



# PUBLIC MEETING AGENDA

**Revised:** January 23, 2023

**January 26, 9:00AM to 10:15AM**

TransLink, Room 427/428, 400 – 287 Nelson’s Court, New Westminster, BC

**Chair:** Mayor Brad West                      **Vice-Chair:** Mayor Mike Hurley

Note that times for each agenda item are estimates only. This meeting will be livestreamed and available afterwards at the [Mayors’ Council’s YouTube Channel](#).

<b>9:00AM</b>	<b>1. PRELIMINARY MATTERS</b>	
	1.1. Adoption of agenda .....	Page 1
	1.2. <a href="#">Approval of Public Meeting Minutes (December 8, 2022)</a> .....	2
<b>9:05AM</b>	<b>2. PUBLIC DELEGATES</b> .....	7
<b>9:20AM</b>	<b>3. REPORT OF CHAIR AND VICE-CHAIR</b> .....	<b>ORAL</b>
<b>9:30AM</b>	<b>4. REPORT OF TRANSLINK MANAGEMENT</b>	
<b>Report added</b>	<b>4.1. <a href="#">Update on Transit Ridership Trends</a></b> .....	<b>8</b>
	<b>4.2. <a href="#">Report on Delivering Transport 2050: 10-Year Priorities</a></b> .....	<b>25</b>
<b>10:00AM</b>	<b>5. REPORT OF THE EXECUTIVE DIRECTOR</b>	
	<b>5.1. <a href="#">Report on 2023 Work Plan and Committee Structure</a></b> .....	<b>54</b>
<b>10:15AM</b>	<b>6. OTHER BUSINESS</b>	
	<b>6.1. Next Meeting (in-person at TransLink) – date TBC (March 2 or 3, 2023)</b>	
<b>10:15AM</b>	<b>7. ADJOURN</b> to closed session	

## MEETING OF THE MAYORS' COUNCIL ON REGIONAL TRANSPORTATION DRAFT PUBLIC MEETING MINUTES

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Minutes of the Public Meeting of the Mayors' Council on Regional Transportation (Mayors' Council) held Thursday, December 8, 2022 at 9:00 a.m. via videoconference.

### PRESENT:

Mayor Brad West, Port Coquitlam, Chair  
Mayor Mike Hurley, Burnaby, Vice-Chair  
Councillor Brent Asmundson, Coquitlam  
Mayor Ken Berry, Lions Bay (arrived at 9:13 a.m.)  
Mayor Malcolm Brodie, Richmond  
Mayor Linda Buchanan, North Vancouver City  
Chief Laura Cassidy, Tsawwassen First Nation  
Councillor Tracey Elke, Pitt Meadows (alternate)  
Councillor Dylan Kruger, Delta (alternate)  
Mayor Patrick Johnstone, New Westminster  
Mayor Meghan Lahti, Port Moody

Mayor Andrew Leonard, Bowen Island  
Mayor Mike Little, North Vancouver District  
Mayor Brenda Locke, Surrey  
Director Jen McCutcheon, Electoral Area A  
Mayor John McEwen, Anmore  
Mayor Nathan Pachal, Langley City  
Mayor Jamie Ross, Belcarra  
Mayor Dan Ruimy, Maple Ridge  
Mayor Mark Sager, West Vancouver  
Mayor Ken Sim, Vancouver  
Mayor Eric Woodward, Langley Township

### REGRETS:

Mayor Megan Knight, White Rock

### ALSO PRESENT:

Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat  
Sarah Ross, Vice-President, Transportation Planning and Policy, TransLink

### PREPARATION OF MINUTES:

Carol Lee, Mosaic Writing Group

### CALL TO ORDER

Chair Brad West declared that a quorum was present and called the meeting to order at 9:03 a.m.

Chair West acknowledged that the meeting is taking place on the traditional and unceded territories of the Halq'eméylem, Semiahmoo and Skwxwú7mesh speaking people. These refer to the language groups that more widely encompass the Indigenous people of many nations who use and continue to use the land on whose territories TransLink works, operates, and serves.

### 1. PRELIMINARY MATTERS

#### 1.1. Adoption of the Agenda

*Draft agenda for the December 8, 2022 Public Meeting of the Mayors' Council on Regional Transportation, version dated December 2, 2022, was provided with the agenda material.*

#### **It was MOVED and SECONDED**

That the agenda of the December 8, 2022 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

**1.2. Approval of Minutes (September 29, 2022 and November 17, 2022)**

*The following documents were provided with the agenda material:*

- *Draft minutes of the September 29, 2022 Public Meeting of the Mayors’ Council on Regional Transportation*
- *Draft minutes of the November 17, 2022 Public Meeting of the Mayors’ Council on Regional Transportation.*

**It was MOVED and SECONDED**

That the minutes of the September 29, 2022 and November 17, 2022 Public Meetings of the Mayors’ Council on Regional Transportation be adopted, as presented.

**CARRIED**

**2. PUBLIC DELEGATIONS**

*Report titled “Item 2 – Public Delegate Presentations”, dated December 2, 2022, was provided with the agenda material:*

**2.1. Lee Haber**

Mr. Haber requested that TransLink establish a regional rail network in the Metro Vancouver region to increase prosperity.

**2.2. Nathan Davidowicz**

Mr. Davidowicz advised that the Mayors’ Council may rescind any motions passed by the previous Mayors’ Council, suggested that meetings be held in-person and in the evening, and noted that more information is required for the public to provide informed comments on Transport 2050: 10-Year Priorities.

**3. REPORT OF CHAIR AND VICE CHAIR**

Chair West reported that this item will be a standing item on the agenda to allow the Chair and Vice-Chair to provide a regular report to the Mayors’ Council.

**Member Arrived**

Mayor Ken Berry joined the meeting at 9:13 a.m.

Mayor West noted that a priority of the Mayors’ Council Chair and Vice-Chair will be to engage with the provincial government to obtain funding to enable TransLink to deliver on its plans.

**It was MOVED and SECONDED**

That the Mayors’ Council on Regional Transportation receive this report.

**CARRIED**

**4. REPORT OF TRANSLINK MANAGEMENT**

**4.1. Update on Delivering *Transport 2050: 10-Year Priorities***

*Report titled “Item 4.1 – Delivering Transport 2050: 10-Year Priorities”, dated December 2, 2022, was provided with the agenda material.*

Sarah Ross, Vice-President, Transportation Planning and Policy, TransLink, led the review of a presentation titled “Delivery of TransLink’s 10-Year Priorities” and highlighted:

- 10-Year Priorities:
  - Transit and shared mobility
  - Safer streets, walking and biking
  - Major transit network
- Components of Transport 2050: 10-Year Priorities (10YP):
  - Corridors prioritized for rapid transit
  - New service areas and access to nature
  - Regional cycling network
- Major projects will advance through TransLink’s business casing framework prior to implementation, usually through a series of investment plans
- 10YP priorities and 2023 workplan:
  - Sustainable funding strategy
  - Implementation path to double bus service
  - Initiate bus rapid transit (BRT) Action Plan
  - Corporate Climate Action Plan
  - Pathway to light-duty vehicle GHG reductions
  - North Shore Rapid Transit business case
  - Burnaby Mountain Gondola business case
  - Major Bikeway Network Action Plan
  - Express transit services
  - Investment in new technology
  - Support the Millennium Line UBC Extension (UBCx) project development
- The next investment plan will identify the investments from the 10YP that are ready and affordable for 2023.

Discussion ensued on:

- Suggestion that the Mayors’ Council’s prioritize the development of a new funding model, that reduces reliance on property and gas taxes, to provide the funding necessary to deliver the 10YP and to fund operations
- Whether there are opportunities to shorten the time required to complete the business casing for major projects
- Concern regarding public resistance to the implementation of BRT corridors:
  - Municipalities will be challenged to reallocate one general purpose lane in each direction to the BRT corridor
  - The need to educate the public about the benefits of BRT
- Concern about the ability to achieve the light-duty GHG reduction targets:
  - Suggestion to focus on the last mile connection to the highest order transit service
- Request that the King George Boulevard corridor be included as a priority for rapid transit in the 10YP:
  - The King George Boulevard corridor has been identified as a priority corridor for BRT
- Request for support from the Mayors’ Council for the creation of a separated bike lane from North Vancouver to Squamish and Whistler along the CN Rail right-of-way.

**It was MOVED and SECONDED**

That the Mayors' Council on Regional Transportation receive this report.

**CARRIED**

**5. REPORT OF THE EXECUTIVE DIRECTOR**

**5.1. Report on 2023 Meeting Policy**

*Report titled "Item 5.1 – 2023 Meeting Policy", dated December 1, 2022, was provided with the agenda material.*

Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat, reviewed the report provided with the agenda material and noted the challenges with holding hybrid meetings.

Discussion ensued on:

- Suggestion to hold in-person meetings when important decisions are to be made:
  - Suggestion that the Chair be authorized to call an in-person meeting, when necessary
- The need for TransLink to invest in the technology to host hybrid meetings in the future
- Suggestion that the January 26, 2023 meeting be held in-person, rather than March 30, 2023
- The value of new Mayors' Council members having the opportunity to meet their colleagues
- Suggestion that in-person committee meetings would be more valuable than in-person Mayors' Council meetings:
  - Suggestion that committees be permitted to determine whether to hold their meetings in-person or via videoconference
  - Concern regarding the time required for committee members to travel to attend in-person meetings
- The Chair will review the effectiveness of the 2023 Meeting Policy at the end of March 2023.

**It was MOVED and SECONDED**

That the Mayors' Council on Regional Transportation (Mayors' Council):

1. Adopt the 2023 Meeting Policy as proposed below that includes organizing;
  - a. All regular monthly meetings of the Mayors' Council in-person; and
  - b. All committee meetings via videoconference with discretion granted to the committee chairs to schedule in-person meetings, as required; and
2. The Mayors' Council to evaluate the effectiveness of the 2023 Meeting Policy by March 31, 2023
3. Receive this report.

**CARRIED**

**6. OTHER BUSINESS**

**6.1. Next Meeting**

The next Public Meeting of the Mayors' Council was scheduled for January 26, 2023 and will be held via videoconference.

**7. ADJOURNMENT**

There being no further business, the December 8, 2022 Public Meeting of the Mayors' Council on Regional Transportation was adjourned to a Closed Session at 10:27 a.m.

Certified Correct:

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Mayor Brad West, Chair

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Carol Lee, Recording Secretary  
Mosaic Writing Group

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Gemma Lawrence, Coordinator, Mayors' Council Secretariat  
**DATE:** January 17, 2023  
**SUBJECT:** **ITEM 2 – Public Delegate Presentations**

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**RECOMMENDATION:**

That the Mayors' Council on Regional Transportation receive this report.

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**PURPOSE:**

To introduce the objectives and process for hearing from public delegates.

**BACKGROUND:**

Public participation at meetings is valued by the Mayors' Council, and 30 minutes is set aside at each open meeting to receive public delegations. The Mayors' Council will only receive public delegations who intend to speak on matters that are within the authority of the Mayors' Council.

Individuals can apply to be a delegate by completing the online [Application Form](#) up until 8:00AM, two business days prior to the meeting. In situations where there isn't enough time to hear from everyone wishing to speak, the Mayors' Council encourages written submissions be sent to [mayorscouncil@translink.ca](mailto:mayorscouncil@translink.ca).

The webpage for public delegates includes a Protocol for Public Delegates that notes:

- the Mayors' Council Chair will exercise discretion in maintaining a reasonable level of order and decorum;
- delegates and all meeting participants are reminded that different points of view are respected, and discussions are kept above the level of personal confrontation, disruptive behaviour and profanity.

**DISCUSSION:**

The deadline to apply to speak to the Mayors' Council is 8:00am two days prior to the meeting. At the time of this report, not all prospective speakers will have had a chance to complete applications. Accordingly, the **list of approved speakers, as well as any written submissions or presentations, will be provided on table**. Any presentations provided by delegates will also be provided to Mayors' Council members only, on table (up to 10-pages maximum). Each delegation will be given a maximum of three minutes to address the Mayors' Council. As a general rule, there are no questions or discussion between Council and delegates. The policy governing Public Delegates can be [found online](#).

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Sarah Ross, Vice President, Transportation Policy and Planning  
**DATE:** January 9, 2023  
**SUBJECT:** **ITEM 4.1 – Ridership Update Report**

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**RECOMMENDATION:**

That the Mayors' Council on Regional Transportation receive this report.

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**PURPOSE:**

To provide information about 2022 transit ridership and service and an outlook to 2023 ridership forecast and service.

**BACKGROUND:**

2022 began with a short yet severe wave of the Omicron COVID-19 variant. Province-wide pandemic health orders (PHOs) for masks, indoor capacity reductions, vaccination cards, visitor restrictions in care homes, and isolating when sick were full force. Omicron cases peaked in January with upwards of 30,000 known cases in BC. In mid-February, PHOs restricting restaurants and nightclub capacity were rescinded. In March, masks on transit were no longer required and the vaccine passport was eliminated the following month. Many employees began returning part-time to offices after two years of remote working. By summer, social and cultural activities returned in earnest. Vaccination boosters continued to be rolled out, including a vaccine booster targeting the Omicron variant in late summer.

**DISCUSSION:**

**Ridership growth close to 2022 forecast expectations**

Annual journeys reached 193.6 million in 2022, a 47.9% increase over 2021. This figure is 8.8% lower than 2022 Budget expectations of 212.3 million. The impacts of the Omicron wave and unexpectedly lower scale and pace of the return to in-person office work are the primary reasons for the discrepancy.

Transit ridership continued to recover towards pre-COVID levels throughout 2022 with customers increasing transit journeys as COVID restrictions eased, economic activities reopened, and illness or fear of illness subsided. 380,000 people were taking transit on an average weekday in the fall, a 15% increase from August. Ridership in October reached 4.5 million weekly journeys, falling just short of the 2022 Investment Plan's forecast 82% recovery relative to pre-COVID 2019 levels. TransLink was the first of its Canadian and US peers to reach and sustain 80% recovery. TransLink maintained service levels near 2019 levels throughout the year. The frequent and accessible service supported travel for work, retail, recreation, medical and grocery trips. Office employees' return to in-person work has been slow to recover in Metro Vancouver, a trend also experienced in other metropolitan regions. External data corroborates the recovery of transit commutes to the office is 20 – 30% lower compared to recovery of other trip purposes. Vehicle counts in the region suggest auto driving fully recovered by mid-2021 but has not grown significantly enough to have replaced transit office commutes. Growth in average weekday journeys to 710,000 (78% of pre-COVID) in the fall, and an uptick in West Coast Express ridership are indications that in-office work is gradually returning.



Weekend ridership recovery outpaced the weekday, a trend we have seen since March 2020. Record-breaking dry, sunny fall weather contributed to weekend ridership recovery peaking at almost 90% of pre-COVID. Ridership levelled off in November and December as early snow falls blanketed the region followed by an extreme cold snap.

### **Ridership recovery varies across Metro Vancouver**

Ridership recovery rates and absolute ridership continue to vary across Metro Vancouver. Bus ridership has been leading recovery, reaching a high of 84%. Weekday bus ridership recovery continues to be highest in the municipality of Surrey and other areas in the Southeast sub-region at 99% of pre-COVID levels. Maple Ridge/Pitt Meadows exceeded 2019 levels mainly because of new ridership with the introduction of the R3 Lougheed Highway RapidBus in early 2020. In some areas, higher ridership recovery may reflect higher rates of population growth, lower rates of working-from-home, greater reliance on transit due to other factors, and higher service levels relative to 2019 to address overcrowding. Areas of the region with the lowest weekday ridership recovery are the Vancouver Central Business District (CBD) and Central Broadway Corridor (Mount Pleasant and Fairview neighborhoods). Factors contributing to the lower recovery in these areas likely include persistent high rates of working-from-home for many office employees. Despite the lower rate of recovery, the Vancouver CBD still has, by a significant margin, the highest transit ridership in the region in absolute terms.

### **Service hours reallocated to reduce overcrowding**

As customers began making more transit trips, overcrowding on the bus system started to increase and has been approaching pre-COVID levels. Overcrowding is when the number of passengers on a vehicle exceed the capacity, as defined by TransLink's Transit Service Guidelines. Overcrowding was approaching pre-COVID levels in November 2023; a large part of this is due to the unexpected pattern of ridership return in September 2022. However, service cancellations, traffic congestion and passenger surges also contribute to overcrowding.

To avoid systemic overcrowding and to better match service to demand, bus services hours have been reallocated throughout the region, with the Southeast seeing the largest increase. More than 9.5% of total bus service hours have already been reallocated to reflect changes in transit demand. We expect that service increases and reallocations made in Jan 2023 will have a large, positive impacts on overcrowding. Going forward, while we will continue to reallocate service hours to address evolving travel patterns, we expect that the April 2023 service changes represent the last opportunity to reallocate substantial amounts of service to address overcrowding. Therefore, if ridership increases more than expected in 2023 it is likely to cause more overcrowding.

### **Ridership outlook for 2023, more service changes**

2023 is forecast to be the first year of 'new normal' travel demand. Ridership 'recovery' from the pandemic will subside; population, employment and service levels will return as the primary factors influencing ridership. The annual ridership is forecast is to be 221.2 million journeys. This 2023 forecast equates to a 14% increase over 2022 annual ridership. 2023 ridership and recovery as forecasted are expected to be reasonably well-matched to 2023 service. There is risk of significant overcrowding, however, if ridership grows at a faster than expected rate or if it disproportionately grows on already busy routes.

January 2023 and April service changes continue to focus on addressing overcrowding. Community shuttle routes with a hard cap on passenger capacity have been a particular focus in January to reduce potential pass ups. 24 routes received service increases to address overcrowding and 14 routes saw reallocations,

with increases where additional capacity is required and reductions where capacity is sufficient to meet ridership demand. In April, approximately 30 routes will have service increases while approximately 10 routes will see reallocations to better match service to demand. A small number of service reductions on frequent routes will be made to accommodate increases. Also in April, the launch of a new limited stop, peak-only service, 80 River District/Marine Drive Station, is planned. This route was identified as a higher-urgency project in the 2022 Investment Plan and is being advanced by reinvesting savings from Bus Stop Balancing initiatives. Seasonal service changes will be implemented for spring including improved service to natural areas, a need identified in *Transport 2050: 10-Year Priorities*.

Changes to the Canada Line will increase peak service and reallocate off-peak services to better align service with ridership demand. These increases will be funded through a small reduction of service during the middays. Implementing this service change is subject to negotiations with the concessionaire. A fifth daily road trip on the West Coast Express will be implemented, pending the delivery of a refurbished locomotive.

**CONCLUSION:**

TransLink's ridership recovery trends and growth in 2022 were tied closely to the pandemic progression and the return to 'normal' economic and social activities. An increase in remote office work is resulting in fewer weekday 9 – 5 commute trips. TransLink's fast, frequent, and reliable service is supporting customers' mobility needs and trip purposes throughout the region. Ridership recovery, transit demand, and overcrowding vary across Metro Vancouver; service reallocation continues to better align service with demand.

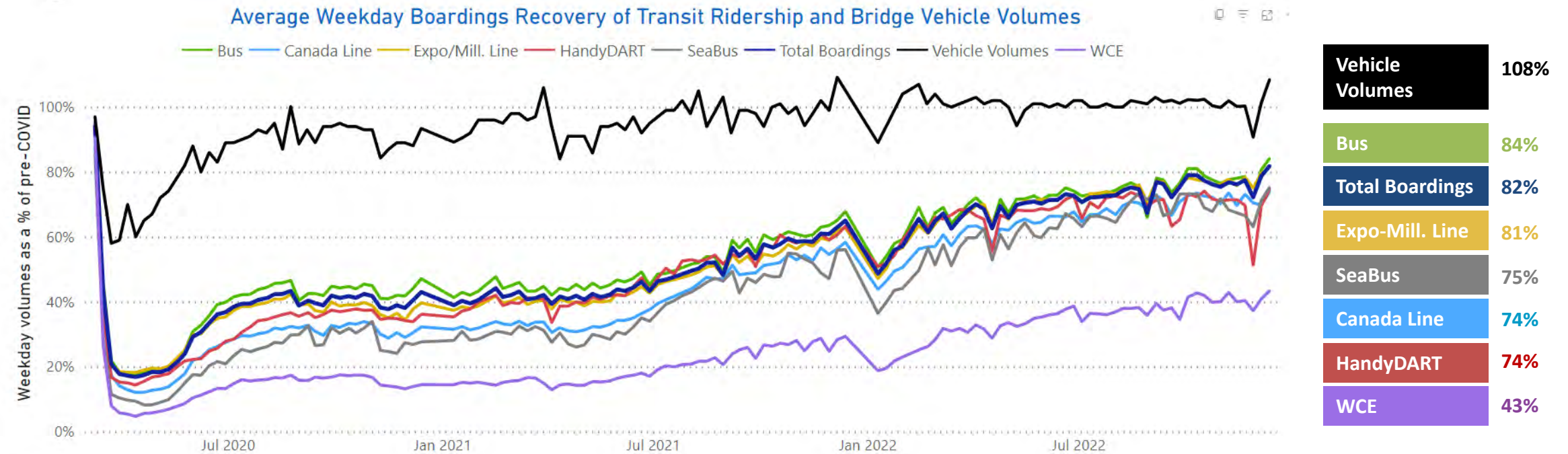
**ATTACHMENTS:**

- Annex A: Ridership Recovery Update Slides

# Ridership Update

Mayors' Council Meeting January 26, 2023

# Transit ridership trending upward week over week. Now at over 4.2M journeys and 7.1M boardings per week.



**Data Notes:**

- Average weekday ridership does not include any holidays.
- Vehicle volumes is based on data from Knight Street Bridge, Pattullo Bridge, Golden Ears Bridge, and the intersection of Lougheed and Orchard.
- 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.
- Week 49, 2022 had a snow storm that significantly impacted transit ridership and traffic volumes during that week.
- In 2019, Ridership during Weeks 46-50 was impacted by CMBC and BCRTC Labour Action. The percent of pre-COVID recovery presented in this report uses inflated 2019 values to estimate what ridership levels would have been at had there been no Labour Action.

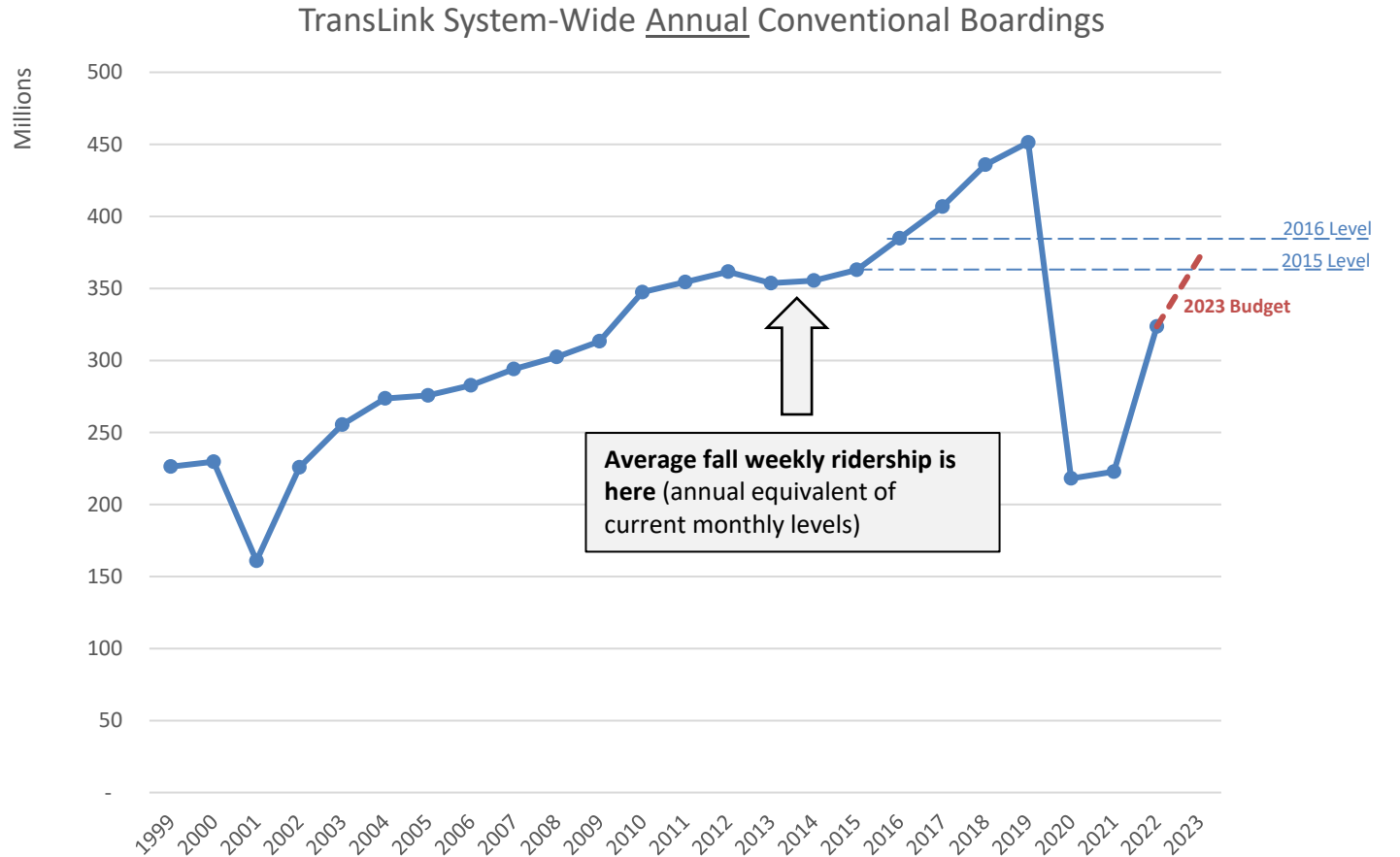
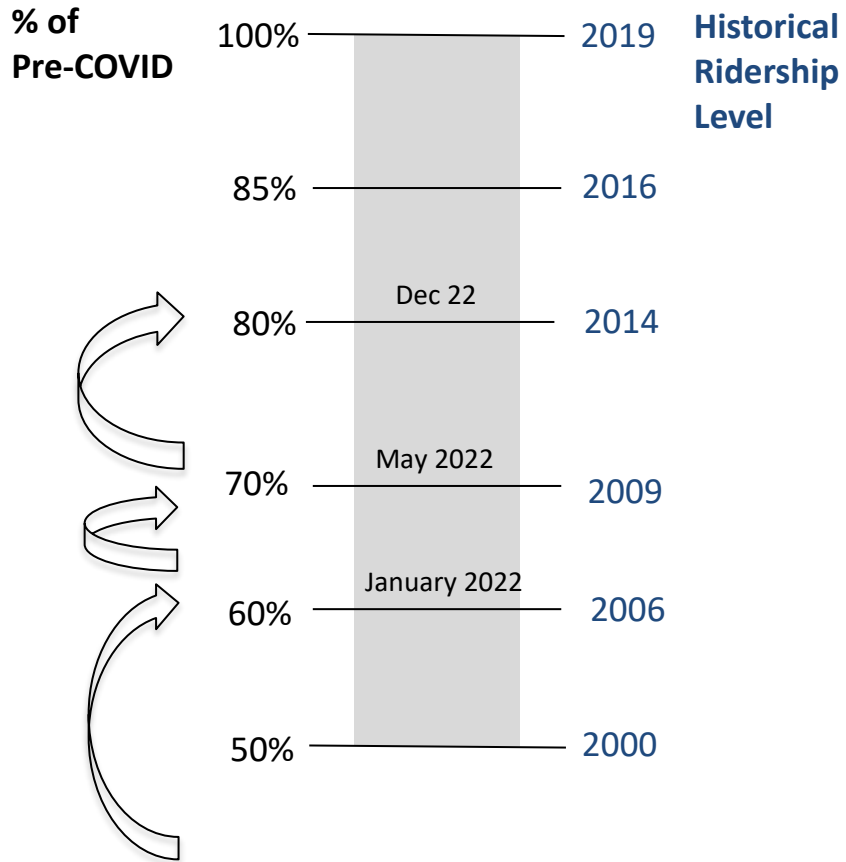
Transit Boardings and TransLink Bridge Volumes Week 51 Dec 12 -18, 2022

**380,000  
people  
were using  
transit daily  
in Fall 2022**



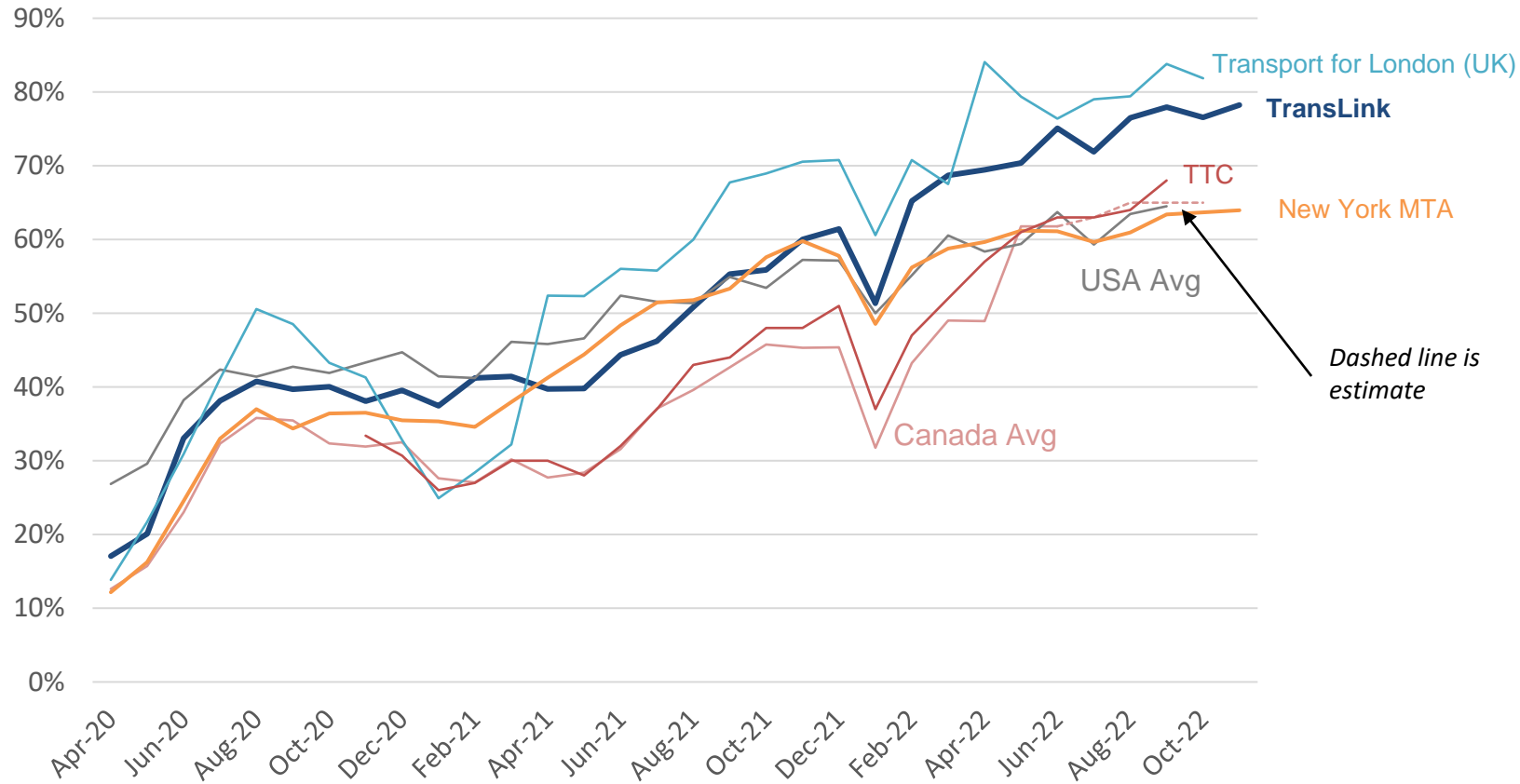
Together all the way

# Transit ridership growth in 2022 was significant in the region



# 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\*

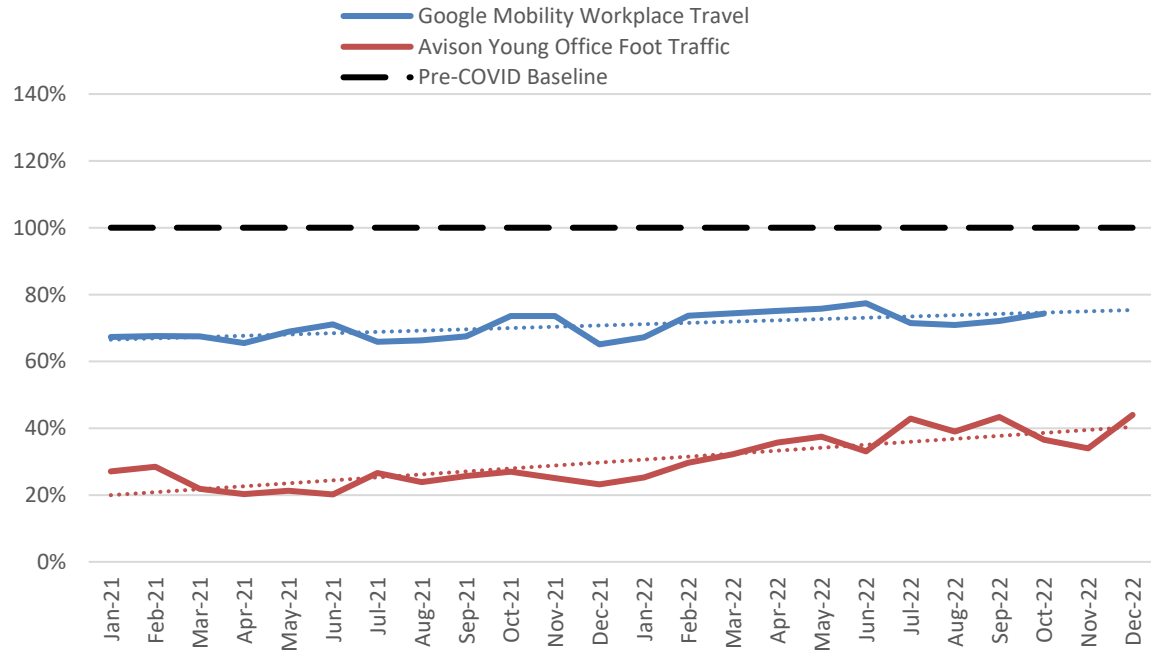


- Metro Vancouver now ranks 5<sup>th</sup> in the USA and Canada for transit boardings and 24<sup>th</sup> for population
- Metro Vancouver transit boardings are 60% higher than Seattle and Portland combined
- Metro Vancouver transit boardings are now more than the entire Chicago area, an urban region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

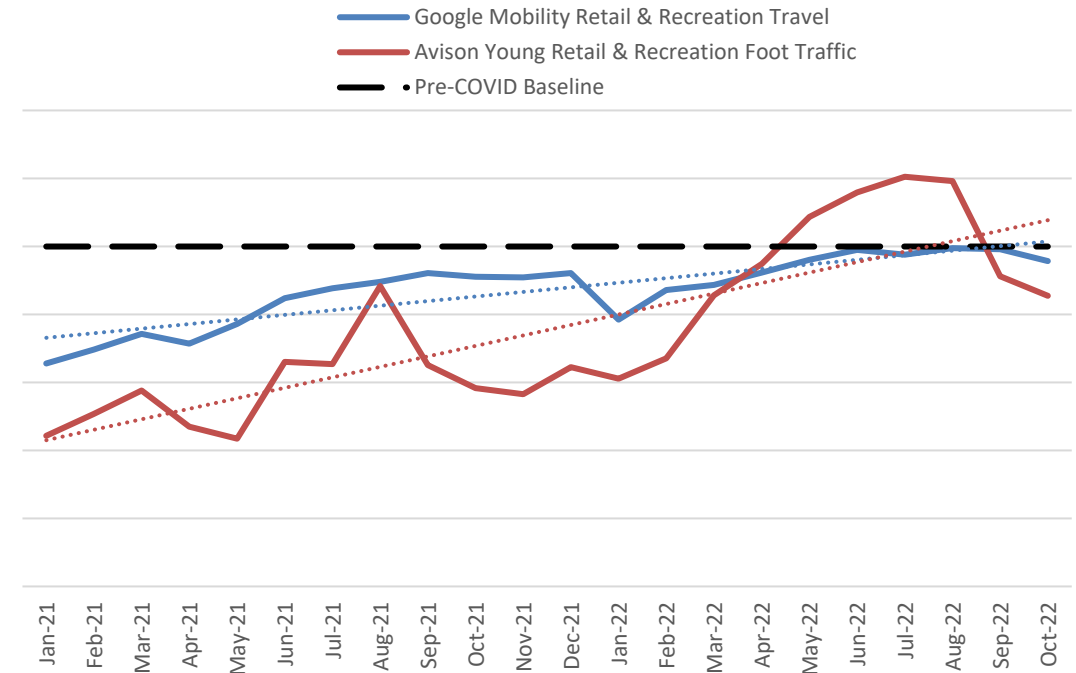
\*Based on regions and systems with available data

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

External Estimates of **Office/Workplace** Travel



External Estimates of **Retail & Recreation** Travel



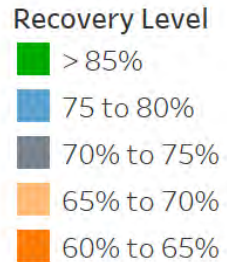
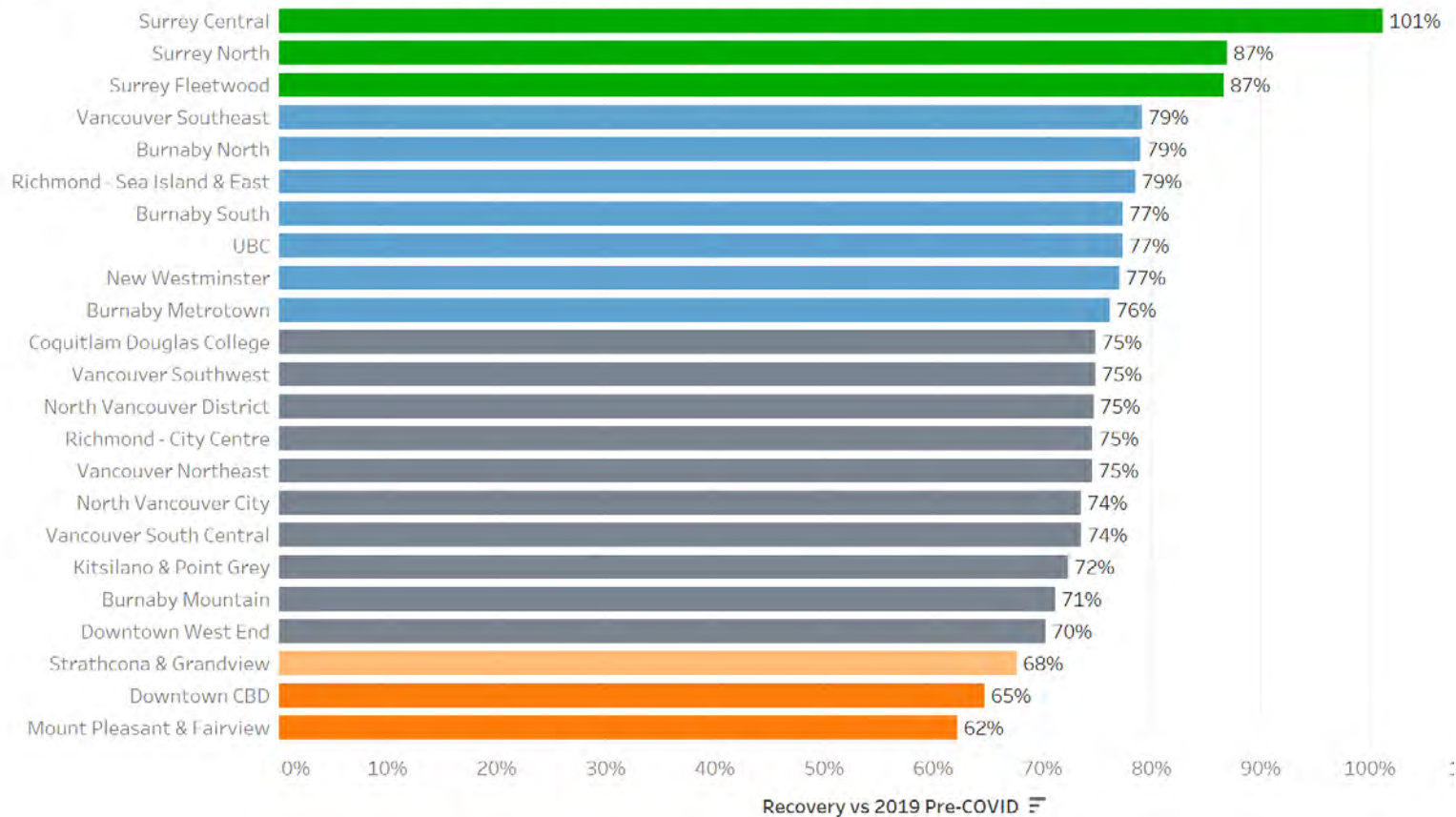
External data sources (Google Mobility & Avison Young) both show persistently lower in office/workplace trips relative to Pre-COVID with some moderate upward growth. Recovery for retail & recreation trips is higher in both data series.



# Ridership recovery highest in Surrey; remains lower in Central Business District

October and November 2022

Average Weekday Journey Starts by Neighbourhood vs Pre-COVID

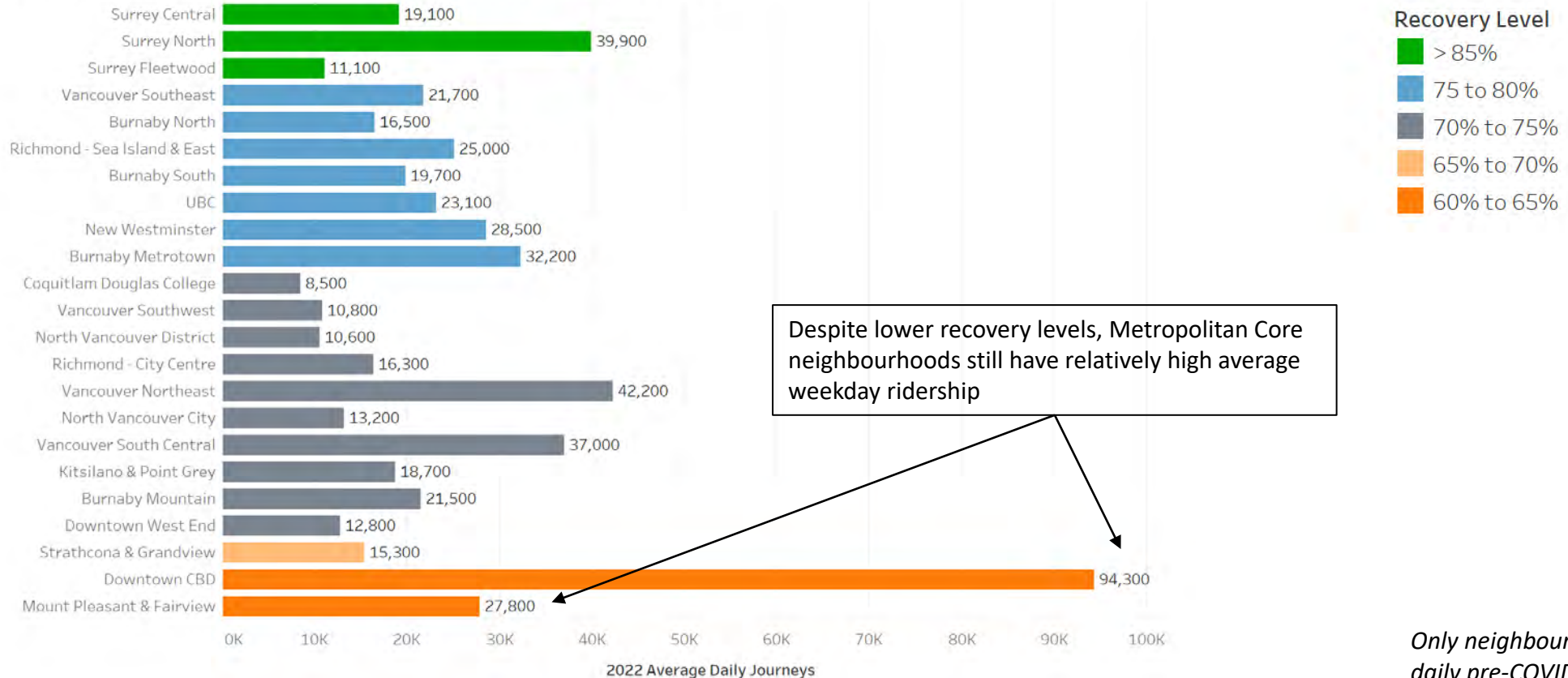


Only neighbourhoods with >10K avg daily pre-COVID journeys shown

# Ridership still relatively high in lower recovery areas

October and November 2022

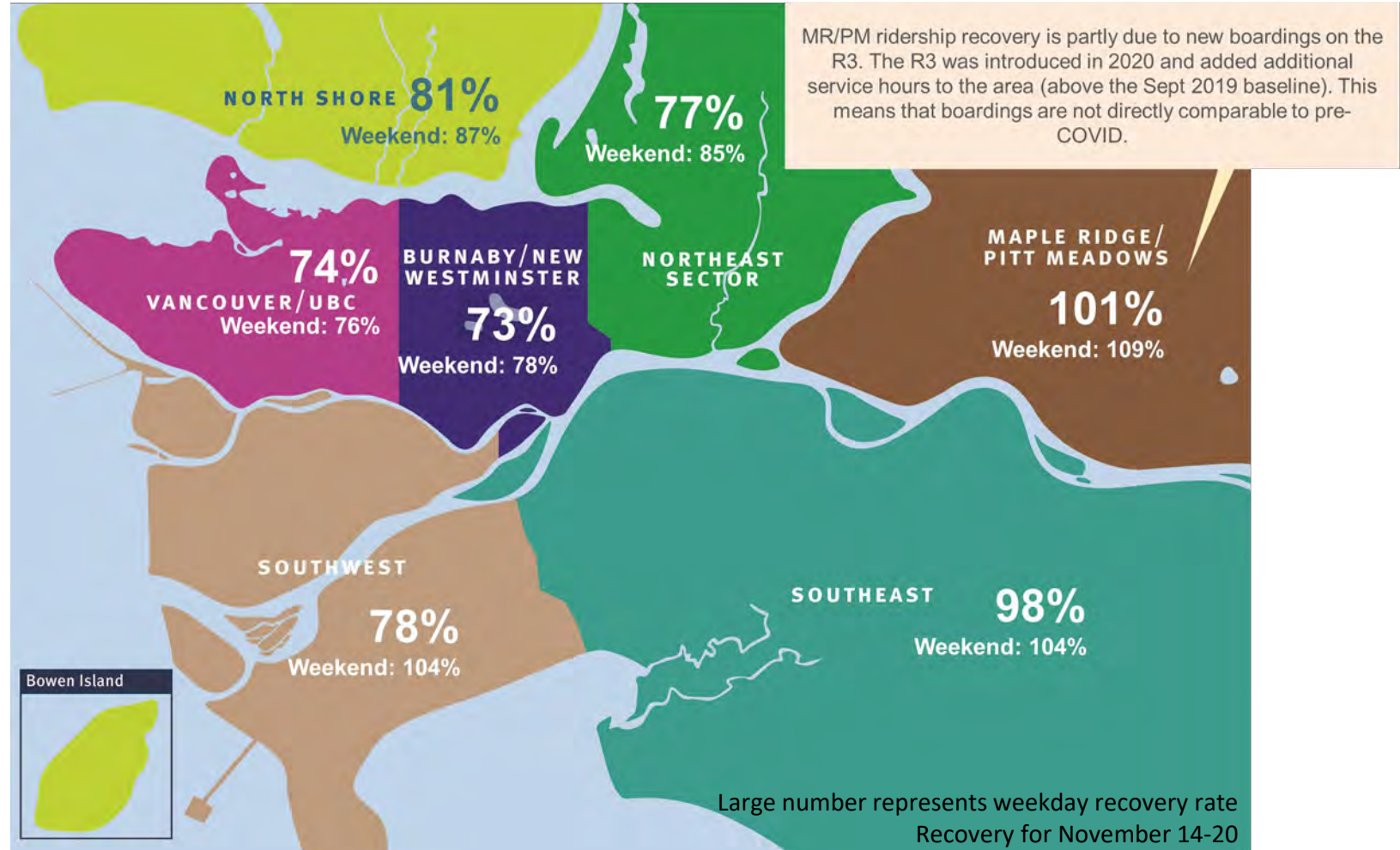
Average Weekday Journey Starts by Neighbourhood vs Pre-COVID



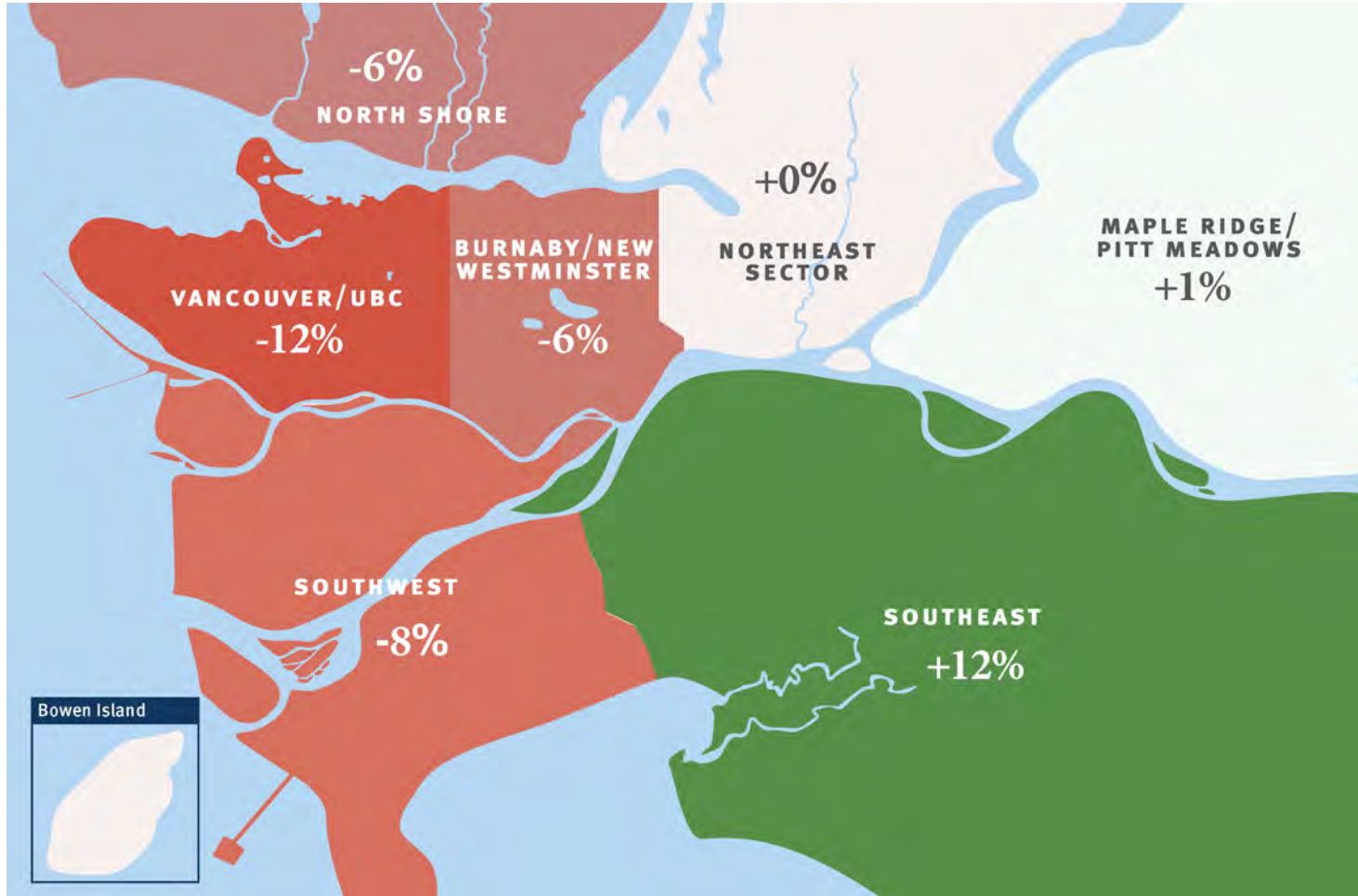
Only neighbourhoods with >10K avg daily pre-COVID journeys shown

# Bus ridership recovery varies across the region

- Highest recovery in Southeast
- Weekends outpacing weekdays



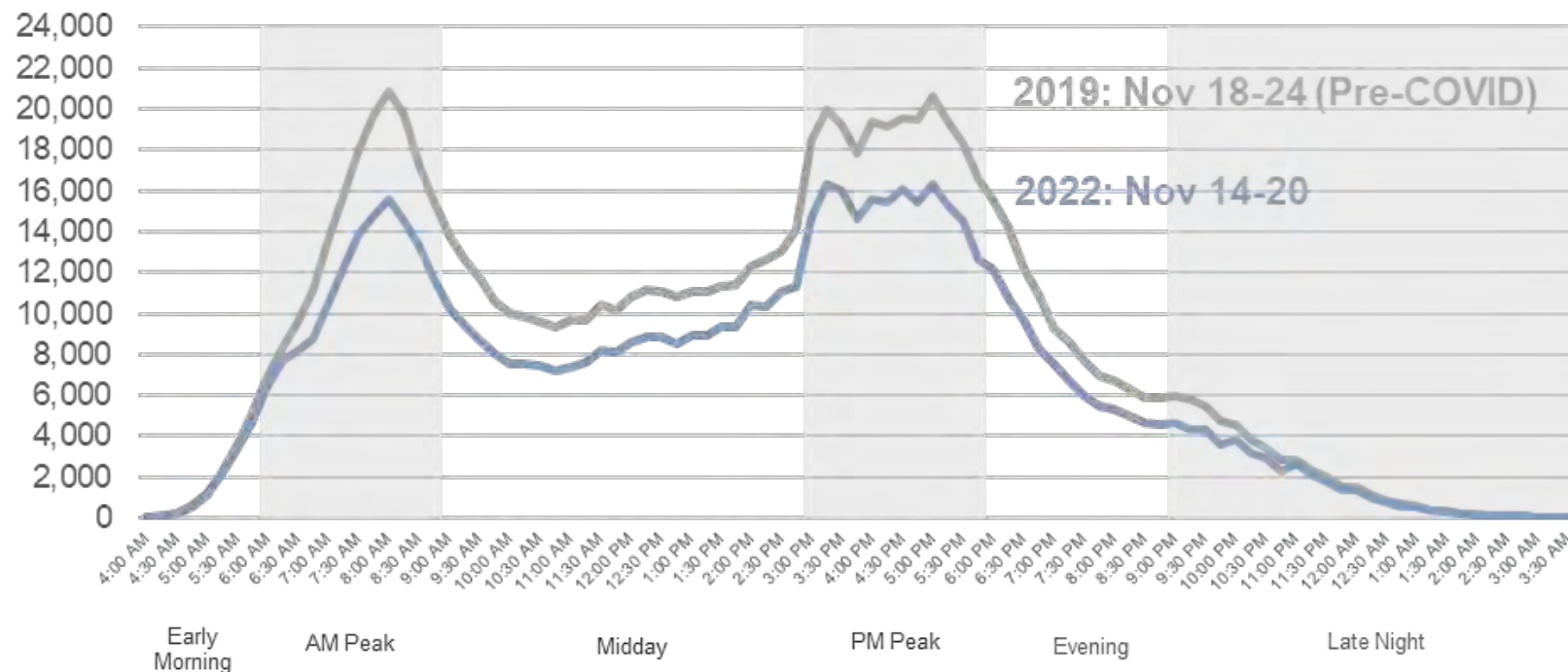
# More than 9.5% of total bus service hours have already been reallocated to reflect changing transit demand; there is limited ability to continue service reallocation at our current ridership levels



% change in Annual Service Hours (ASH) by subregion between April 2020 and January 2023

Customers are travelling at similar times of day as before COVID, with ridership returning at similar rates throughout most of the day.

We continue to have defined AM and PM peaks at similar times as before.



Period	Ridership Recovery Rate
Early Morning	96%
AM Peak	78%
Midday	79%
PM Peak	80%
Evening	78%
Late Night	82%

Weekday Compass Boardings by Time of Day

# Overcrowding is when the number of passengers on a vehicle exceed the capacity of that vehicle, as defined by our Transit Service Guidelines

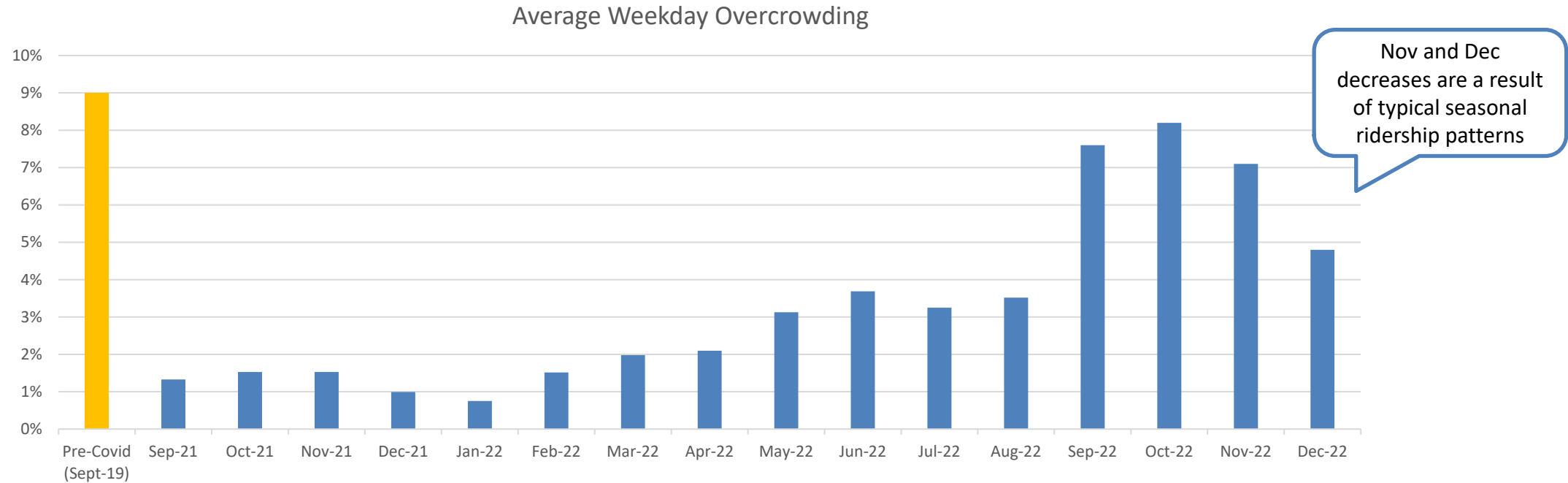
On overcrowded trips, for at least part of the trip:

- All seats are full and all standing space is occupied
- Accessing the doors may be difficult for some passengers
- Standing passengers need to step off the vehicle to let others exit
- Pass-ups are likely at some stops



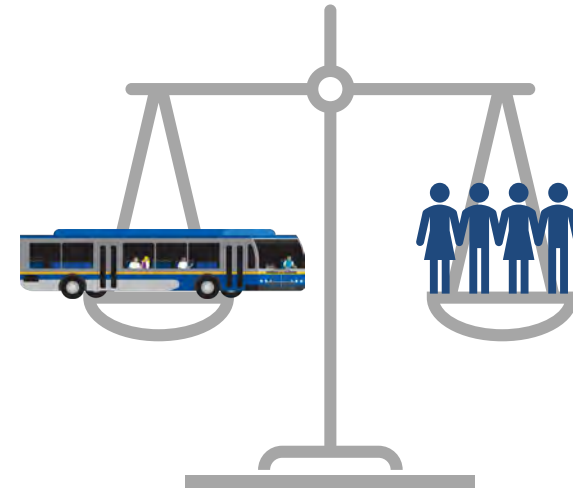
# Overcrowding on the bus system has been approaching pre-COVID levels as ridership returned continued to return through 2023.

We will be reallocating additional bus hours in January and April 2023 to help address bus overcrowding.



Fall overcrowding was mainly caused by the distribution of ridership differing from that assumed in the service plan. However, other factors such as traffic congestion, traffic accidents, mechanical failures, cancelled trips or ridership spikes also contribute.

**If ridership recovery levels remain relatively stable in 2023, we expect to minimize crowding conditions on the bus network with continued reallocation of frequent service.**



**If ridership growth exceeds expectations, we expect:**

- More significant levels of overcrowding for our customers (who are likely now more sensitive to crowding levels because of the pandemic)
- Eventual slowdown of ridership growth as customers find their journeys unreliable due to pass ups or uncomfortable due to crowding



**TO:** Mayors' Council on Regional Transportation  
**FROM:** Sarah Ross, VP Transportation Planning & Policy  
**DATE:** January 4, 2023  
**SUBJECT:** **ITEM 4.2 – Delivering *Transport 2050: 10-Year Priorities***

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**RECOMMENDATION(S):**

That the Mayors' Council on Regional Transportation:

1. Endorse the *Transport 2050: 10-Year Priorities* 2023 Work Program outlined in this report;
  2. Ask staff to prepare an Investment Plan workplan that will begin to deliver on the *Transport 2050: 10-Year Priorities*, for consideration at the next meeting;
  3. Receive this report.
- 

**PURPOSE:**

The purpose of this report is to provide the Mayors' Council with an overview of the work currently underway to advance the direction set out in *Transport 2050: 10-Year Priorities for TransLink* (10YP) and to seek Mayors' Council approval of a 10YP workplan and direction to develop an investment plan workplan to support the first tranche of 10YP projects and services for consideration at the next meeting.

**BACKGROUND:**

This report was provided to the Mayors' Council at its December 8, 2022 meeting for feedback and input. This version of the report contains changes to respond to comments made on December 8.

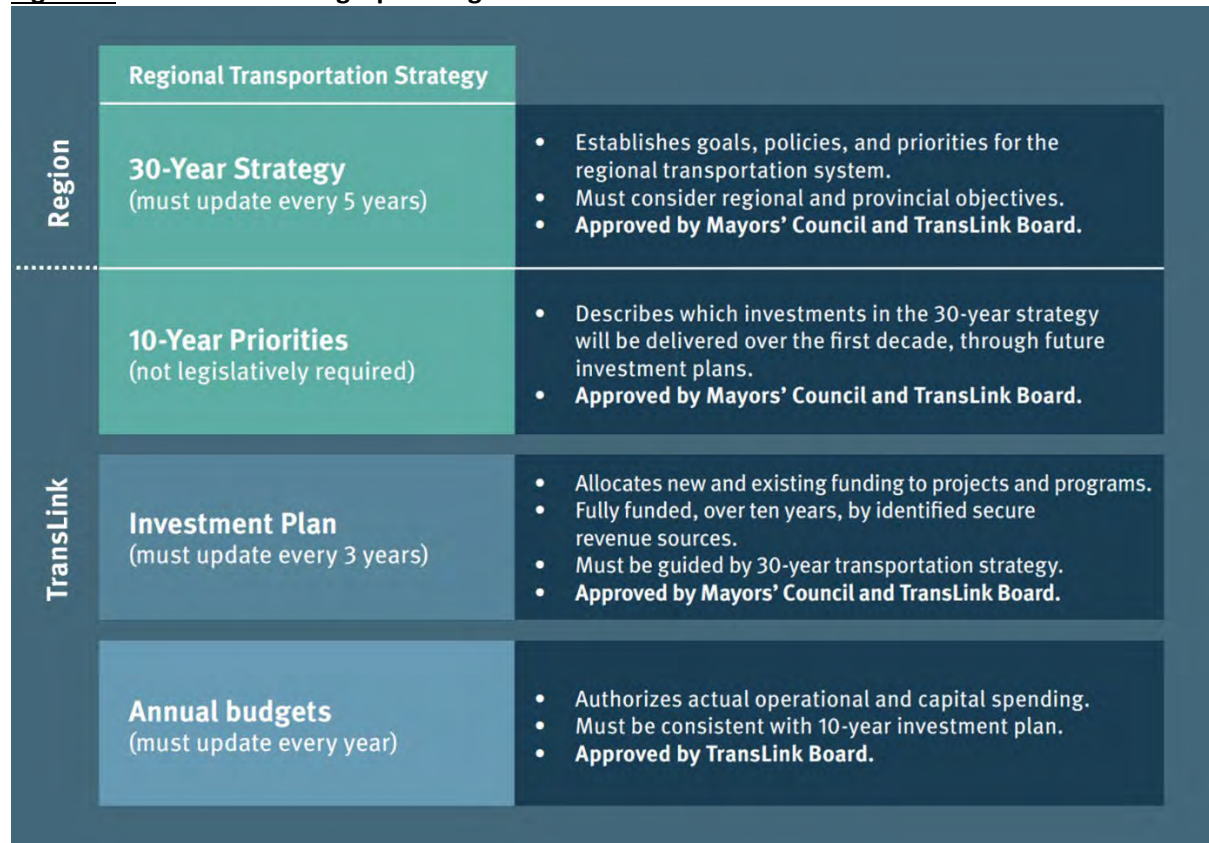
In January 2022, the Mayors' Council and TransLink Board of Directors approved [Transport 2050](#) – the region's new 30-year transportation strategy. *Transport 2050* provides a bold vision of Access for Everyone, where every person in Metro Vancouver can easily connect to the opportunities they need to thrive. *Transport 2050* is a transportation strategy that sets out actions for all public sector partners in our region, including TransLink, Metro Vancouver, local governments, the Government of British Columbia, and the Government of Canada. It also lays out TransLink's commitment to advancing reconciliation, social equity, and resilience in all that we do.

The Mayors' Council and Board agreed that to deliver on the ambitious vision of *Transport 2050* and make real progress on the pressing challenges of our time – the climate emergency, an affordability crisis, increasing traffic congestion, and meaningfully advancing reconciliation and social equity – it will require bold and immediate action on a scale unprecedented in our region's history. To that end, in June 2022 [Transport 2050: 10-Year Priorities for TransLink](#) (10YP) was approved, as a bridge between the 30-year regional strategy and fully funded TransLink Investment Plans as shown in [Figure 1](#).

10YP proposes historic increases in bus service into every corner of the region, new RapidBus lines, nine new bus rapid transit lines, the Burnaby Mountain Gondola, the Millennium Line extension to UBC, new

regional & inter-regional Express lines, improved transit passenger facilities, a rapid build out of the walking and bikeway networks, safer roads and streets, investments in technology and resilience to seismic risks and climate change.

**Figure 1: TransLink’s strategic planning framework**



*Transport 2050: 10-Year Priorities* is not a funded plan but rather represents a regional consensus on the initiatives and projects that TransLink should work to advance next. These initiatives would be funded and implemented through a series of future Investment Plans, as illustrated in **Figure 2**.

**Investment Planning process**

Investment plans are TransLink’s legislatively required mechanism to approve all of TransLink’s expenditures, including major projects, programs, and investments, as well as necessary revenues over a 10-year period. Investments plans are fully funded, which means that anticipated revenues must match planned expenditures over the plan period. Although investment plans cover a 10-year period, they are legislatively required to be delivered at least every 3 years, allowing for greater certainty in ridership patterns, fuel tax revenue projections, project scope and cost estimates, which can be incorporated into the new update. In this manner, investment plans follow the roadmap outlined in the 10-Year Priorities. Developing them in a series of investment plans allows TransLink to be nimble to changing economic and social conditions. Therefore, TransLink can expect to prepare 3 or 4 investment plans over the period covered by the 10-Year Priorities.

The timing of investments will be influenced by factors such as readiness, availability and cost of labour and construction materials, the ability to secure fleet and facilities, and funding and financing considerations. Some expansion can proceed quickly given existing fleet and project readiness. Timing of major service and infrastructure advancement will require procurement and design and will take longer to implement and will require more substantial senior government funding support.

**Figure 2: Illustrative example of how the 10-Year Priorities will be funded through a series of investment plans.**

10-YEAR PRIORITIES INVESTMENTS			REMAINING INVESTMENTS – UNFUNDED		
			Phase One	Phase Two	Phase Three
TRANSIT & SHARED MOBILITY	<ul style="list-style-type: none"> <li>Improve comfort and safety with new weather protection, seating, lighting and escalators.</li> </ul>		<p style="color: red; font-size: 2em; transform: rotate(-30deg);">PHASING VIA INVESTMENT PLANS TBD</p>		
	Convenient Transit	<ul style="list-style-type: none"> <li>130% increase in bus service</li> <li>~40 new service areas</li> <li>11 new RapidBus lines</li> <li>10% more Expo &amp; Millennium Line service</li> <li>65% more Canada Line service</li> <li>25% more SeaBus service</li> <li>5 WCE trains and study capacity expansion</li> <li>60% more HandyDART trips available</li> </ul>			
Reliable & Fast Transit	<ul style="list-style-type: none"> <li>Up to 9 Bus Rapid Transit lines</li> <li>North Shore Rapid Transit connection</li> <li>Burnaby Mountain Gondola</li> <li>UBC extension of Millennium Line</li> <li>Up to 8 new express bus lines</li> <li>Additional major planning studies</li> </ul>				
STREETS	<ul style="list-style-type: none"> <li>Expand Major Road Network lane-km by 10%</li> </ul>				
	<ul style="list-style-type: none"> <li>Up to 66% of missing sidewalks near frequent transit</li> <li>Up to 75% of 2050 Major Bikeway Network</li> </ul>				
INFRASTRUCTURE RESILIENCE	<ul style="list-style-type: none"> <li>Reduce state of good repair backlog</li> <li>Climate and seismic upgrades</li> </ul>				
TECHNOLOGY	<ul style="list-style-type: none"> <li>Investments in electric, connected, automated mobility</li> <li>Investments in digitalization</li> </ul>				

*Note: list is not comprehensive of all investments in 10-Year Priorities*

Based on direction from the Mayors’ Council and Board in July 2022, the next investment plan will focus on TransLink’s post-pandemic financial recovery to ensure TransLink is able to maintain an appropriate level of service and a system in a state of good repair and begin delivering the first phase of 10YP.

**DISCUSSION:**

**2023 Work Program to Advance the 10-Year Priorities**

TransLink’s 10-Year Priorities were approved by the Mayors’ Council in June 2022. Since then, staff have begun to advance work to ensure that key investments are ready to be considered for inclusion in upcoming investment plans. This work includes clarifying project and program definition, confirming operational feasibilities, and advancing design sufficiently to develop business cases (see Figure 3 for Business Case Framework).

Key elements of the work program in 2023 to advance the 10-Year Priorities include:

1. Sustainable funding strategy

A fundamental priority to advancing the 10YP is to ensure that TransLink’s operations are sustainably funded. This includes first funding current service levels and maintaining the existing transportation system in a state of good repair, and only then layering on expansion investments identified in the 10-Year Priorities. The funding levels for current operations and this proposed

system expansion will require a new funding model that is more resilient to changing economic conditions, is affordable for households, and avoids overreliance on transit fares.

To address this funding challenge, TransLink staff have been working with the provincial government and the Mayors’ Council to identify sustainable funding sources. In 2020, TransLink and the Province of British Columbia signed a Memorandum of Understanding where they agreed to work together to solve TransLink’s short- and long-term funding challenges, in particular from pandemic-related ridership loss and declining fuel tax revenues. TransLink is continuing to work with the province to ensure that any future funding sources are financially stable and sustainable, contribute to regional and provincial objectives, and are equitable and affordable for Metro Vancouver households.

2. Bus service expansion

Recognizing the critical role that local bus service plays as the foundation of the transit network, the 10-Year Priorities included a proposal to more than double bus service over current levels by 2035, equating to the largest increase in the region’s history and one of the largest increases in bus service proposed in Canada or the U.S. The proposed bus service increases would reduce wait times and overcrowding and significantly increase those in our region within walking distance of 15 minutes or better bus service. It also includes around 40 new service areas, and extended service through the night with ~1/3 of routes running 24 hours and most other routes operating until midnight or later.

10YP acknowledges that fully implementing this service increase would require a massive investment in new bus exchanges and depots (particularly to support the already-planned transition to a zero-emission fleet), as well as hiring of operators, supervisors, maintenance staff, administrators, and other essential staff. As a starting point, staff are working to identify the maximum amount of new bus service hours that are operationally feasible to deliver in the near-term, as well as what additional resources would be needed to grow bus service by approximately 30% in the first phase of 10YP, between 2025 and 2027, to remain on track to delivering the bus service expansion envisioned in the 10YP by 2035. This analysis also includes determining how much expansion can be peak vs. off-peak based on our existing and planned facilities.

3. BRT Action Plan

The 10-Year Priorities identified investing in up to 9 Bus Rapid Transit (BRT) lines and up to 11 RapidBus lines, as shown in the below table. While both BRT and RapidBus deliver fast and reliable service through increased frequencies and bus speed and reliability infrastructure, new BRT lines are expected to be fully traffic separated, with signal priority and improved customer amenities.

	<b>RapidBus Candidate?</b>	<b>BRT Candidate?</b>
King George Blvd to White Rock	Yes, extension from Newton	Yes
Lynn Valley – Downtown/Lonsdale, via Lions Gate	Yes	Yes
Marine Dr Station – 22nd St Station	Yes	Yes
Langley – Haney Place, via Golden Ears	Yes	Yes
Coquitlam – Haney Place, via Lougheed Hwy	In operation	Yes
Hastings Street	In operation	Yes

Richmond Centre – Metrotown	In planning	Yes
Scott Road	Opening 2023	Yes

The BRT Action Plan will develop a strategy for the delivery of BRT and RapidBus projects within the 10-Year Priorities, including defining BRT design for the region, coordinating with local partners and First Nations, evaluating and prioritizing corridors, and advancing project definition for each alignment. The process will take place in coordination with future investment plan efforts over the next two to three years. In coordination with the next stage of Investment Plans, we will develop a target of BRT projects for project development and implementation.

4. North Shore Rapid Transit

In recognition of the acute congestion challenges facing the North Shore, 10YP commits to delivering a traffic-separated rapid transit connection between Park Royal and Metrotown as soon as possible. Work is underway to plan and implement a BRT option so that construction of rapid transit can begin within years 0-5 of 10YP.

In parallel, study work will advance to confirm whether the ultimate technology for this rapid transit connection will be Bus Rapid Transit, Light Rail Transit, or SkyTrain (or a combination), and to confirm the associated alignment, terminus locations, and degree of grade separation including options for a dedicated transit crossing of Burrard Inlet. While this planning and implementation proceeds, the first phase of 10YP will deliver increased bus service and transit priority measures, as feasible, between Park Royal and Metrotown to improve bus travel times, operating costs, and grow ridership in advance of more permanent rapid transit investment.

5. Burnaby Mountain Gondola

The 10-Year Priorities includes the build out of the Burnaby Mountain Gondola, from Production Way-University Station to the Simon Fraser University campus on Burnaby Mountain. This unique form of electric urban transportation can deliver reliable and fast transit connections at a relatively low capital costs, while also avoiding challenges currently faced by buses travelling to Burnaby Mountain in inclement weather.

Throughout 2022 staff developed the scope of the Full Business Case and the technical analysis to deliver it. These inputs are informed by the interests and needs of partners, stakeholders, First Nations, the general public, and TransLink system needs. These include affordable housing, transit-oriented development, active transportation, environmental and neighbourhood considerations, GHG emissions reductions, transit customer and system needs, and reconciliation.

Development of an interim business case is now underway. Most of the technical work will occur in 2023, including conceptual design, costing, and funding and delivery model assessments. Engagement with First Nations will continue to develop a Full Business Case process, with public engagement anticipated in 2023. The Gondola project is targeted for implementation (funding, design and construction) in the first phase of 10YP.

## 6. Corporate Climate Action

In 2018, TransLink first committed to reduce GHGs from its transit fleet to meet provincial and national targets. In 2020 TransLink finalized the Low Carbon Fleet Strategy. In 2021, TransLink committed to achieve net-zero greenhouse gas emissions (GHGs) by 2050 within its own operations, with an interim reduction of 45% by 2030 from 2010 levels. It is also committed to ensure its infrastructure and operations are resilient to the impacts of climate change. The [Corporate Climate Action Strategy](#) (January 2022) and Climate Action Plan (December 2022) sets out seven key strategies and supporting actions over the next three years to achieve these goals.

In 2023, TransLink staff will develop a Zero-Emission Fleet Transition Plan that will supersede the Low Carbon Fleet Strategy (2020) in order to meet or exceed the 45% by 2030 target, eliminate diesel buses by 2040 (or sooner), and achieve net-zero by 2050. It will also determine which zero-emissions technologies should be used for BRT and other system expansions under the 10-Year Priorities. This plan will apply a regional equity, resilience and reconciliation lens to determine where and when future investments in clean, zero-emissions fleet and facilities will be made across the region.

In 2023 TransLink staff will begin a series of climate risk assessments of key infrastructure assets, work with regional partners, and integrate climate resilience into projects investment and asset management decision-making. This work will ensure investments under the 10-Year Priorities proactively reduce the risks posed to customers, staff, and communities due to climate change.

## 7. Regional Climate Action

TransLink is partnering with Metro Vancouver to identify the regulatory and supportive policies that will be required to achieve a 65% reduction in GHG emissions from light duty vehicles (LDVs includes cars, vans, SUVs and small trucks) by 2030.

Through its planning and regulatory responsibilities associated with regional air quality and climate action, the Metro Vancouver Regional District Board of Directors committed to reduce regional greenhouse gas (GHG) emissions by 45% by 2030, relative to 2010 levels. Through initial modelling and analysis, Metro Vancouver also determined that the light duty vehicles sector has greater potential to more quickly reduce emissions than other sectors to support the achievement of the overall regional 2030 GHG target. Metro Vancouver's recently approved Clean Air Plan and Climate 2050 Transportation Roadmap include a sub target to reduce GHG emissions from LDVs by 65% by 2030, relative to 2010 levels. TransLink also adopted this sub-target as a headline target for Goal 5, Carbon-Free Choices in Transport 2050.

In February 2022, Metro Vancouver staff received approval from the Metro Vancouver Regional District Board of Directors to undertake a project through the Sustainability Innovation Fund (SIF). The objective of the project is to develop a recommended package of regulatory and supportive policies to drive deep emission reductions from LDVs in the Metro Vancouver region in ways that are fair, equitable, and affordable. In June 2022, TransLink staff received approval from the Mayors' Council and TransLink Board to partner with Metro Vancouver on the project.

These regional initiatives as well as TransLink's corporate climate initiatives will provide critical inputs to TransLink's next Investment Plan, as well ensure that zero-emissions and infrastructure resilience is integrated into projects under the 10-Year Priorities.

8. Major Bikeway Network Action Plan

Transport 2050 aims to make active transportation the most convenient choice for shorter trips by rapidly completing a network of bikeways in all Urban Centres and areas of high cycling potential across the region and building out a Regional Cycling Network – comprised of a Major Bikeway Network that connects Urban Centres across the region and a Regional Greenways Network that provides access to parks and nature. The 10-Year Priorities proposes increasing the amount of funding TransLink directs to cycling by a factor of almost 5 times in order to rapidly build out bike networks in all Urban Centres in the region, and to complete up to 75% of the proposed 2050 Major Bikeway Network, roughly 450km of new bike facilities.

TransLink will work to develop a prioritization framework to help TransLink and local government partners to establish an action plan for catalyzing implementation of key Major Bikeway Network corridors and Urban Centre bikeway networks. This will enable turning the Major Bikeway Network from a planning concept into a useable, useful network to support people using active travel and micro-mobility options between Urban Centres and communities across the region. This work will be direct input into development of the next Investment Plan to identify and prioritize funding to implement specific MBN corridors and Urban Centre bikeway networks, similar to how past investment plans identified specific RapidBus corridors for implementation.

9. Express Transit services

The 10-Year Priorities commits to studying and implementing express transit service that travels both within Metro Vancouver, and to the neighbouring Sea to Sky region and the Fraser Valley. These new corridors intend to make transit more convenient and reliable than driving for longer trips across the region and beyond.

TransLink will develop a working definition of what Express Transit service is, including drawing a clearer distinction between bus rapid transit, RapidBus, and Express services. This work will help set expectations for partners regarding service characteristics (e.g. service frequency and span, stop spacing), transit priority infrastructure, and customer amenities. This work will also include an assessment of Express corridors to define current conditions and support next steps related to prioritization and implementation.

10. Potential investments in new technology

Transport 2050 highlights the convergence of automation, digital connectivity, electrification and shared-use mobility as a major inflection point in the history of transportation and cities. The 10-Year Priorities identify a need for TransLink to start making more significant investments and asserting a more proactive role in this space in ways that advance Transport 2050 goals. Work underway in 2023 will help inform the type and scale of additional technology and new mobility investments that TransLink could fund in the next Investment Plan.

TransLink is partnering with BC Hydro and Metro Vancouver to develop a strategy to deliver widespread electric vehicle charging across the region.

TransLink is expanding efforts on Mobility-as-A-Service in 2023 with a larger Shared Mobility Compass Card pilot that includes transit, car-share and bike-share services; and continuing to play regional coordinating functions with respect to ride-hailing, shared micro-mobility, and urban freight - including building the associated data and analytics capacity needed to effectively manage these services.

TransLink is continuing to map out the technology platforms, processes and people required to support digital transformation of our business as well as ensuring that the maintenance and security needs of our existing technology assets are well understood and kept in a state of good repair.

#### 11. Support UBC Extension project development led by the Province

The Millennium Line UBC Extension is proposed to be delivered in the later years of the 10-Year Priorities after the North Shore Rapid Transit and BRT Action Plan have already begun implementation. This 4-station extension would bring the Millennium Line from Arbutus Station to the University of British Columbia.

In April 2022 the Mayors' Council advanced a resolution on the horizontal and station location elements of the Regional Base Scope for the extension. The next stage of work includes developing a Concept Plan and full Business Case.

These initiatives are in addition to ongoing work to advance projects that have been approved in previous investment plans, including implementing bus speed and reliability improvements, ongoing state of good repair, and shifting to battery electric buses in line with the Low Carbon Fleet Strategy, as well as the Surrey-Langley SkyTrain and the Broadway Subway extensions. Preparations for these expansions is also underway, including additional SkyTrain cars, station upgrades, construction of new Operation Maintenance Centers (OMC 4 and OMC 5) and operation control center (OCC 2) and various other system upgrades. .

#### **Workplan for the next investment plan**

The 10-Year Priorities includes a very preliminary estimate of over \$20 billion (in 2022 dollars) in new capital investments and an increase of roughly \$1.2B in annual operating costs, a 50% increase over current annual operating costs. The estimated cost of the 10-Year Priorities is substantially more than what can be reasonably funded within one investment plan. Implementing these investments, in addition to funding for ongoing operations, will require a new funding model with substantially expanded funding from senior governments and new stable regional revenue tools that remain affordable to households. Such a big investment in transportation infrastructure is necessary to respond to the ongoing crises of affordability, climate change, population growth and congestion.

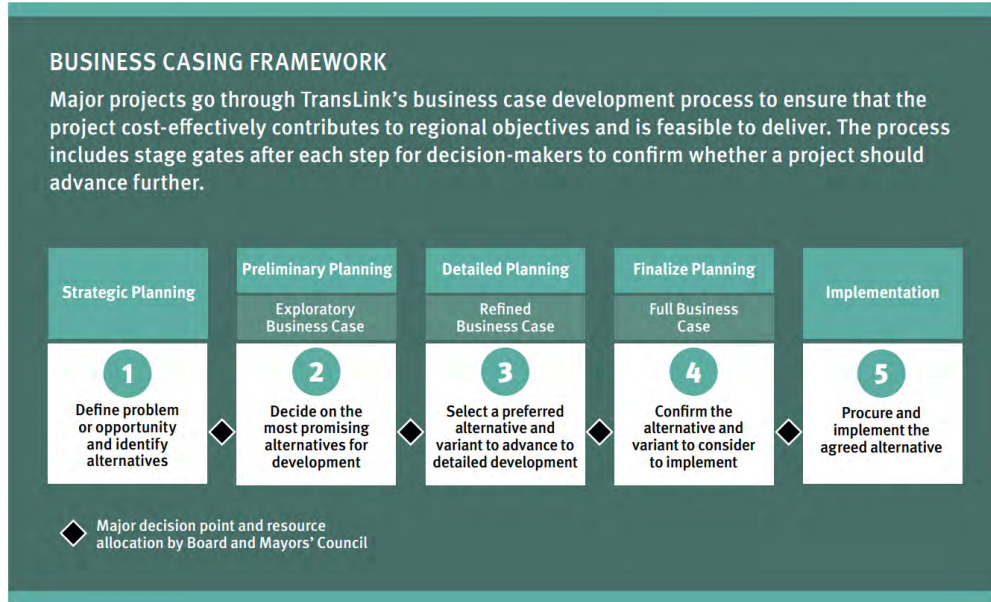
Given both the scale of the funding need and ongoing preparation work required, the work of the next investment plan will be to determine which of the *T2050: 10-Year Priorities* investments are ready for funding and can be affordably delivered in the subsequent three years. The next investment plan will need to identify funding for these investments, in addition to funding for existing operations. Projects and services in the 10YP that are not included in the next investment plan will be considered in subsequent investment plans.

Many investments will require further study or definition before they are ready to be funded and implemented, per the 2023 work program described above. Major projects such as many rapid transit corridors identified in the 10-Year Priorities will follow the TransLink Business Casing Framework (**Figure 3**) to ensure the project cost-effectively contributes to regional objectives and is feasible to deliver. This step-wise approach allows policymakers to approve funding in response to more detailed business casing.



The length of time each step takes depends on a variety of factors, particularly including the complexity of the project and options. The objective is to advance the appropriate work through these steps as efficiently as possible. Involvement from partners is critical to achieving this. It is typical that refined and/or full business case steps are funded in one investment plan, and the implementation is funded in a subsequent investment plan or plans. Actions while planning can also be investigated where municipalities can take a lead role, such as improving bylaws or updating policies that support the advancement of the business case and project development through such tools as supportive policies agreements.

**Figure 3:** Business Casing Framework



**Timing for the next investment plan**

While the next investment plan is not legislatively required until May 2025 (3 years after the approval of the current investment plan), in summer 2022 the Mayors’ Council asked staff to prepare the next Investment Plan for the earliest possible approval date – which is mid-2024. An investment plan in 2024 may also be required to alleviate the considerable financial pressures TransLink is facing, due to lower revenues and higher costs that have materialized since the financial assumptions were developed for the 2022 Investment Plan. Therefore, staff are seeking direction in this report from the Mayors’ Council to bring forward a workplan at the next meeting for the next investment plan, to complete TransLink’s post-pandemic financial recovery and to ensure the region can deliver on its urgently needed transportation priorities by advancing the 10-Year Priorities towards implementation.

## **CONCLUSION:**

The *T2050: 10-Year Priorities* represents regional consensus on the next ambitious transportation investment priorities for Metro Vancouver to deliver on our affordability, congestion, and greenhouse gas emissions targets. Work is already underway to advance these investments, including developing business cases for a number of major projects, and identifying sustainable funding sources with the Province. To be implemented, the 10-Year Priorities investments need to be phased, funded and approved through a series of several investment plans.

## **ATTACHMENTS**

- **Annex 1** – Staff presentation slides

# Mayors' Council Transport 2050: 10-Year Priorities

January 26, 2023



# BACKGROUND & CONTEXT: TRANSLINK'S 10-YEAR PRIORITIES



# T2050: 10-Year Priorities

*Regional consensus on the initiatives/projects that TransLink should work to advance next*

- SCBCTA Act requires TransLink to develop:
  - 30-year transport strategy for the region (Transport 2050)
  - 10-year Investment Plan for TransLink
- Mayors' Council and Board have chosen to develop: 10-Year Priorities:
  - 10-Year Priorities as a bridge between the above 2 plans.
  - Of the actions assigned to TransLink in the 30-year strategy, this document confirms which should be the first priorities in future Investment Plans.



**10-Year Priorities** outlines which of the investments in **Transport 2050** TransLink will focus on delivering over the first decade.

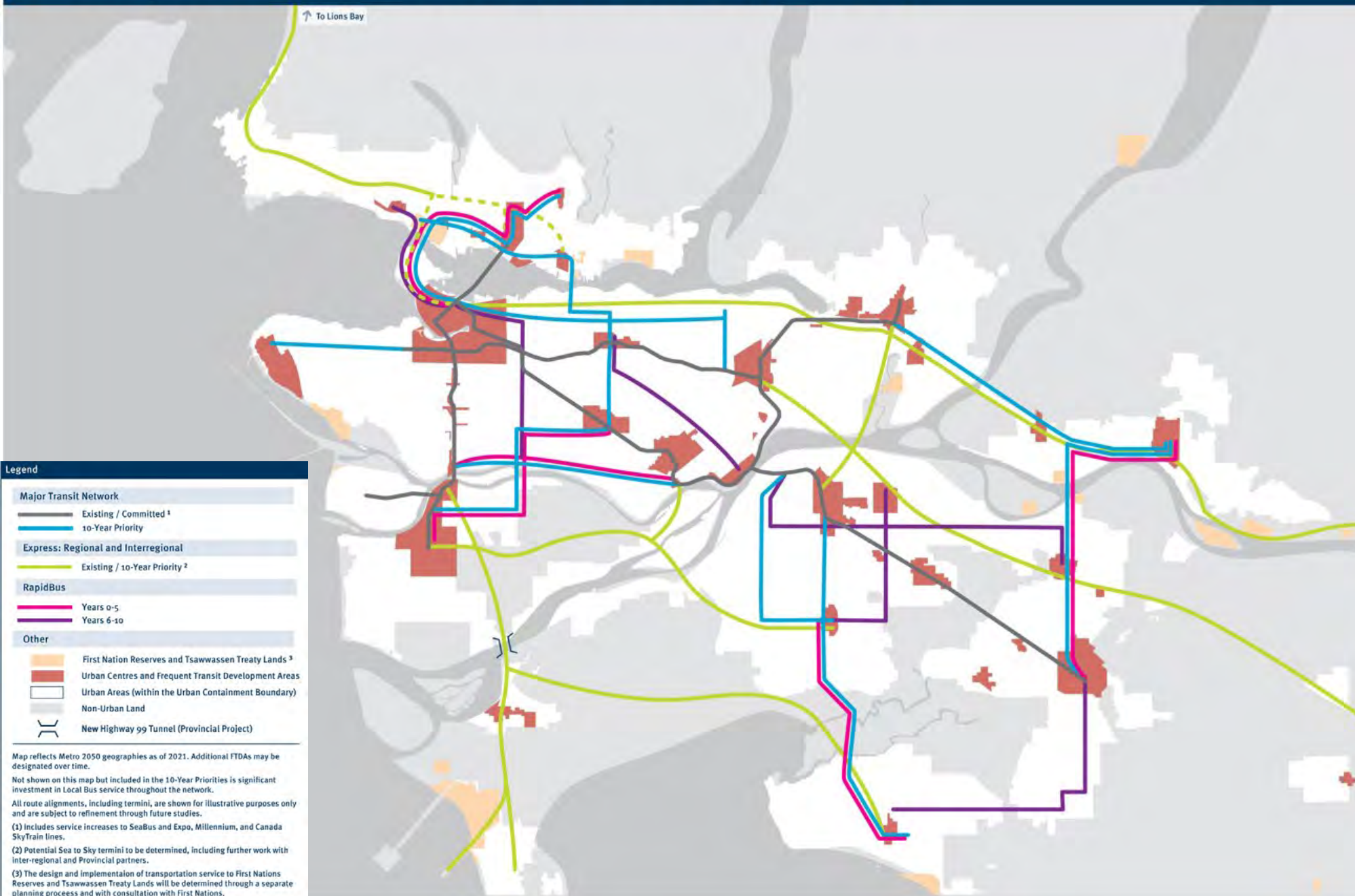


**Transit and Shared Mobility**

**Safer Streets, Walking, Biking**

**Major Transit Network**

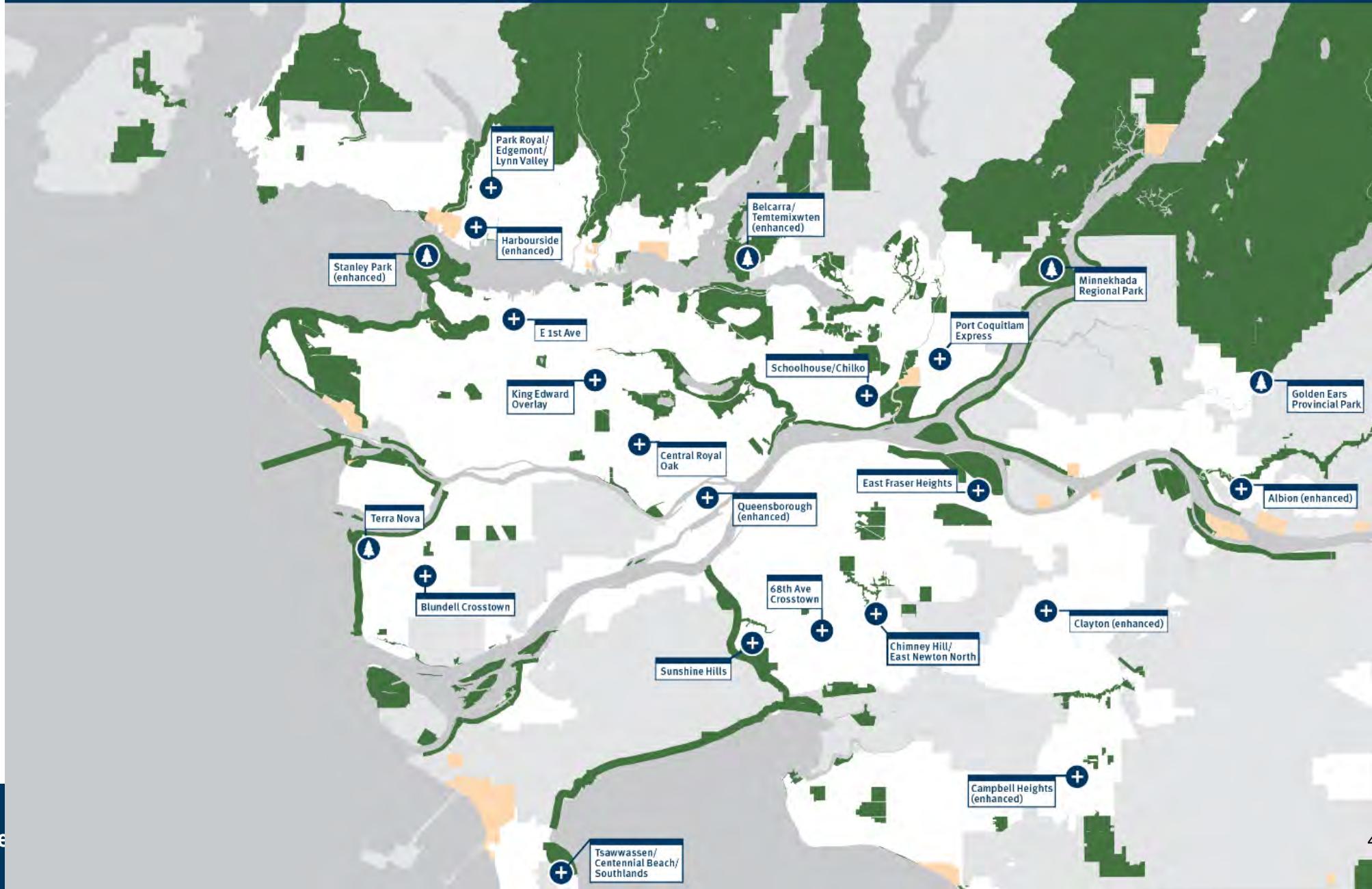
# Transport 2050: 10-Year Priorities (Transit)



## 170 km of new rapid transit:

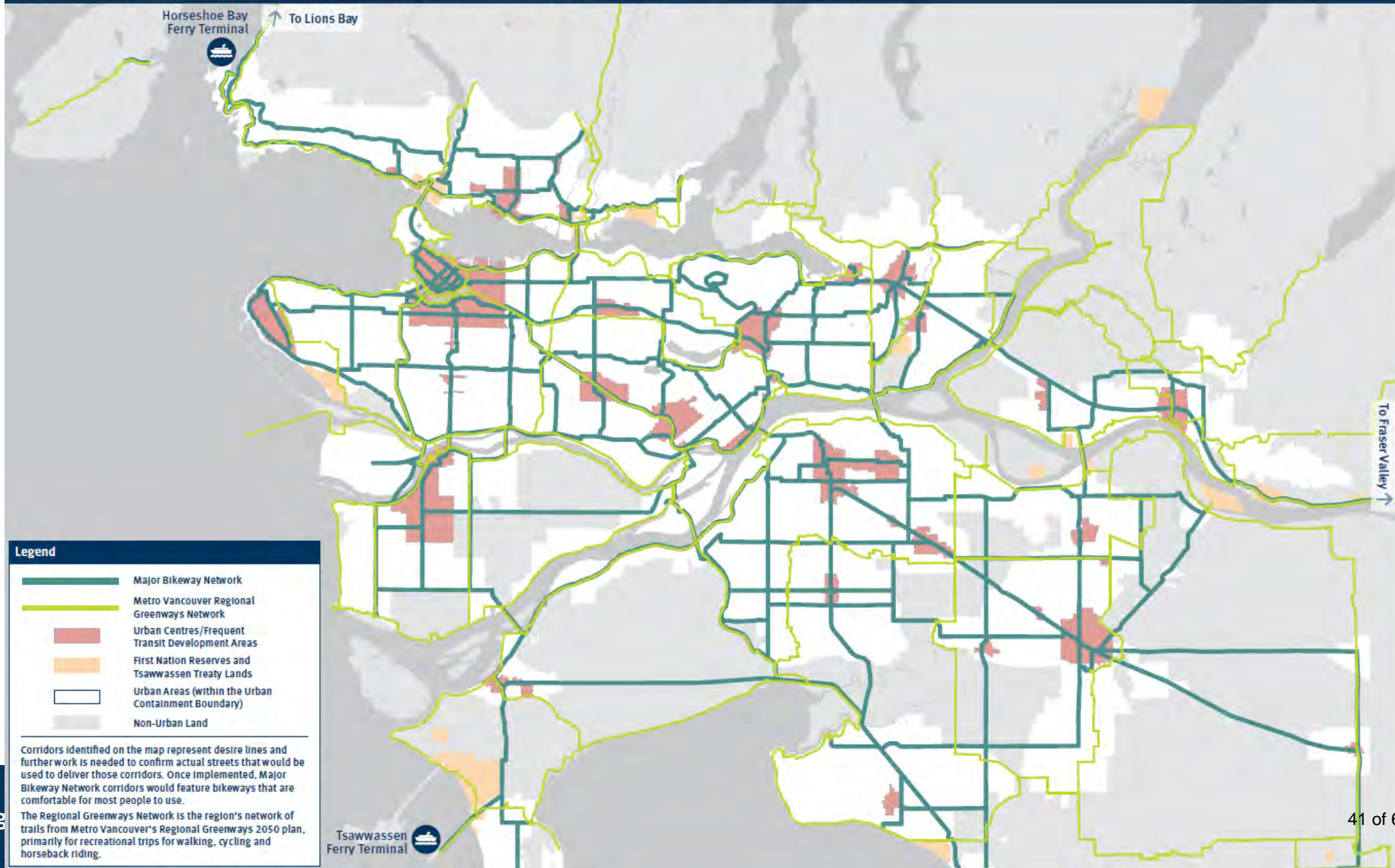
- Burnaby Mountain Gondola
- Hastings Street
- King George Blvd
- Langley – Haney Place
- Lougheed Highway
- Lynn Valley – Downtown/Lonsdale
- Marine Dr Station – 22nd St Station
- Metrotown to Park Royal
- Millennium Line UBC Extension
- Richmond Centre – Metrotown
- Scott Road

# 10-Year Priorities: New Service Areas and Access to Nature





# Transport 2050: Regional Cycling Network



# Major projects will advance through TransLink's business casing framework prior to implementation, usually through a series of investment plans

## BUSINESS CASING FRAMEWORK

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



◆ Major decision point and resource allocation by Board and Mayors' Council

# 2023 WORK PROGRAM TO ADVANCE THE 10-YEAR PRIORITIES

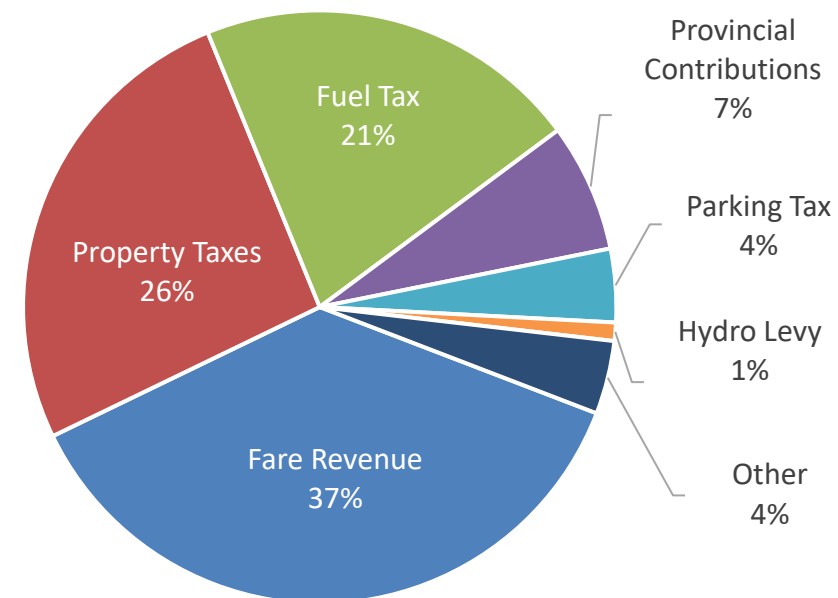


# Sustainable Funding Strategy

*10YP: Develop and implement stable revenue tools to fund ongoing operations before expansion can occur*

## 2023 workplan

- Identify and assess options to ensure TransLink has sustainable funding to support current operations and investments in the 10YP.

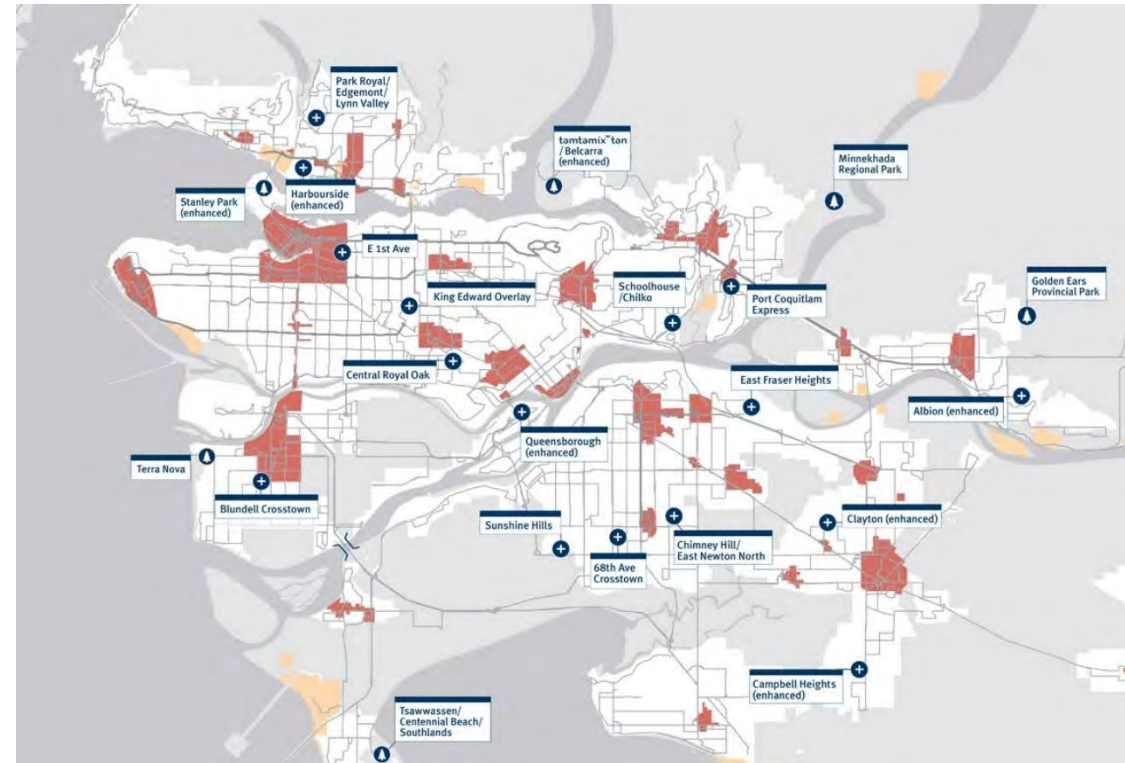


# Record-level bus service expansion

*10YP: More than double bus service, including new service areas, longer span and higher frequency*

## 2023 workplan

- Identify the maximum expansion that is operationally feasible by 2027
- Identify what resources (exchanges, depots, fleet, and staff) are needed to stay on track to 2035 service levels (including the investments needed to support the transition to a zero-emissions fleet).



*Map of proposed new service areas*

# BRT Action Plan

*10YP: Invest in up to 9 Bus Rapid Transit (BRT) lines and 11 RapidBus lines*

## 2023 workplan

- Initiate BRT Action Plan to:
  - Define BRT design
  - Coordinate with local partners
  - Evaluate and prioritize corridors for further business case and implementation



	<u>RapidBus Candidate?</u>	<u>BRT Candidate?</u>
<u>King George Blvd</u>	<u>Yes</u>	<u>Yes</u>
<u>Lynn Valley – Downtown/Lonsdale, via Lions Gate</u>	<u>Yes</u>	<u>Yes</u>
<u>Marine Dr Station – 22nd St Station</u>	<u>Yes</u>	<u>Yes</u>
<u>Langley – Haney Place, via Golden Ears</u>	<u>Yes</u>	<u>Yes</u>
<u>Coquitlam – Haney Place, via Lougheed Hwy</u>	<u>In operation</u>	<u>Yes</u>
<u>Hastings Street</u>	<u>In operation</u>	<u>Yes</u>
<u>Richmond Centre – Metrotown</u>	<u>In planning</u>	<u>Yes</u>
<u>Scott Road</u>	<u>Opening 2023</u>	<u>Yes</u>

# Rapid Transit Project planning in 2023

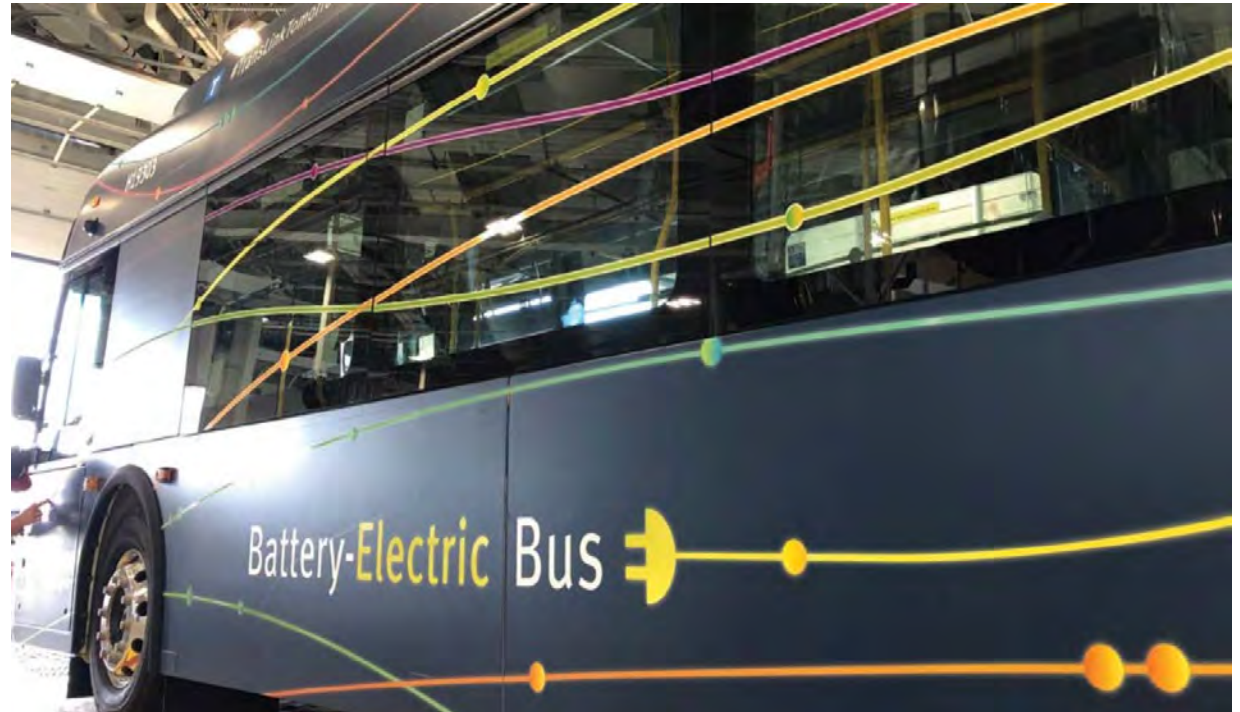
- North Shore Rapid Transit
  - Begin planning a BRT so that construction can begin as soon as possible
  - In parallel, advance work on longer-term options (BRT, LRT, SkyTrain or a combination)
  - Deliver increased bus service and transit priority measures, as feasible, between Park Royal and Metrotown as an interim measure
- Burnaby Mountain Gondola
  - Develop the full business case for the Burnaby Mountain Gondola, including conceptual design, costing, delivery model assessments, and engagement
- Millennium Line Expansion
  - Identify Operating and Maintenance Centre requirements and assess location options
  - Work with partners on the next stages of project development for UBC extension

# Corporate Climate Action

*10YP: Advance T2050 Goal 5: Carbon-Free Choices*

## 2023 workplan:

- Develop Zero-Emission Fleet Transition Plan to achieve:
  - 45% reduction in GHGs by 2030
  - Net-zero GHGs by 2050
- Conduct Risk, Hazard and Vulnerability studies and develop Service Response Strategies for key assets
- Proactive climate resilience planning with regional partners
- Continued aggressive electrification of bus fleet, facilities w. charging infrastructure



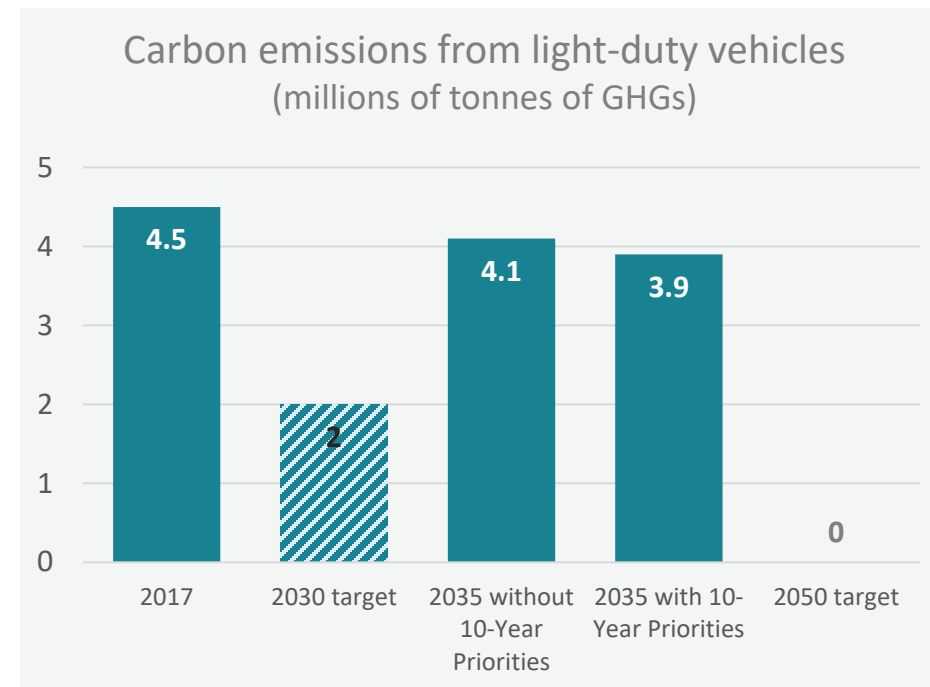


# Regional Climate Action

*10YP: Advance T2050 Goal 5: Carbon-Free Choices*

## 2023 workplan

- Continue working with Metro Vancouver to identify regulatory and supportive policies required to meet regional target of 65% reduction in GHG emissions from light duty vehicles by 2030

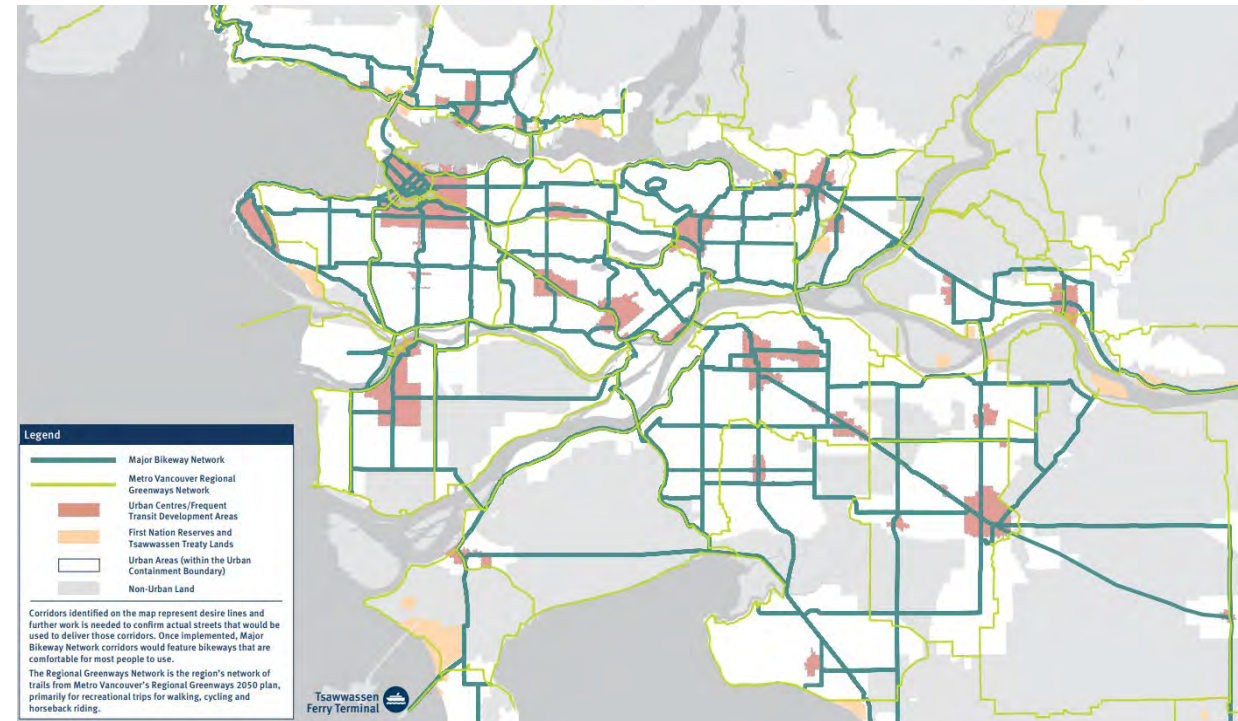


# Major Bikeway Network Action Plan

*10YP: Rapidly complete up to 75% (450km) of traffic-separated Major Bikeway Network, and bikeway networks in all Urban Centres*

## 2023 workplan

- Develop a prioritization framework to guide TransLink and local governments on what corridors and Urban Centres to prioritize for implementation



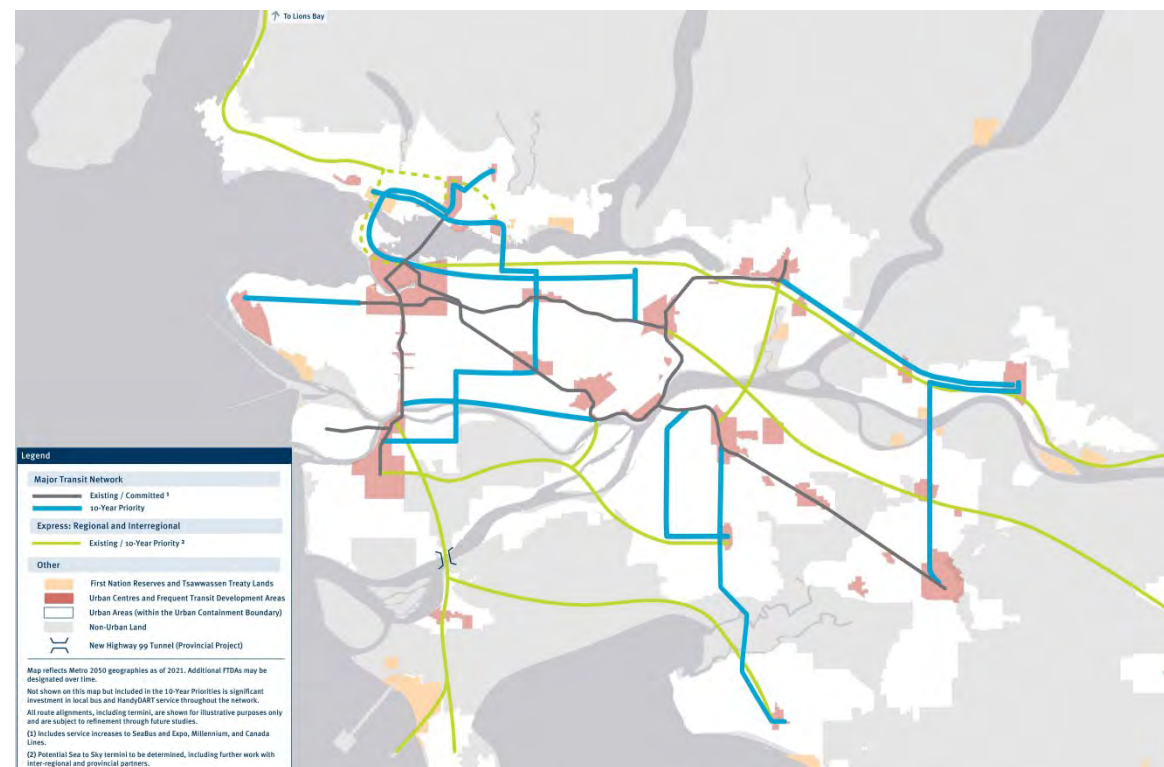
Map of proposed 2050 Major Bikeway Network

# Express Transit Services

*10YP: studying and implementing express transit service within the region, and to Fraser Valley and Sea to Sky regions*

## 2023 workplan

- Develop a working definition of express transit (how frequent, how far apart are stops, customer amenities)
- Assessment of express corridors to define current conditions
- Prioritization of corridors for implementation



Existing and proposed express transit corridors

# Potential Investments in New Technology

*10YP: Invest in electric, connected and shared transportation technologies*

## 2023 workplan

- Work with regional partners to develop EV charging strategy
- Expand Shared Mobility Compass Card pilot
- Build data and analytics capacity needed to manage ride hailing and multi-mobility services
- Explore digital transformation of TransLink's operations



# The next investment plan will identify what investments from 10YP are ready and affordable.

- 10YP will be funded and implemented through a *series* of future investment plans—*not all in one investment plan*.
- A workplan for the next investment plan will be brought forward at the next meeting
- The next investment plan will need to return TransLink to financial sustainability and fund 10YP expansion

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Mike Buda, Executive Director, Mayors' Council Secretariat  
**DATE:** January 18, 2023  
**SUBJECT:** **ITEM 5.1 – 2023 Work Plan and Committee Structure**

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**PROPOSED RESOLUTION:**

That the Mayors' Council on Regional Transportation:

1. Approve its 2023 Workplan as proposed below;
  2. Approve its committee structure and appointments as proposed below;
  3. Ask Committees to finalize their respective Terms of Reference and Workplans for consideration at the next meeting;
  4. Receive this report.
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**PURPOSE:**

This report proposes for consideration a 2023 Mayors' Council Work Plan, and a committee structure, format and appointments to guide the Mayors' Council's agenda and priorities in the coming year.

**BACKGROUND:**

At the beginning of each year, the Mayors' Council has adopted a strategic work plan to focus resources on its highest priorities in the coming year. While a range of secondary issues will also require the focus of the Mayors' Council through the year, it is the identified strategic priorities that drive the Council's agenda and where its time and energy is focused. Meeting agendas and staff reports that members will see at subsequent meetings will be driven largely by the direction provided in the approved work plan.

The outline of a draft work plan was presented at the November 17, 2022 workshop, based on the [Transport 2050: 10-Year Priorities](#) (10YP). A draft 2023 work plan and committee structure was proposed at the December 8, 2022 meeting for discussion and feedback. The Chair proposed committee appointments in an e-mail sent to members on January 5, 2023 for feedback. The input provided at these meetings and in response to the e-mail has been incorporated into this report.

**WORK PLAN:**

The new Mayors' Council takes office at an important transition point for the region. The past 3 years has been dominated by the global pandemic, and its impacts on transit operations and finances. Over much of the same period, TransLink and the Mayors' Council engaged in the most intensive planning exercise in the agency's history to develop and approve the new 30-Year Regional Transportation Strategy called [Transport 2050](#), and the near-term action plan, the 10YP.

With a 2–3-year planning process now complete, and the transition out of the pandemic to a “new normal” also nearing completion, the region's residents and businesses have expressed an expectation

of action from TransLink on the big challenges facing Metro Vancouver, including the affordability crisis, climate change, economic competitiveness, quality of life, population growth and congestion.

The planning process that has dominated the Council's agenda provides a solid foundation to regional leaders to respond to this desire for quick action on these challenges. The majority of the 2023 work plan proposed below is directly connected with supporting and driving the roll-out of 10YP.

Supportive senior governments are a pre-requisite for any major transit expansion as well as the post-pandemic transition to a "new normal" for transit – both jobs are too big for any one order of government to do its own. Both federal and provincial governments have many of their own priorities that are directly reliant on a well-functioning transportation and transit network that is building itself for the future. In addition, both governments have been vital supporters of pandemic relief to transit. The ingredients are present to convert these interests into the investments needed to complete TransLink's post-pandemic financial recovery and begin delivering 10YP.

To support the education of members on key elements of 10YP and the proposed work plan, TransLink staff is investigating options and opportunities for study tours of small groups of members to visit other cities to see on-the-ground examples of the latest transit technologies and planning approaches. Details will be presented at the next meeting for more discussion.

### **2023 Work Plan**

In 2023, it is proposed the Mayors' Council focus its time and energy on the following priorities:

1. **Investment Plan:** Develop, fund and approve the next Investment Plan by mid-2024 that will complete TransLink's post-pandemic financial recovery and deliver the first tranche of new projects and services identified in 10YP. A detailed work plan will be considered at the next meeting.
2. **Bus Rapid Transit Action Plan:** Develop and implement a Bus Rapid Transit Action Plan that will define BRT design for the region, build the support of local partners, First Nations and communities for new lines, prioritize corridors for each Investment Plan delivery phase of 10YP. A more detailed work plan for this priority will be considered at an upcoming meeting.
3. **Climate action:** TransLink is partnering with Metro Vancouver to identify the regulatory and supportive policies that will be required to achieve a 65% reduction in GHG emissions from light duty vehicles by 2030. More detailed analysis and recommendations on next steps on this priority will be considered at upcoming meetings.
4. **Public affairs and advocacy:** Develop and implement a comprehensive public affairs strategy in 2023 and 2024 to generate public and senior government support to fund and approve 10YP. The strategy will be developed by the Public Affairs and Governance Committee and considered by the Mayors' Council in March, 2023, with implementation updates to follow through the remainder of the year.
5. **Reconciliation:** TransLink and the Mayors' Council, in Transport 2050 and its Indigenous Relations Vision Statement and Guiding Principles approved in 2022, has committed to fundamentally change how it works with Indigenous Peoples. At its September 2022 meeting, the Mayors' Council approved a Terms of Reference for the Indigenous Relations Joint Advisory Working Group to provide advice to staff, Board and the Mayors' Council on how to make progress towards its

TransLink's reconciliation vision. Progress reports and recommendations on next steps by the Working Group will be considered at upcoming meetings.

6. **Governance change:** The Minister Responsible for TransLink, the Mayors' Council and TransLink Board have identified preliminary objectives for improving the collaboration and governance at TransLink. A Joint Governance Task Force of the Mayors' Council and TransLink Board was struck at the December 7, 2022 meeting to finalize and operationalize the governance changes proposed by the Minister in a process to launch this month. Progress reports and recommendations on next steps will be considered at upcoming meetings before the project's culmination in early spring 2023.

## COMMITTEES

The Mayors' Council has used committees, like most local government councils, to help manage its agenda. Committees provide a venue for smaller groups of members, in less formal settings, to more efficiently and deeply discuss issues facing the Mayors' Council. With committees in place, Mayors' Council meetings are organized around the consideration of committee reports, with reports having already been discussed at committee.

Past Mayors' Councils have created 2-3 committees, centered generally around planning and finance/funding. Committees have met just as Mayors' Council members, and/or jointly with corresponding Board committees.

Section 16 of the Mayors' Council's [Rules of Procedure](#) stipulates that the "Mayors' Council may establish committees and delegate the powers and duties of the Mayors' Council to the committees." Given this, the Mayors' Council must approve the creation of, appointments to and resources for committees.

### **Committee authorities and resources**

Committees are advisory in nature; committee decisions or direction must first be considered and approved by the Mayors' Council before taking effect. Committees are supported by Mayors' Council and TransLink staff, with input from local government staff when appropriate. Staff develop draft committee agendas and reports based on the approved Mayors' Council and Committee workplans, and in consultation with Committee Chairs and Vice-Chairs.

### **Committee structure**

This committee structure is designed to support the expected focus and workload of the Mayors' Council as described in the 2023 Work Plan as described above:

#### **Finance Committee (FC)**

*This committee will provide input to and recommendations on the timing, pace and final shape for the next Investment Plan. In addition, the committee will be responsible for overseeing the Investment Plan's funding strategy, and financial modelling and assumptions. Key workplan items:*

- Investment Plan:
  - workplan, timing and final recommendations
  - funding strategy
  - financial modeling and assumptions



- Major Project Partner Contribution Policy
- Engagement in TransLink’s budget process (contingent on the framework developed by the Joint Governance Task Force for working jointly with the Board on this item)

**Planning and Priorities Committee (PPC)**

*This committee will provide input on the processes and studies designed to prioritize TransLink plans, projects and services for funding and inclusion in upcoming investment plans. The committee will also be responsible for considering the development of other policy-related initiatives. Key workplan items:*

- Investment Plan:
  - 10YP priority setting for Investment Plan
  - BRT Action Plan
  - Studies and planning for major projects identified in 10YP
  - Bus speed and reliability initiatives
  - Pilot projects identified in 10YP
  - Supportive Policies Agreement for major projects in the next Investment Plan
- Public Policy:
  - Regional and corporate climate action
  - Real Estate Strategy
  - Other policy files: ride-sharing, etc.

**Public Affairs and Governance Committee (PAGC)**

*This committee’s mandate will primarily be external facing to provide input to communication and public advocacy efforts to secure senior government support for 10YP and the next Investment Plan. The committee will also consider the Council’s mandated “HR” responsibilities. Key workplan items:*

- Public affairs (communications and advocacy) to secure Investment Plan funding from senior govts and to build public support for TYP and Investment Plan
- Board appointments (contingent on the framework developed by the Joint Governance Task Force for working jointly with the Board on this item)
- Executive Compensation Plan (contingent on the framework developed by the Joint Governance Task Force for working jointly with the Board on this item)

**Indigenous Relations Joint Advisory Working Group (IR-JWG)**

*This joint working group was created in September 2022 to provide advice on the implementation of the reconciliation commitments in Transport 2050, including providing transit service to indigenous communities. The working group’s Terms of Reference was reviewed at the December 8, 2022 meeting.*

**Small Municipalities Caucus**

*This caucus comprising the members of the 4-5 smallest local governments in the region have met informally and on an ad hoc basis for many years, to provide unique “small community” perspectives and inputs to regional policies and plans being considered by the Mayors’ Council. The caucus will meet as needed, likely 2-4 times per year, and will consider how proposed policies and plans may impact smaller local governments differently than other local governments in the region.*

**Joint Governance Task Force (JGTF)**

*This joint task force, comprising 3 members from each of the Board and Mayors’ Council, will develop recommendations for both bodies and the province to finalize and operationalize the governance changes proposed by Minister Heyman in a process to launch this month.*

## **Committee membership**

The committee appointments proposed below reflect and weigh the preferences and interests expressed by members to the Chair, consideration of regional, community size and gender balance, appropriate continuity between returning and new members, and the need to coordinate Mayors' Council committees with Metro Vancouver's to avoid scheduling conflicts.

### **Finance Committee**

1. Little, Mike (C) – North Vancouver
2. Pachal, Nathan (VC) – Langley City
3. Brodie, Malcolm – Richmond
4. Hurley, Mike – Burnaby
5. Johnstone, Patrick – New Westminster
6. Knight, Megan – White Rock
7. McEwen, John – Anmore
8. Sager, Mark – West Vancouver
9. West, Brad – Port Coquitlam

### **Public Affairs & Governance Committee**

1. Buchanan, Linda (C) – North Vancouver City
2. Lahti, Meghan (VC) – Port Moody
3. Berry, Ken – Lions Bay
4. Hurley, Mike – Burnaby
5. Kruger, Dylan - Delta
6. Ross, Jamie – Belcarra
7. Ruimy, Dan – Maple Ridge
8. Sim, Ken – Vancouver
9. West, Brad – Port Coquitlam

### **Governance Task Force**

1. Brodie, Malcolm (C) – Richmond
2. Hurley, Mike – Burnaby
3. West, Brad – Port Coquitlam

## **Committee Terms of Reference and Workplan**

Each committee will be asked to develop a Terms of Reference and Work Plan for consideration by the Mayors' Council at a future meeting, prior to regular business of the committee beginning (except in the case of urgent business). Standard elements of a Committee Terms of Reference are proposed in Annex 1 that may be modified to suit the preferred approach and workplan of each committee.

Depending on the work plan, committees will meet once per month for approximately 3 hours on a Wednesday, Thursday or Friday, several weeks prior to each Mayors' Council meeting. Meetings will be scheduled in coordination with Metro Vancouver to avoid conflicts with its meetings. Committees meet in-camera, and generally by videoconference.

### **Planning & Priorities Committee**

1. Woodward, Eric (C) – Langley Township
2. McDonald, Nicole (VC) – Pitt Meadows
3. Asmundson, Brent – Coquitlam
4. Cassidy, Laura - Tsawwassen First Nation
5. Hurley, Mike – Burnaby
6. Leonard, Andrew – Bowen Island
7. Locke, Brenda - Surrey
8. McCutcheon, Jen – Electoral Area A
9. West, Brad – Port Coquitlam

### **Indigenous Relations Joint Advisory Working Group**

1. Cassidy, Laura – Tsawwassen First Nation
2. Johnstone, Patrick – New Westminster
3. McCutcheon, Jen – Electoral Area A

### **Small Municipalities Caucus**

1. Ross, Jamie (C) – Belcarra
2. Berry, Ken – Lions Bay
3. Leonard, Andrew – Bowen Island
4. McCutcheon, Jen – Electoral Area A
5. McEwen, John – Anmore

### **“Joint Committee” mechanism**

Up until January 2021, Mayors’ Council committees met concurrently with representatives of counterpart Board committees when there were items of overlapping responsibilities between the two bodies. This past practice of meeting as “joint committees” with the Board is not a legislated feature of our governance structure, but instead is a practice that has grown organically over the past 8-9 years to improve and streamline decision making. Feedback from members was generally positive.

Joint meetings enhanced and streamlined the review and discussion process of the two bodies, reducing the time and resources required to reach decisions, as well as improving the working relationship between individual members. There was recognition that not all issues before each committee will be appropriate for joint meetings but that in general the topics facing each committee were most efficiently and effectively managed with a “joint committee” mechanism. In the past, Mayors’ Council committees reserved the right to meet separately as needed and appropriate.

Governance changes proposed the previous Minister Responsible for TransLink has initiated a joint process to review and discuss options for improved collaboration and coordination between the two bodies, including if and how committees can or should meet jointly again. This work, coordinated by the Joint Governance Task Force, may propose interim options for joint meeting mechanism for consideration by both bodies in February, while the Task Force completes its work on a permanent arrangement over the next 4 months. Until the Task Force reports back on interim joint mechanisms in February, it is expected that Mayors’ Council and Board committees will meet separately, although it is recommended that Board representatives could be invited to attend Mayors’ Council committee meetings depending on the agenda items being discussed and at the discretion of members.

**MAYORS' COUNCIL COMMITTEE TERMS OF REFERENCE AND WORK PLAN**

[Draft Template]

**Purpose**

The primary responsibilities of the Committee are to assist the Mayors' Council to:

- [insert the committee responsibilities and objectives here]

**Composition and Membership**

Committee members are appointed by the Mayors' Council. Other Mayors' Council members may attend as observers to participate in discussion but will not be eligible to vote or receive remuneration.

**Committee Chair and Vice-Chair**

The Committee Chair and Vice Chair are appointed by the Mayors' Council. The Chair and Vice-Chair will be responsible for convening and co-chairing all Committee meetings and reporting activities and recommendations to the Mayors' Council. The Chair and Vice-Chair may invite representation from other agencies or stakeholders to participate in Committee meetings as appropriate. The Chair and Vice-Chair, with staff advice, will determine the agenda for each meeting.

**Governance and Authority**

The Committee will provide advice and recommendations to the Mayors' Council for action. The Committee has no authority to direct management or to commit TransLink or the Mayors' Council.

**Quorum and Voting**

Quorum shall be a majority of committee members. Committees are advisory in nature, and in general it is expected that most decisions are based on consensus. In the event of a call for a recorded vote, resolutions will be carried if passed by a majority of all members present. TransLink's legislation and the Mayors' Council's *Rules of Procedure* permits the use of weighted votes in certain circumstances at full Council meetings. However, because committees are advisory in nature and do not include all members, weighted voting will not be used in committees.

**Frequency of Meetings**

Committee meetings are generally scheduled monthly (less frequently for caucuses or working groups) but may be cancelled or changed as determined by the Chair and Vice Chair with reasonable notice or based on the expected workload outlined in the work plan.

**Resources**

The Mayors' Council Secretariat will provide staff support and other required resources, with assistance from TransLink if requested and when available, to the Committee when it is working on issues defined in the Mayors' Council's Work Plan or as directed by the Mayors' Council. The Executive Director will ensure that accurate minutes of each Committee meeting are prepared and provided to each Committee member in a timely fashion.

**Proposed 2023 Committee Work Plan**

Major committee work plan items for 2023 are expected to be, but are not limited to:

- [insert the committee workplan items here]