events respectively.

Customer Impact

To minimize impacts on the public, all activities requiring lane and bridge closures are generally scheduled between 10:00 pm and 5:00 am, when volumes on the bridge are lowest. A full overnight closure of the bridge may be required for training related to the new Wind and Seismic Warning Systems. No other planned TransLink work is expected to substantively impact the public in 2020.

A robust communications plan has been developed to utilize all available channels in support of any closures that impact the public. Inquiries related to the Pattullo Bridge Replacement Project are being directed to the Province's 24/7 telephone line and the Province's project website.

Financial Impact

All monitoring, inspection, and repair work is being performed under existing approved operating and capital funds.

TO: Board of Directors

FROM: Simon Tang, Vice President, Major Projects

DATE: May 20, 2020

SUBJECT: Broadway Subway Project (BSP) Status Update

EXECUTIVE SUMMARY

The Canada Line Concession Agreement Amendment (CAA) No 14 has been executed. This Amendment provided for confirmation of the acceptability of the BSP RFP technical requirements by the Concessionaire for the integrated Broadway-City Hall station.

Advance works delivered by TransLink to support the BSP include the trolley overhead line relocation to accommodate bus route changes and the fibre optic design for system connectivity are progressing on schedule. TransLink is also working on the first set of Systems Safety and Management Plans which will be provided to the Province as a unified safety acceptance standard for the selected proponent's detailed design development of the systemwide installations.

PURPOSE

The purpose of this report is to provide an update of the current progress and upcoming milestones relating to the BSP.

BACKGROUND

The BSP will be an approximately six-kilometre extension to the Millennium Line SkyTrain from VCC-Clark Station to Arbutus Street via a primarily underground alignment beneath the Broadway corridor. The Project will include six new stations. A future phase of investment is required to further extend rapid transit to the University of British Columbia.

Full capital funding confirmation for the BSP was announced on September 4, 2018 by the Federal and Provincial governments. The Province was announced as the delivery agency for the \$2.83 billion project and will own the assets upon completion. TransLink will operate and maintain the extension similar to the rest of the SkyTrain system. The Province as the delivery agency assumes all responsibility for delivery risks, including cost and schedule overrun. A Memorandum of Understanding and Transfer Agreement was signed and was effective October 31, 2018 to formally transfer the Project to the Province and outline TransLink's future role.

DISCUSSION

A. Ongoing Works

BSP Support Agreement (SA)

TransLink's scope on BSP SA includes:

1) Ensure a successful and seamless system integration with the region's SkyTrain service, 2) ensure a safe and reliable service launch, 3) operations and maintenance of the SkyTrain system, 4) provisions of bus services during construction, 5) customer access and notification including smart card and fare installation, as well as system wayfinding and, 6) coordination with InTransit BC for the Canada Line integration at Broadway-City Hall station.

The parties (Province and TransLink) will enter into a SA which will include provisions documenting the roles and responsibilities of the Province and TransLink and relevant funding details.

BSP Integrated Broadway-City Hall Station with Canada Line

The Canada Line Concession Agreement Amendment (CAA) No 14 has been executed. This was done in negotiation with InTransit BC to confirm the acceptability of the BSP RFP technical requirements for the integrated Broadway-City Hall station.

B. Latest Progress and Upcoming Milestones

RFP

The Province issued the RFP for the BSP Engineering, Procurement, Construction/Management (Project Co) in June 2019. The technical portion of the RFP was closed on Jan 31, 2020 and evaluation of the technical submissions has been completed. The proponents are currently preparing the financial submissions due to close in June 2020.

Advanced Works currently delivered by TransLink

1. Trolley Overhead Infrastructure relocation to accommodate bus route change in support of bus operations during BSP construction is on schedule. After the relocation, overhead lines that affect BSP will be decommissioned progressively from July to August 2020. Early works are currently being carried out at Route 16 (12th Avenue – Arbutus to Granville), Route 17 (12th Avenue – Oak to Cambie) and Route 14 (MacDonald - 4th Avenue to Broadway). The following milestones are scheduled for the next quarter:
 - i. Route 16 – Complete Testing & Commissioning in June
 - ii. Route 17 – Complete Testing & Commissioning in June
 - iii. Route 14 – Testing & Commissioning completed in May
2. Fibre Optic Cable 30% Design Report was received by TransLink technical team and subsequently approved in March 2020. The 90% Design Report is expected to be available in end May 2020. Tender for construction is scheduled for July 2020.
3. BC Hydro Early Works including installation of the duct banks for the power supplies for the tunnel boring machines and early feeds to the future propulsion power substations at four future station locations (Arbutus, Oak, Main and VCC-Clark) have been completed.

4. Three additional (articulated) buses are expected to be required to maintain service levels during construction of the BSP. RFP for bus procurement was issued by TransLink in November 2019 and closed in January 2020. Direction to proceed is being assessed pending on the COVID 19 development.
5. TransLink is currently working on the first set of Systems Safety and Management Plans, targeted to be provided to the Province in August 2020. This is to provide a unified safety acceptance standard for the selected proponent's detailed design development of the systemwide installations.

Integrated Station Developments

The integrated station developments are negotiated between the Province, the developer, and the City of Vancouver. Progress on the three developments are as follows:

1. South Granville

Construction has begun on site by the developer, PCI Development, with the demolition of the Royal Bank building. Both the 60% design and final design packages were issued by the Province to TransLink in May 2020 for review and are pending final approval before work will begin on the headhouse shell of the future South Granville station.

2. Great Northern Way

Progress on the Great Northern Way station design and development, by PCI Development, has been delayed due to COVID-19, and the time needed by the City of Vancouver to complete the Broadway Coordination plan submittal. The delay has no impact to the BSP.

3. Broadway City Hall

Progress on the Broadway City Hall station design and development is pending on the conclusion of the RFP for the BSP selected proponent.

The overall project dashboard is summarized in **Table 1: BSP Overall Status Summary**.

C. Current Issues and Mitigations

Arbutus Transit Exchange

Some concerns have been raised by the public about the planned Arbutus Transit Exchange (a key component of the BSP) regarding its proximity to existing schools. With the Province leading the on-going meetings and discussions, TransLink is actively working to provide information and reassurance with special interest groups and actively evaluating proposed mitigation measures.

SkyTrain Advanced Radio Systems (STARS)

The STARS project was initiated to replace the existing SkyTrain radio system which is reaching its end-of-life. Some of the existing network parts were also found to be obsolete. The existing network will continue to be used until the STARS technology is in place which will likely to be after completion of BSP. As such, TransLink has sourced reconditioned parts for BSP and is currently in the progress of procuring them on behalf of the Province.

SkyTrain Customer and Operations Telecommunications (SCOT)

SCOT consists of equipment and software to manage and transmit voice and data communication between the Operations and Maintenance Centres, trains and stations. In the event that the voice and data communication component of SCOT is not ready for BSP testing and commissioning, the current fallback plan is to continue using the existing Train Radio Information Management System (TRIMS) extension from the existing OCC to OCC 2 for BSP testing and commissioning.

CUSTOMER IMPACT

There is no significant impact to the community for the reporting period.





COMMUNICATIONS

TransLink is working closely with the Ministry of Transportation and Infrastructure and the City of Vancouver to execute a robust communications strategy to support early works activities, including the installation of new trolley wires along three bus routes to maintain access to transit along the Broadway Corridor during construction. The plan includes notifying neighbours and keeping our customers aware of the progress through our website, social medial channels and Customer Information.

ATTACHMENTS

Table 1: BSP Overall Status Summary

Table 1: BSP OVERALL STATUS SUMMARY

Process	Status	
Scope		All concurrent projects and advanced works are proceeding according to the approved scope. Meetings are ongoing with key stakeholders to finalize scope details.
Budget		All concurrent projects and advanced works are proceeding according to the approved budget for the TransLink/BCRTC Support Services on BSP.
Schedule		All concurrent projects and advanced works are proceeding according to the BSP schedule. Service start: Q3 2025
Risks		Management is actively tracking and mitigating the following risks: <ul data-bbox="586 861 1424 1008" style="list-style-type: none">• Ensuring supportive projects and particularly the Expo and Millennium Line Upgrade Program (EMUP) are progressing on schedule• Maintaining the procurement schedule

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer

DATE: May 27, 2020

SUBJECT: 2020 Budget and Forecast

EXECUTIVE SUMMARY

Since the 2020 Budget was approved, the COVID-19 pandemic has had a significant impact on TransLink's operations and financial position. Depending on how the pandemic progresses, we anticipate a shortfall in revenue in the range of \$379 million to \$533 million for 2020. To alleviate this loss, reductions to operating expenses in the amount of \$69 million have been identified through cutting non-essential expenditures, reducing some service and deferring the 2020 service expansion. We forecast a deficit for the year in the range of \$222 million to \$376 million, which is between \$310 million to \$464 million unfavorable to the 2020 Budget. TransLink is continuing to work with the Province of B.C. to obtain provincial and federal assistance.

PURPOSE

The purpose of this report is to provide the Board of Directors with a financial update on the 2020 budget and forecast.

BACKGROUND

On March 26, 2020 TransLink's Board of Directors approved the 2020 Budget. As the COVID-19 pandemic was in its early days, the impact of the pandemic on TransLink's operations and financials could not be reliably estimated at that time; accordingly, the 2020 Budget did not include any adjustments to reflect the impact of COVID-19. At the same time, it was understood that COVID-19 would have a significant impact on TransLink's operations and financial performance. As our revenue outlook was expected to be adversely affected by the pandemic, a resolution was passed to provide an update on the 2020 Budget when we obtain a better understanding of the impacts.

Management has been providing regular updates to the Board of Directors on the operational and financial impacts of COVID-19 and intends to continue providing such updates for the duration of the pandemic.

DISCUSSION

REVENUE

Since the 2020 Budget was approved, the COVID-19 pandemic has had a significant impact on TransLink's operations and financial position. TransLink has seen reductions in ridership of over 80 per cent. Fewer cars on the road have also impacted our fuel tax revenue and parking rights tax revenue.

Revenue impacts will vary based on the duration of physical distancing and the timing of the economic recovery. Given the fluidity of the situation, various scenarios were contemplated in order to determine the range of financial outcomes.

The table below estimates expected phases of the BC restart plan as they correspond to timing of expected travel demand recovery. TransLink will comply with the physical distancing directions provided by the Provincial Health Office and WorkSafe BC. High Demand and Low Demand estimates for revenues were estimated for each scenario.

TransLink Scenario	2020							
	May	June	July	Aug	Sep	Oct	Nov	Dec
Scenario 1: Quick Recovery	Phase 1/2	Phase 2	Phase 3					
Scenario 3: Hibernation	Phase 1/2	Phase 2	Phase 1			Phase 2		Phase 1

Scenario 1: High Demand Estimate

CONSOLIDATED REVENUES			
Twelve months ending December 31 (\$ thousands)	2020 BUDGET	Reduction	2020 Projection
Taxation	943,443	(82,000)	861,443
Transit	723,160	(297,000)	426,160
Government transfers	261,913	-	261,913
Investment income	54,300	-	54,300
Amortization of deferred concessionaire credit	23,337	-	23,337
Miscellaneous	17,059	-	17,059
Total Revenue	2,023,212	(379,000)	1,644,212

The High Demand Estimate includes the following key assumptions:

- High transit demand where ridership is 35% of pre-COVID levels in June, 55% in July and 60% in August to the end of the year, with bus running at 2/3 capacity and rail at 1/2 capacity;
- Bus and Expo-Millennium service levels at 100% to enable physical distancing, other modes will be monitored and adjusted with demand; and
- Fuel and parking tax revenue will recover to approximately 90% and 85% of pre-COVID levels by July, respectively.

Scenario 1: Low Demand Estimate

CONSOLIDATED REVENUES			
Twelve months ending December 31 (\$ thousands)	2020 BUDGET	Reduction	2020 Projection
Taxation	943,443	(120,000)	823,443
Transit	723,160	(413,000)	310,160
Government transfers	261,913	-	261,913
Investment income	54,300	-	54,300
Amortization of deferred concessionaire credit	23,337	-	23,337
Miscellaneous	17,059	-	17,059
Total Revenue	2,023,212	(533,000)	1,490,212

The Low Demand Estimate includes the following key assumptions:

- Low transit demand where ridership is 20% of pre-COVID levels in June and 25% in July to the end of the year, with bus running at 2/3 capacity and rail at 1/2 capacity; and
- Fuel and parking tax revenue will recover to approximately 80% and 64% of pre-COVID levels by July, respectively.

Scenario 3

Scenario 3 contemplates the possibility of reverting back to stricter physical distancing measures due to subsequent waves of infections. In Scenario 3, the decrease in revenue ranges from \$551 million to \$599 million.

EXPENSES

As a result of the substantial shortfall in income, reductions to non-essential expenditures have been made, some service reductions had been implemented and the 2020 service expansion will be deferred.

The tables below show the updates to the 2020 Budget for the savings that have been identified by segment and by category.

CONSOLIDATED EXPENSES BY SEGMENT					
Twelve months ending December 31 (\$ thousands)	2020 BUDGET	Discretionary Spending	Service Reductions	Deferral of Service Expansion	2020 Projection
Bus Operations	830,783	(9,783)	(6,596)	(1,468)	812,935
Rail Operations	355,451	(6,966)	(2,069)	(2,396)	344,021
Transit Police	42,522	(1,572)			40,950
Corporate Operations	118,464	(12,187)			106,277
Roads & Bridges	127,541	(25,000)			102,541
Amortization of tangible capital assets	244,307				244,307
Interest	185,252				185,252
Sub Total Continuing Operations	1,904,320	(55,508)	(8,665)	(3,864)	1,836,283
Corporate - one-time	31,372	(985)			30,387
Total Expenses by Segment	1,935,692	(56,493)	(8,665)	(3,864)	1,866,670

CONSOLIDATED EXPENSES BY CATEGORY					
Twelve months ending December 31 (\$ thousands)	2020 BUDGET	Discretionary Spending	Service Reductions	Deferral of Service Expansion	2020 Projection
Administration	59,277	(5,909)			53,368
Amortization of Capital Assets	244,307				244,307
Capital Infrastructure contributions	80,387				80,387
Contracted Services	242,187	(5,038)			237,149
Fuel and Power	79,387	(6,309)	(6,399)	(1,519)	65,159
Insurance	30,403	47			30,450
Interest	185,252				185,252
Maintenance, Materials and Utilities	171,188	(25,325)	(2,266)	(1,366)	142,231
Professional and Legal	48,491	(5,491)			43,000
Rentals, Leases and Property Tax	35,905	524			36,429
Salaries, Wages and Benefits	758,908	(8,991)		(979)	748,938
Total Expenses by Category	1,935,692	(56,493)	(8,665)	(3,864)	1,866,670

Total savings of \$69 million are due to the following:

- Canceled remaining 2020 MRN contributions to the municipalities of \$25 million;
- Reduced salaries, wages and expenses as a result of implementing a hiring freeze;
- Lower fuel and power, maintenance and labour costs from deferring 2020 planned service expansion;
- Savings in contracted services from Canada Line;
- Decrease in fuel prices and hydro rates;
- Lower fuel and hydro consumption and maintenance costs from reductions in service; and
- Lower credit card fees and fare media costs due to the decline in ridership.

SUMMARY

The 2020 Budget resulted in a surplus of \$87.5 million and we now anticipate a deficit for the year between \$222 million and \$376 million as shown in the table below.

CONSOLIDATED STATEMENT OF OPERATIONS			
Twelve months ending December 31 (\$ thousands)	2020 BUDGET	Scenario 1: High Demand Estimate	Scenario 1: Low Demand Estimate
Revenue			
Taxation	943,443	861,443	823,443
Transit	723,160	426,160	310,160
Government transfers	261,913	261,913	261,913
Investment income	54,300	54,300	54,300
Amortization of deferred concessionaire credit	23,337	23,337	23,337
Miscellaneous	17,059	17,059	17,059
	2,023,212	1,644,212	1,490,212
Expenses			
Administration	59,277	53,368	53,368
Amortization of Capital Assets	244,307	244,307	244,307
Capital Infrastructure contributions	80,387	80,387	80,387
Contracted Services	242,187	237,149	237,149
Fuel and Power	79,387	65,159	65,159
Insurance	30,403	30,450	30,450
Interest	185,252	185,252	185,252
Maintenance, Materials and Utilities	171,188	142,231	142,231
Professional and Legal	48,491	43,000	43,000
Rentals, Leases and Property Tax	35,905	36,429	36,429
Salaries, Wages and Benefits	758,908	748,938	748,938
	1,935,692	1,866,670	1,866,670
Surplus (Deficit) for the year	87,520	(222,458)	(376,458)

TransLink has sufficient internal cash reserves, including our land reserve fund, to mitigate this impact from a liquidity perspective, however drawing down these reserves will impact future plans including expansion that is outlined in the 10-Year Investment Plan.

TransLink is continuing to work with the Province of B.C. to obtain provincial and federal assistance to fund returning transit services to pre-COVID levels amidst our diminished financial capacity.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management and Engineering

DATE: May 20, 2020

SUBJECT: Surrey Langley SkyTrain Project Update

EXECUTIVE SUMMARY

In December 2018, the Mayors' Council and TransLink Board directed Management to proceed with development work for a SkyTrain on Fraser Highway project and to initiate a planning process to refresh the South of Fraser Rapid Transit Plan. The available budget for this scope is \$30 million, with target completion in Q3 2020.

The Surrey Langley SkyTrain (SLS) project development work is progressing on-schedule and on-budget. In January 2020 the Mayors' Council and the TransLink Board endorsed the final draft business case and directed it to be submitted to senior government for their approval. The draft business case describes the full Surrey to Langley project, and recommends construction in stages consistent with available funding. Stage 1 consists of 7 kilometers from King George to Fleetwood with four new stations at a cost of \$1.63 billion. Stage 1 will be delivered by TransLink using a Design Build Finance (DBF) procurement model.

Technical readiness is on-track to commence procurement at the end of July 2020 subject to approvals. However, adverse impacts of the COVID-19 pandemic present challenges to meeting approval requirements by this date.

PURPOSE

This report provides an update on the Surrey Langley SkyTrain (SLS) Project.

BACKGROUND

In December 2018, the Mayors' Council and Board directed Management to proceed with development work for the Surrey Langley SkyTrain project, and to initiate a planning process to refresh the overall South of Fraser Rapid Transit Plan. A budget of \$30 million was approved for this purpose in January 2019.

The outcomes of the project development phase have been documented in the project business case. In January 2020, the Board and the Mayors' Council endorsed the final draft business case and directed Management to submit it to senior government for approval. The draft business case describes the full Surrey to Langley project, and recommends construction in stages consistent with available funding. Stage 1 extends SkyTrain approximately 7 kilometers from King George to Fleetwood with four new stations at a cost of \$1.63 billion. Stage 1 will be delivered by TransLink using a Design Build Finance (DBF) procurement model.

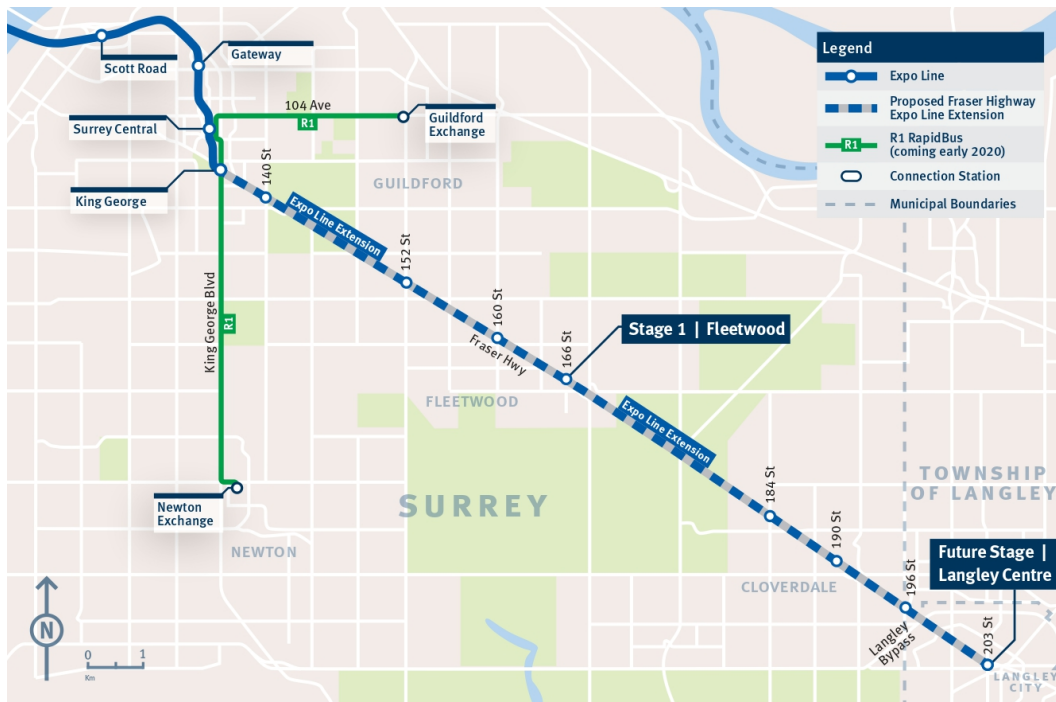


Figure 1 – Proposed extensions with stages and station locations

Approvals by the federal and provincial governments as well as by the Board and Mayors' Council through an enabling Investment Plan is required. Following approval, a procurement process (approximately 18 months in duration) would be launched, followed by construction, testing and commissioning (approximately 4 years in duration).

DISCUSSION

Project development work is progressing on-schedule and on-budget with current emphasis preparing for procurement and securing third-party agreements. Environmental reviews, First Nations engagement and preparation for a third round of public engagement continue.

Current activities include:

- Preparing the procurement documents including a request for qualifications, request for proposal, and draft project agreement;
- Refining the reference design concept;
- Negotiating a Municipal Access Agreement with the City of Surrey;
- Coordinating with BC Hydro on the design of transmission tower relocations at two locations;
- Continuing studies supporting the environmental screening review;
- Preparing specific project approval documentation for internal capital project approval; and
- Coordinating with parallel projects including those being delivered in the Expo Millennium Line Program and Broadway Subway project.

Two workshops were held to assess project risks poised by the COVID-19. Identified risks are be incorporated into the project risk register for mitigation and monitoring.

Refinement of the project schedule resulted in a target in-service date change to Q2 2026 to accommodate BCRTC's testing and commissioning resource availability. The previous target in-service date was Q4 2025.

The technical work is on-track to commence procurement at the end of July 2020 subject to approvals. However, adverse impacts of the COVID-19 pandemic make it unlikely that approval requirements can be met by this date.

Communications

The project public affairs plan includes elected official briefings, meetings with key stakeholders, First Nations engagement, and multiple opportunities for public input. Two rounds of public engagement are complete. The most recent round of engagement occurred in November 2019 and provided opportunities for input on the reference design, scope of the project environmental review, and other matters. Input was received through an online survey, in-person feedback at five open houses in Surrey and Langley, and a telephone town hall. Feedback is helping the project team refine the project design and confirm the scope of the Environmental Screening Review. A third phase of public engagement planned for April 2020 has been postponed due to the COVID-19 pandemic.

To: Board of Directors
From: Geoff Cross, VP, Transportation Planning & Policy
Date: June 8, 2020
Subject: Transport 2050: COVID-19 Impacts and Opportunities

PURPOSE

The purpose of this report is to describe the likely impacts of COVID-19 on our region's transportation future and to propose, for discussion, ways to accelerate the positive impacts and mitigate the negative impacts.

BACKGROUND

At the March 26, 2020 Board meeting, Management brought a report entitled "Transport 2050 Project Schedule and Phase 2 Engagement" which identified the impact of the pandemic on the Transport 2050 project schedule, particularly the limitations on our ability to conduct large-scale in-person engagement as originally envisioned. Further public engagement has been postponed until there is public and policymaker bandwidth to engage on issues beyond the immediate crisis. Meanwhile the technical and policy development work is continuing at a slower pace with an aim to bring a first draft of the strategy forward for policy-maker review in late 2020.

Metro Vancouver is continuing to progress their Climate 2050 strategy and their Metro 2050 regional growth strategy. At a June 3rd meeting of the Metro Vancouver Board, policymakers endorsed the 2020 Declaration for Resilience in Canadian Cities as a guiding framework around which to advance these strategies.

The new timing for Transport 2050 engagement will allow for even tighter coordination between all of these regional strategies and enable them to collectively navigate a more integrated public dialogue, in particular around the Declaration and around the future of cities and transit in the context of the COVID-19 pandemic and subsequent recovery.

DISCUSSION

Physical Distancing and the Future of Cities

In cities and countries around the world, public health physical distancing requirements have significantly reduced travel demand and have led to significant economic impacts. The pandemic has led, in particular, to increased concerns about being in shared environments with many other people – something which is difficult to avoid in urban environments and especially while riding public transit.

The promise of cities and of urban transit may be less appealing while the fear of infection is top-of-mind for many people. As with past pandemics, however, this proximity anxiety is expected to be temporary. The world has been growing steadily more urban over the past 100 years such that today

more than half of the world's population live in cities. Cities have been growing rapidly because they work. They have supplied the keys for unlocking human potential: an infrastructure of public schools, libraries, parks, and transit and a density and diversity of people and urban life has helped to foster the exchange of ideas, the advancement of knowledge, and the creation of new products, technologies, and social innovations. Cities are engines of opportunity and will continue to be such, long after the pandemic. Even in the age of the internet, remote work, and on-line shopping – towns and cities will still fulfill a basic human need for social interaction and community. And for cities to work well, with high quality of life, with reliable travel times, with safe streets, and with low emissions – they need good public transit.

Transit ridership will likely remain well below pre-COVID levels until some time after the pandemic and its recovery will be heavily dependent on the degree to which people still feel some lasting proximity anxiety; rates of unemployment; and the degree to which the roughly half of workers in our region that are able to work from home, continue to do so.

Wherever these trends take us in the near-term, people in our region will still want good, safe, affordable, and reliable travel choices, they will still want to avoid congestion, and they will still be concerned about climate change. Accordingly, the long-term success of Metro Vancouver will continue to depend on compact growth supported by a robust and reliable transit system.

Jurisdictions around the world are mobilizing to deal with this public health and economic emergency - the imperative of saving lives and livelihoods may have opened up space to quickly advance critical public policy changes. The societal impulse to revisit priorities as a result of the pandemic has provided a window to make more rapid progress on some of the key ideas and initiatives being contemplated by the Mayors' Council, Metro Vancouver Board, municipal councils around the region and the Province. Shocks and disruptions are moments where it is easier for people, organizations and societies to break out of old habits and develop new ways of doing things – before settling back into the inertia of normal times.

Our region has clearly articulated transport and land use objectives

Our critical task during this pandemic period – whether it lasts for one or two years or longer – is to proactively seize this temporary window of openness to change. We have an opportunity to accelerate the positive pandemic impacts that support our region's long-held city-building and sustainable transportation objectives and to mitigate the negative impacts that run counter to our region's goals.

From a transportation perspective, we have collectively envisioned a region where all people can easily get to their destinations and home again – safely & healthily, reliably, affordably and sustainably. To advance this vision, our regional plans have long stated that we need to focus on: *reducing motor vehicle traffic; and enabling most trips to be made by active and shared modes.*

Advancing our objectives in the context of COVID-19

Over the past decades, our region has made good, albeit modest advances towards these objectives – with an increasing share of development happening in transit-oriented locations and a steady increase in walking, cycling, and transit ridership. This progress has generally been gradual, difficult and resource-intensive. If there is a sustained decline in transit ridership stemming from this pandemic we are risking a potential reversal of this region's hard-won progress.

There is a risk that previous regular transit users will start making more of their trips instead by automobile for understandable reasons, and that these habits will stick post-pandemic. A key near-term transportation objective during this pandemic period should be to minimize resident’s needs for new single-occupant auto trips. The low fuel prices in the region exacerbate this challenge.

Achieving this objective will require an adequate supply of safe and robust alternatives to the auto (in the context of COVID-19) and measures to make these alternatives as competitive and attractive as possible. Time is of the essence as driving levels are already returning to pre-COVID levels suggesting that the window of opportunity for substantive changes will not stay open for long. The table below describes some of the likely near-medium term COVID-19 impacts and possible responses.

Likely COVID-19 Impact (over next 5 years)	Possible Responses
Reduced transit ridership.	<p>Mitigate with:</p> <ul style="list-style-type: none"> • Safe Operating Action Plan, including lower vehicle passenger capacities during pandemic period • incentives / promotions • increase reliability / convenience of bus service with extensive bus priority • info on crowding • secure stable revenues with new funding model (as an essential service, don’t rely so heavily on user fees)
Increased driving (including ride-hailing)	<p>Mitigate with:</p> <ul style="list-style-type: none"> • reducing space available to drive and park automobiles by allocating road lanes to other priority uses • increase price of driving (e.g. near-term increase in fuel sales tax) • marketing campaign to discourage unnecessary driving • charging infrastructure for EVs, to ensure climate goals are not compromised • urgent bus priority measures to avoid buses getting stuck in worsening congestion • permanent IMBL for ride-hailing, with focus on pricing to mitigate congestion impacts

<p>Increased walking and cycling</p>	<p>Accelerate with:</p> <ul style="list-style-type: none"> • rapidly deploy low-cost car-free zones / slow streets / reallocate more road space to expanded walkways/bikeways/public realm in ways that are neutral or positive for transit operations
<p>Increased trip substitution via digitization. Telework, telemedicine, and e-learning</p>	<p>Engage in:</p> <ul style="list-style-type: none"> • more active coordination of employers through TravelSmart • assist in more evenly distributing the peak-spreading benefits across day and week.
<p>Increased reliance on e-commerce and home delivery.</p>	<p>Engage in:</p> <ul style="list-style-type: none"> • more active coordination of curb-side; • coordination of freight companies (via big data / Maas) to optimize loads; • regulation / licensing of contactless automated last-mile delivery bots / drones
<p>Increased interest in vehicle automation</p>	<p>Engage in:</p> <ul style="list-style-type: none"> • planning and regulatory discussions with Province to ensure AVs support regional objectives
<p>Increased churn / consolidation in the mobility sector</p>	<p>Engage in:</p> <ul style="list-style-type: none"> • taking stock of current ecosystem partners; assess possible new collaborations (e.g. car-sharing) • strategic investments in transport system management & MaaS function to ensure public sector leadership post-pandemic
<p>Softening of demand for high-density housing</p>	<p>Mitigate with:</p> <ul style="list-style-type: none"> • measures to make higher-density living attractive (enable restaurants, venues etc. to function effectively with new protocols) • ensuring planned developments have sufficient space to avoid overcrowding • shift growth emphasis to mid-rise development along more corridors
<p>Increased unemployment & household financial strain</p>	<p>Mitigate with:</p> <ul style="list-style-type: none"> • pause planned fare increase • ensure new funding strategy is focused on progressive sources matched to income • coordination with Province to introduce / fund Basic Mobility Accounts (expansion of BC Bus Pass)
<p>Increased social solidarity & trust in government</p>	<p>Accelerate with:</p> <ul style="list-style-type: none"> • ongoing communications and social marketing

NEXT STEPS

Topics for further discussion with the Board and Mayors' Council include:

1. Coordination with Metro Vancouver around support for the 2020 Declaration for Resilience in Canadian Cities;
2. How to coordinate with municipalities, Metro Vancouver and Province to enable near-term rapid action on the proposed responses above; and
3. How to re-start public dialogue on future of the region (M2050, T2050) in the context of navigating the COVID-19 recovery.

To: Board of Directors

From: Jennifer Breeze, Associate General Counsel & Corporate Secretary

Date: June 9, 2020

Subject: Revisions to Board Governance Manual and Articles

PROPOSED RESOLUTION:

That the TransLink Board of Directors approves:

1. the amendments to the Board Governance Manual, as set out in Attachment 1 to the report dated June 9, 2020 titled “Revisions to Board Governance Manual and Articles”; and
2. the amendments to the Articles of the South Coast British Columbia Transportation Authority, as set out in Attachment 2 to the report dated June 9, 2020 titled “Revisions to Board Governance Manual and Articles”.

EXECUTIVE SUMMARY

The purpose of this report is to seek the Board’s approval of amendments to the Board Governance Manual (primarily to reflect updates to titles as a result of organizational changes and the Annual Board and Committee Calendar) and to amend the Articles of the South Coast British Columbia Transportation Authority (“Articles”) to include “Community engagement and leadership” to the list of specific Skills and Experience required on the Board.

BACKGROUND

The Articles and Board Governance Manual were first approved by the Board when the current governance framework was implemented in 2008. The Board Governance Manual is reviewed and updated on a regular basis. The most recent update to the Board Governance Manual was approved at the June 19, 2019 Board meeting, and the current version can be accessed online at https://www.translink.ca/-/media/Documents/about_translink/governance_and_board/board_manual/board_manual.pdf?la=en&hash=30503EB4535922A42B98A1D5710725EEED1F86F8.

TransLink’s Articles are posted on TransLink’s public website at: <https://www.translink.ca/About-Us/Governance-and-Board/Board-of-Directors/Board-Manual-and-Articles.aspx>.

The Articles were last amended in 2018 to remove “E-Commerce” and add “Safety” and “Cyber Security” to the list of specific skills and experience required on the Board.

DISCUSSION

Board Governance Manual

Proposed changes to the Board Governance Manual are redlined in Attachment 1 to this report. The changes reflect:

- Updated Board Calendar of annual recurring agenda items;
- Updated organizational chart (not redlined); and
- Other minor amendments.

Articles

The 2019 Screening Panel recommended to the Board of Directors that it consider adding “Community engagement and leadership” to the Specific Skills and Experience requirements set out in Section 13.2 of the Articles, to expand upon the “Corporate leadership” requirements already included in the Articles. The Human Resources and Governance Committee has recommended that the Board amend the Articles to include “Community engagement and leadership” in the Specific Skills and Experience requirements.

Should the Board wish to make any changes to the Articles, the *South Coast British Columbia Transportation Authority Act* requires TransLink to publish the amendments on our website, and in another manner that the Board is satisfied will bring the proposed amendments to the attention of the public, for 30 days prior to the amendments taking effect.

The proposed change to the Articles is redlined in Attachment 2 to this report.

ATTACHMENTS

ATTACHMENT 1: Board Governance Manual, revised pages

ATTACHMENT 2: Articles of the South Coast British Columbia Transportation Authority - redline



Board Governance Manual

June ~~1918~~,
~~2019~~2020

- f) provide advice to the CEO with respect to the appointment or termination of any of TransLink's Officers ("Officers")¹⁸ other than the Chief Financial Officer as referred to above;
- g) provide advice to the CEO with respect to the human resources strategies and processes for recruitment, appointment and compensation of TransLink's Officers;
- h) ensure plans are made for management succession and development, including ensuring that there is in place:
 - i) a process that would respond to an emergency situation which required an immediate replacement of the incumbent CEO; and
 - ii) criteria and processes for recognition, promotion, development and appointment of management are consistent with the future leadership requirements of TransLink;
- i) ensure plans are made for the recruitment, development and retention of key positions within TransLink, other than management;
- j) review the overall organizational structure; and
- k) approve the compensation philosophy and guidelines for the CEO and Officers adopted by TransLink.

3.2.9 Code of Conduct and Business Ethics

The Board has responsibility to:

- a) establish, and update from time to time as required, a code of conduct for Directors, Officers and employees, including procedures for identifying potential conflicts of interest and resolving such conflicts; and
- b) direct management to ensure that TransLink operates at all times within the code of conduct and within applicable laws, and to the highest ethical and moral standards.

3.2.10 Environmental Health and Safety

The Board has a responsibility to:

- a) review management's policies in the area of environmental responsibility and occupational health and safety;
- b) on a semi-annual basis, review TransLink's status report in the area of environmental responsibility and occupational health and safety; and

¹⁸ TransLink's Officers other than the Chief Executive Officer include the following: Chief Financial Officer; Vice President, Human Resources; Vice President, Customer Communications and Public Affairs; Vice President, [Strategic Sourcing and Real Estate](#)[Commercial Strategy and Innovation](#); Vice President, Financial Services; Vice President, Infrastructure Management and Engineering; Vice President, Major Projects; Vice President, Transportation Planning and Policy; General Counsel and Executive Vice President Corporate Services; [Associate General Counsel and Corporate Secretary](#); and Chief Information Officer.

3.3 ANNUAL BOARD AND COMMITTEE CALENDAR

ANNUAL BOARD AND COMMITTEE CALENDAR

AGENDA ITEMS

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
MARCH					
Review of Finance and Audit Committee Terms of Reference	Info				
Annual Finance and Audit Committee Checklist	Info				
Year End Financial and Performance Report	Info			Info	
External Audit Findings Report	Info				
Audited Consolidated Financial Statements	Recommend			Decision	
Review appointment of external auditor, if required	Recommend				Decision
Statutory Annual Report	Recommend			Decision	
In Camera - Committee and External Auditor	Info				
Director and Employee Code of Conduct Semi-Annual Report	Info				
Internal Audit Reports	Info				
In Camera – Committee and Director, Internal Audit and Performance Management	Info				
Property Tax Bylaw and Replacement Tax Bylaw	Recommend			Decision	
Environmental Management System Semi-Annual Update	Info				
Enterprise Risk Management (ERM) Quarterly Report Updates (including review of ERM results)	Info				Info
Fourth Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Major Litigation Update	Info				Info
Annually review TransLink's operational project management oversight controls and systems (Capital Projects Oversight Review, including Capital Program Approvals and Governance of Major Capital Projects)	Info				

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Appointment of Conduct Review Advisor			Recommend		Decision
Conduct Review Advisor Summary Report			Info		Info
Annual Subsidiary Compliance Review			Info		Info
HUMAN RESOURCES REPORTS					
Vice President, Human Resources Quarterly Report			Info		
Review Executive Compensation Plan			Info		Info
Review of Officer Performance and Compensation			Info		
CEO Performance Review			Info Recommend		Info Decision
CEO Annual Goals			Recommend		Decision
MAY					
Financial and Performance Report as at Q1 (March 30)	Info				
JUNE					
Internal Audit Reports	Info				
In Camera – Committee and Director, Internal Audit and Performance Management	Info				
Annual Enterprise Insurance Program Update	Info				
Enterprise Risk Management (ERM) Quarterly Report Updates	Info				Info
First Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Annual Review of Compliance with Statutory and Regulatory Requirements	Info				
Major Capital Projects Status Update	Info			Info	Info
Quarterly Safety Report	Info				
Customer Communications and Public Affairs Quarterly Report		Info			
Long term transportation strategy – Regional Transportation Strategy (every 5 years)		Recommend		Decision	
Provide input into development of Investment Plan (at least every 3 years)		Info			

- c) whether the project has adequately assessed the potential risks and ensures these are provided for in the most cost-effective manner.

All projects that involve an alternate to the traditional design/build procurement model will be delegated to the Committee for oversight to:

- a) assist in reviewing and establishing the nature of the relationship;
- b) identifying and approving the appropriate risk allocation; and
- c) establishing the appropriate governance, management and commercial terms for the transaction.

3.11.6 Capital Program

The Committee will receive an annual update presentation from Management and provide feedback on the overall capital plan for the upcoming year. It will include:

- a) a summary of the capital projects carrying over from previous years;
- b) a summary of reallocations across projects in the previous year and year-to-date; and
- c) a review of the criteria the Management team used to prioritize the projects for the upcoming year, including a short summary of those that did not make the cut.

3.11.7 Real Estate

The Committee will oversee the strategic development of the Real Estate Program and consider the financial implications, associated risks and timing regarding:

- a) the acquisition of real estate;
- b) the disposition of surplus real estate and reallocation of revenues; and
- c) development of opportunities, including transit-oriented development.

3.11.8 Composition

The Committee will be composed of at least three Directors. The Board Chair is an ex officio member, but is not counted in establishing quorum and does not vote.

Committee members will have a working familiarity with finance and accounting practices and/or engineering and project management, and at least one Committee member should have a professional accounting designation or related financial management expertise to be considered a financial expert.

3.11.9 ~~External~~ Auditors

The external and internal auditors will be notified of the Committee's meeting schedule and receive the appropriate meeting materials in advance of meetings. The external auditors will have the right to

Committee Chairs will have a relationship with their Officer counterparts in relation to managing the work of the Committee as follows:

Committee	Officer Counterpart
Finance and Audit	Chief Financial Officer; Vice President, Infrastructure Management and Engineering; Vice President, Financial Services
Human Resources and Governance	Vice President, Human Resources; Associate General Counsel and Corporate Secretary
Planning and Stakeholder Relations	Vice President, Customer Communications and Public Affairs; Vice President, Transportation Planning and Policy

5.8.5 Spokesperson

The Board Chair is the spokesperson for the Board. Directors should not communicate to an external body on behalf of the Board or TransLink without the express prior direction from the Board Chair or Board. If directed by the Board Chair, a Director may speak on behalf of the Board at events. The TransLink Communications Department is available to assist with speaking remarks and help prepare the Board Chair or Director for potential questions about current issues.

The Board Chair and Directors should be aware that they may be seen as representatives of the TransLink enterprise in public forums (including social media channels) and therefore any comments on transit and transportation topics may be perceived as representing TransLink's official position.

5.9 DIRECTOR INDEMNITY AND LIABILITY INSURANCE

TransLink indemnifies Directors against certain claims and actions and provides Directors' and Officers' liability insurance.

5.9.1 Indemnity

The SCBCTA Act provides that TransLink may indemnify a Director or Officer against certain claims provided that the person acted honestly and in good faith with a view to the best interests of TransLink and, in the case of a criminal or administrative proceeding, the person had reasonable grounds for believing that the conduct was lawful.

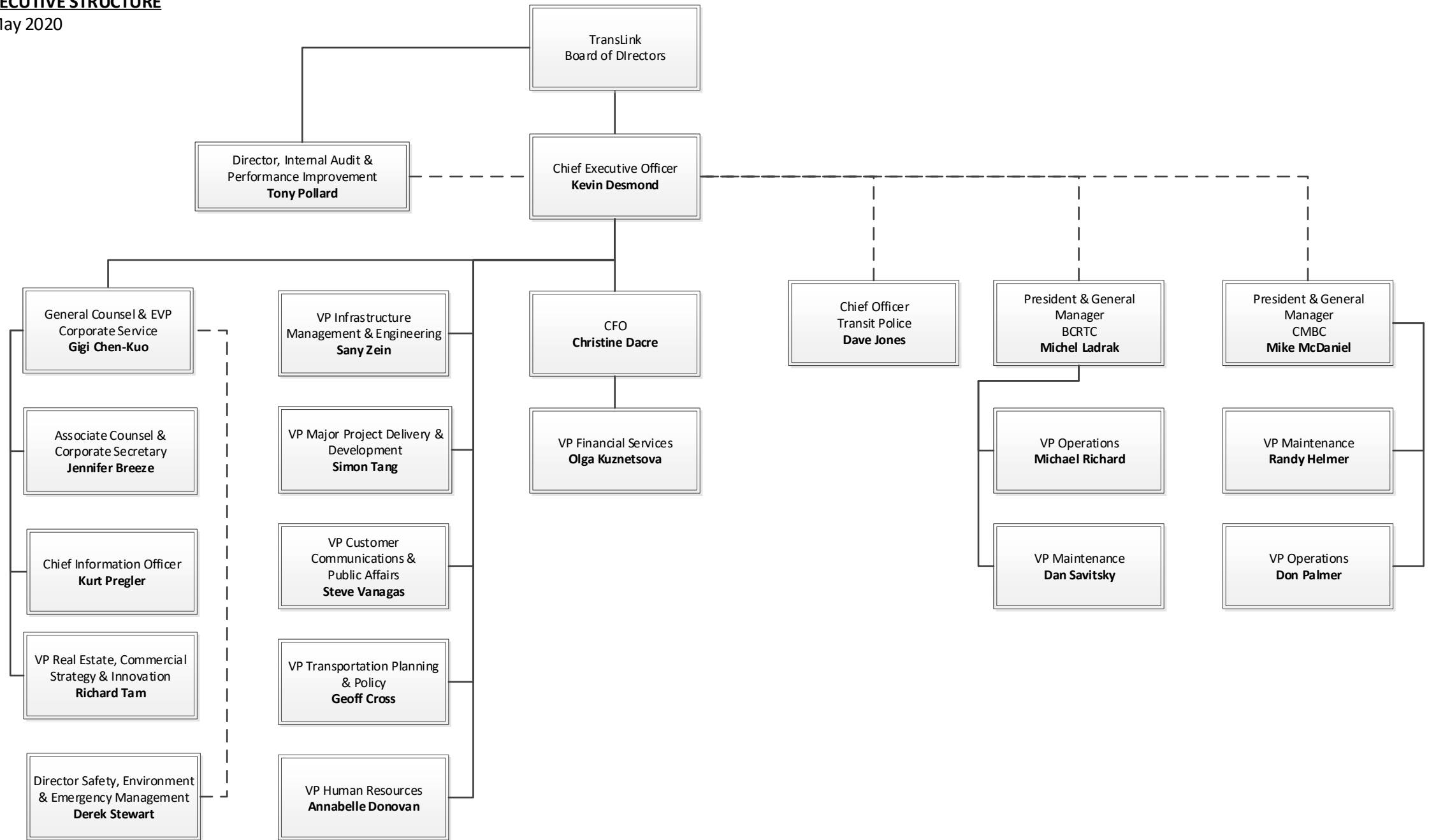
5.9.2 Insurance

In addition to the indemnity provided by TransLink, TransLink has obtained Directors' and Officers' liability insurance, the details of which are provided on the following page. A copy of the Directors and Officers Liability Insurance Policy is available from the Corporate Secretary.

Summary of TransLink Directors and Officers Liability Insurance		
Limits:	\$1015,000,000 including defence costs	
Corporate Retention:	\$100,000	
Coverage:	<ul style="list-style-type: none"> • TransLink Directors and Officers • Mayors Council • All Subsidiaries • Trustees • Employees • Volunteers 	
Key Definitions:	Wrongful Act	Any breach of duty, neglect, error, misstatement, misleading statement, omission or any other matter claimed against the individual insured by reason or his or her serving in such insured capacity.
	Loss	Damage, judgments, settlements, pre-and post- judgment interest and defence costs but does not include fines or penalties, employment practices or matters uninsurable at law.
Key Exclusions:	Conduct exclusion	Self-serving and egregious conduct (profit and personal advantage, fraud)
	Insured elsewhere	Generally insured under other policies (bodily injury or property damage)
	Not intended to be insured	Insured vs. insured (company vs. Directors, Directors vs. Directors, claims related to government funding, fines or penalties)

TRANSLINK EXECUTIVE STRUCTURE

May 2020



- **“MRN”** means the major road network.
- **“Officers”** means the following positions: Chief Executive Officer; Chief Financial Officer; Vice President, Human Resources; Vice President, Customer Communications and Public Affairs; Vice President, ~~Strategic Sourcing and Real Estate~~[Commercial Strategy and Innovation](#); Vice President, Financial Services; Vice President, Infrastructure Management and Engineering; Vice President, Major Projects; Vice President, Transportation Planning and Policy; General Counsel and Executive Vice President Corporate Services; [Associate General Counsel and Corporate Secretary](#); Chief Information Officer; and any person holding the position of Vice President of TransLink.
- **“SCBCTA Act”** means the *South Coast British Columbia Transportation Authority Act*, as amended from time to time.
- **“Screening Panel”** means the screening panel established annually pursuant to the SCBCTA Act.
- **“Statutory Director”** means the Chair and Vice Chair of the Mayors’ Council, if they consent to act.
- **“Subsidiary”** means a subsidiary of TransLink.
- **“TransLink”** means the South Coast British Columbia Transportation Authority.

**ARTICLES OF THE
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY**

These Articles are established by the Board of Directors of the South Coast British Columbia Transportation Authority (TransLink) pursuant to Section 190(3) (f) of the *South Coast British Columbia Transportation Authority Act*.

1. BOARD CHAIR

- 1.1 The Board Chair or his/her designate will preside at all meetings.
- 1.2 If the Board Chair or his/her designate is not present within fifteen (15) minutes of the time appointed for holding the meeting or if the Board Chair or his/her designate has advised the Corporate Secretary that he/she will not be present at the meeting, the directors present at the meeting shall choose one of their number to chair the meeting.

2. MEETINGS

- 2.1 In accordance with Section 9, the board will allot one hour on the day of a regular board meeting to receive input from the public.
- 2.2 Except as specified in Section 2.1, board meetings will be held in the absence of the public unless the board, in its sole discretion, invites others to attend for all or part of the meeting.
- 2.3 The directors may meet together for the dispatch of business as they think fit.

3. NOTICES OF MEETINGS

- 3.1 A director may, by making a request to the Board Chair or the Corporate Secretary, call a meeting of the board at any time.
- 3.2 Upon receiving a request to call a meeting, the Board Chair or the Corporate Secretary shall give reasonable notice of the meeting specifying the place, day and hour of such meeting by mail or by electronic means to the address provided by each director.
- 3.3 Accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any director shall not invalidate the proceedings at the meeting.

4. QUORUM

- 4.1 The quorum necessary for the transaction of the business of the board shall be a majority of the board members.

5. VOTING

- 5.1 Questions arising at any meeting shall be decided by a majority of votes of those directors present.
- 5.2 The Board Chair is entitled to vote on all business coming before a meeting of the board.

- 5.3 In the case of an equal number of votes for and against a question, including the vote of the Board Chair, the question shall be defeated.

6. TELECONFERENCING

- 6.1 A director may participate in a meeting of the board by means of conference telephones or other communications facilities by means of which all directors participating in the meeting can hear each other and provided that the Chair agrees to such participation.
- 6.2 A director participating in a meeting in accordance with this section shall be deemed to be present at the meeting and shall be included in the determination of quorum and be entitled to speak and vote.

7. CONSENT RESOLUTIONS

- 7.1 A resolution consented to in writing by all the directors, whether by e-mail, facsimile or other electronic transmission, shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and held.
- 7.2 Such resolution may be in two or more counterparts which together shall be deemed to constitute one resolution in writing. Such resolution shall be filed with the minutes of the proceedings of the directors and shall be effective on the date stated thereon or on the latest date stated on any counterpart.

8. PUBLICATION OF BOARD MATERIAL

- 8.1 The Corporate Secretary will publish a list of the items being considered by the board at an upcoming meeting on the TransLink website, five days in advance of the meeting. Decisions on matters that are deemed confidential by the Board Chair will not be published.
- 8.2 The Corporate Secretary will post a summary of any decisions made by the board and management reports of financial results considered by the board to the TransLink website, within seven days of the conclusion of a board meeting. Decisions on matters that are deemed confidential by the Board Chair will not be published.
- 8.3 The Corporate Secretary will publish the Chief Executive Officer's report, excluding the content that is deemed confidential by the Chief Executive Officer, on the TransLink website within seven days of the conclusion of the board meeting.

9. PUBLIC INPUT

- 9.1 The board will allot one hour on the day of a regular board meeting to receive public input.
- 9.2 Any person or organization wishing to appear before the board must submit an application to the Corporate Secretary no later than 8:00 am, two business days prior to the scheduled board meeting.

- 9.3 The application must indicate the agenda item or issue the applicant wishes to address, the name of the designated speaker and the specific action that is being requested of the board.
- 9.4 The board will receive one representative from an organization at each meeting. If an organization wishes to provide input to the board, one person should be selected as a designated speaker for the organization. If more than one individual from an organization submits an application, the individual who registered first with the Corporate Secretary will be deemed to be the designated speaker for the organization. Additional representatives from the organizations will be received, time permitting within the time allotted to receiving public input (in accordance with Item 9.6 c.).
- 9.5 The Corporate Secretary shall, no later than noon on the business day prior to the scheduled meeting, advise the individual whether he/she is scheduled to appear before the board.
- 9.6 Applications to provide input to the board will be prioritized in accordance with the following process:
- a. Those individuals or organizations (in accordance with Item 9.4) speaking on an agenda item to be considered at the meeting will be received first. Priority will be given to those individuals or organizations that have not previously addressed the board on the agenda item of interest.
 - b. Those individuals or organizations (in accordance with Item 9.4) speaking on issues not included on the agenda for the meeting will be received next. Priority will be given to those individuals or organizations that have not previously addressed the board on the issue of interest.
 - c. Representatives, other than the designated speaker of an organization that has already been heard at the meeting, will be received next in the order in which they register with the Corporate Secretary (subject to Item 9.7), if time permits within the time allotted by the board to receiving public input.
- 9.7 Where the number of applications exceeds the time allotted by the board to receive public input, a maximum of two presentations on each agenda item or issue will be received. The Corporate Secretary will attempt to provide a balance of perspectives on the action being requested of the Board on a specific agenda item or issue.
- 9.8 Where the number of applicants exceeds the time allotted to receiving public input, the applicants that are not accepted will be invited to submit written input to the board.
- 9.9 Each presentation will be a maximum of five minutes.
- 9.10 Where circumstances warrant, the board, in its sole discretion, may extend the length of time allotted to receiving public input.

10. COMMITTEE MEETINGS

- 10.1 Sections 1, 2, 3, 5, 6, 7, 11 and 12 shall apply to meetings of any committees established by the board except that, where applicable, the term “Committee Chair” will be substituted for the term “Board Chair” and the term “committee meeting” will be substituted for the term “board meeting”.
- 10.2 Sections 4, 8 and 9 shall not apply to committee meetings.
- 10.3 The quorum necessary for the transaction of the business at a committee meeting shall be a majority of the committee members.

11. REMUNERATION

11.1 The remuneration to the TransLink Board of Directors shall be established as follows:

- Chair Annual Retainer: \$100,000 flat fee
- Director Annual Retainer: \$25,000
- Audit Committee Chair Annual Retainer: \$8,000
- Other Committee Chair Annual Retainer: \$5,000
- Committee Member Annual Retainer: \$3,000
- Meeting Fee: \$1,200

11.2 The payment of the remuneration will be governed by the following guidelines:

- a. Only one meeting fee will be payable for each 24 hour period, regardless of the number of meetings.
- b. No distinction will be made between participation in person and participation by video, telephone or such other mode that permits a director to hear, and be heard by, all other participants.
- c. Directors will be compensated for all reasonable expenses incurred in connection with board-related service. Directors incurring transportation, accommodation, meal and out of pocket expenses in the course of their duties as members of the board will be reimbursed in accordance with limits and policies established by the TransLink board.
- d. Directors will not be compensated for travel to and from a board meeting unless incurred by a director who resides more than thirty-two kilometres from the meeting location. If a director spent time traveling to the board meeting in addition to the day of the meeting, the director will receive a per diem for the additional time spent traveling (half day (up to 4 hours) or whole day).
- e. If a director is requested by the Board Chair to conduct specific business on behalf of the board or attend a specific function or speaking engagement on behalf of the board, other than educational or social functions, the Board Chair may authorize a per diem payment to the director equivalent to the meeting fee.
- f. Directors will not be entitled to compensation for time spent attending educational or social events although directors will be reimbursed for expenses incurred in

connection with relevant professional development opportunities (e.g. conference fees and associated travel, meal expenses, etc.). All such expense reimbursements must be authorized in advance by the Board Chair.

- g. TransLink will provide Directors' and Officers' liability insurance and indemnification for each director.

12. VALIDITY OF PROCEEDINGS

12.1 All acts done by any meeting of the directors shall, notwithstanding that it be afterwards discovered that there was some defect in the qualification, election or appointment of any such director be as valid as if every such person had been duly elected or appointed and was qualified to be a director.

13. BOARD SKILLS AND EXPERIENCE PROFILE

The Board Skills and Experience Profile sets out the combination of skills and experience that must be represented on the TransLink Board of Directors. Overall, Directors should have the skills and experience to effectively monitor the performance of TransLink and the Chief Executive Officer and add value and provide support for management in establishing strategy and reviewing risks and opportunities and account to the public.

13.1 Personal Characteristics

Directors should possess the following personal characteristics:

- Integrity and accountability
- Demonstrated high ethical standards and integrity in their personal and professional dealings, and who are willing to act on, and remain accountable for, their Boardroom decisions
- Appreciation for the board's responsibility to the public
- Informed judgment
- Ability to provide wise, thoughtful counsel on a broad range of issues
- Financial literacy
- Familiarity with processes for evaluating TransLink's performance
- Ability to understand and exercise due diligence with regard to the statutory obligations of TransLink as a corporation
- Mature confidence
- Preference for Board and team performance over individual performance
- Respect for others
- High performance standards
- A history of achievements that reflect high standards for themselves and others
- Ability to commit to time required to fulfil duties
- Ability to provide advice and make decisions in the best interest of the organization without regard to partisan politics
- No real or perceived conflicts

13.2 Specific Skills and Experience

Given the Board's strategic priorities, and the associated challenges and opportunities, the Board members, as a group, should possess the following skills and experience, with each Director contributing knowledge, experience, and skills in at least one or two domains.

- Previous Board experience
- Policy considerations surrounding the establishment and delivery of a wide variety of road and transit services and the public environment of transportation
- Transportation operations similar in scope to TransLink's operations
- Strategic planning
- Capital project oversight
- Complex procurement processes
- Real estate development
- Environmental strategies
- Corporate leadership
- [Community engagement and leadership](#)
- Finance
- Audit and internal controls
- Legal
- Risk management
- Safety
- Sustainability
- Information technology, cyber security
- Marketing and communications
- Human resource processes
- Knowledge of the local government environment
- Credibility with federal, provincial and municipal governments

13.3 Other Considerations

Within the context of the required board skills requirements, consideration should be given to diversity of gender, cultural heritage and regional representation.

AMENDED by resolution of the Board passed at the June 21, 2018 meeting.

Original signed by Chair Cunningham

Lorraine Cunningham, Board Chair

Original signed by Gigi Chen-Kuo

Gigi Chen-Kuo, General Counsel & Corporate Secretary