

TransLink Quarterly Board Meeting

December 1, 2022



Opening Remarks

Lorraine Cunningham,
Board Chair





Public Delegations

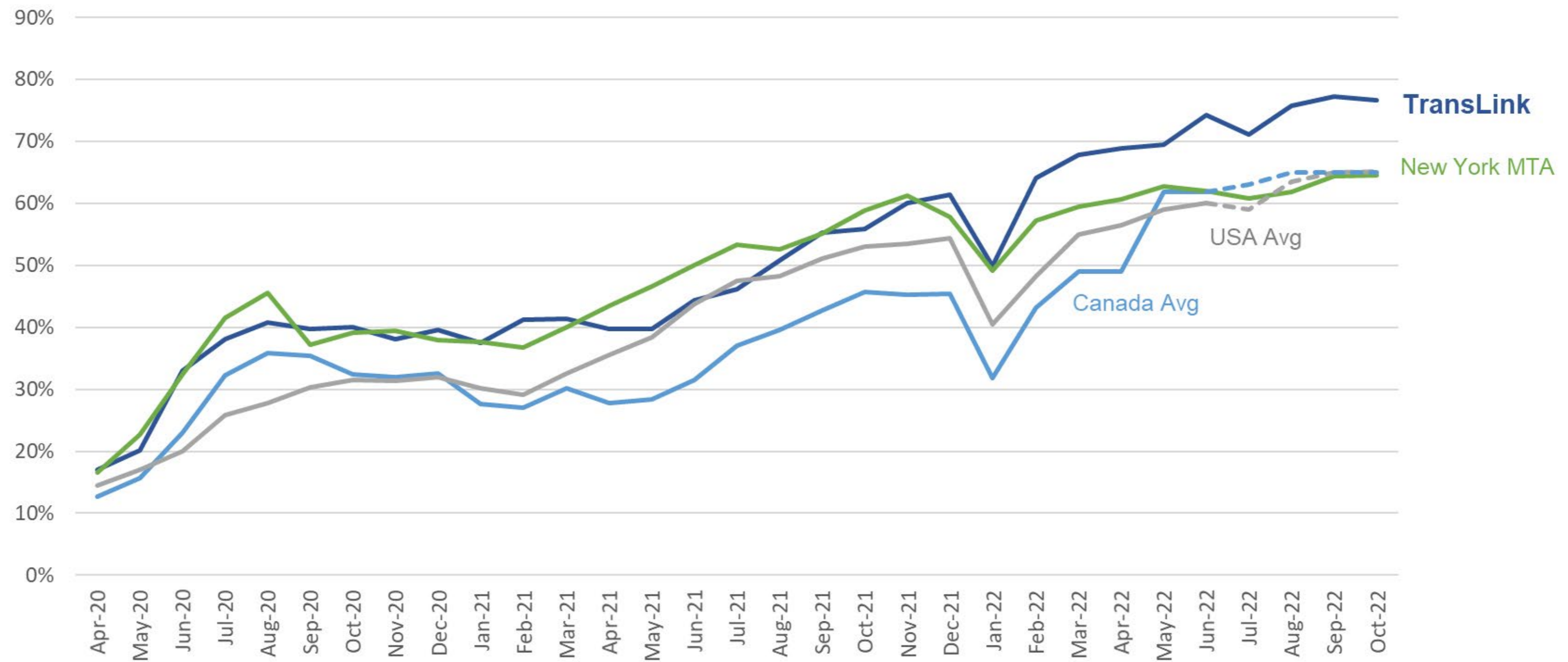
TransLink Management Report

Kevin Quinn, CEO
December 1, 2022





TransLink continues to lead ridership recovery among Canada and USA peer regions



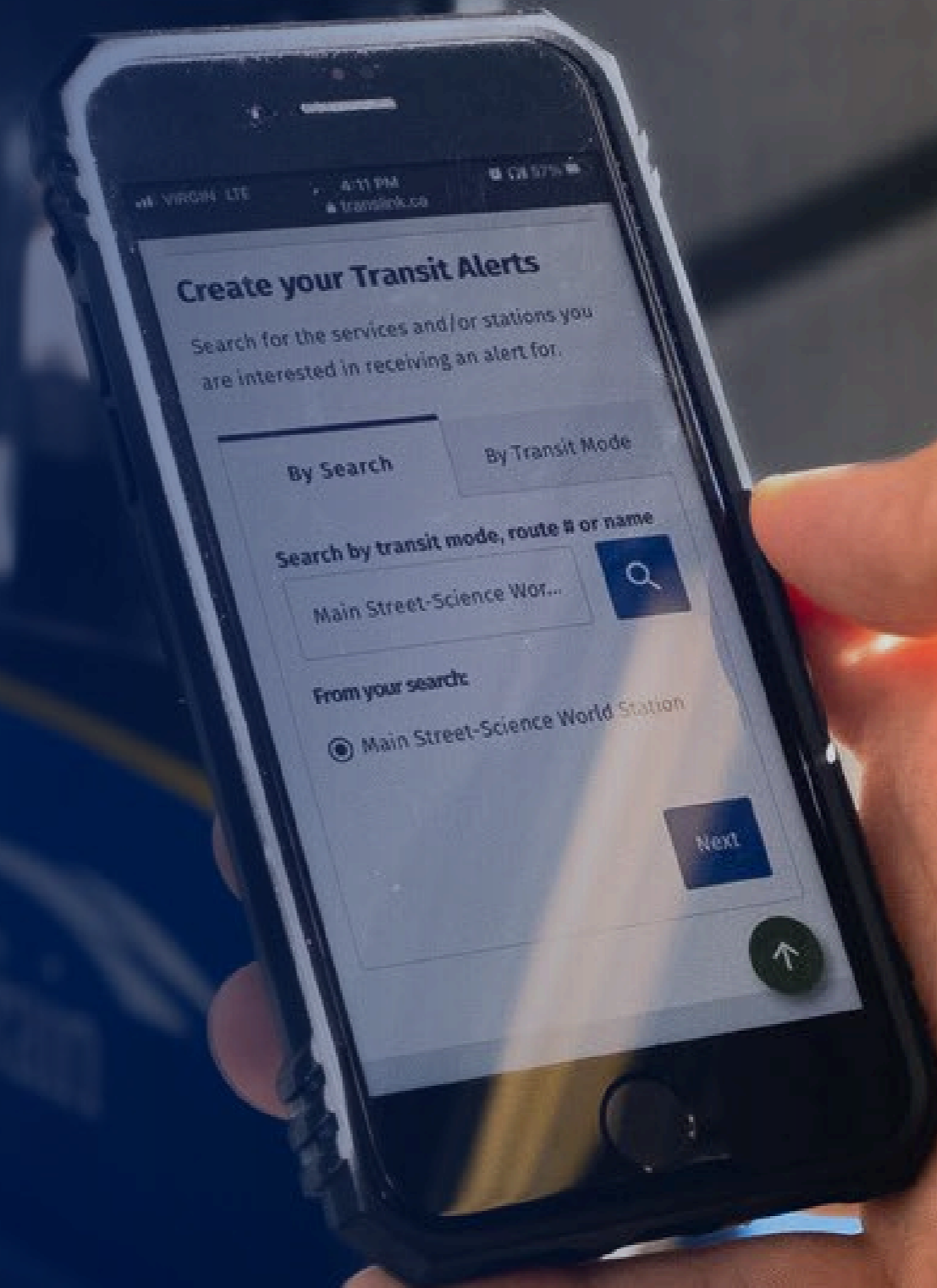
***Based on regions and systems with available**



Transit Alerts

Customers can now receive email or text notifications about closures to elevators, escalators, or station entrances on TransLink's system in real time.

This upgrade is part of **TransLink's Customer Experience Action Plan.**



TransLink plays an important role in supporting reconciliation.

Three new murals on the Canada Line pedestrian-bicycle bridge reflect the past, present, and future of the region, through the lens of colonialism and reconciliation.



Burrard Station Escalator Replacement

This project is part of the rescopeed Burrard Station upgrade work. Construction is ongoing with estimated completion by **Spring 2024**.

Once open, the new escalators will allow for improved accessibility for maintenance, minimizing downtime and keeping customers moving.

Transit Friendly Employer

We're recognizing employers who are making travel easy, affordable, and climate friendly for employees.



Transit Friendly Employer's Early Adopters



Transit 
Friendly
Employer

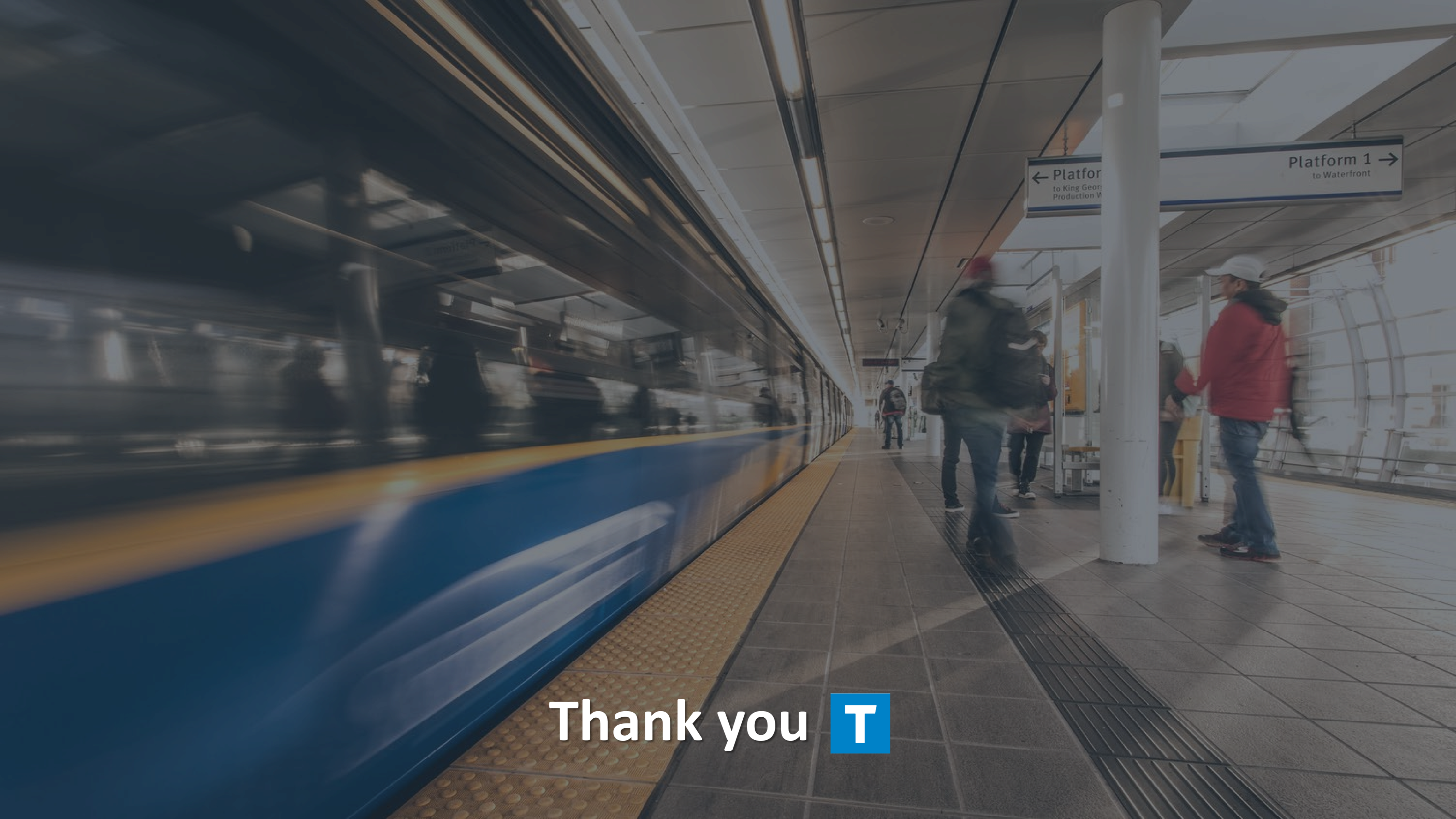


TransLink's Climate Action Plan

Details the specific actions we'll take over the next three years to achieve our climate goals:

- 45% reduction in GHG emissions by 2030
- Net-zero GHG emissions by 2050

The Climate Action Plan relies on low and zero-carbon fuels and technologies to deliver the next generation of transit.



← Platform
to King George
Production V

Platform 1 →
to Waterfront

Thank you **T**

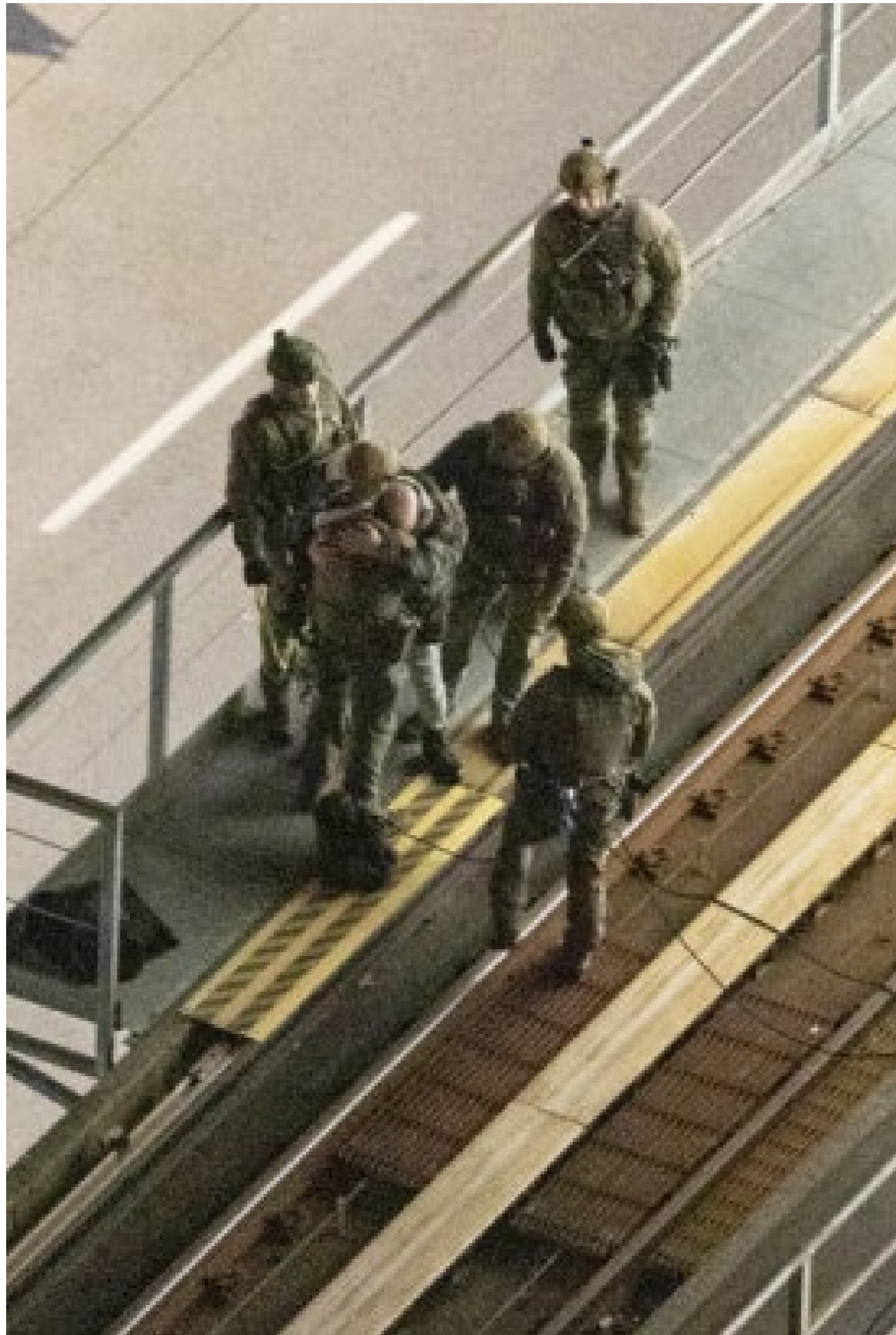
BC Rapid Transit Company

Sany Zein, President & General Manager



- **First 60 days**
- **Safety**
- **On-time Performance**
- **New Rotary Grinders**
- **Facility Expansion**
- **Mark V Progress**
- **Critical Rail Maintenance**
- **Recruitment Event**
- **Take Our Kids to Work**

BCRTC 2022 Q3 Update



First 60 days



bcrtc An Integrated
Rapid Transit Company



First 60 days

- Listen, learn, lead

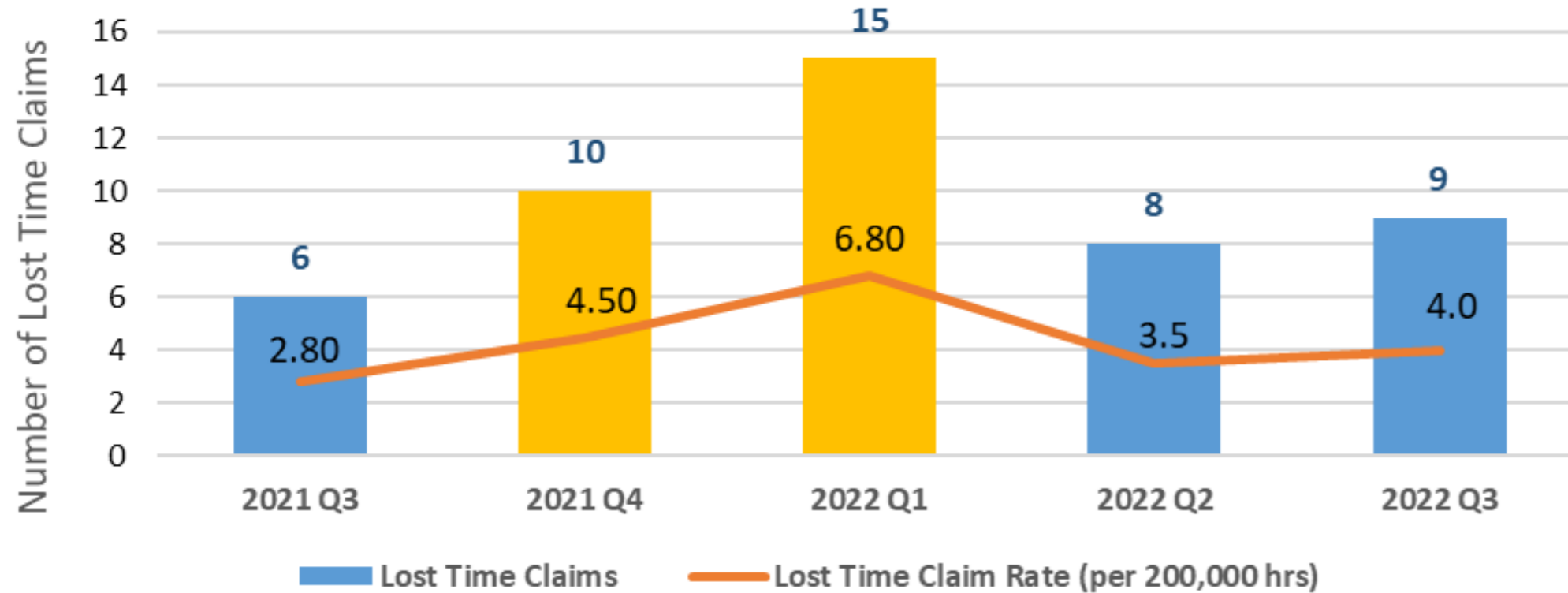
Objectives

- **Deliver Excellent Service**
Safe – Reliable – Modern – Clean – Green
- **Achieve Future Readiness**
Requirements – Readiness – Maturity



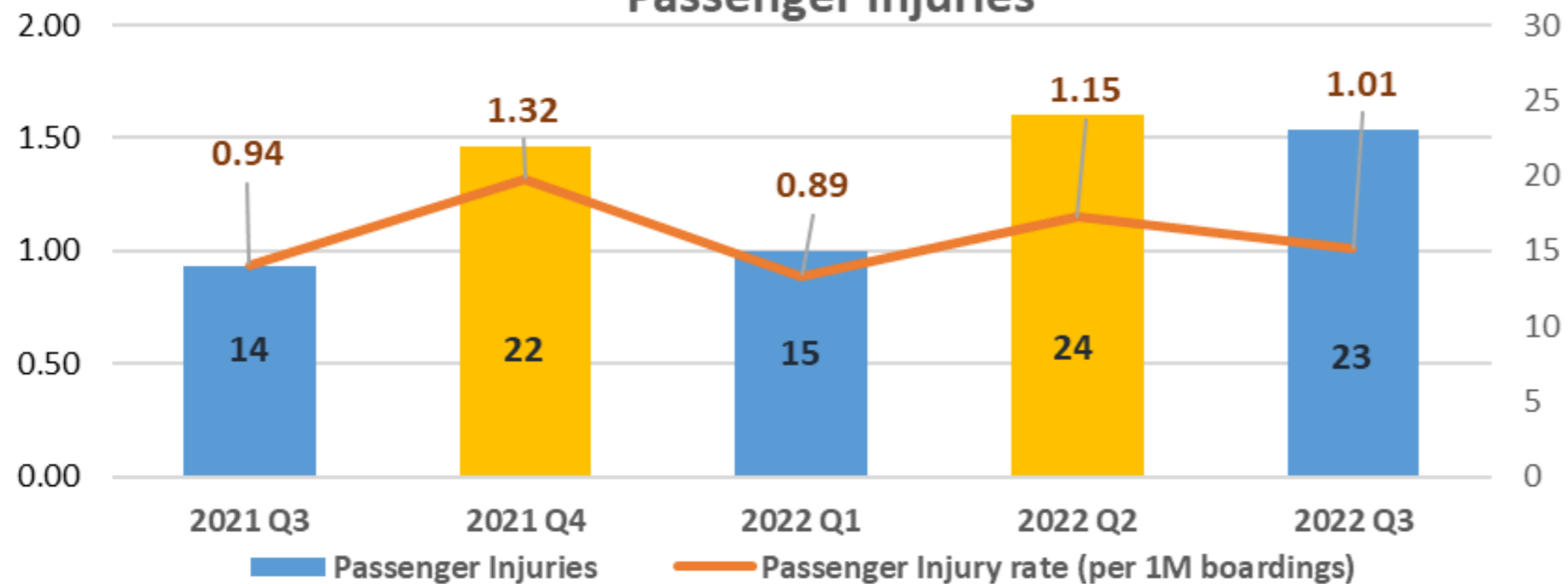
Safety

Lost Time Injury Frequency

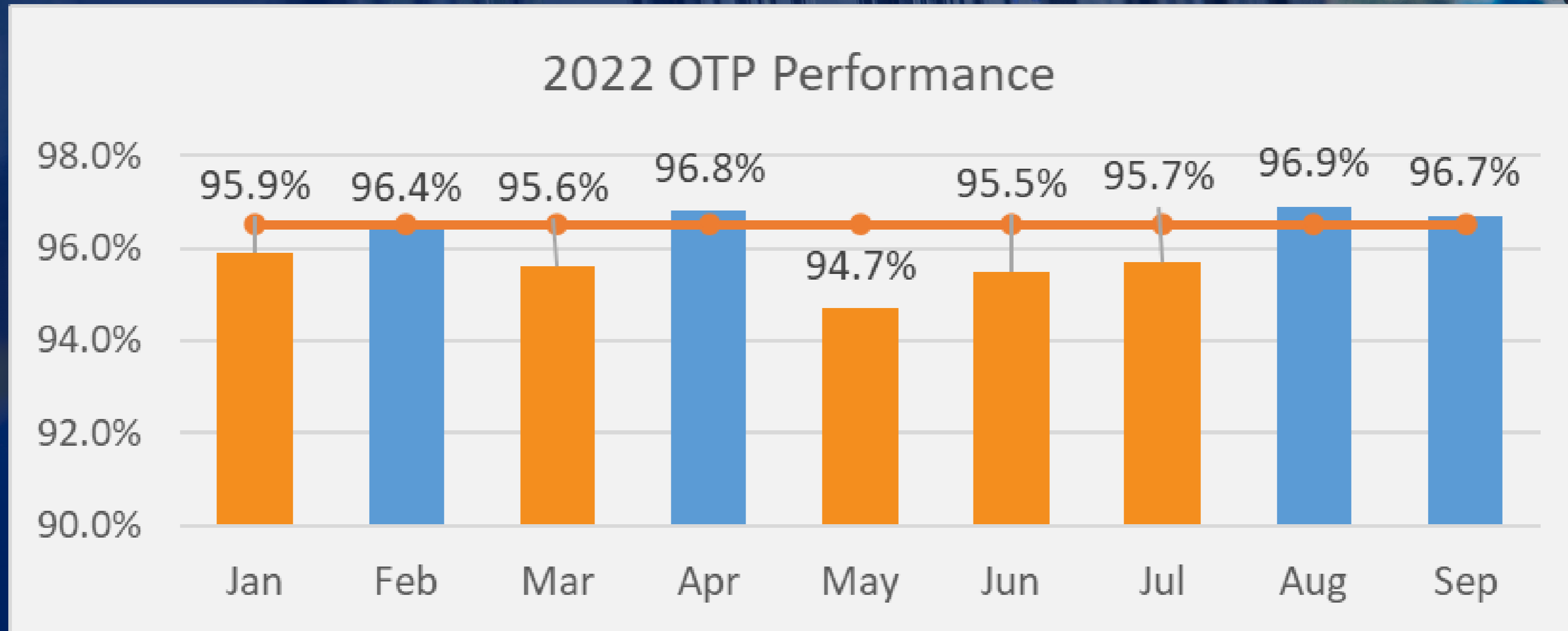


All employee and passenger safety KPIs better than target

Passenger Injuries



On-Time Performance



- Q3 OTP of 96.4% was just below target of 96.5%
- Monthly trend shows improvement with OTP





New Rotary Grinders

- **Arrival January 2023**
- **Ready to use after testing and commissioning**
- **Priority will be targeting hot spots**





Facility Expansion



Mark V progress

- First car in Kingston for interior build
- Cars 2, 3, 4 under construction



bcrtc An Integrated
Rapid Transit Company

Critical Rail Maintenance





SkyTrain Recruitment Open House



- First ever hiring event
- Hosted >400 applicants
- 80% passed screening



Take Our Kids to Work



bcrtc An Integrated Rapid Transit Company

Thank
you

Platform 1
to VCC-Clark

233

BRITISH
COLUMBIA
The Best Place on Earth

SkyTrain

TRANS LINK

233

Plan Your Trip Here ? Transit Information Safety & Security



bcrtc An Integrated
Rapid Transit Company

Coast Mountain Bus Company

Michael McDaniel
President and General Manager



Together all the way



Agenda

- **Winter Conditions**
- **HandyDART**
 - Service update
- **Safety**
 - Days Lost Reduction Plan
- **Operations**
 - New battery-electric buses
- **People**
 - Safe Driving Tune-Up
 - EDI workshops



Winter Conditions

Challenging Conditions

- SeaBus service was not interrupted
- Bus service faced many challenges
- Fully recovered
- Continuing to work closely with our municipal partners to ensure transit routes are cleared as quickly as possible

Pilot: Snow melting heated mats

- Employee-focused pilot aimed at helping to prevent slips/trips in inclement weather



Snow Melting Heated Mats

© Canada Mats (<https://canadamats.ca/products/snow-melting-heated-mats>).



Together all the way



HandyDART

Winter Conditions

- Operated at Essential Service levels and doubled staff on each vehicle

Service update

- Based on requests for trips, **73%** of budgeted trips delivered in Sept. 2022
- **23%** of trips delivered by taxi
- **90%** On-Time Performance



Together all the way



Reducing employee days lost

Days Lost Reduction Plan

- Working group focused on reducing number of employee days lost to workplace injuries

First output: incident investigation updates

- To prevent injuries, Safety team updated:
 - Incident investigation protocols
 - Training for supervisors and managers
- Goal of investigations is to determine injury root cause and implement corrective action



Battery-electric buses: the next generation

Goal: Fully electrify Route 100

- Based off successful trial of 4 battery-electric buses, 15 additional buses were ordered
- Once in service, these 19 buses will fully electrify the 22nd Street/Marpole Loop route

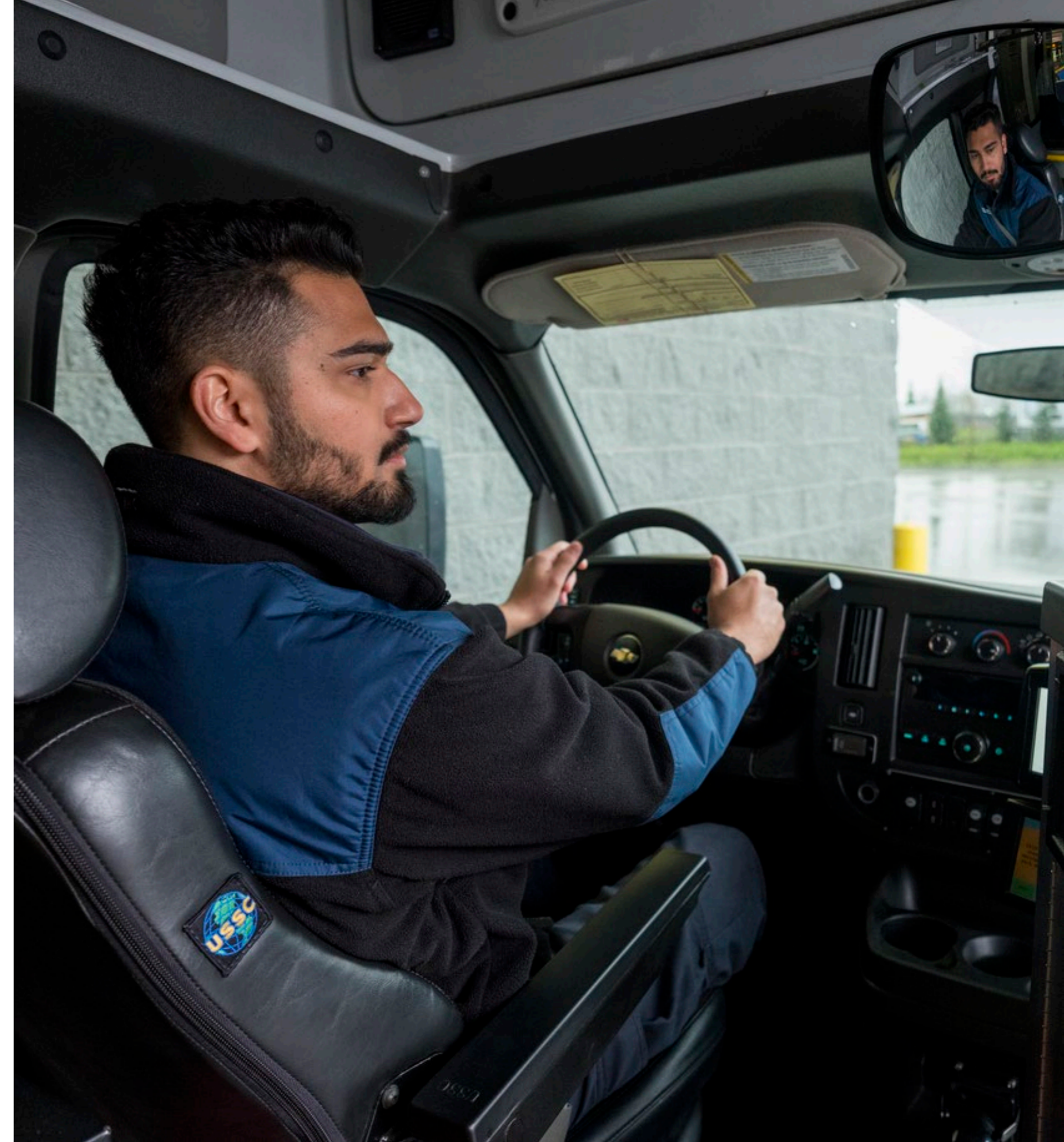
Progress:

- Lead bus arrived in Vancouver in Nov. and is expected to go in service in Jan. 2023
- Remaining 14 scheduled to arrive in Dec. 2023



Safe Driving Tune-Up

- New refresher training for Transit Operators
- Course covers topics such as:
 - Pedestrian & cyclist safety
 - Distracted driving
 - Driving in bad weather
- All Operators must complete by Dec. 31, 2023



Advancing our EDI goals



Equity, Diversity & Inclusion Policy

- **Q3:** Shared the new policy with all employees via multiple channels

Workshops

- **Q3/Q4:** EDI Program Manager delivered workshops to support employees in their learning
- Participating groups include Directors & above, Operations Managers, Customer Information, Fleet Technical Services, etc.



Together all the way







Transit Police Update December 2022



METRO VANCOUVER
**TRANSIT
POLICE**

Targeted Mobile Enforcement Team



2022 Activities

- Participated in joint initiatives with 16 different police agency partners.
- Also partner with other agencies such as ICBC for pedestrian safety and safety enforcement around transit hubs.

213 Police Files

43 Warrant Arrests

48 IRPs Issued

2248 Violation Tickets

2907 Fare Infraction Notices



[#TeamUp](#) with our Road Safety Unit & [@TransitPolice](#) Enforcement Team at No. 3 Rd and Capstan Way. They dealt with a multitude of violations incl. unlicensed & prohibited drivers, equipment violations, and an unrestrained child.

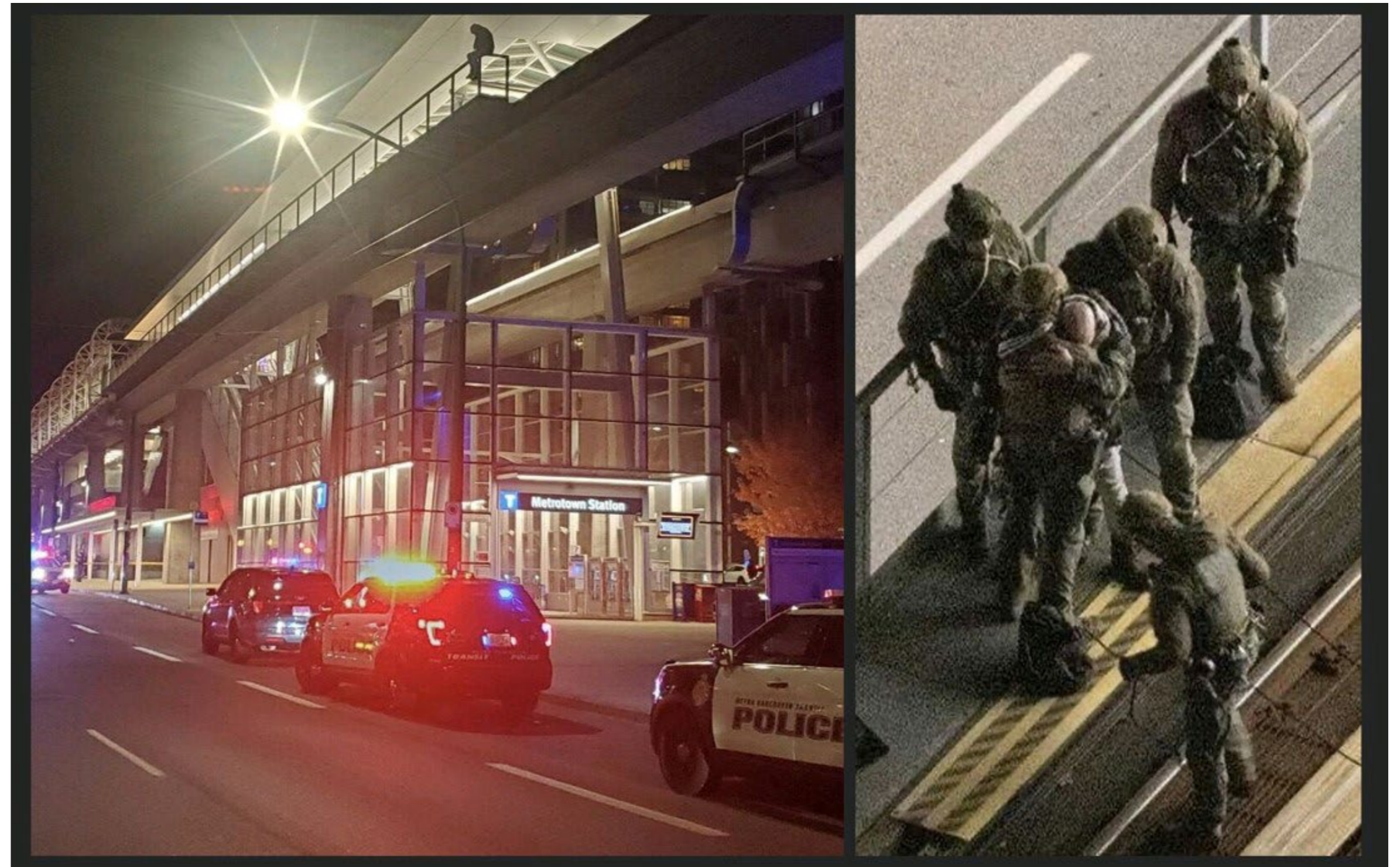


System Resiliency and Emergency Response



Emergency Response Process Established

- Immediate guideway safety shutdown
- Local closures in area to assist with response
- Work with local police partners on crisis intervention
- Assist with bus bridges as required



General Investigations Unit

Alleged machete attack at Tri-City transit station leads to assault charges for Port Moody teens

The victim needed multiple staples to close his head after incident at Burquitlam station.



[Kyle Balzer](#)

Mar 31, 2022 10:27 AM



Man sentenced in random transit attacks on South Asian men in Burnaby, Vancouver, New West

Rainier Jesse Azucena, 35, has been sentenced to a conditional discharge and three years of probation after pleading guilty to a series of transit attacks on strangers.



[Cornelia Naylor](#)

Nov 8, 2022 10:43 AM



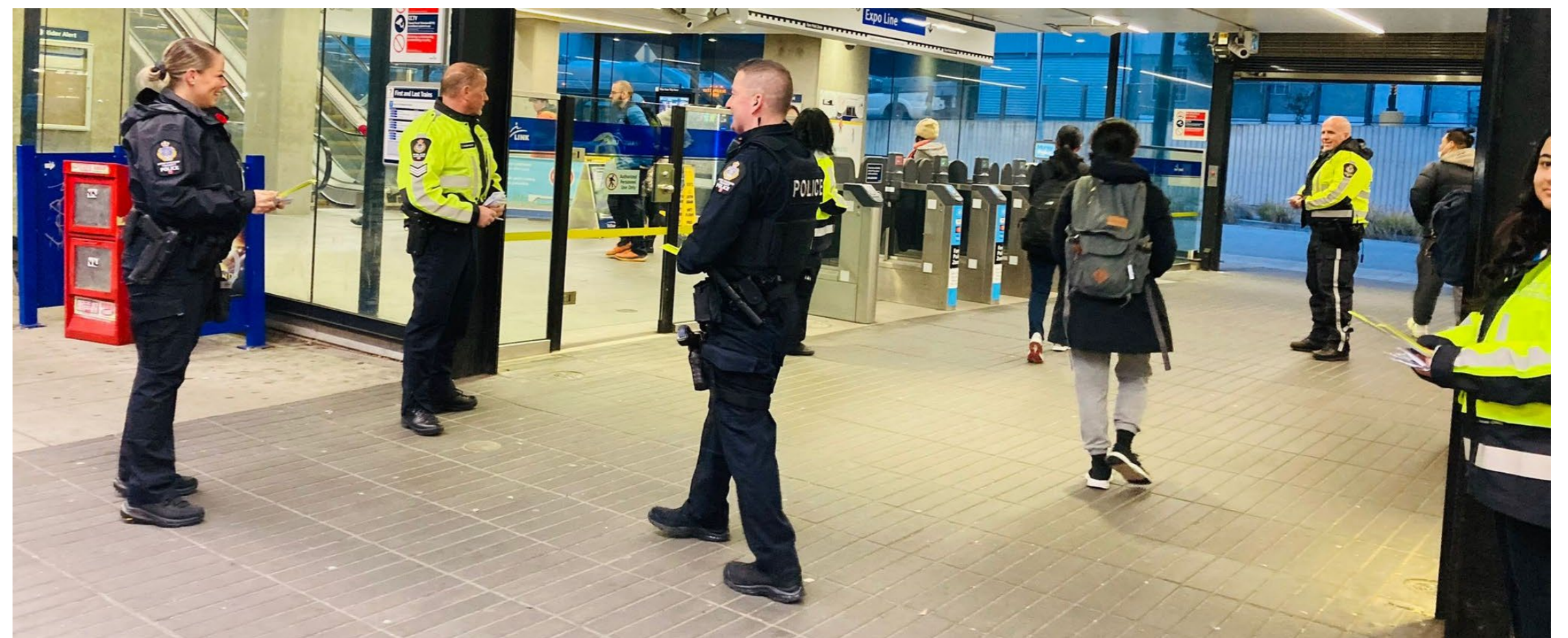
PSA: Replica Weapons on Transit



- Carrying a visible weapon on transit, even if it's a replica, necessitates a significant police response.
- Many replica weapons that are seized look identical to the real thing, and passengers reporting the item cannot distinguish the difference.



Pedestrian Safety Awareness



Project 529 – Bike Safety



Bike theft is an issue across Metro Vancouver.

Transit Police continues to educate transit users to:

- Register their bike with Project 529
- Use a high quality lock(s) to secure the bike.
- Use bike racks and parkades for short daily use, not for long term storage.



Waterfront CPC Appreciation



Expanded Female Officer Locker Room

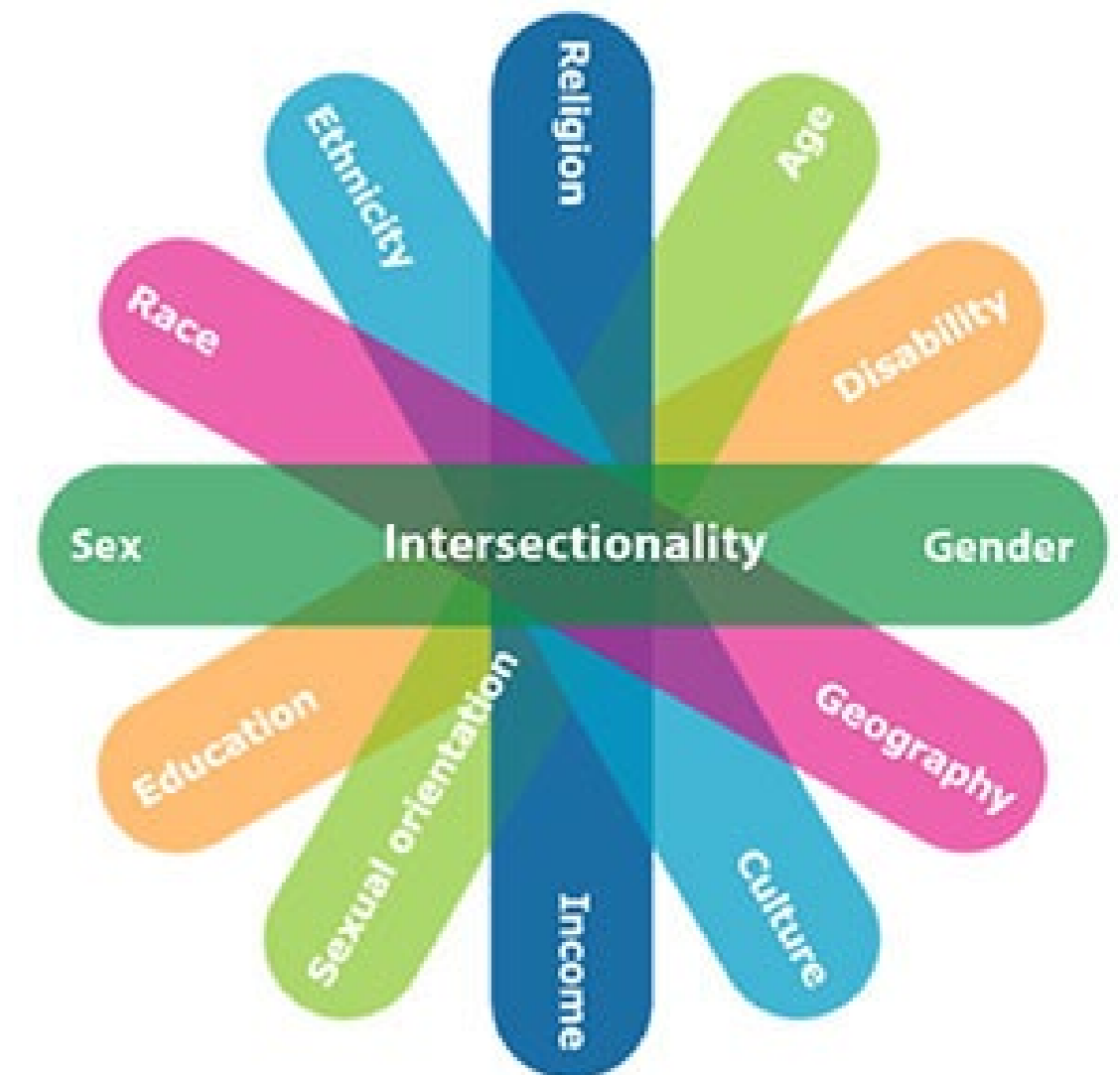
As Transit Police is continuing to hire more female officers, it was identified that a new, larger change/locker room was needed to accommodate current and future growth.



Equity, Diversity and Inclusion



- EDI Policy Approval and Distribution (Oct 14)
- Enterprise EDI Training (for all employees by Nov 30)
- GBA+ Training for all Leadership
- Bi-weekly employee newsletter



Funeral for Cst. Yang





METRO VANCOUVER
**TRANSIT
POLICE**

Finance and Audit Committee Chair Report

Sarah Clark,
Committee Chair

Exact
coin fare
please

Operators do not
carry change

Transit fares

TAP YOUR COMPASS CARD HERE



Compass

TRANS LINK



Planning, Communities and Communication Committee Chair Report

Andrea Reimer
Committee Director

A person with a backpack stands in a blurred train station, looking out a window. The person is wearing a tan coat and a dark scarf. The background is a motion-blurred train and station platform.

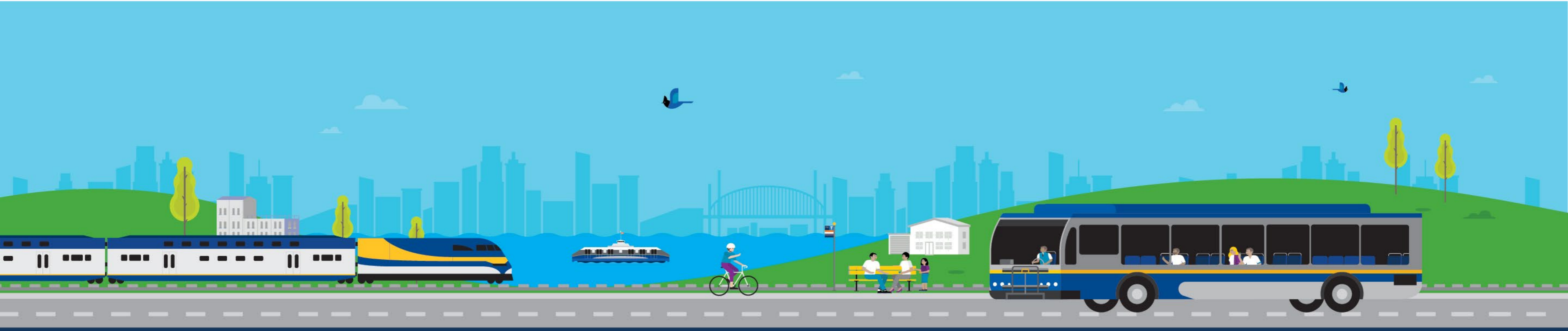
Human Resources and Governance Committee Chair Report

Andy Ross, on behalf of
Committee Chair Marcella Szel



Information Technology Committee Chair Report

Karen Horcher,
Committee Chair



2023 Business Plan & Budget

December 1, 2022

Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice President Financial Services



Together all the way

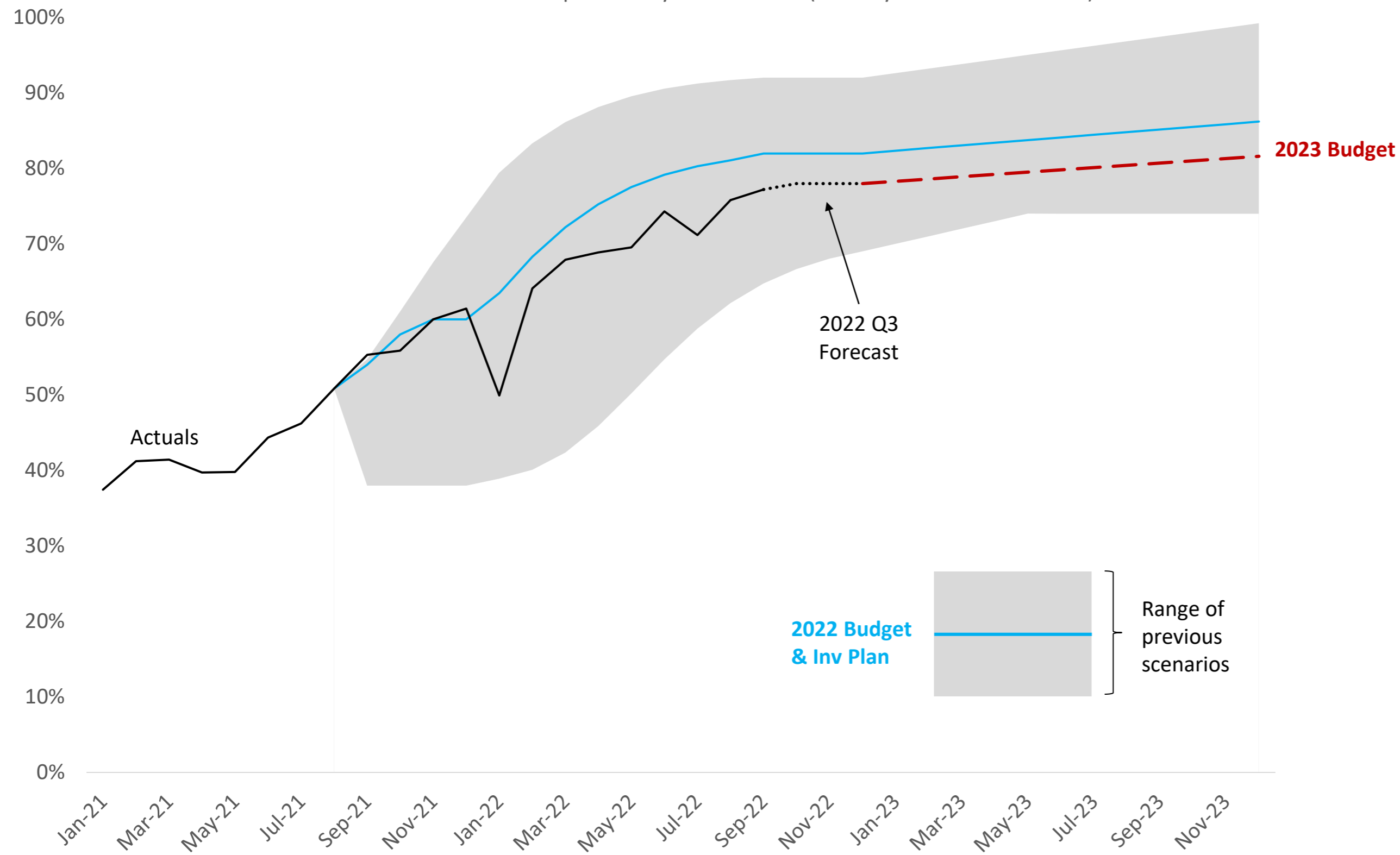


Having safely stewarded the region's transportation network through COVID-19, in 2023 TransLink will be charting the course through the pandemic's lasting socio-economic effects

- Unprecedented cost pressures have emerged, such as rapidly rising inflation and fuel prices, as well as acute resourcing challenges and strained global supply chain
- Lasting working and commuter preferences are crystallizing, revealing a shift towards remote and hybrid work practices
- Economic outlook is far from certain
- Ridership and transit revenues are expected to be lower than 2022 Investment Plan

2022 AND 2023 RIDERSHIP OUTLOOK

Metro Vancouver Ridership Recovery and Forecast (Journeys as % of Pre-COVID)



Key events of 2022

- **Jan:** Omicron variant leads to drop in travel
- **Feb:** most restrictions removed, return to in-class post-secondary
- **Mar:** offices begin transition to higher levels of in-person work
- **Jun:** final travel restrictions dropped, cruise ships return
- **Aug & Sep:** ridership actuals surpass Q2 forecast, reaching 78% of pre-COVID in September
- **Oct:** end of all COVID border requirements for travellers entering Canada

	Budgeted
2022 Fare Revenues	\$459.2 M
2022 Ridership as % of pre-COVID	77.7%
2023 Fare Revenues	\$461.5 M
2023 Ridership as % of pre-COVID	80.8%

2023 will be the first year of “new normal” travel patterns for the region

- Ridership ‘recovery’, as it relates to the pre-pandemic norm, will conclude in 2022:

Ridership as % of Pre-COVID			
2020 Actual	2021 Actual	2022 Budget	2023 Budget
46.7%	47.9%	77.7%	80.8%

- The primary drivers of ridership growth will return to ‘evergreen’ factors (population growth, employment levels, service expansion)
- Transit revenues are not projected to reach 2022 Investment Plan levels in 2023, due to lower than anticipated ridership recovery and product mix being different than our previous forecasts
 - Students on discounted passes make up proportionately more of our ridership, commuters are no longer in office 5-days/ 9-5, but are enjoying the flexibility of hybrid work, resulting in fewer monthly passes and lower peak time travel

TransLink in 2023: Challenges and Risks

- Socio-economic changes catalyzed by the pandemic pose continued challenges and risks:
 - Our current and planned service and funding models may become structurally misaligned due to the new commuter needs/preferences and an inability to close the revenue gap
 - Inflationary cost pressures and resource capacity constraints may impair our ability to fulfil service commitments and deliver construction projects
 - Labour market forces pose a risk to our goal of attracting and retaining the skilled and resilient workforce
- Resiliency of people and infrastructure to adequately support business processes
- BCRTC: state of good repair and capacity to absorb expansion projects

2023 Strategic Priorities

Our priorities remain focused on supporting the region in the post-pandemic landscape:

Provide reliable mobility for as many people as possible within our reduced financial capacity

1. Rebuild customer ridership
2. Foster a safe, skilled and resilient workforce
3. Deliver a reliable transportation system in a state of good repair
4. Achieve financial sustainability

- Service levels ensure service accessibility and quality
- 2023 Budget reflects delivery of these services and spend on absolutely critical priorities
- Work with the Mayors and the Province on sustainable revenue sources is ongoing

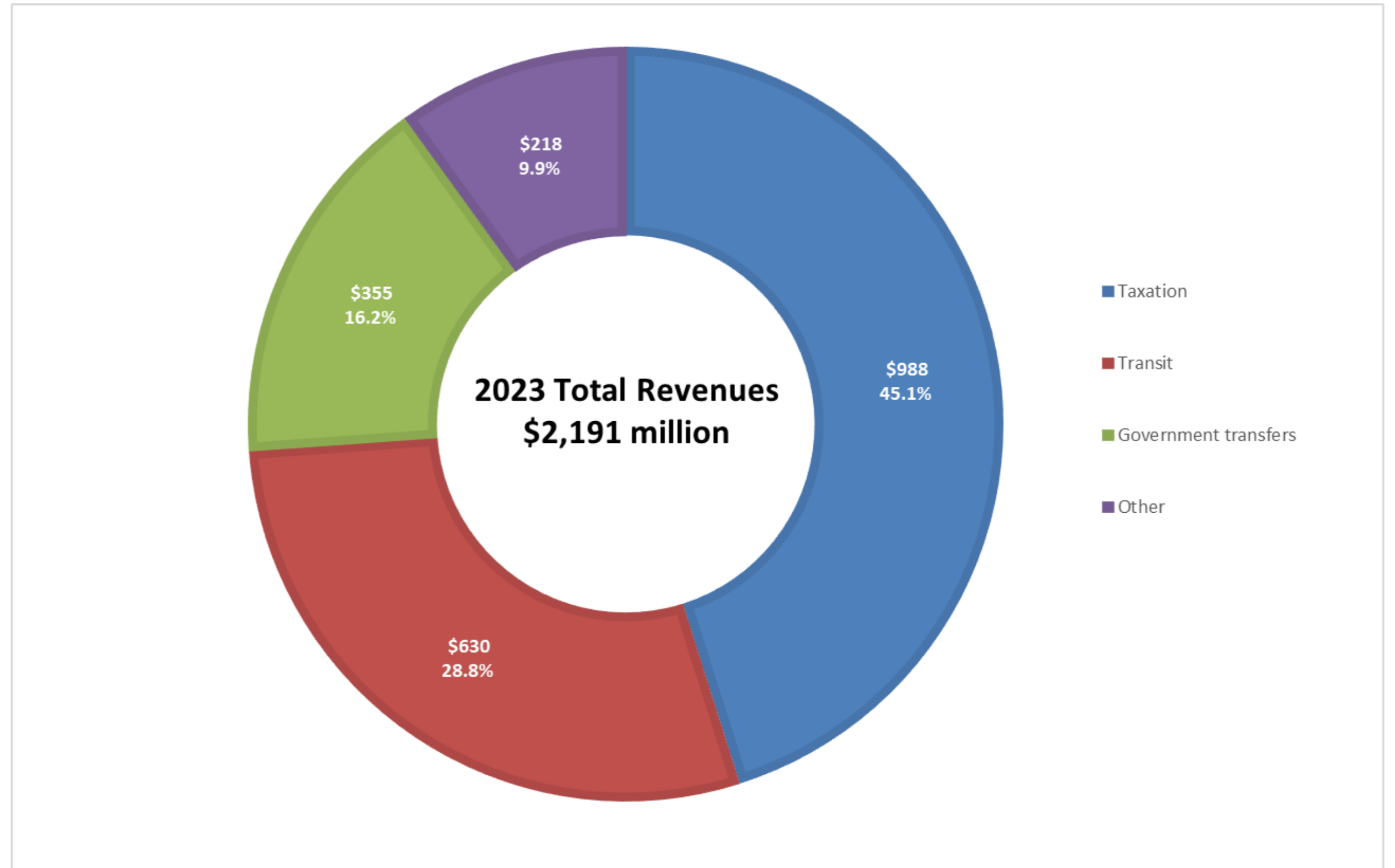
At a time of economic uncertainty, TransLink's commitment to our region is a constant

- Service levels will increase slightly compared to 2022 to maintain frequency as road congestion returns, with our focus on accessibility and delivering services tailored to the needs of the region
- Capital Program is focused on state of good repair and key expansion projects (BSP, SLS)
- Support functions are resourced to strengthen our workforce and the corporate systems they rely upon to safely, affordably and reliably move the people of Metro Vancouver around the region
- Unprecedented inflationary cost pressures across the Enterprise are being managed by a continuing effort to achieve cost savings and a focus on absolutely essential areas of investment

2023 Budget – Consolidated Revenues (\$m)

Total revenue increase of \$209.7M (10.6%) from the 2022 Budget:

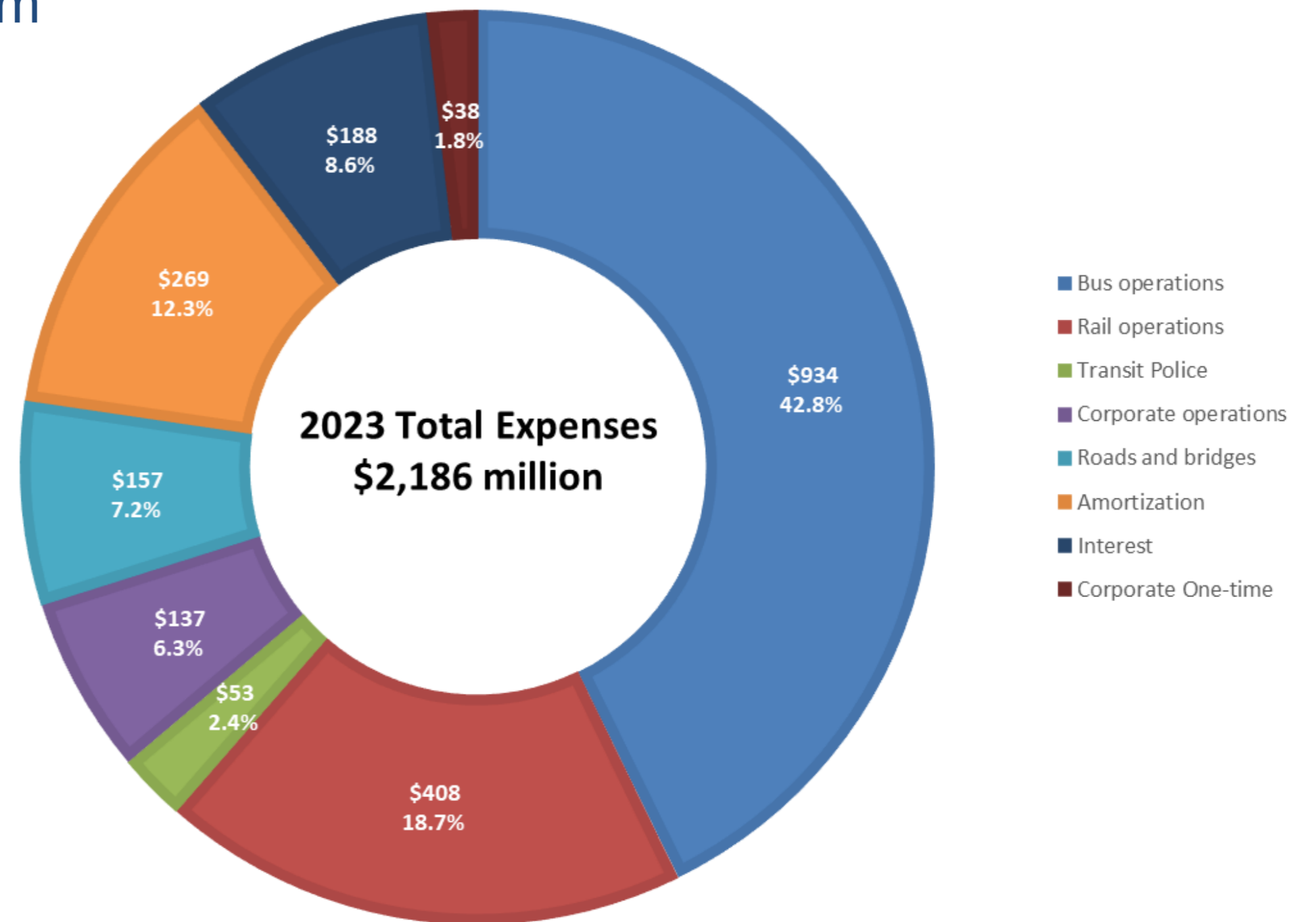
- **Taxation** - up \$55.4M (5.9%), including:
 - Property Tax - up \$25.8M (5.7%)
 - Parking Rights Tax - up \$24.3M (38.8%)
- **Transit** - up \$10.7M (1.7%)
- **Other** – up \$143.7M (33.5%) primarily due to investment income



2023 Budget – Consolidated Expenses by Segment (\$m)

Total expenses increase of \$157.7M (7.8%) from the 2022 Budget, largely due to inflationary pressures:

- **Bus** – up \$70.2M (8.1%)
- **Rail** – up \$33.6M (9.0%)
- **Transit Police** – up \$6.4M (13.8%)
- **Corporate** – up \$11.4M (9.1%)
- **Roads & Bridges** – up \$12.2M (8.4%)
- **Amortization** – up \$10.2M (4.0%)
- **Interest** – up \$8.6M (4.8%)
- **Corporate One-Time** – up \$5.2M (15.6%)

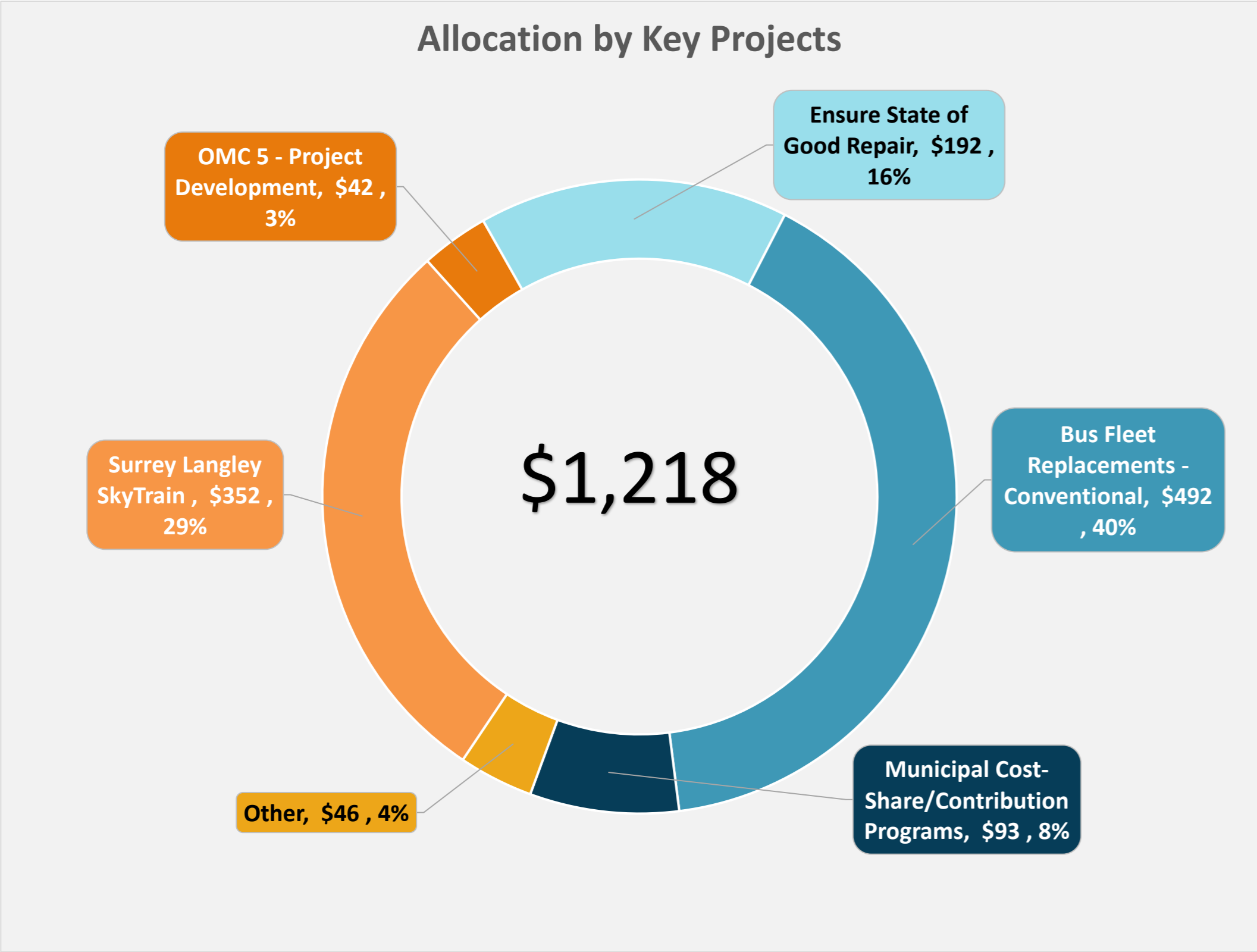


2023 Enterprise Key Programs

In 2023, TransLink is investing an additional \$6.3M across the Enterprise in the following key areas:

Key Corporate Initiatives - 2022 to 2023 Budget	
(\$'000s)	Net Change
Technology Program	2,092
Major Studies	1,883
Talent Acquisition	475
Indigenous Relations	588
Equity, Diversity and Inclusion	730
Ridership Recovery	500
Total Key Corporate Initiatives	6,268

2023 Capital Program (\$M)



Key Project Highlights

Bus Fleet Replacements

- 188 40' end of life Trolley Bus replacements
- 84 40' end of life Compressed Natural Gas Buses (RNG Fueled)
- 90%+ of costs recoverable through Federal Gas Tax fund

Surrey Langley SkyTrain

- TL integration and support services to SLS Project delivered by the Province

Municipal Contribution/Cost Share Programs

- Cost share programs and contribution programs with the local municipalities
- Major Road networks, walking and Bicycle infrastructure

Operations Maintenance Centre 5 – Project Development

- Business Case development

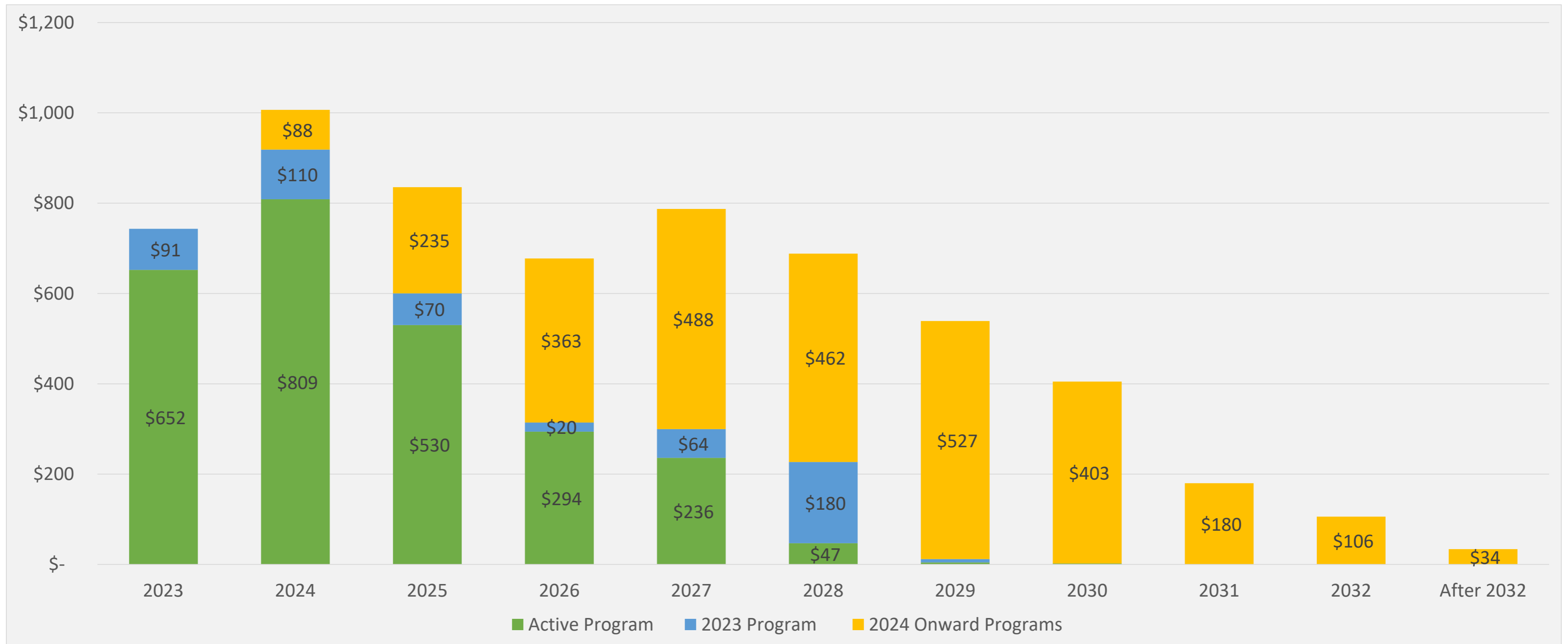
Ensure State of Good Repair and other projects

- End of life asset replacement projects and miscellaneous upgrade project

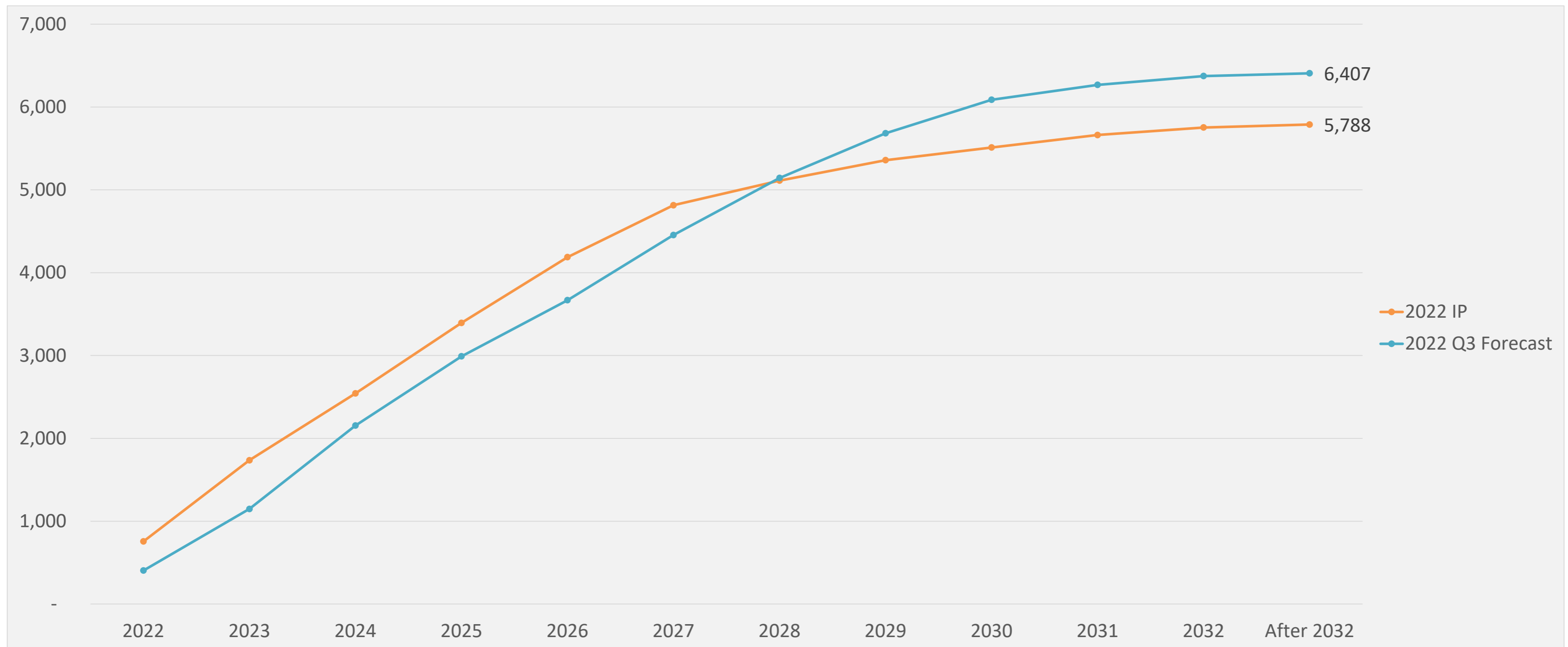
2023 Capital Program Cash Flow Forecast

Active to Program Year 2031

Net of Funding (\$M)



2023 Capital Program -Cash Flow Forecast Comparison to 2022 IP Net of Funding (\$M)



Affordability and Financial Indicators: Budget 2023

	2023
Gross Debt Borrowing < \$6.8B Policy	\$4.07 Billion
Net Debt / Capita < \$2,000	\$1,452
Net Debt / Operating Rev < 300%	251%
Gross Interest / Operating Rev <20%	11.5%
Accumulated Funding resources (AFR)	\$597 million
Excess (Shortfall) from minimum	\$298 million
AFR % of Total OPEX and Debt Service Cost	30.0%

AFR is equal to TransLink's unrestricted cash and investments

- AFR Policy: AFR may not be lower than 15% of total ongoing operating expenditures plus ongoing debt service costs

* at December 31, 2023

Summary

TransLink will manage unprecedented emergent cost pressures and navigate resourcing challenges linked to the strained global supply chain while laying the groundwork for the future through investing in business resilience and advancing the region's priorities.

- Service levels increase slightly from 2022;
- 2023 fare increase is limited to an average of 2.3% to keep our services affordable for our customers;
- Unrestricted cash and investments are expected to increase by \$114.8 million
- Capital program is focused on state of good repair and key expansion projects

The 2023 Budget reflects our region's priorities for Metro Vancouver's transportation network as we all look to move forward from the pandemic while still negotiating its lasting impacts.



Questions?



Together all the way





TransLink Climate Action Plan

Board of Directors
December 1, 2022

Christine Dacre, Chief Financial Officer
Ralf Nielsen, Director, Enterprise Sustainability



Together all the way



Seven Strategies



REDUCE GHG EMISSIONS

- 1 Implement Low Carbon Fleet Strategy (LCFS)
- 2 Develop Net Zero Facilities Strategy (NZFS).

ADAPT TO CLIMATE IMPACTS

- 3 Develop Climate Change Adaptation and Resiliency Roadmap
- 4 Support a More Climate-Resilient Region and Low Carbon Economy

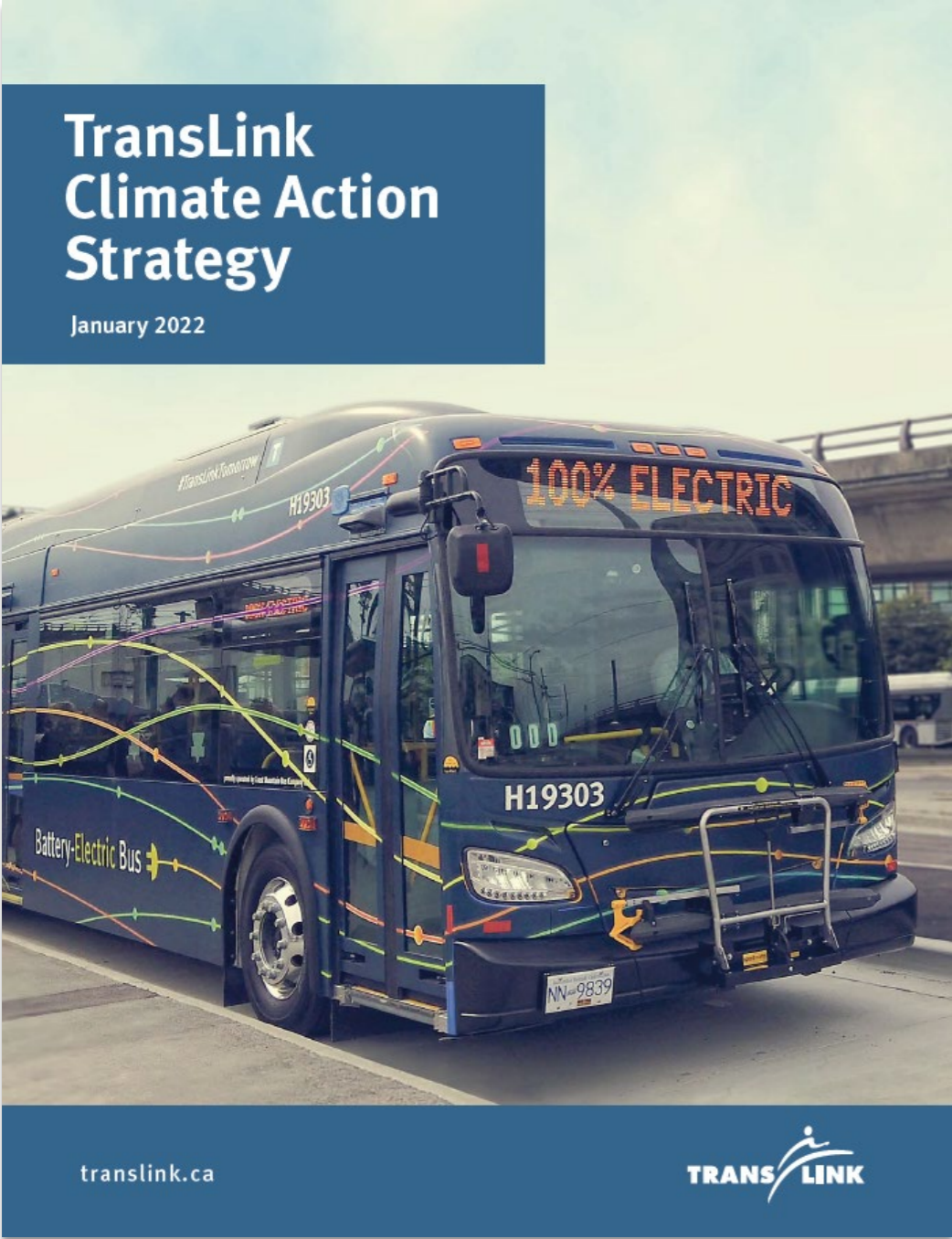
ADVANCE GOVERNANCE AND FUNDING

- 5 Develop and Implement Supporting Climate Policies, Plans, and Processes
- 6 Enhance Climate Education and Communication
- 7 Secure Funding for Net Zero and Climate Resilience

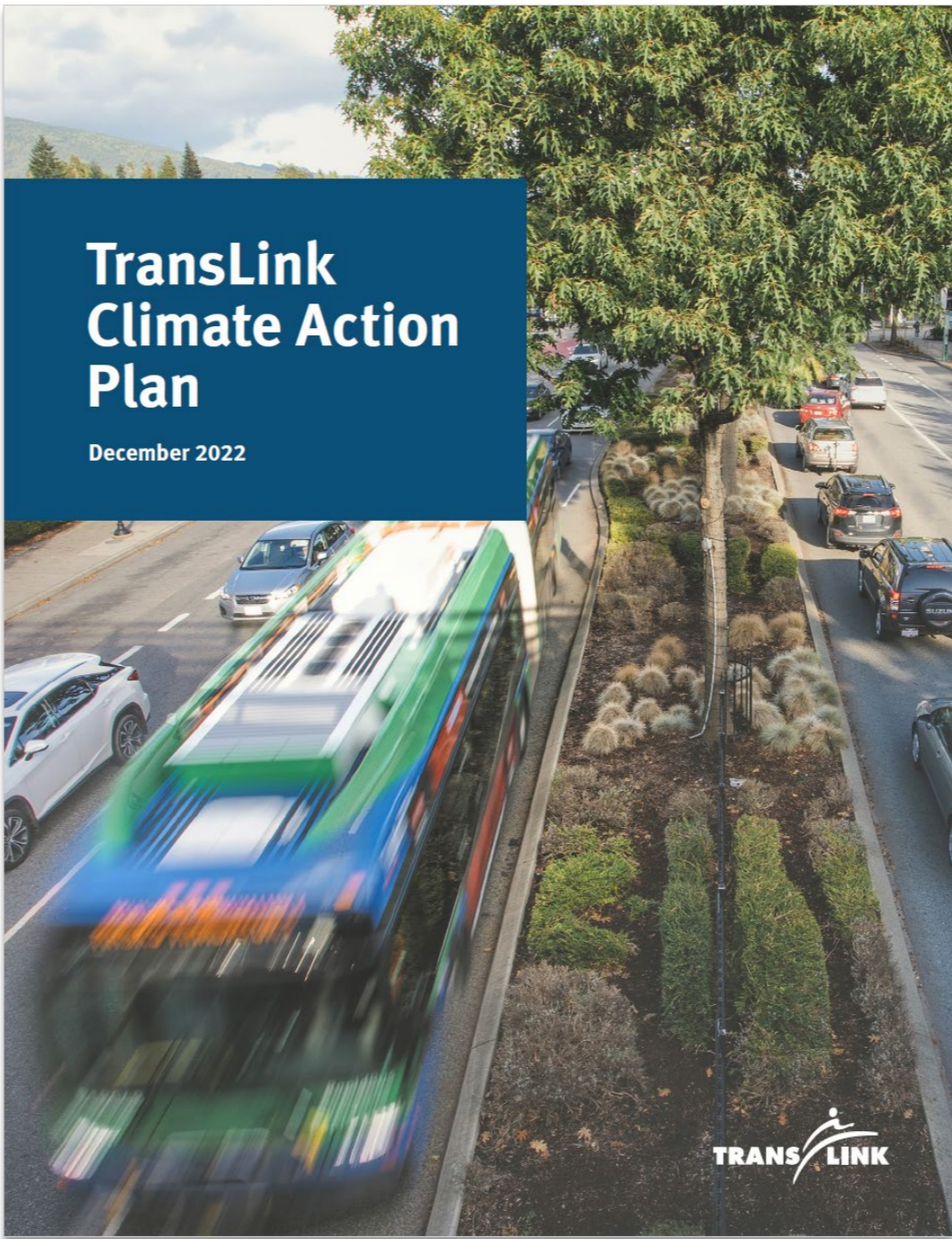


Climate Action Plan - Scope

The Strategy (Jan. 2022)



The Plan (Dec. 2022)



- Supplements the Strategy
- Actions prioritized by Year 1, 2, 3+
- More adaptation actions
- Discloses known risks and key assets
- Importance of connecting Emergency Management, Seismic Resilience, and Climate Adaptation

Adaptation Spheres of Influence

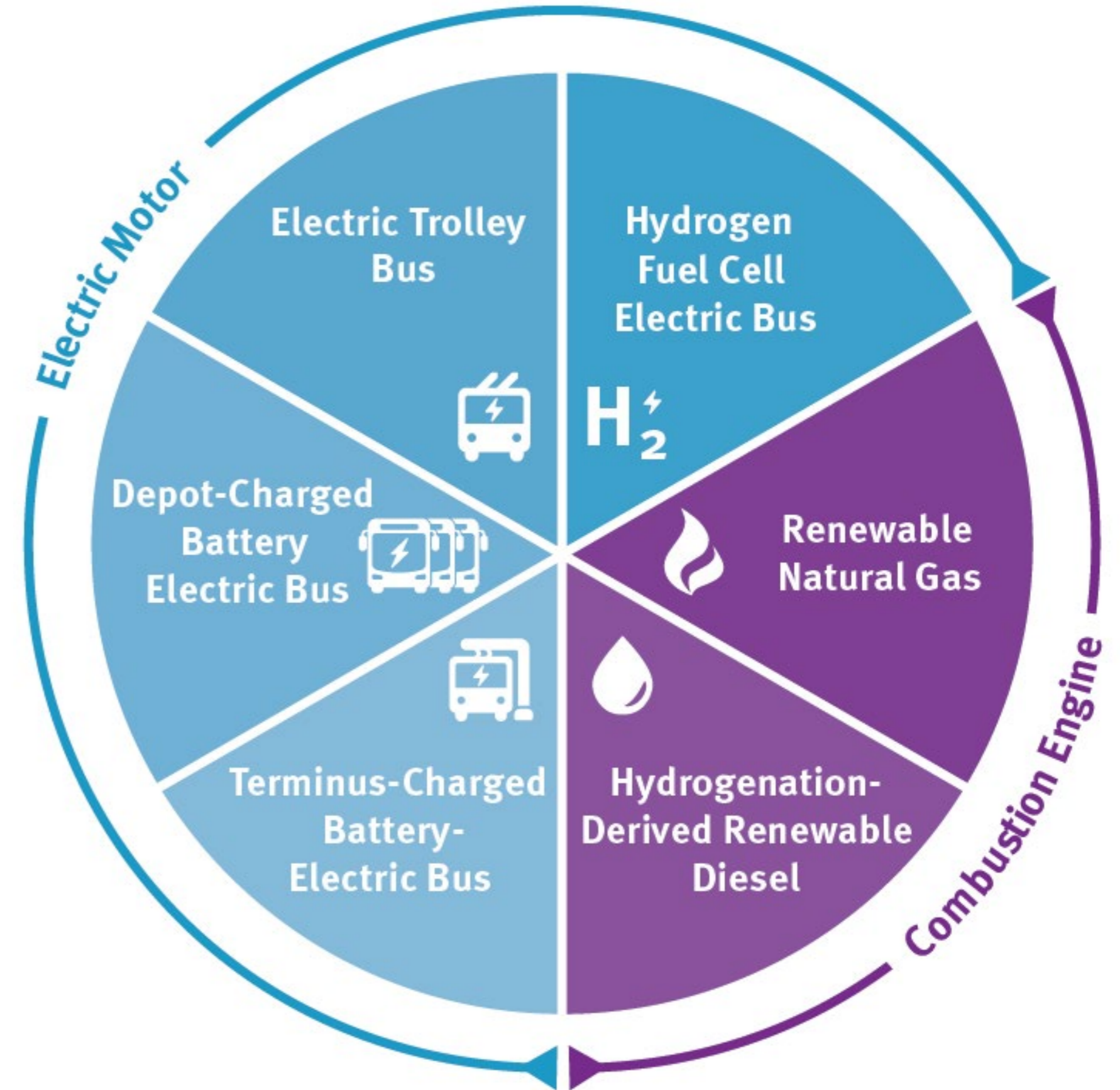


Adaptation Risks and Issues

- Known unknowns
- Capital costs yet to be defined
- Funding and resources
- Climate change projections are evolving

Reducing Emissions

- Continued Electrification
- Renewable Diesel Pilot
- Zero-Emissions Fleet Transition Plan (2023)



Accountability and Reporting

- Action(s) and costs integrated into department/division annual budgets and business plans
- Department/divisions provide semi-annual and annual status reports to TransLink (Enterprise Sustainability)
- TransLink (Enterprise Sustainability) reports progress to the Board (semi-annual, annual) and through Accountability Report

Ridership Update

Board of Directors Meeting December 1, 2022

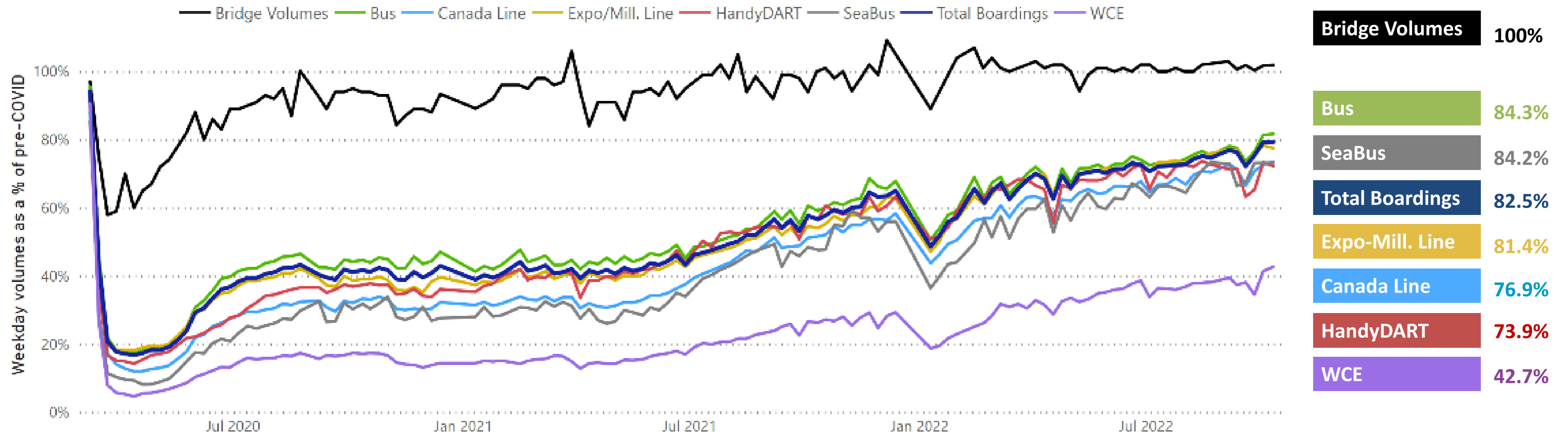


Together all the way



Transit ridership continues trending upward week over week: 4.1 M Journeys and 7.0 M Boardings

Average Weekday Boardings Recovery of Transit Ridership and Bridge Vehicle Volumes



Data Notes:

- Average weekday ridership does not include any holidays.
- Bridge volumes is based on data from 3 bridges: Knight Street, Pattullo, and Golden Ears.
- Transit ridership is based on final ridership data for 2019, 2020, and 2021. It is based on preliminary ridership data for 2022.
- Data is removed for Weeks 52, 53, 1, and 2 due to the Christmas holiday season causing irregularities in the data.
- Data is removed for Week 7 (the second week of February) due to severe weather in 2019 causing irregularities.

380,000 people are using transit daily in early October

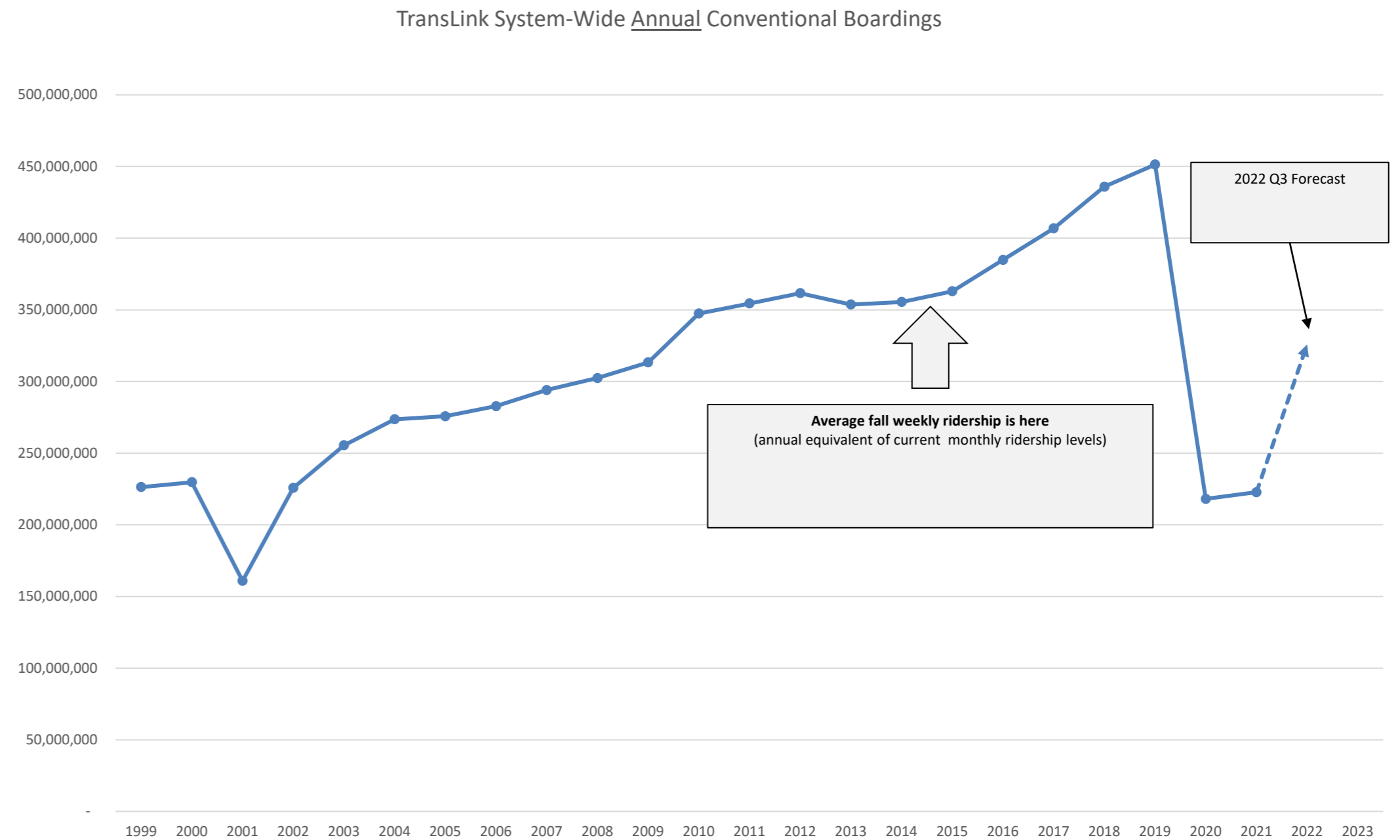
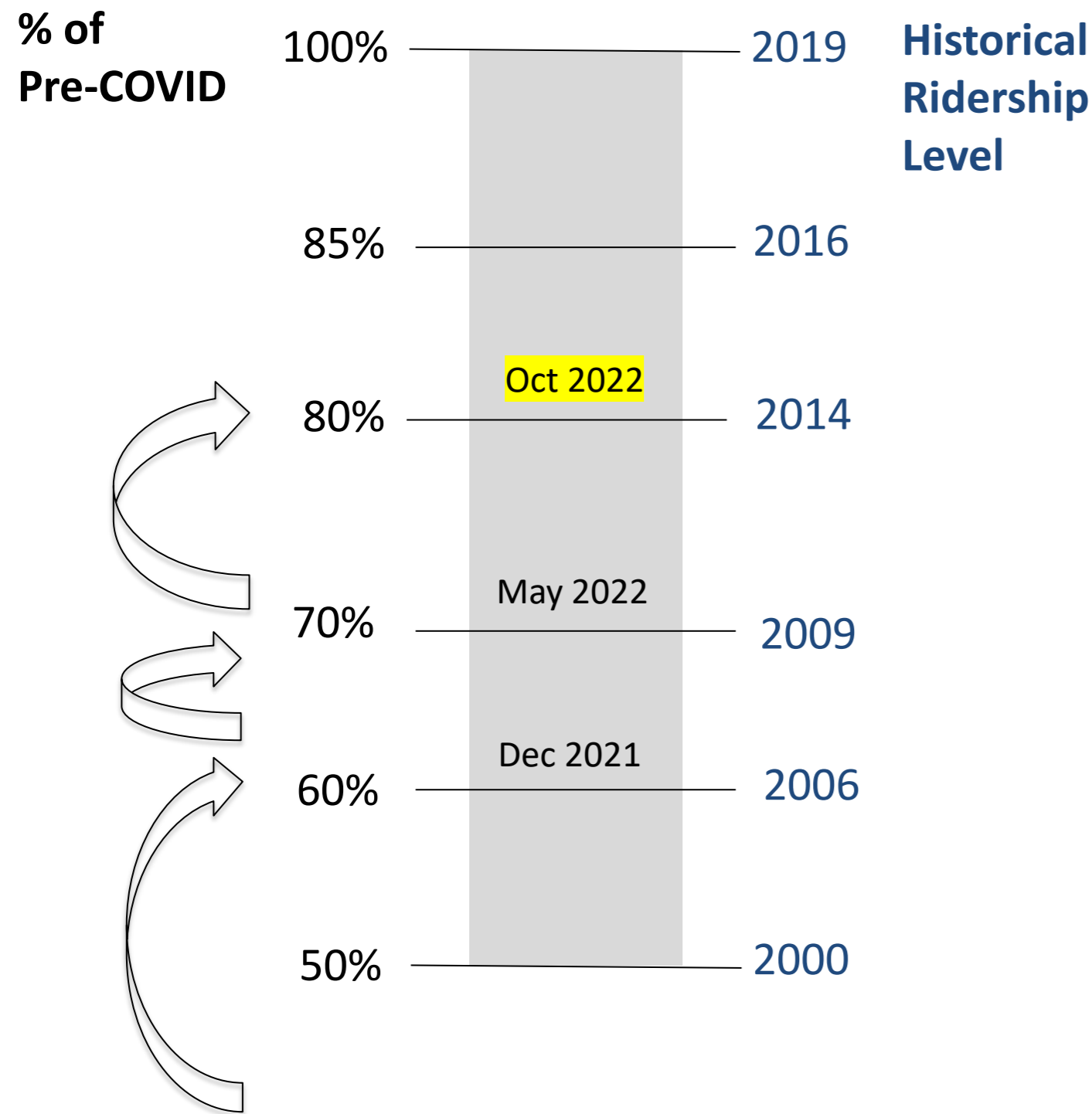
(+50,000 or 15% compared
to the end of August)



Together all the way

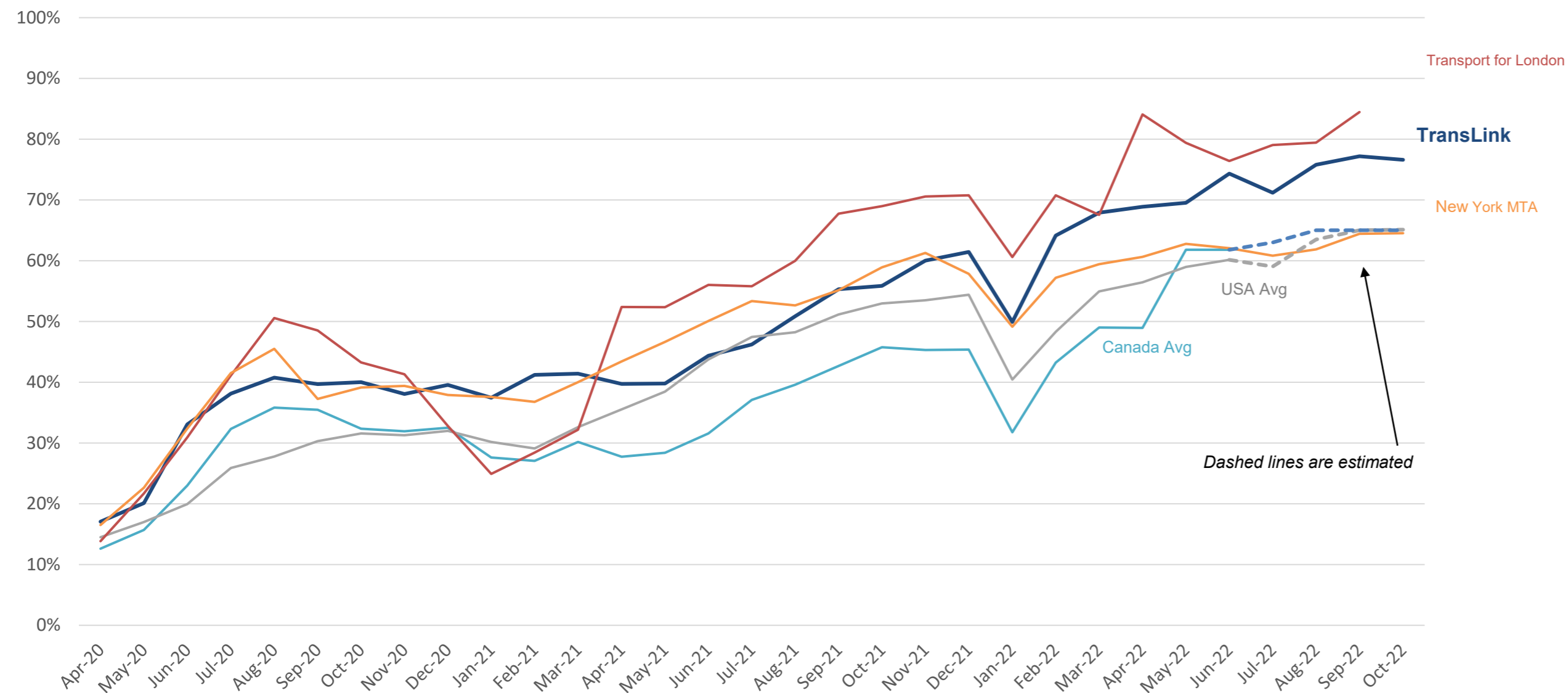


Growth since the start of 2022 has been significant. Compared to historical, current ridership is equivalent to 2014. Total annual ridership for 2022 will fall short because of Omicron wave in January.



TransLink is leading Ridership Recovery Among Peer Regions in Canada and the USA

TransLink is Leading Ridership Recovery Among Peer Regions in Canada and the USA

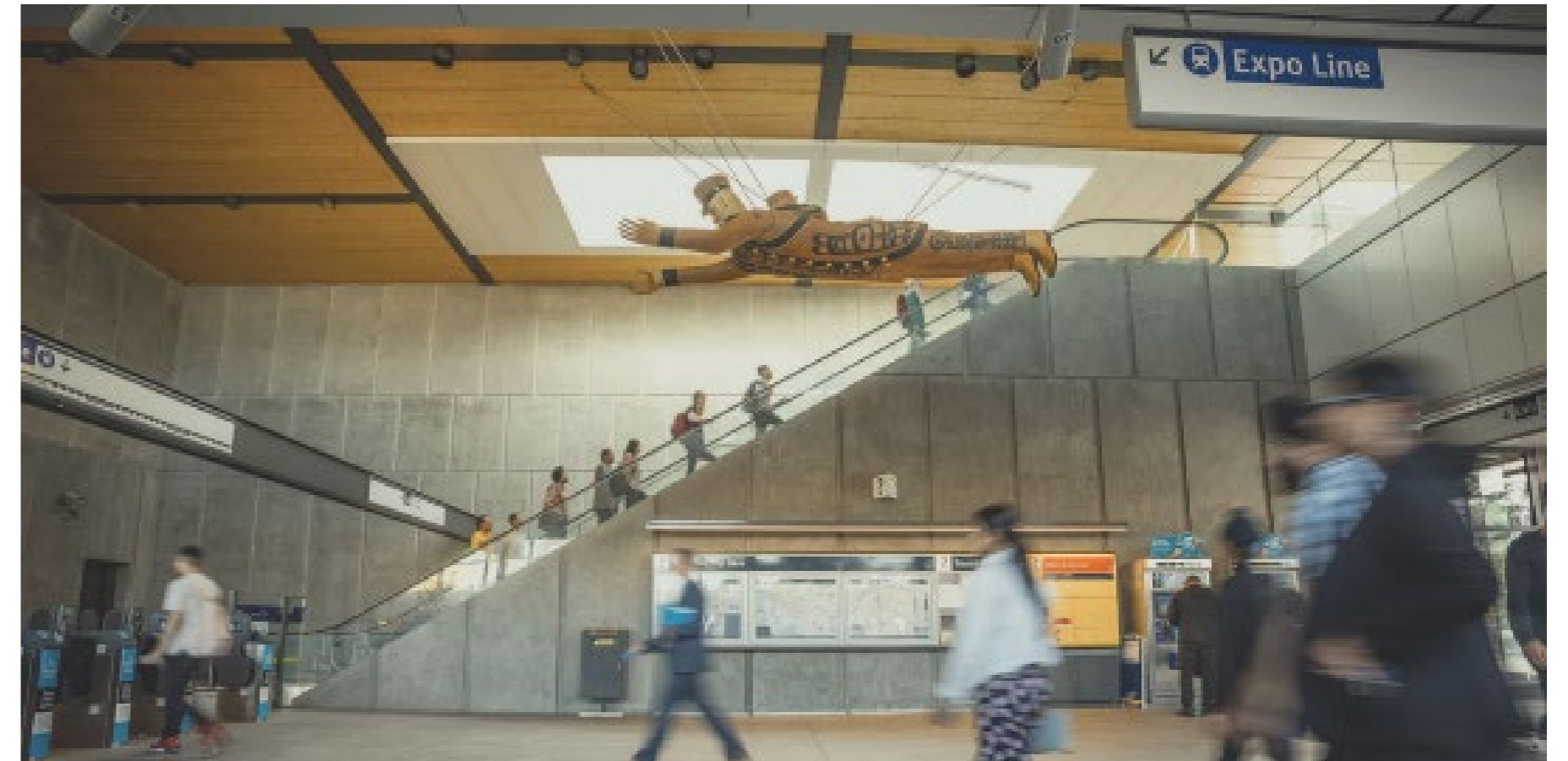


- Metro Vancouver now ranks 5th in the USA and Canada for transit boardings and 24th for population
- Metro Vancouver transit boardings are 60% higher than Seattle and Portland *combined*
- Metro Vancouver transit boardings are now more than the entire Chicago area, an urban region with 3 times more population

*Based on regions and systems with available data

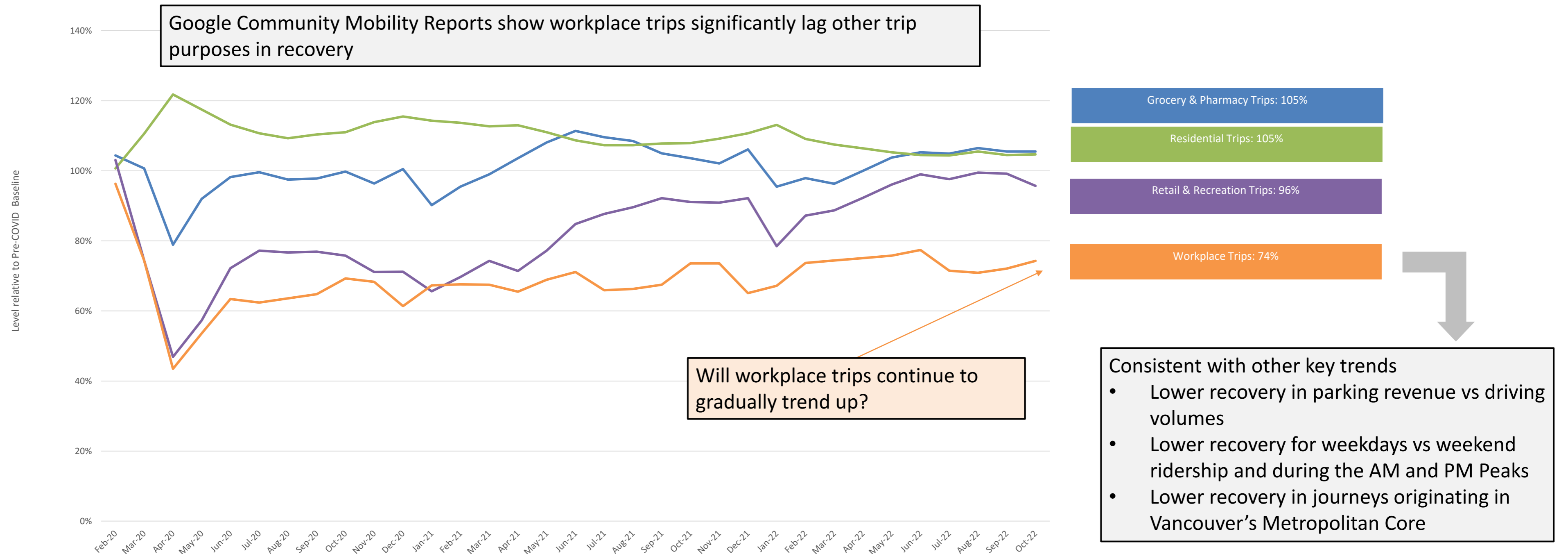
Metric to watch: Average Daily Ridership and Growth

System-wide Averages	Time period	Current Level	2022 YoY Growth (vs 2021)
Avg Weekday Journeys	Fall to date	706,000	38%
Avg Weekend Journeys	Fall to date	477,000	49%



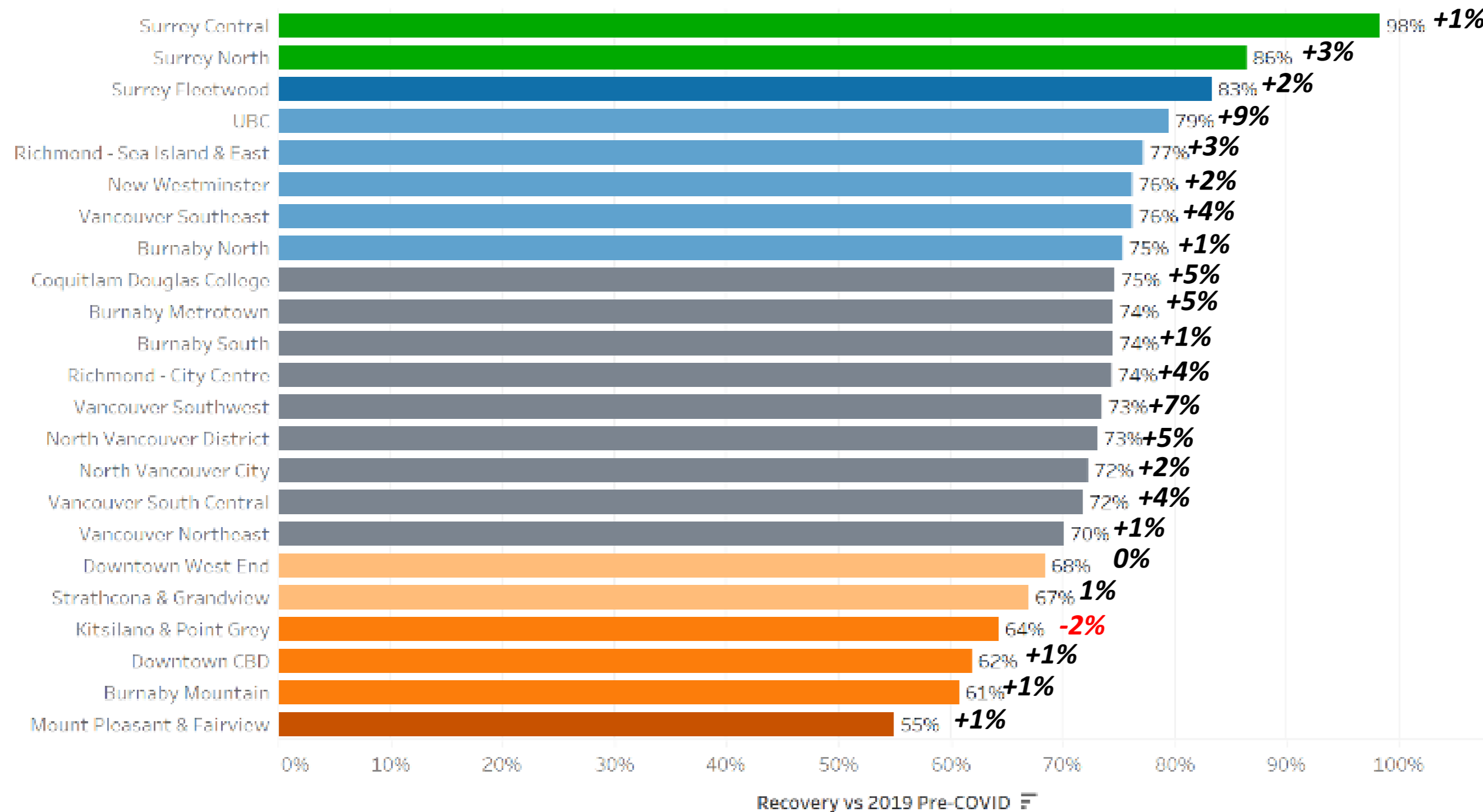
- Excellent metric to measure seasonal and annual changes in ridership
- Not distorted by holidays or changes in the number of working days like weekly and monthly ridership totals
- Year over year growth expected to moderate in 2023 and 2024

Travel demand likely remains lower because of fewer office commute trips; potential growth remains



Ridership recovery remains low in Vancouver's Metropolitan Core

Average Weekday Journey Starts by Neighbourhood vs Pre-COVID



Change in recovery since last update Sept 2022 (pct point)

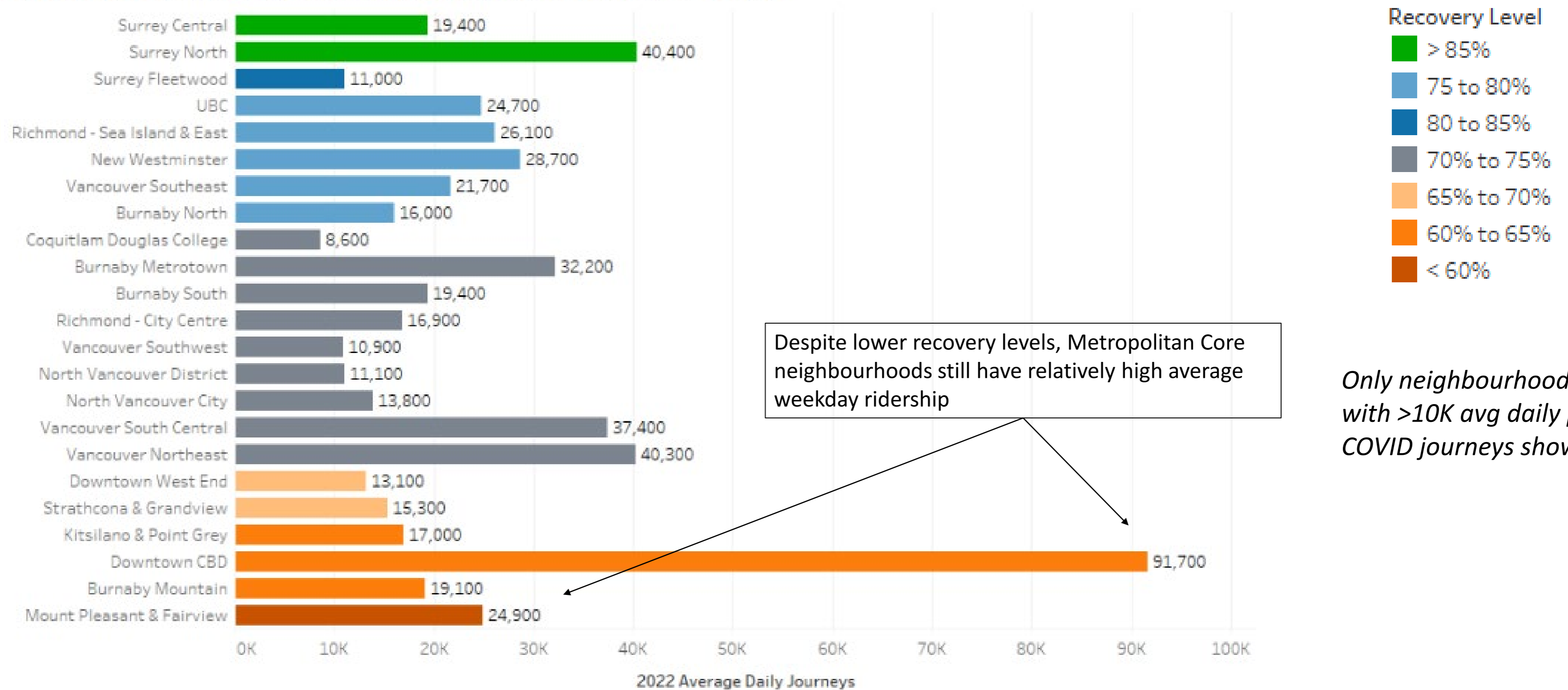
Recovery Level

- > 85%
- 75 to 80%
- 80 to 85%
- 70% to 75%
- 65% to 70%
- 60% to 65%
- < 60%

Only neighbourhoods with >10K avg daily pre-COVID journeys shown

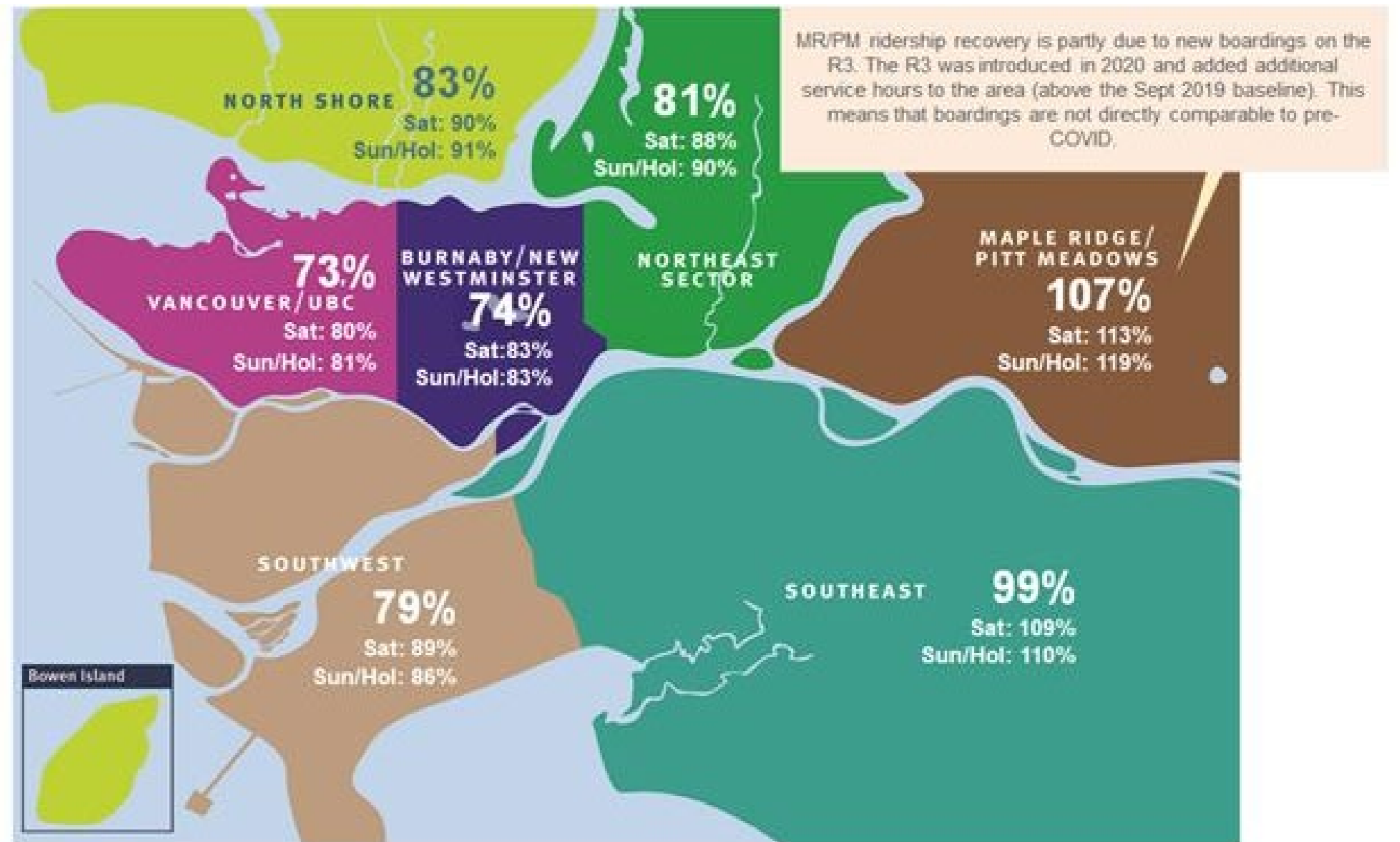
Ridership still relatively high in lower recovery areas

Average Weekday Journey Starts by Neighbourhood vs Pre-COVID

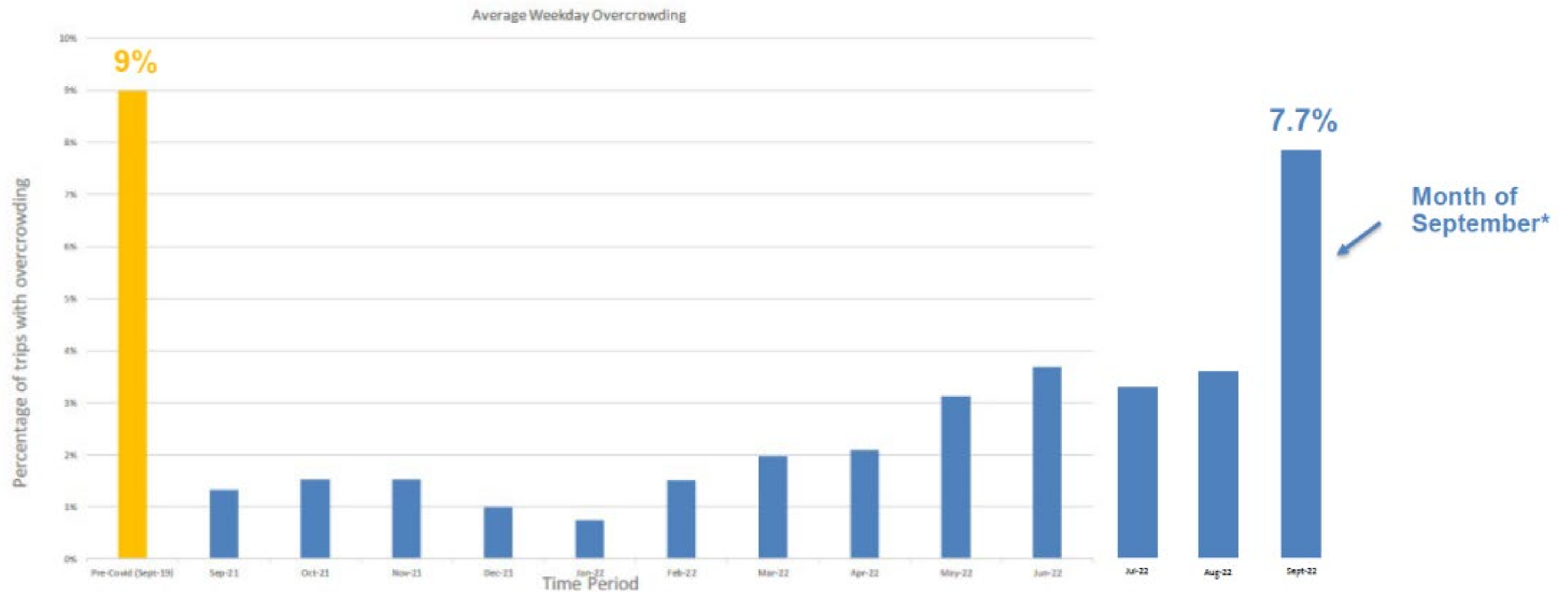


Bus ridership recovery varies across the region

- Highest recovery in Southeast
- Weekends outpacing weekdays
- Outperforming Canadian peers



Percentage of September 2022 bus trips with overcrowding is nearing 2019 level



*Includes holidays on Sep. 19 and 30, which reduced the average; regular weekdays ranged from 6.6% to 10.0%

