



# PUBLIC MEETING AGENDA

**Version:** June 22, 2023

**June 29, 9:00AM to 10:45AM**

Metro Vancouver Boardroom, 28th Floor, Metrotower III, 4515 Central Boulevard, Burnaby, BC  
and via Videoconference (live streamed to the [Mayors' Council YouTube Channel](#))

**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 (June 1, 2022)</a> .....	2
<b>9:05AM</b>	<b>2. <a href="#">PUBLIC DELEGATES</a></b> .....	<b>7</b>
<b>9:25AM</b>	<b>3. REPORT OF CHAIR</b> .....	<b>ORAL</b>
<b>9:35AM</b>	<b>4. REPORT OF THE PLANNING &amp; PRIORITIES COMMITTEE</b>	
	4.1. <a href="#">Report on Zero Emission Transit Fleet</a> .....	8
	4.2. <a href="#">Update on Transit Depot Planning</a> .....	40
	4.3. <a href="#">Update on Free Transit for Teens</a> .....	44
<b>10:30AM</b>	<b>5. <a href="#">REPORT OF THE JOINT TASK FORCE ON GOVERNANCE</a></b> .....	<b>50</b>
<b>10:45AM</b>	<b>6. OTHER BUSINESS</b>	
	6.1. Next Meeting – July 27, 2023 (via videoconference)	
<b>10:45AM</b>	<b>7. ADJOURN</b> to closed session	

*Note that Mayors' Council members may participate in-person or via Zoom videoconferencing. Zoom connection information sent separately via e-mail. Members of the public are welcome to observe via the live stream on the [Mayors' Council's YouTube Channel](#) or in-person. Public Delegates will be required to appear in person in order to present to the Mayors' Council at this meeting.*

## 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, June 1, 2023, at 9:00 a.m. in the Metro Vancouver Boardroom, 28<sup>th</sup> Floor, Metrotower III, 4515 Central Boulevard, Burnaby, BC.

### PRESENT:

Mayor Brad West, Port Coquitlam, Chair  
Mayor Mike Hurley, Burnaby, Vice-Chair  
Councillor Brent Asmundson, Coquitlam  
(alternate)  
Mayor Malcolm Brodie, Richmond  
Councillor Tracy Elke, Pitt Meadows (alternate)  
Mayor Patrick Johnstone, New Westminster  
Councillor Sarah Kirby-Yung, Vancouver  
(alternate) (arrived at 9:08 a.m.; departed at  
9:20 a.m.)  
Mayor Megan Knight, White Rock  
Councillor Dylan Kruger, Delta (alternate)  
Mayor Meghan Lahti, Port Moody

Mayor Mike Little, North Vancouver District  
(arrived at 9:08 a.m.)  
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  
Councillor Bryce Williams, Tsawwassen First  
Nation (alternate)  
Mayor Eric Woodward, Langley Township

### REGRETS:

Mayor Linda Buchanan, North Vancouver City  
Mayor Ken Berry, Lions Bay  
Mayor Andrew Leonard, Bowen Island

### ALSO PRESENT:

Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat  
Marisa Espinosa, Director, Major Studies, Transportation Planning and Policy, TransLink  
Nick Lovett, Senior Planner, TransLink  
Kevin Quinn, Chief Executive Officer, TransLink  
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, with respect, that the meeting is taking place on the traditional and unceded territories of the Indigenous people upon which we are fortunate to live, work and operate. The Mayors' Council recognizes that in planning and managing the region's transportation system, we have a role to play in supporting reconciliation with Indigenous peoples and the importance of doing our best to build respectful relationships that contribute to stewarding the land and waters in the community with integrity and consideration for future generations.

**1. PRELIMINARY MATTERS**

**1.1. Adoption of the Agenda**

*Draft agenda for the June 1, 2023 Public Meeting of the Mayors' Council on Regional Transportation, version dated May 26, 2023, was provided with the agenda material.*

**It was MOVED and SECONDED**

That the agenda of the June 1, 2023 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

**1.2. Approval of Minutes (March 24, 2023)**

*Draft minutes of the March 24, 2023 Public Meeting of the Mayors' Council on Regional Transportation was provided with the agenda material:*

**It was MOVED and SECONDED**

That the minutes of the March 24, 2023 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

**2. PUBLIC DELEGATIONS**

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

- *Report titled "Item 2 – Public Delegate Presentations", dated May 23, 2023*
- *Report titled "Item 2 (on table) - Public Delegates: names, topics and presentations", dated May 30, 2023.*

**2.1. Eric Doherty**

Jerry Gosling, spoke on behalf of Mr. Doherty, and requested the Mayors' Council ensure that Transport 2050 (T2050) goal of a "fairer and more just and inclusive transportation system that truly delivers on the promise of Access for Everyone" is achieved.

**Members Arrived**

Councillor Sarah Kirby-Yung and Mayor Mike Little joined the meeting at 9:08 a.m.

**2.2. Mark Beeching**

Mr. Beeching suggested that the contracting out of the operation of the HandyDART system to a for-profit organization be discontinued and requested the Mayors' Council improve the HandyDART system.

**2.3. Louella Vincent**

Ms. Vincent requested that the Mayors' Council sign the open letter to the Honourable Rob Fleming, Minister of Transportation and Infrastructure (MoTI), requesting improvements to the HandyDART system.

#### 2.4. Nathan Davidowicz

Mr. Davidowicz recommended that TransLink staff be requested to:

- Provide a detailed report of transit funding in all major transit systems in Canada
- Reinstate some bus routes.

#### Member Departed

Councillor Sarah Kirby-Yung departed the meeting at 9:20 a.m.

#### 3. REPORT OF CHAIR

Chair West reported on:

- Rationale for moving Mayors' Council meetings to Metro Vancouver offices
- May 11, 2023 launch of the Access for Everyone campaign and next steps.

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

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

**CARRIED**

#### 4. REPORT OF TRANSLINK MANAGEMENT

*Presentation titled "TransLink Management Update", dated June 1, 2023, was provided with the agenda material.*

Kevin Quinn, Chief Executive Officer, TransLink, led a review of the presentation provided with the agenda material and highlighted:

- TransLink's role in making the region more accessible
- Ridership statistics for the week of May 15, 2023 indicate that customers are continuing to return to transit:
  - Ridership in the southeast region increased by 15% since 2019
  - Overcrowding on the system is expected to increase in the fall 2023
  - Opportunities to reduce overcrowding through reallocation of bus service will be limited in fall 2023 and beyond
- Update on pre-construction work on Surrey-Langley SkyTrain (SLS)
- Progress of the Phibbs Exchange upgrade
- Launch of a safety campaign to raise public awareness of Transit Police's emergency text service
- May 2023 public engagement event on the proposed development near the future Arbutus SkyTrain Station
- Creation of "Our Community Roundtable Series" to build important connections with key communities
- Return of Summer 2023 Car Free Days.

Discussion ensued on:

- The need to incorporate an accessible public washroom in the upgraded Phibbs Exchange
- Confirmation that system overcrowding is also occurring during the morning peak hours
- Concern that a significant number of HandyDART trips that are being delivered by taxis who are not equipped to deal with passengers with mobility issues:
  - Suggestion that a roundtable be scheduled with HandyDART users.

**It was MOVED and SECONDED**

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

**CARRIED**

**Action Item (01):** *TransLink management to provide an information update regarding the delivery of service to HandyDART users.*

**5. REPORT OF THE FINANCE COMMITTEE**

**5.1. Update on Transit Funding Models from Peer Agencies**

*Report titled "Item 5.1 – Transit Funding Models from Peer Agencies", dated May 4, 2023, was provided with the agenda material.*

Sarah Ross, Vice President, Transportation Planning and Policy, and Nick Lovett, Lead Planner, Funding Strategy, TransLink, jointly reviewed the report provided with the agenda material and highlighted:

- Areas used for comparison of this report included Calgary, Greater Toronto and Greater Montreal
- Peer to peer comparisons are challenging due to differences in service area and population
- Metro Vancouver revenues sources are diversified amongst transit, vehicle-based and property-based sources, reflecting the diversity of its mandate
- Property taxes are a lower contributor in Metro Vancouver, as residents contribute through other means such as fuel tax, hydro levy and fares.

**It was MOVED and SECONDED**

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

**CARRIED**

**6. REPORT OF THE PLANNING AND PRIORITIES COMMITTEE**

**6.1. Planning and Managing Major Projects**

*Report titled "Item 6.1 – Planning and Delivering Major Projects", dated May 18, 2023, was provided with the agenda material.*

Marisa Espinosa, Director, Major Studies, Transportation Planning and Policy, TransLink, reviewed the report provided with the agenda material and highlighted:

- Key takeaways which impacted the project's lack of success:
  - P3 public delivery model reduced the City of Ottawa's control over the project
  - Ottawa's transit agency which was limited to bus operation and had little capacity to contribute to design, development, commissioning and the transition to operations
  - Complexity of the project governance structure
- Learnings for TransLink:
  - Use caution and risk assessment with P3 procurement
  - Effective governance with clear reporting lines and communication is integral
  - Vigorous stage-gating planning should be allocated to budgets and scheduling.

During discussion, it was noted that the delivery of the Canada Line through a P3 model and the use of property taxes to fund transit are two of the most controversial issues that have faced TransLink.

**It was MOVED and SECONDED**

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

**CARRIED**

**7. OTHER BUSINESS**

**7.1. Next Meeting**

The next Public Meeting of the Mayors' Council will be held on June 29, 2023 at the Metro Vancouver Boardroom, 28<sup>th</sup> Floor, Metrotower III, 4515 Central Boulevard, Burnaby, BC.

**8. ADJOURNMENT**

There being no further business, the June 1, 2023 Public Meeting of the Mayors' Council on Regional Transportation was adjourned to a Closed Session at 10:09 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:** June 20, 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 Transportaton  
**FROM:** Ralf Nielsen, Director - Enterprise Sustainability  
**DATE:** May 29, 2023  
**SUBJECT:** **ITEM 4.1 – Zero Emissions Bus Fleet Technology Update**

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**RECOMMENDATION:**

The Planning and Priorities Committee recommends that the Mayors' Council:

1. Direct staff to ensure the Zero Emission Fleet Transition Plan does not impede TransLink's ability to deliver the transit service expansion proposed in Transport 2050;
  2. Direct staff to draft a letter from the Chair of the Mayors' Council to the Government of British Columbia to request amendments to B.C.'s Public Transit Zero Emission Vehicle regulations to ensure the regulations are consistent with the climate action outcomes around regional GHG emission reductions, mode share and vehicle kilometers travelled already mandated on TransLink in the BC Climate Action Plan;
  3. Receive this report.
- 

**PURPOSE:**

To update the Mayors' Council on the latest developments in zero emission bus technology and how these can play a role in achieving TransLink's climate goals as well as service expansion goals.

**BACKGROUND:**

Following direction from the Mayors' Council and Translink Board, from 2017-2020, TransLink and Coast Mountain Bus Company (CMBC) developed the Low Carbon Fleet Transition Plan to reduce greenhouse gas (GHG) emissions from the bus fleet that was consistent with local and Provincial goals to achieve an 80 percent reduction in GHG emissions by 2050. The Plan created a technology roadmap – for new bus and fuel purchases between 2020 and 2050 – to achieve the GHG reductions, within the constraints of commercial and technical feasibility, projected future service and funding levels, and CMBC service constraints. The capital investments outlined in the Plan were then integrated by TransLink into the 2022 Investment Plan.

In 2021, TransLink committed to more aggressive greenhouse gas (GHG) reduction targets for fleet, facilities, and overall operations:

- Net-zero greenhouse gas (GHG) emissions by 2050; and
- Interim reduction of 45 per cent from 2010 levels by 2030; and
- Achieve a zero-emission bus fleet by 2040.

These targets were established to support and be consistent with:

- The Government of Canada's commitment to the Paris Agreement adopted at the UN Climate Change Conference (COP21);



- The Province of British Columbia’s CleanBC Roadmap to 2030;
- Transport 2050’s Goal 5 of Carbon Free Choices for Everyone; and
- Metro Vancouver’s Climate 2050 Transportation Roadmap and Clean Air Plan.

The Mayors’ Council endorsed these updated goals as part of TransLink’s Climate Action Strategy and Transport 2050 in January 2022.

**DISCUSSION:**

The analysis conducted for the Climate Action Strategy and Plan (2022) indicated that Low Carbon Fleet Transition Plan (2020), and the current 2022 Investment Plan, can achieve a 37 per cent reduction in enterprise (fleet and facilities) GHGs by 2030. Bold steps by TransLink and CMBC are required to:

- Achieve the remaining eight (8) per cent reduction to reach our 2030 target;
- Achieve a zero-emission fleet by 2040; and
- Meet our service expansion goals under Transport 2050’s 10-Year Priorities.

Since development of the Low Carbon Fleet Transition Plan (2020), significant changes have occurred in fleet propulsion technologies, fuels, and the supply chain. Technological readiness, proposed regulation and the funding landscape are changing the options for TransLink and CMBC to transform to a zero-emission fleet.

In addition, the Province of British Columbia has begun consultations on a Medium- and Heavy Duty Zero-Emission Vehicle (ZEV) regulation that proposes purchasing and stock requirements for TransLink and BC Transit. If enacted as drafted, these requirements will have significant implications for TransLink to expand bus service and achieve regional GHG emission reductions, mode share and vehicle kilometers travelled.

The attached presentation provides the Committee with update on the range of technologies and fuels available to TransLink and CMBC, their benefits and constraints, and considerations for the development of the Zero Emission Fleet Transition Plan, the 2024 Investment Plan, meeting the goals of the 10-Year Priorities and the implications of the proposed BC public transit agency ZEV regulation.

**ATTACHMENTS:**

- Appendix 1: Staff presentation



## Mayors' Council – Joint Planning & Priorities Committee Zero Emissions Bus Fleet Technology Update

**Ralf Nielsen, Director, Enterprise Sustainability**

# Key Takeaways

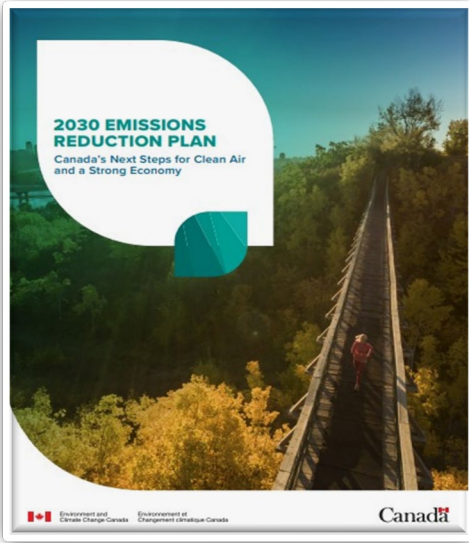
- We are amid rapid changes in bus technology and infrastructure
- We can use renewable fuels to rapidly decarbonize our existing diesel, and NG fleets
- We need to make large infrastructure investments to enable transitioning to zero-emissions and expand bus service
- The proposed BC Public Transit Zero Emission Vehicle purchasing, and fleet stock requirements will significantly impact the ability to expand bus service, achieve regional GHG emission reductions, mode share and vehicle kilometers travelled
- We could use NG buses together with RNG for bus service replacements and expansion. But only in the short term (2024-2028), and we'd have to retire these buses in 12-16 years to get to 100% zero-emissions by 2040
- The Zero Emission Fleet Transition Plan will determine our future fleet and infrastructure mix but not limit TransLink's ability to deliver the transit service expansion proposed in Transport 2050

# Agenda and Purpose

Providing you with information on the benefits and constraints of a range of zero/low emission bus technologies and how they may enable transit service expansion outlined in the 10-Year Priorities, the 2024 Investment Plan and subsequent IPs. The presentation and discussion has the following sections:

- Overview of global, regional and corporate **climate targets**
- **Key factors** that influence our ability to meet our climate targets and our service goals
- Share information on the benefits and constraints of **zero/low emission bus fleet technologies**
- **Key takeaways and next steps**

# All levels of government have set GHG reduction targets



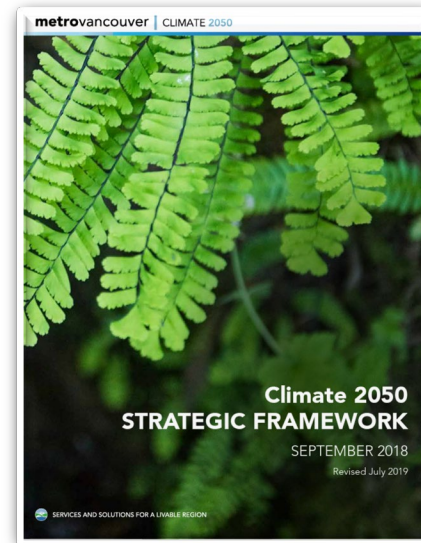
## Government of Canada

↓ 40% regional GHGs by 2030  
(relative to 2005)



## Government of BC

↓ 40% regional GHGs by 2030  
(relative to 2007)



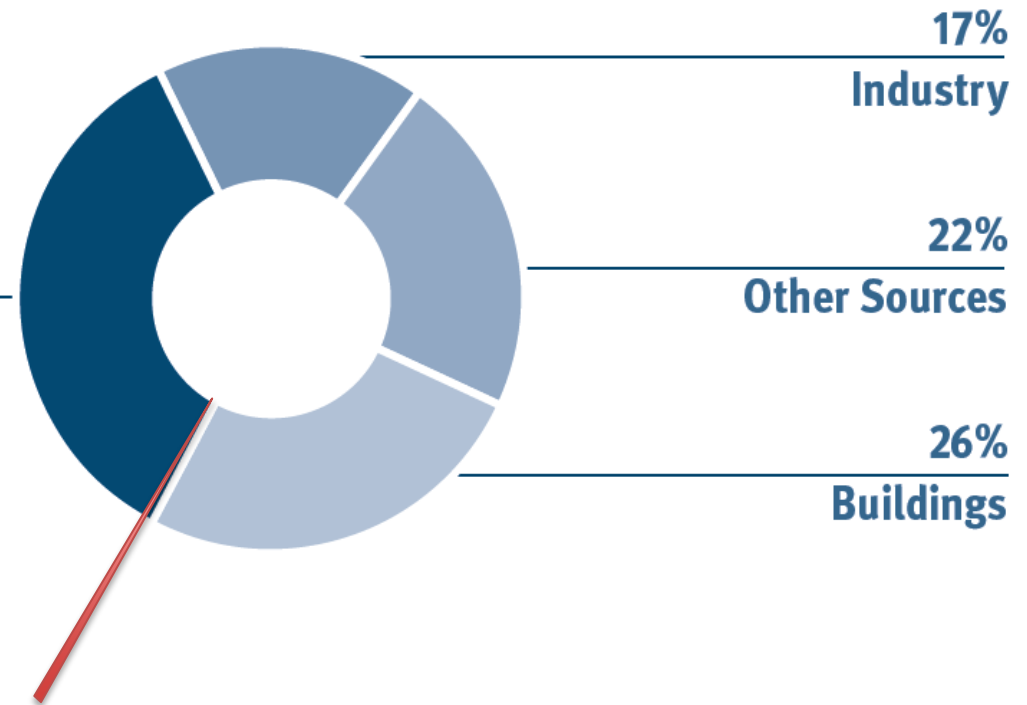
## Metro Vancouver Regional District

↓ 45% regional GHGs by 2030  
(relative to 2010)

# Transportation is the largest source of GHG emissions in the region, but TransLink only accounts for 1%

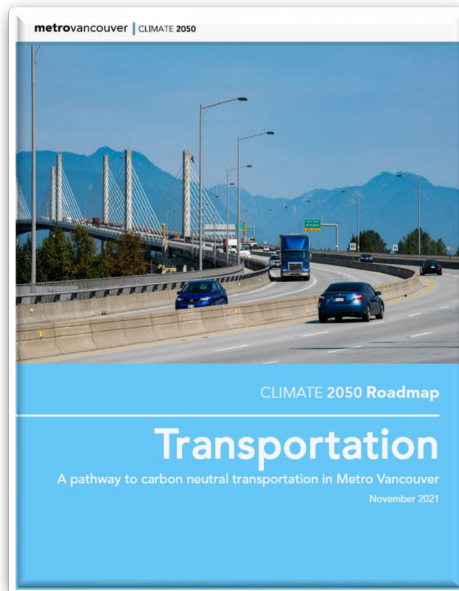
**35%** of regional GHGs come from on-road transportation

**1%** of regional GHGs come from TransLink



# The Region is committed to ambitious climate targets for transportation

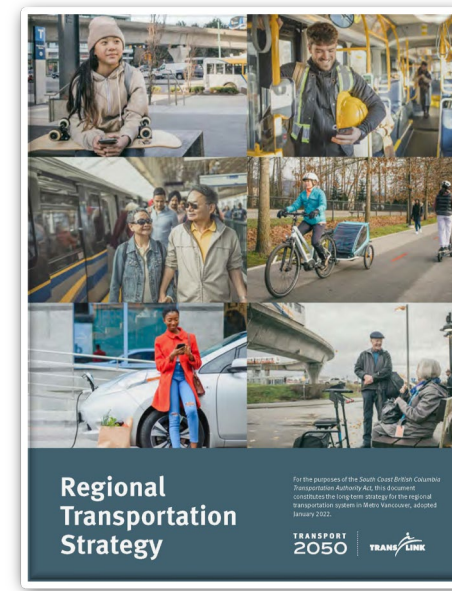
Climate 2050  
Transportation Roadmap



Clean Air Plan



Transport 2050



Carbon neutral region by 2050  
65% reduction in light-duty vehicle GHGs by 2030 (relative to 2010)

# There are no silver bullets: we need multiple strategies to reach our climate targets and service goals

**Mode shift:** policies and investments that increase walking, biking, and expanding transit (e.g., 10 Year Priorities)

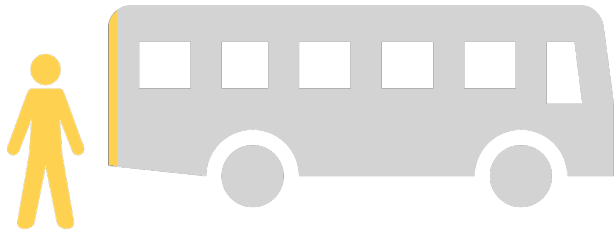


**Zero-emission transit:** investments in zero/low carbon fleet, facilities, and infrastructure



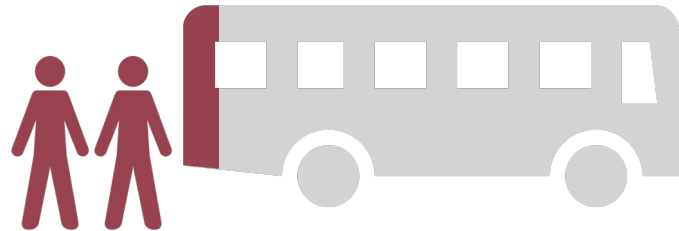


**It doesn't take many people shifting from driving gas cars to taking the bus to create net reductions in GHG.**



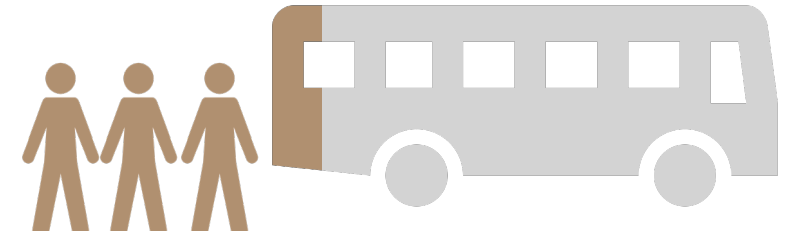
**Less than one person riding a 40' **Battery-Electric Bus****

<1% full



**Two people riding a 40' **Renewable Natural Gas****

~4% full

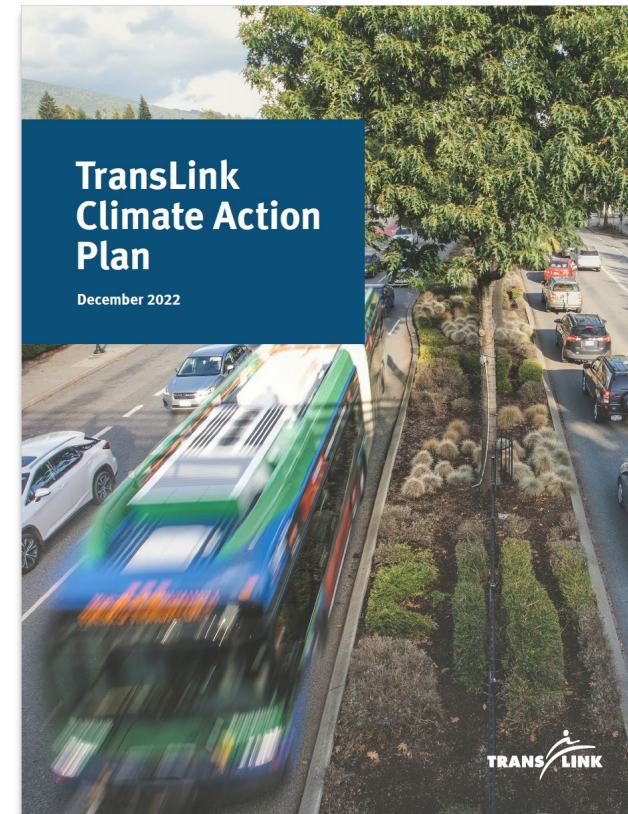
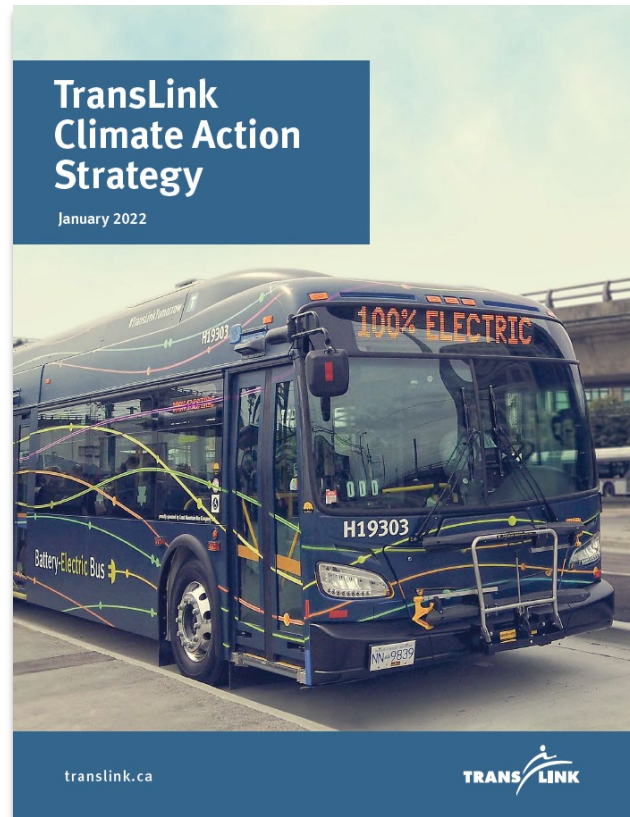


**Three people riding a 40' **Renewable Diesel****

~6% full

**After that point, every additional passenger that stops driving and takes the bus reduces our regional emissions.**

# Our Climate Action Strategy and Plan sets a target of a 45% reduction in corporate GHG emissions from 2010 baseline\* on the path to net-zero emissions by 2050.



\*153k tonnes CO<sub>2e</sub>

# Key Factors



# All our depots are full.

All our bus depots support diesel, but only one supports trolleys, one supports BEBs, and three support NG.



# More land and new depots are required to meet our expansion goals and serve the growing region

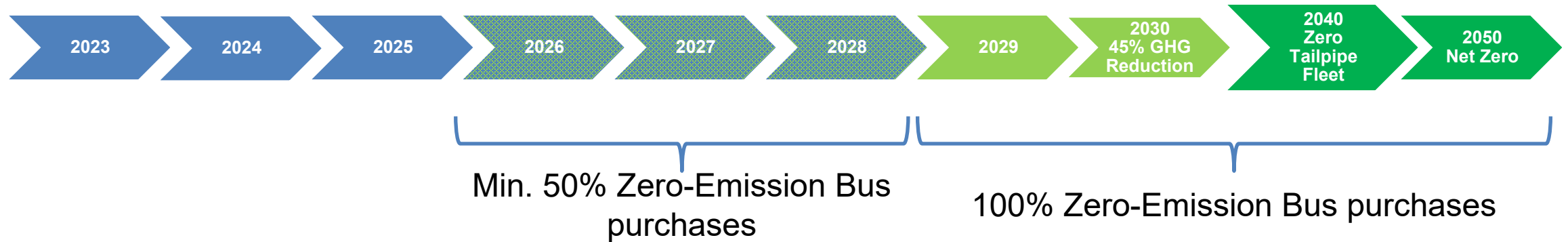
Priority	Subregion	Capacity Needed by 2035	Recommended Action
1	Vancouver/UBC	None beyond MTC (funded)	<ul style="list-style-type: none"> <li>Continue to build Marpole TC at approx. 340 FFE BEB capacity.</li> <li>Retain Vancouver TC leased land, either through a lease extension beyond Dec. 31, 2025, or by purchasing the leased land.</li> </ul>
2	Burnaby/New Westminster	+650-750 FFE	<ul style="list-style-type: none"> <li>Fund expansion of Burnaby TC to approx. 600 FFE (~+300 FFE) as outlined in the Master Plan.                             <ul style="list-style-type: none"> <li>At a minimum fund the first phases of Burnaby TC rebuild and electrification to continue to deliver the funded fleet plan.</li> <li>A replacement Fleet Overhaul facility will also need to be funded if the need is determined to still exist with future fleet types.</li> </ul> </li> </ul>
3	Southeast	+500-600 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these two options, and fund one:                             <ul style="list-style-type: none"> <li>A. Construction of a new 350-450 FFE depot.</li> <li>B. Expansion of Hamilton TC's capacity by 350-450 FFE.</li> </ul> </li> </ul>
4	North Shore	+250 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these two options, and fund one:                             <ul style="list-style-type: none"> <li>A. Construction of a large new depot with 500-600 FFE capacity.</li> <li>B. Construction of a medium-sized depot and expand the capacity at Surrey TC.</li> </ul> </li> </ul>
5	Northeast/MR/PM	+300-400 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these three options, and fund one:                             <ul style="list-style-type: none"> <li>A. Expansion of West Vancouver TC by 250 FFE.</li> <li>B. Replacement of West Vancouver TC with a new North Shore depot with a capacity of approximately 325 FFE.</li> <li>C. Combination of options A and B.</li> </ul> </li> <li>Study the best path forward between these two options, and fund one:                             <ul style="list-style-type: none"> <li>A. Construction of a medium-sized new depot with 300-400 FFE capacity.</li> <li>B. Expansion of the capacity at Port Coquitlam TC.</li> </ul> </li> </ul>

Priority between options should be assessed in feasibility study.

# The Province of BC is consulting on Public Transit Zero Emission Vehicle purchasing, and fleet stock requirements in line with California regulations.

- Require that 50% of new bus purchases be ZEBs in 2026, 2027 and 2028
- Require that 100% of new bus purchases be ZEBs starting in 2029 and beyond.
- Require the transit agencies have 41% ZEV fleets by 2030 and 100% ZEV fleets by 2040.

# If the BC requirements are enacted as proposed, we will have a limited window to purchase NG buses to replace aging fleet and meet our expansion goals.



Window to purchase NG/Diesel (w. RNG, HDRD) buses for short term bus expansion.  
**But...we'd have to retire them after 12-16 years to ensure we're 100% zero-emissions by 2040.**

# The technology, supply and policy landscape will continue to change, requiring us to be proactive to manage risk.

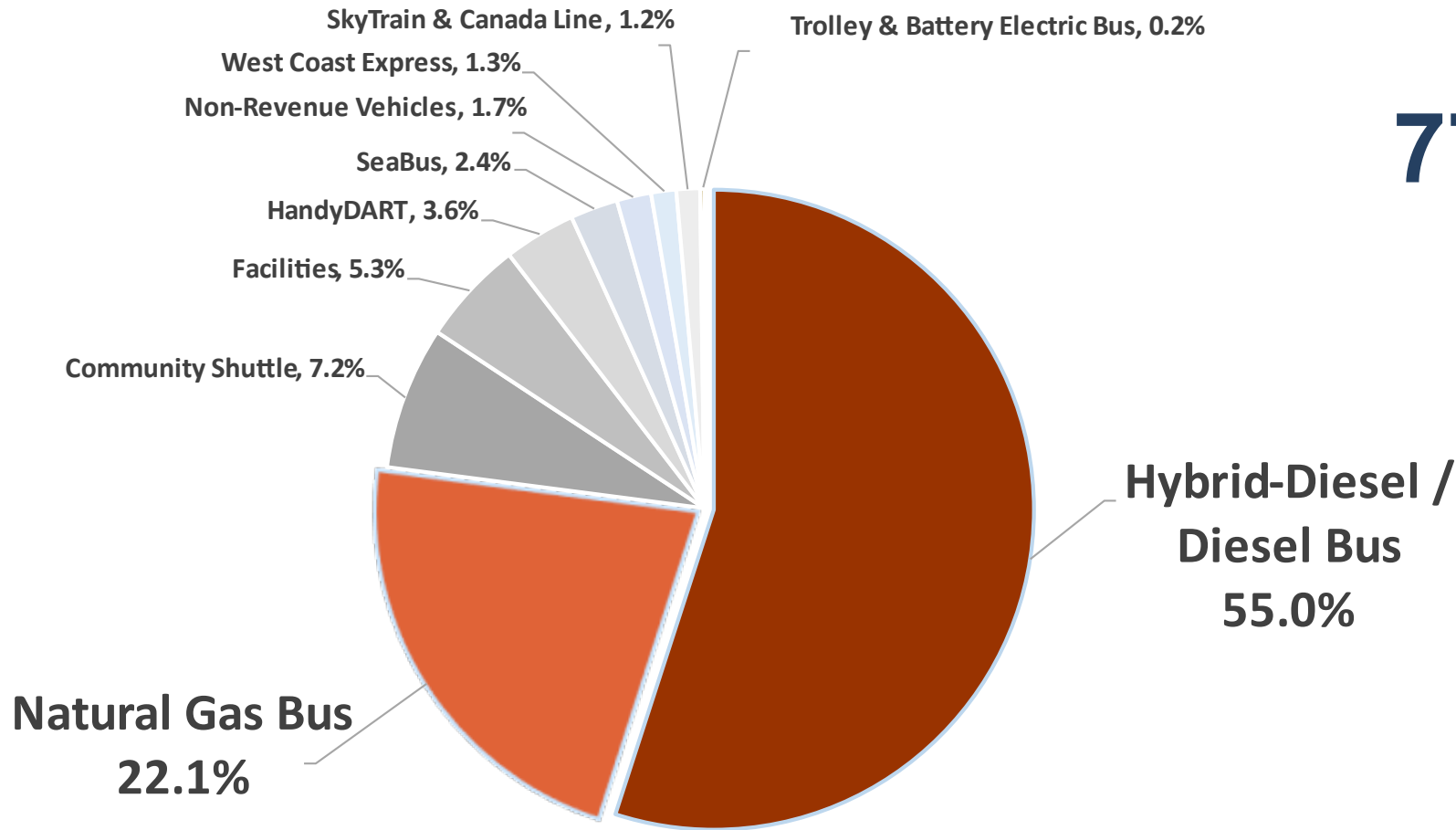
- **Renewable fuels are a transition strategy** – they can rapidly decarbonize existing fleets and (potentially) meet short term expansion goals
- There's a risk of **limited production and declining support** of combustion engines (NG, diesel) **towards 2035-2040**
- OEMs and **supply chain is focusing on California, and USA** – our purchasing power, timelines and supported products will be affected.
- **Combustion engine technology will become increasingly difficult to fund** (despite renewable fuels), and we see **continued/strengthened funding support** for Battery Electric Buses and Hydrogen Fuel Cell Electric Buses



# Zero/Low Emission Bus Technologies



# Buses are the largest portion of our corporate emissions, but they are also only part of TransLink's climate solution.

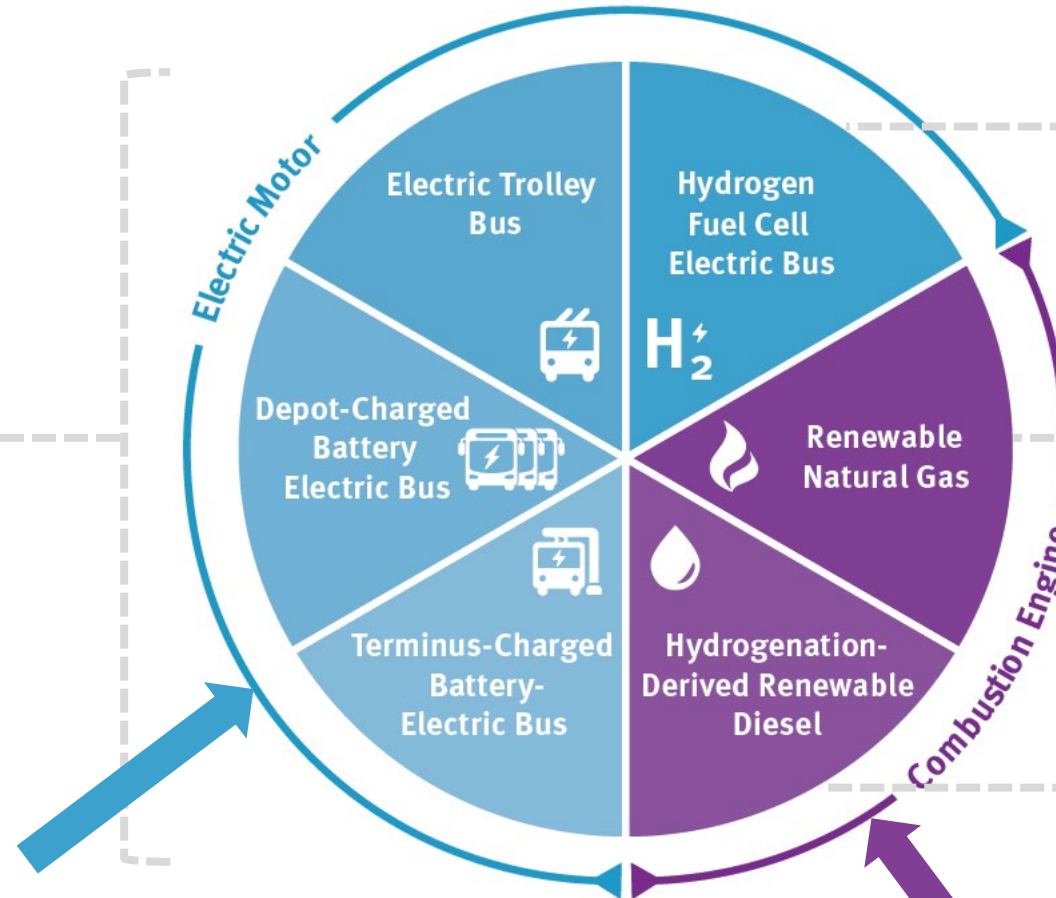


## 77% GHGs from Bus Fleet

# Reducing emissions from buses takes two forms: Switching Technology, and Switching Fuels

GHG reductions  
compared to diesel

93% GHG  
Reduction



80% GHG  
Reduction

85% GHG  
Reduction

65–85% GHG  
Reduction

Replacing end of life buses with  
zero-emissions technologies

Changing to renewable fuels to  
decarbonize the existing fleet

# Electric Trolley Bus – our roots



## Benefits

- 93% reduction in GHGs
- Zero Tailpipe Emissions
- Quiet
- Energy Efficient
- Near zero emissions electricity grid
- Shares electric platform with BEBs and hydrogen fuel cell
- Deep O&M expertise
- Possible zero-emission solution for Bus Rapid Transit

## Constraints

- Routes restricted to current overhead system
- Significant capital \$ for overhead lines, rectifiers and electric depot
- \$2 million/bus
- In-Motion Charging (IMC) has potential for “off-overhead” operation but still maturing and overhead requires upgrading

# Battery Electric Buses (BEBs) – the new kid



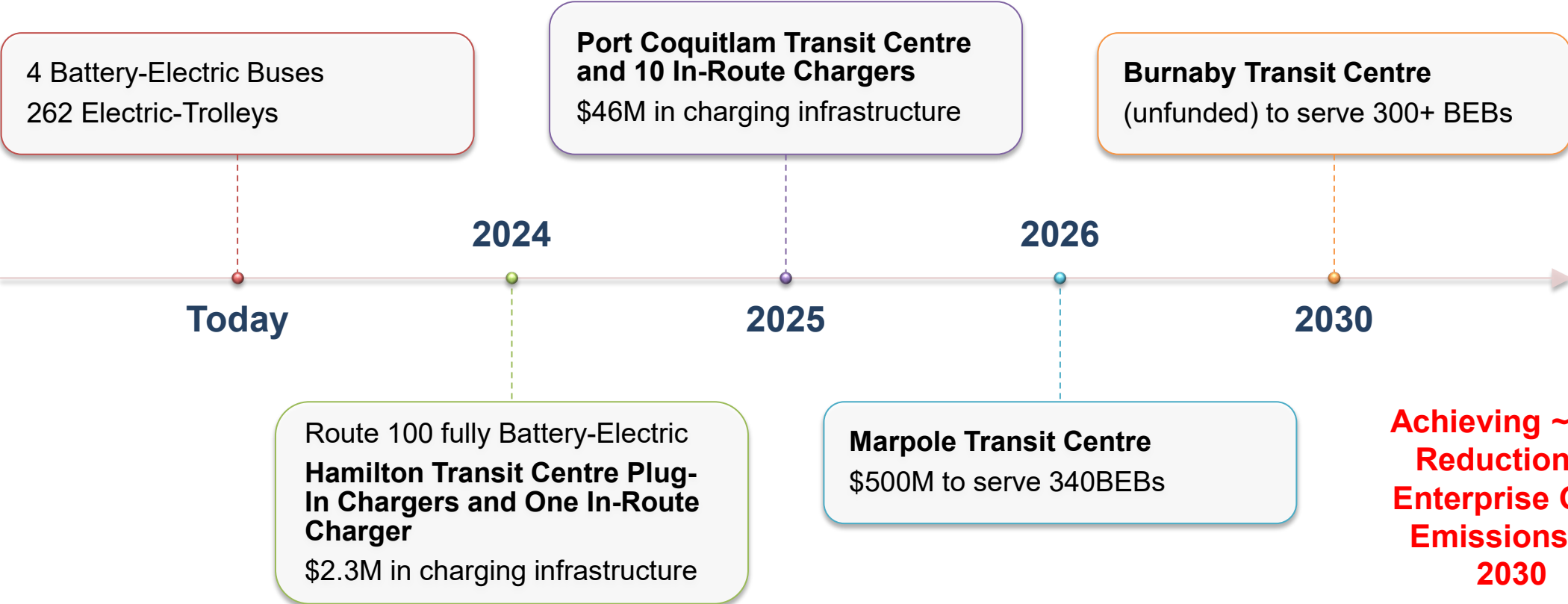
## Benefits

- 93% reduction in GHGs
- Zero Tailpipe Emissions
- Quiet
- Energy Efficient
- Near zero emissions electricity grid
- Global supply chain shifting toward BEBs
- Earns carbon credits

## Constraints

- Limited range but improving, currently best suited for short, urban routes
- Significant capital \$ and land for charging infrastructure
- \$1.2 million/bus
- \$460-610k for one on-route charger
- \$1.2-\$1.8B to fully fund a new depot (500-600 FFE) including land and development costs
- BC Hydro regional grid

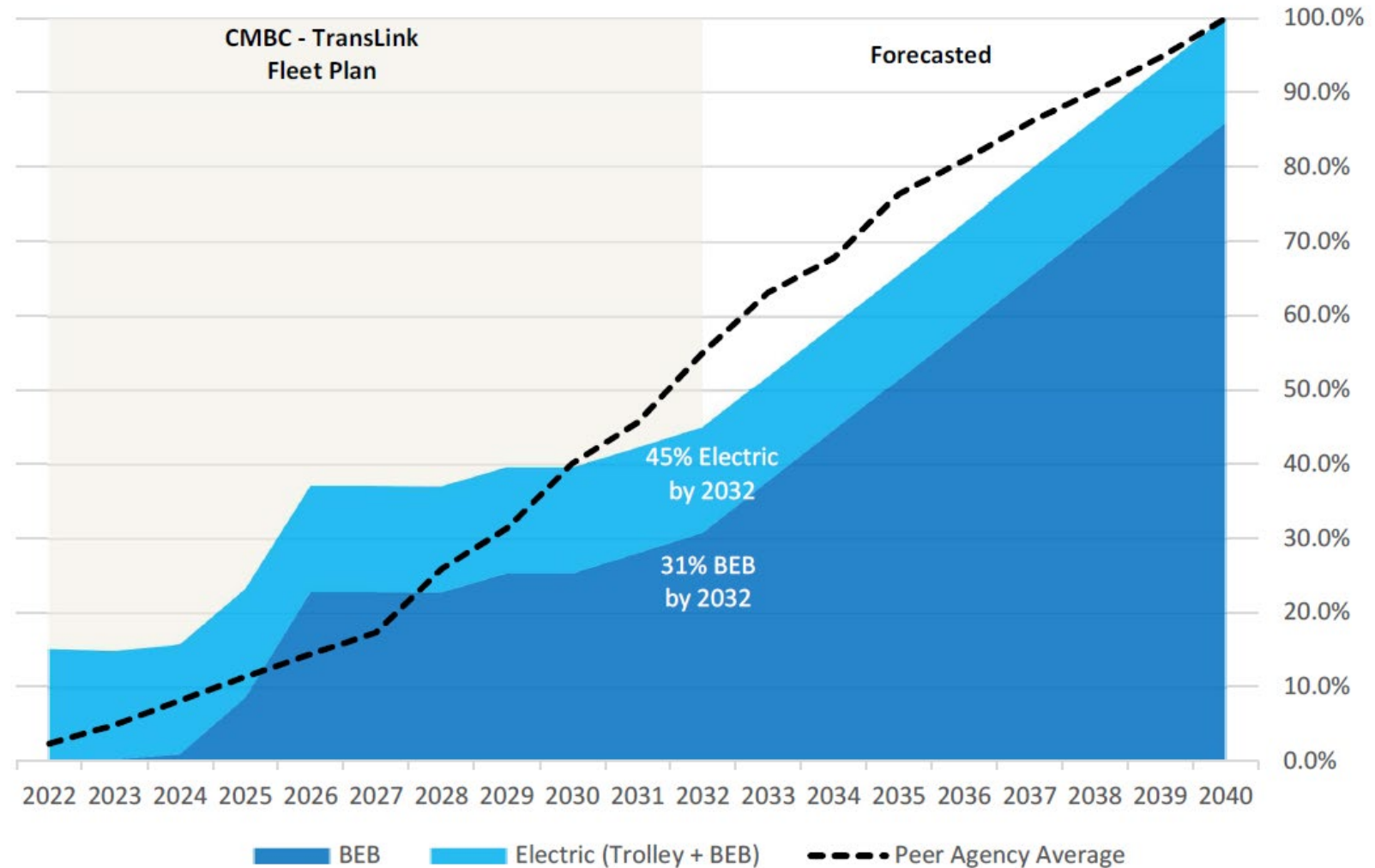
# Heavy investment in BEBs



**In less than four years, our BEB fleet is increasing from five to over 400.**

**Together with our 262 electric trolley fleet, 45-48% of 40/60' bus fleet will be electric by 2030.**

**CMBC BEB and Trolley Fleet**  
Proportion of Total Fleet (2032 Fleet Plan and Suggested Growth to 2040)



# Renewable Natural Gas (RNG)



## Benefits

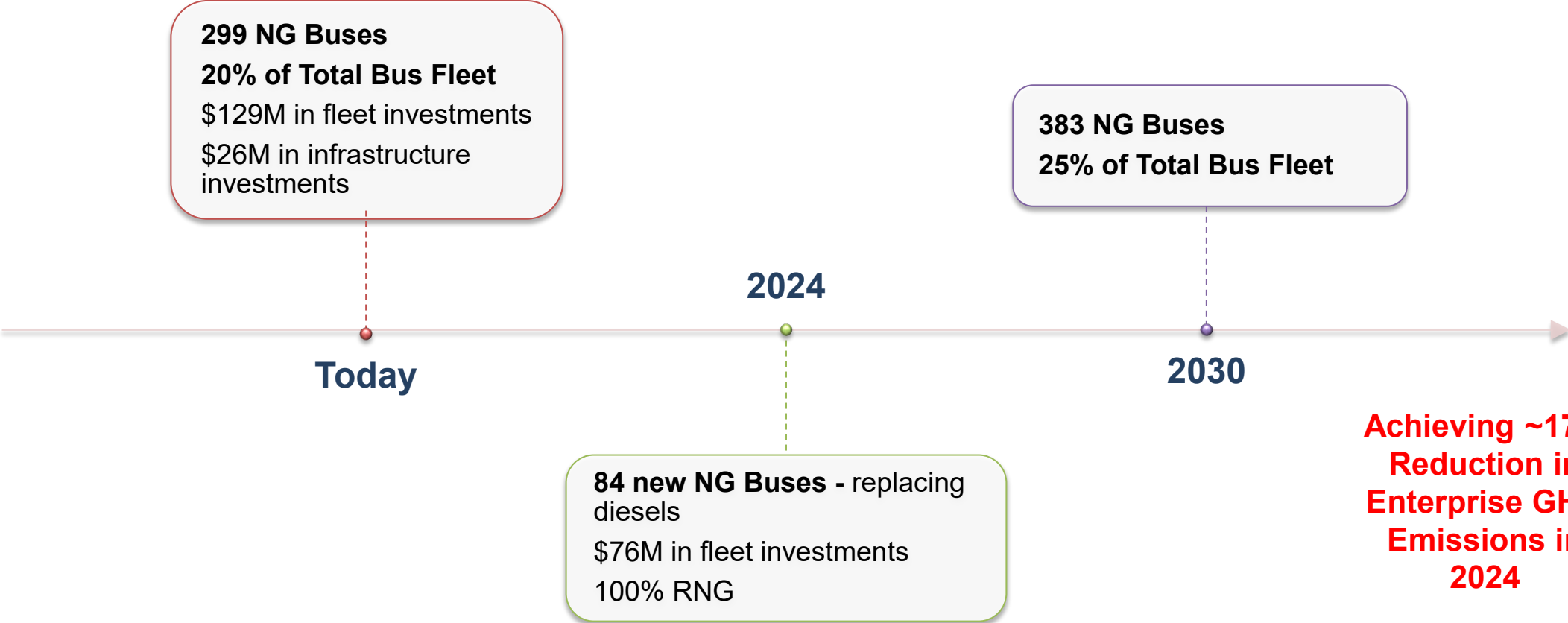
- 85% reduction in GHGs
- Very low NOx and PM tailpipe emissions
- \$0.9 million/bus
- Fueling infrastructure in place
- Earns carbon credits to offset cost premium
- Rapid decarbonization of existing fleet
- Range = / > diesel
- Possible path to hydrogen

## Constraints

- Global supply chain shifting away from combustion engines
- 60% cost premium / GJ



# Investing in NG Buses & RNG



# Hydrogen Fuel Cell Electric Bus (HFCEB)



## Benefits

- 80% reduction in GHGs
- Zero Tailpipe Emissions
- Quiet
- Energy Efficient
- Shares electric platform with BEBs and trolleys
- Long range equal or greater than diesel

## Constraints

- Limited supply of low carbon intensity hydrogen (i.e. “green”)
- \$2 million/bus
- Capital \$ and additional land needed for fueling infrastructure
- Fuel cost currently unknown

# Renewable Diesel (HDRD)



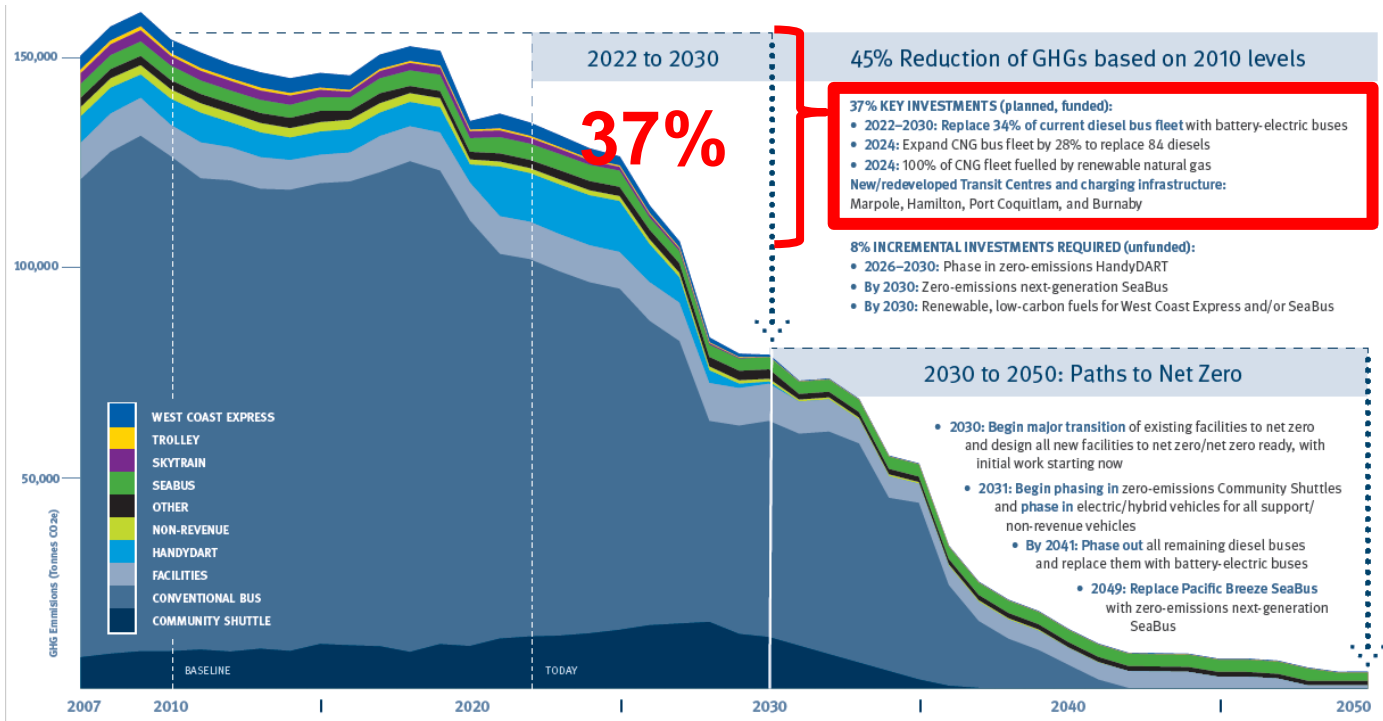
## Benefits

- 65-85% reduction in GHGs
- Cleaner burning
- Drop in fuel, no changes in range or operations
- Reduced maintenance (fuel and PM filters)
- Range
- Readily available in MV
- Rapid decarbonization of existing fleet

## Constraints

- Global supply chain shifting away from combustion engines
- 2-7% cost premium / litre

# We're on our way towards our 2030 corporate GHG target



- 17% reduction from RNG
- 20% reduction by replacing diesels with Battery Electric Buses

# Next Steps

- Continue development of the Zero Emission Fleet Transition Plan - flexible, nimble and adaptable to our constraints and industry trends to meet our service and climate goals
- Engage w. Province on Public Transit Zero-Emission Proposed Regulation
- The Plan's Transition and Investment Roadmap will be key inputs to 2024 Investment Plan (Opex, Capex)
- Mayors' Council will be consulted on the Plan in October

# Key Takeaways

- We are amid rapid changes in bus technology and infrastructure
- We can use renewable fuels to rapidly decarbonize our existing diesel, and NG fleets
- We need to make large infrastructure investments to enable transitioning to zero-emissions and expand bus service
- The proposed BC Public Transit Zero Emission Vehicle purchasing, and fleet stock requirements will significantly impact the ability to expand bus service, achieve regional GHG emission reductions, mode share and vehicle kilometers travelled
- We could use NG buses together with RNG for bus service replacements and expansion. But only in the short term (2024-2028), and we'd have to retire these buses in 12-16 years to get to 100% zero-emissions by 2040
- The Zero Emission Fleet Transition Plan will determine our future fleet and infrastructure mix but not limit TransLink's ability to deliver the transit service expansion proposed in Transport 2050

# Thank You



**TO:** Mayors' Council on Regional Transportation:  
**FROM:** Jeffrey Busby, VP Engineering  
Sarah Ross, VP Planning and Policy  
**DATE:** May 31, 2023  
**SUBJECT:** **ITEM 4.2 – Municipal Support for Bus Depot Design and Construction**

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**RECOMMENDATION(S):**

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

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**PURPOSE:**

To provide more background and analysis on the need to significantly expand TransLink's depot capacity to support the 10-Year Priorities plan to double bus service by 2035. To ask local governments to consider resources and mechanisms that will provide TransLink with greater schedule certainty during the design and implementation of bus depot projects to allow TransLink to better align facility construction with operational expansion commitments and bus purchases.

**BACKGROUND:**

The region's 10-Year Priorities calls for more than doubling bus service to provide service to more areas, increase frequency of existing services, and build a network of bus rapid transit corridors. As per the briefing provided to the Mayors' Council at the April 21, 2023 workshop, analysis indicates that to more than double bus service we will need to fund a nearly doubling of bus depot capacity. An additional 2,000 spaces for buses will be required, from construction of new depots and expansion of existing depots. At this workshop, members of the Mayors' Council asked for more information about the steps involved and the time it takes to plan, design, procure and build a new depot and what municipalities could do to help expedite the process.

**DISCUSSION:**

To deliver the bus expansion called for in the 10-Year Priorities Plan, TransLink estimates that depot capacity needs to increase by nearly 90% (+2,000 spaces) by 2035 over and above what is already funded. This additional capacity will be satisfied through building additional bus depots and expanding capacity at existing depots.

The table below outlines subregional needs and depot options to achieve the required capacity expansion.



Priority	Subregion	Capacity Needed by 2035	Recommended Action
1	Vancouver/UBC	None beyond MTC (funded)	<ul style="list-style-type: none"> <li>Continue to build Marpole TC at approx. 340 FFE BEB capacity.</li> <li>Retain Vancouver TC leased land, either through a lease extension beyond Dec. 31, 2025, or by purchasing the leased land.</li> </ul>
2	Burnaby/New Westminster	+650-750 FFE	<ul style="list-style-type: none"> <li>Fund expansion of Burnaby TC to approx. 600 FFE (~+300 FFE) as outlined in the Master Plan. <ul style="list-style-type: none"> <li>At a minimum fund the first phases of Burnaby TC rebuild and electrification to continue to deliver the funded fleet plan.</li> <li>A replacement Fleet Overhaul facility will also need to be funded if the need is determined to still exist with future fleet types.</li> </ul> </li> <li>Study the best path forward between these two options, and fund one: <ul style="list-style-type: none"> <li>A. Construction of a new 350-450 FFE depot.</li> <li>B. Expansion of Hamilton TC's capacity by 350-450 FFE.</li> </ul> </li> </ul>
3	Southeast	+500-600 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these two options, and fund one: <ul style="list-style-type: none"> <li>A. Construction of a large new depot with 500-600 FFE capacity.</li> <li>B. Construction of a medium-sized depot and expand the capacity at Surrey TC.</li> </ul> </li> </ul>
4	North Shore	+250 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these three options, and fund one: <ul style="list-style-type: none"> <li>A. Expansion of West Vancouver TC by 250 FFE.</li> <li>B. Replacement of West Vancouver TC with a new North Shore depot with a capacity of approximately 325 FFE.</li> <li>C. Combination of options A and B.</li> </ul> </li> </ul>
5	Northeast/MR/PM	+300-400 FFE	<ul style="list-style-type: none"> <li>Study the best path forward between these two options, and fund one: <ul style="list-style-type: none"> <li>A. Construction of a medium-sized new depot with 300-400 FFE capacity.</li> <li>B. Expansion of the capacity at Port Coquitlam TC.</li> </ul> </li> </ul>

Figure 1: Subregional needs and prioritization through 2035

The image and table below, indicating depots at capacity by 2026/2027, exposes TransLink’s need to initiate this capacity expansion in the near team.

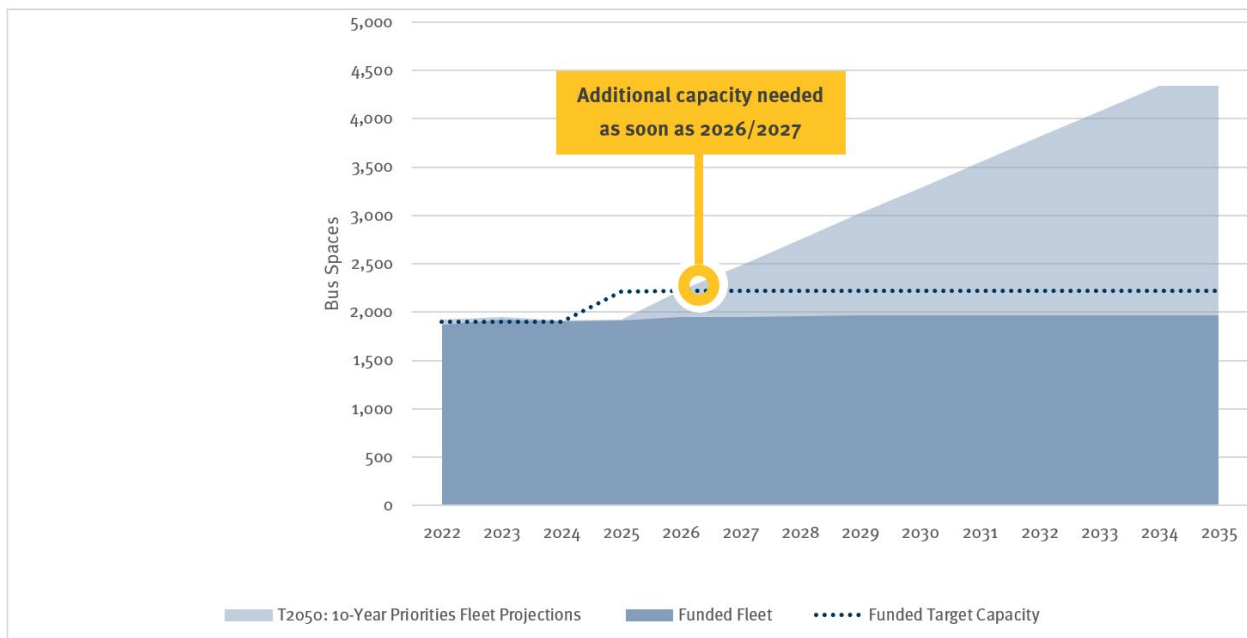


Figure 2: Systemwide Fleet and Target Capacity (2022-2035)

Given this milestone to reach capacity, action must be taken in 2024 to advance the funding, land acquisition, planning and design work required to upgrade and expand existing facilities and for development of at least one new expansion depot. This is necessary to keep us on track to implement the 10-Year Priorities by 2035.

The 2026/27 target to increase capacity also amplifies the need to accelerate depot construction to improve upon the 6+ years we have experienced in our most recent depot projects.

### **Facility Development Activities and Timeline**

Initial activities in the project lifecycle include land acquisition, rezoning and securing funding. It is only after completion of these that a formal project is initiated at TransLink. As noted, the design and construction of new transit centres has required six or more years from the initiation to completion. Our standard delivery approach to-date has been to complete project activities in sequence.

Following land acquisition, rezoning and securing funding, typical activities have included:

- a. project planning including establishing project objectives and scope and delivery approach;
- b. engaging a design team;
- c. site and soil investigations;
- d. developing and refining several design concepts in response to multiple project stakeholders' requirements and the site conditions;
- e. preparing concept, preliminary and detailed designs including reviews and approvals from internal and external stakeholders;
- f. engaging with and obtaining required services from utility companies
- g. obtaining provincial approvals as required;
- h. seeking and obtaining a development permit;
- i. public consultation;
- j. engaging a construction manager;
- k. seeking and obtaining multiple building permits to align with project phases and separate buildings;
- l. tendering trade packages;and
- m. construction of our new facilities and off-site amenities.

TransLink is exploring schedule efficiencies throughout the project lifecycle, including construction delivery approach, sequencing and approvals.

Key specific measures TransLink will employ to realize delivery efficiency include:

- Utilizing new procurement/contracting models. Moving away from our traditional design-bid-build approach to an integrated project delivery model will allow for faster transition from design to construction with on-site activities commencing as design progresses.
- Initial funding allocation to allow for early site investigation and start of concept design.
- Re-assessing our risk tolerance to ensure project risk is shared fairly with our design and construction partners. Having an appropriate balance of retained and transferred risk will ensure that TransLink is an attractive partner for quality design and construction firms.

## **Opportunities for Municipal Support**

To meet our timing requirements to construct new depot facilities, it is essential that municipalities and TransLink work in collaboration. This is particularly true as it relates an integrated project delivery model, as this fast-track approach will require streamlined approval processes.

Opportunities for Municipal support are primarily in the areas of internal alignment and with streamlined approvals. Details of our recommendations for each of these areas found below

### **Internal Alignment**

- Municipality will provide a dedicated Project Champion.
- The Project Champion will have the authority to make decisions, solicit timely responses from municipal staff and to effectively advocate for streamlining processes (eg. permitting)
- Ideally, the Champion would be integrated into the project team to ensure a clear understanding the design, construction, and approval challenges.
- Regular meetings with all municipal department decision makers along with appropriate ministry and indigenous representatives attending.
- Provide support and assistance in overcoming roadblocks with local community groups (Resident Associations, BIA) and other entities

### **Streamlined Approvals**

- Simplify rezoning, development permit, building permit and design reviews processes and establish agreed timelines for all the approvals. In conjunction with TransLink, develop and implement mitigation plans if timelines from any party (Municipality or TransLink) are not met
- Employ mechanisms and resources to expedite and fast track approvals to align with agreed timelines
- Clearly define processes for obtaining direction/decisions
- Early articulation of municipal requirements that must be incorporated into the project including community amenities and any road and infrastructure modifications. Early agreement on delivery approach of municipal requirements (by municipality or TransLink)
- Further, local governments consider transit service itself as a community amenity and wave additional community amenity requirements from the development approval process.
- Support from municipalities on the land side (zoning/development) beyond just approval processes and look at designating zoning for our use (or adding our use to existing zonings) as well as helping identify suitable properties and then zoning it appropriately for our use (long term land use planning). Support from municipalities for rezoning of expropriated property.

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Sarah Ross, Vice President Transportation Planning and Policy  
**DATE:** June 14, 2023  
**SUBJECT:** **ITEM 4.3 – Discounted Transit for Youth**

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**RECOMMENDATION(S):**

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

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**PURPOSE:**

To provide TransLink analysis and perspectives regarding a proposal to make transit fare-free for youth aged 13-18, currently being contemplated by several organizations and local governments in Metro Vancouver and across the Province.

**BACKGROUND:**

In September 2021 the BC government introduced the Get on Board Program which provides fare-free transit for children 12 and under. A number of organizations and local governments in Metro Vancouver are currently proposing an ask to the Province to extend this fare-free transit program to youth aged 13-18.

The City of New Westminister passed a motion to this effect in April 2023. The City of Vancouver considered a motion to this effect on June 14, 2023 (Annex A). In order to provide TransLink's perspective to these discussions, TransLink staff presented to City of Vancouver Council and submitted a letter (Annex B), the substance of which is outlined below.

**DISCUSSION:**

Transport 2050, approved by TransLink's Board and Mayors' Council on Regional Transportation in 2022, sets policy direction that transportation fares and fees should be linked to a person's ability to pay, where "users with the lowest incomes and wealth should pay a very low discounted fare or fee, and users with higher incomes and wealth should pay the full fare or fee." The 2018 Transit Fare Review took a deep look at the question of who should get discounts and on what basis. After extensive consultation and policymaker dialogue, TransLink's Board and Mayors' Council endorsed a recommendation that TransLink should: "work with the Provincial government to explore expanded discounts for low-income residents, children and youth." Making transit completely fare-free for youth up to age 18 would not be consistent with this established regional policy direction.

Transit has long been discounted for youth under 18 and seniors over 65 via concession fares. These discounts – between 12-35% off for a single ride and between 40-70% off for a monthly pass – have historically been provided to these transit riders who are outside of traditional working years and therefore assumed to have less ability to pay full-priced fares.

However, this assumption should no longer be taken for granted in our region of growing wealth inequality. While 15% of seniors live in poverty, a large proportion of seniors enjoy significant wealth; and while 17% of children and youth live in poverty – more than half of all households with 2 or more children earn over \$139k.

Making transit free for all youth aged 13-18 would result in lost revenue in the range of \$30 million per year. An alternative approach to advance social equity and affordability would be to expand programs that provide means-based subsidies for transit to include a broader range of low-income adults and youth.

The Transit Fare Review and Transport 2050 both emphasized the importance of charging transportation fees based on ability to pay, but do not recommend free fares. Fares, even at a nominal charge, help to allocate the scarce resource that is public transit service. In cities that have experimented with fare-free public transit, ridership has indeed increased, but almost entirely at the expense of walking, cycling and carpooling. We would expect similar dynamics with a move to entirely fare-free service for youth between 13-18.

There are also practical implementation challenges if free fares for ages 13-18 are introduced. The Get On Board program does not involve any sort of pass or access card but instead relies on a visual judgment of a rider being under 13 years of age as an indicator of eligibility for fare-free transit. Such visual eligibility would be much harder to ascertain for youth 13-18. In simple terms, some eligible customers may look older, and some older, ineligible customers may look younger. This challenge may lead to significant additional revenue loss through program misuse and fare evasion.

The City of Vancouver Council Committee unanimously passed a motion that calls for expanded discounts for adults and youth based on ability to pay rather than fare-free transit for all youth of all incomes (see Annex C). The motion references a specific proposal regarding the BC Bus Pass. However, the Transit Fare Review recommendation to “work with the Provincial government to explore expanded discounts for low-income residents” is broader and could encompass a wider range of potential solutions. That said, the City of Vancouver’s amended motion is generally consistent with the Transit Fare Review, Transport 2050 and existing regional transport policy.

#### **CONCLUSION:**

Consistent with the vision of Transport 2050, the region’s long-term transportation strategy, TransLink is steadfastly committed to improving access for everyone. Providing high-quality transit service and ensuring that transit is affordable for everyone is key to achieving this goal.

#### **ATTACHMENTS:**

1. **Annex A:** Original Resolution considered by City of Vancouver City Finances and Services Committee, June 14, 2023
2. **Annex B:** Letter from TransLink to City of Vancouver Council dated June 14, 2023 – Free Transit for Youth – TransLink Feedback in Advance of Potential Motion
3. **Annex C:** Approved motion from City of Vancouver Council Committee meeting of June 14, 20

**COUNCIL MEMBER RESOLUTION: Endorsing the Transit for Teens Campaign to Extend BC's Get on Board Program up to Age 18**

**WHEREAS**

1. Transit access is a survival lifeline to access shelter, school, support services, health care, and food security for low-income youth whose families may not have a vehicle, and the cost of a monthly transit pass for teens can be extremely challenging for working families already struggling with the high cost of living in Vancouver;
2. The BC Poverty Reduction Coalition, the Centre for Family Equity (formerly known as the Single Mothers Alliance), and many others have been advocating for free transit through the "All On Board" campaign which calls for free transit for all starting with transit riders from age 0-18 in BC, a sliding scale pass for low-income adults, and an end to ticketing minors. Vancouver City Council passed a motion in support of the campaign in 2019;
3. Encouraging students to use public transit can increase their independence and participation in employment and civic life, and can also help close the equity gap and reduce poverty. Offering free transit to youth can incentivize a shift away from car travel, reduce the burden on parents or caregivers to drive their teenagers around, and build lifelong transit users;
4. In 2021 the BC NDP government made public transit free for all children 12 and under in every transit system in BC with the introduction of their new "Get on Board" program, "saving families money, increasing access to affordable transportation options and encouraging more people to use public transit.";
5. The City of Vancouver led a Reduced Fare Transit Pilot, thanks to funding from UBCM, which provided 100 participants with free one-zone TransLink Compass Card passes for six months from October 2021 to the end of March 2022. The Centre for Family Equity participated in the pilot, and report that according to the parents of youth who participated:
  - a. Transit access opened up the lives of teens and hugely impacted their ability to access school, after-school programs, volunteering, and social activities; T
  - b. Teenagers had increased access to services and supports they needed, particularly for mental health supports;
  - c. Parents reported that their teens' sense of inclusion, worth, and mental well-being were visibly affected by the free transit access;
  - d. The pass also increased teenagers' confidence to explore opportunities and activities in their community;
6. The City of Vancouver is committed to supporting our youth as well as addressing equity, diversity and inclusivity.

**THEREFORE BE IT RESOLVED**

**THAT** the City of Vancouver endorse the Transit for Teens Campaign to raise the age of eligibility for the Get on Board program up to age 18.

**FURTHER THAT** Council request that the Mayor write a letter to the Minister of Transportation and Infrastructure, the Minister of Education and Child Care, the Minister of Social Development and Poverty Reduction, the Minister of Children and Family Development, and the Select Standing Committee on Children and Youth, urging them to work with the provincial government to finalize and secure funding and develop a plan that will extend the Get on Board program up to age 18 in B.C.

**TransLink**

400 - 287 Nelson's Court  
 New Westminster, BC V5H 4N2  
 Canada  
 Tel 778.375.7500  
 translink.ca

South Coast British Columbia  
 Transportation Authority

June 13, 2023

Mayor Sim and Council  
 City of Vancouver  
 City Hall  
 453 West 12th Ave  
 Vancouver, BC V5Y 1V4

Dear Mayor Sim and Council,

**Re: Free Transit for Youth – TransLink Feedback in Advance of Potential Motion**

We understand that a Council Member motion is forthcoming to endorse a proposal to extend BC's Get on Board Program to make transit fare-free for youth up to age 18. I am writing to provide some considerations from TransLink's perspective.

Transport 2050, approved by TransLink's Board and Mayors' Council on Regional Transportation in 2022, sets policy direction that transportation fares and fees should be linked to a person's ability to pay, where "users with the lowest incomes and wealth should pay a very low discounted fare or fee, and users with higher incomes and wealth should pay the full fare or fee." The 2018 Transit Fare Review took a deep look at the question of who should get discounts and on what basis. After extensive consultation and policymaker dialogue, TransLink's Board and Mayors' Council endorsed a recommendation that TransLink should: "work with the Provincial government to explore expanded discounts for low-income residents, children and youth." Making transit completely fare-free for youth up to age 18 would not be consistent with this established regional policy direction.

Transit has long been discounted for youth under 18 and seniors over 65 via concession fares. These discounts – between 12-35% off for a single ride and between 40-70% off for a monthly pass – have historically been provided to these transit riders who are outside of traditional working years and therefore assumed to have less ability to pay full-priced fares.

However, this assumption should no longer be taken for granted in our region of growing wealth inequality. While 15% of seniors live in poverty, a large proportion of seniors enjoy significant wealth; and while 17% of children and youth live in poverty – more than half of all households with 2 or more children earn over \$139k.

Making transit free for all youth aged 13-18 would result in lost revenue in the range of \$30 million per year. An alternative approach to advance social equity and affordability would be to expand programs that provide subsidies for transit to include a broader range of low-income adults and youth.

The Transit Fare Review and Transport 2050 both emphasized the importance of charging transportation fees based on ability to pay, but do not recommend free fares. Fares, even at a nominal charge, help to allocate the scarce resource that is public transit service. In cities that have experimented with fare-free public transit, ridership has indeed increased, but almost entirely at the expense of walking, cycling and carpooling. We would expect similar dynamics with a move to entirely fare-free service for youth between 13-18.

There are also practical implementation challenges if free fares for ages 13-18 are introduced. The Get On Board program does not involve any sort of pass or access card but instead relies on a visual judgment of a rider being under 13 years of age as an indicator of eligibility for fare-free transit. Such visual eligibility would be much harder to ascertain for youth 13-18. In simple terms, some eligible customers may look older, and some older, ineligible customers may look younger. This challenge may lead to significant additional revenue loss through program misuse and fare evasion.

TransLink is steadfastly committed to improving access for everyone. Providing high-quality transit service and ensuring that transit is affordable for everyone is key to achieving this goal.

Sincerely,

Sarah Ross  
VP, Transportation Planning and Policy



**Motion Passed by Standing Committee of Council on City Finance and Services, City of Vancouver, Meeting of June 14, 2023**

Amendment 1 to Motion

**THEREFORE BE IT RESOLVED** that the City of Vancouver endorse the position of the Mayors' Council based on TransLink's 2018 Fare Policy Review to urge the Provincial Government to expand the eligibility of the BC Bus Pass program to all low-income residents, including youth, and

**FURTHER THAT** Council request that the Mayor write a letter to the Minister of Transportation and Infrastructure, the Minister of Education and Child Care, the Minister of Social Development and Poverty Reduction, the Minister of Children and Family Development, and the Select Standing Committee on Children and Youth, urging them to work with the provincial government to finalize and secure funding and develop a plan that will expand transit fare discounts for all low-income residents, including youth, through an improved BC Bus Pass program.

**MOTION CARRIED**

**TO:** Board of Directors and Mayors' Council on Regional Transportation

**FROM:** Kevin Quinn, CEO, TransLink  
Mike Buda, Executive Director, Mayors' Council Secretariat

**DATE:** June 6, 2023

**SUBJECT:** **ITEM 5 – Implementation Plan to Operationalize Governance Changes**

---

**PROPOSED RESOLUTIONS:**

That the TransLink Board of Directors and Mayors' Council:

1. Approve the Implementation Plan and its recommended committee structures, scope, protocols, and processes to establish three new Joint Committees of the Board and Mayors' Council as proposed below in this report;
  2. Approve the creation of three new Joint Committees: Joint Finance; Joint Planning; and, Joint Executive Compensation and Director Recruitment;
  3. Approve the Terms of Reference for each of the three new Joint Committees, as attached to this report as Annex 1;
  4. Communicate these changes to the Provincial Government;
  5. Review the new joint committee structure and Joint Committee Terms of Reference be by the Chairs of the Board and Mayors' Council, together with the co-chairs of each joint committee, a maximum of 6-12 months after the implementation of Joint Committees; and
  6. Receive this report.
- 

**PURPOSE:**

To seek the approval of the Board of Directors and the Mayors' Council on how to operationalize the Minister's proposal of three new collaboration requirements between the Board and Mayors' Council, including the approval of three new Joint Committees of the Board and Mayors' Council and the Terms of Reference for each Joint Committee, as recommended by the Joint Governance Task Force.

**BACKGROUND:**

On July 28, 2022, Minister Heyman communicated to both the TransLink Board and Mayors' Council a proposal for governance changes that he would be willing to support.

- a. Codify a joint Finance Committee which provides for the engagement of the Mayors' Council on the development of TransLink's annual budget. Information would also be provided to this Joint Committee on how the Annual Budget corresponds to the Investment Plan.
- b. Codify a joint Executive Compensation and Director Recruitment Committee to recommend changes to the Board recruitment Skills and Experience Profiles and executive compensation.
- c. Add an additional Mayors' Council representative on the Board of Directors.

On August 9, 2022, the Chairs of the Mayors' Council and Board confirmed that both bodies agreed to move forward with evaluating the changes in the Minister's governance change proposal that may be

implemented within the current legislative authorities and powers prior to amendments to the legislation and to commence the development of an implementation plan for these changes.

On December 1, 2022, the TransLink Board approved the creation of the Joint Governance Task Force and appointed three members to the Joint Governance Task Force to work with the Mayors' Council appointees to make recommendations on how to operationalize the proposed changes.

On December 9, 2022, the Mayors' Council approved the creation of the Joint Governance Task Force ("the Task Force") and appointed three members to work with the Board appointees to make recommendations on how to operationalize the proposed changes.

In April 2023, the TransLink Board received a progress update and was generally supportive of the directions being produced and recommended by the Task Force. On June 1<sup>st</sup>, the Mayors' Council received a progress update and endorsed the key elements of an Implementation Plan.

## **DISCUSSION:**

This implementation Plan to operationalize the proposed governance changes and improve collaboration has the following elements:

- **Scope and Allocation-** The shared areas of responsibility and interest and new Joint Committees to facilitate collaboration.
- **Structure** - How the new Joint Committees will be constituted and operate.
- **Decision-Making Governance-** How the new Joint Committees fit into the governance structures for exercising TransLink's mandate.
- **Initiate-** when the new Joint Committees be constituted and how will they be supported by staff.

The following process objectives shaped the development, evaluations, and final recommendations in this report.

1. *Build public trust through increased transparency.*
2. *Improve accountability.*
3. *Improve clarity of decision-making internally and with the public*
4. *Ensure policy alignment for Investment Plan implementation decisions through annual budgets and service plans.*
5. *Reduce gaps between the two bodies where difficult issues land.*
6. *Reduce duplication of discussions by the Board and MC*
7. *Reduce duplication of staff work*
8. *Speed up the timelines for strategy and policy work.*

### **Scope and Allocation**

A list of shared responsibilities and shared interests and the mechanisms for serving them has never been formalized between the two bodies. Tables 1-3 below identify shared areas and allocate oversight between three new joint committees, as recommended by the Task Force and approved by the Board at its April 20, 2023 meeting and by the Mayors' Council at its June 1, 2023 meeting. Clear agreement on how each area should be handled will improve the clarity of the process and decision-making for both policymakers, staff, and stakeholders and reduce the duplication of work by policymakers and staff.

	Area of Responsibility	Finance	Planning	Exec Comp & Director Recruitment
1	Approve Investment Plan	X		
2	Identify and confirm required senior government funding and new revenue sources	X		
3	Approve increases to existing legislated revenue sources	X		
4	Approve increases to Fares (above the Targeted Fare in the Act)	X		
5	Approve increases to Tolling Bylaws (currently N/A as no TL Bridges have tolls)	X		
6	Approve amendments to fare infraction bylaw	X		
7	Approve Long-term Strategy		X	
8	Approve amendments to the customer satisfaction survey process		X	
9	Approve amendments to customer complaints process		X	
10	Identify and prioritize capital projects over \$50M		X	
11	Approve changes to Executive Compensation Plan			X

Table 1 Shared Responsibilities per Legislation and Committee Assignment

Under this proposed approach, the Task Force has recommended that the Board and the Mayors’ Council approve the creation of three new Joint Committees:

1. Joint Finance Committee
2. Joint Planning Committee
3. Joint Executive Compensation and Director Recruitment Committee

These joint committees would operate and be scheduled independently of the corresponding Board and Mayors’ Council committees (although joint meetings may be scheduled to immediately precede or follow the standing Board and Mayors’ Council committees for logistical ease if possible). Joint Committees would consider items of shared or overlapping nature, and report back directly to the TransLink Board and Mayors’ Council. Board and Mayors’ Council committees would consider items that fall solely within one or the other’s responsibility area and would report back to their respective body. It is likely that in this scenario the workloads of Board and Mayors’ Council committees would decrease as items are moved out of their separate ambits and into the Joint Committee ambit.

	Area of Interest	Finance	Planning	Exec Comp & Director Recruitment
12	Ten Year Priorities		X	
13	Fleet and Facility Transformation (e.g., Low Carbon Fleet Strategy)		X	
14	Modal Strategies (e.g., Regional Goods Movement, Regional Cycling, Major Road Network)		X	
15	Transit Fare Policy		X	
16	New Lines of Business and Involvement (e.g., New Mobility – ride-hailing, micro-mobility, Mobility as a Service Apps)		X	
17	Business Casing Policies		X	
18	Major Studies (e.g., Burrard inlet Rapid Transit, UBCx, Burnaby Mountain Gondola)		X	
19	Partnership Agreements and Supportive Policy Agreements (Finance and Planning, respectively)	X	X	
20	Funding-related Strategies (e.g., Federal Gas Tax, Snr Gov Capital, fuel tax replacement, Land Value Capture)	X		
21	Real Estate Development	X		
22	Board Skills and Experience Profile for Recruitment			X

Table 2 Shared Interest - Not Legislated- and Committee Assignment

	New Collaboration Requirements			
23	Engage with Mayors' Council on Development of TransLink Annual Budget	X		
24	Jointly Review and Update Board Skills and Experience Profile for Recruitment			X
11	Jointly review and recommend changes to Executive Compensation Plan			X

Table 3. Proposed Governance Changes and Committee Assignment

### Structure

This section sets out the recommendation of the Task Force on how the new Joint Committees should be constituted and function. These key components are common elements of each of the draft Terms of Reference for the new Joint Committees (attached to this report as Annex 1). The Task Force worked through options, considerations, previous practice, and alignment with the process objectives for each component to inform the recommendations below.

**1. Authorities and Responsibilities**

The Joint Committees are advisory in nature and steer- the staff work in progress and determine when the work is ready for transmission to the full bodies for information, feedback, direction, and approval decisions.

**2. Membership**

The Mayors’ Council members (at the recommendation of the Mayors’ Council Chair) and the Board of Directors (at the recommendation of the Chair of the Board) appoint members, a Chair, and Vice-Chair to each body’s standing committees which then serve on the corresponding Joint Committee. The current practice is that each of the 22 Mayors’ Council representatives sits on one of three committees (resulting in 7-8 members), and each of the Board representatives sits on one or two of its three standing committees (resulting in 5-7 members). Mayors who are also on the Board will, when attending joint committees, attend in their capacity as members of the Mayors’ Council on the joint committees, and not the Board. The Chair of the Board participates as ex-officio members on all Board committees.

**3. Decision-making model**

The Joint Committees operate on a consensus-based approach, with votes taken and conducted separately by each body to document positions. This approach provides joint committees flexibility in decision-making style which may vary depending on the issue or individuals on the committee. This option closely resembles current practices by both bodies; it also clearly captures direction and provides a nuanced reflection of the perspectives between and within each body. Where a Board or Mayors’ Council committee has the responsibility to make recommendations on a particular subject matter within the scope of the Joint Committee, this approach will also allow that committee to discharge its responsibilities and pass the appropriate resolution as needed. As the Joint Committees are advisory, the objective is to assist the full Board and Mayors’ Council in their subsequent deliberations.

**4. Reporting Out**

The reports advanced from the Joint Committees to the Board and Mayors’ Council should be identical. Reports should include both the respective responsibilities and interests of each body and the voting results discussed above. Producing one committee report to go to both bodies will operationalize this intention and improve transparency. It will also reduce administrative issues. One exception will be the wording of recommended resolutions which need to be adapted to reflect differences in roles or responsibilities between the two bodies. Furthermore, the inclusion of the respective roles of each body (per Attachment 1) and previous policy direction should be included at the beginning of every staff report as a protocol to inform deliberations, transparency and public accountability.

**5. Chairing**

Chairing will alternate between the two Co-Chairs. The designated Chair would also lead decision motions for the body. The two co-chairs confirm in advance who would lead the meeting, to establish the series or potentially respond extenuating circumstances. This protocol follows current practice, is most simple to implement, and does not meaningfully impact the ability of a joint committee to deliberate.

## 6. Agenda-Setting

The Co-Chairs of each Joint Committee will meet with, or exchange emails with (if appropriate to the proposed agenda) the TransLink Executive supporting the Committee, the Corporate Secretary, and the Mayors' Council Executive Director to confirm the agenda and objectives for the upcoming meeting. This will occur 2-3 weeks in advance.

### Decision-Making Governance

Policymakers and staff have identified the need for improved clarity for decision-making roles on topics of shared responsibility within TransLink's broad mandate as a transportation authority with policy, planning, funding, and operational responsibilities. This process and Implementation Plan seeks to improve that clarity for each of the areas of shared responsibility and interest between the Board and Mayors' Council and identify the forums and mechanisms for which decision-making and oversight occurs.

TransLink's legislation provides mechanisms for the Mayors' Council to exercise overall direction over **what should** TransLink be focusing upon. These include approval of the Regional Transportation Strategy (*Transport2050*) and the approval of the Investment Plans. The Investment Plan is required to identify the services, investments, and major capital priorities as well as the necessary taxation and revenue sources, including allocation of senior government capital funding.

By legislation, the TransLink Board has shared responsibility for **what should** TransLink be focusing upon as well as responsibility for **can** that direction be implemented. If it passes those tests, the Board also has responsibility, through its oversight role over management, on **how** to effectively implement. These **can and how** roles are carried out through their approval roles for the Regional Transportation Strategy, Investment Plans, and annual budgets- which are required to be consistent with the Investment Plan by legislation. The Board exercises its role in determining, can a direction be pursued by considering issues such as compliance with legislation, technical ability to implement, organizational capacity, and the fiduciary feasibility and implications. Assuming those perspectives can be addressed, the Board is then responsible for strategic oversight of management who are ensuring that the organization implements the direction provided in the Regional Transportation Strategy and Investment Plans<sup>1</sup>.

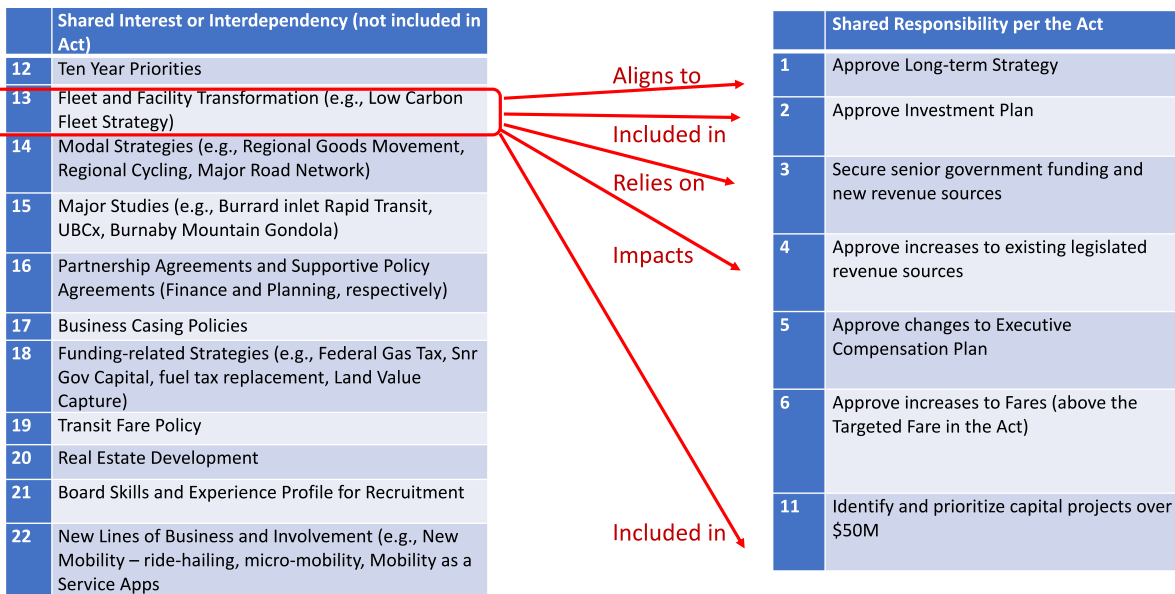
The implementation of the policy direction occurs through various transportation strategies, policies, studies, and plans. The development of these initiatives often raises additional policy questions and/or significant financial trade-offs which require input or decisions of the Mayors' Council, which are effectively explored through the Joint Committee structure.

An example of the relationship between the why an area is a shared interest and the mechanisms for supporting that interest is demonstrated below for the Fleet and Facility transformation which draws on various policy guidance including the Low Carbon Fleet Strategy approved by the Board and Mayors' Council in 2020.

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<sup>1</sup> The agreement for the Mayors' Council and Board to develop and approve a 10-YR Priorities Plan points to value of an implementation blueprint for the RTS though not required by the legislation.

Figure 1. Relationship of Area of Shared Interest to Shared Responsibilities



An identification of respective interests and mechanisms for each of the 11 identified areas of shared interest or new responsibility is provided in Annex 2. This information is also included in the respective draft Terms of Reference for each Joint Committees.

As the Minister’s proposal for governance changes focused on three new collaboration requirements, the recommended approach for each is highlighted below.

*Engagement with the Mayors’ Council on TransLink’s Annual Budgets*

The Task Force recommends that TransLink’s annual budgets be developed through the Joint Finance Committee, consistent with the Minister’s proposal. All Joint Finance Committee members will receive the same information and provide input to the annual budget development process, tracking the current process followed by the Board’s Finance and Audit Committee. The Mayors’ Council members on the Committee will be responsible for advising the Mayors’ Council that they have been consulted on TransLink’s annual budget and its alignment to the current Investment Plan, including any significant variations (if applicable) from the Investment Plan and the rationale for those variance. The Board members on the Committee would recommend the annual budget for **approval by the Board of Directors**, in line with their accountabilities under the Board Governance Manual, and for the Board’s approval per its accountabilities under the Act.

This approach will ensure fullsome consultation with the Mayors’ Council on the annual budget’s alignment to the Investment Plan and increase awareness of significant updates to scope, costs and revenues that have emerged, without fettering the Board’s legislated role as the sole approval body.

*Reviewing and Updating the Board Skills and Experience Profile*

The Task Force recommends that the Joint Executive Compensation and Director Recruitment Committee oversee the review and update of the Board Skills and Experience Profile set out in the Board Governance Manual for the seven directors appointed to the Board by the Mayors’ Council, which is consistent with the Minister’s proposal. All Joint Committee members would receive the same information and provide input to updates to the Board Skills and Experience Profile, tracking the process



followed by the Board's Human Resources and Governance Committee. The Mayors' Council members would be responsible for advising the Mayors' Council that they have reviewed and made recommendations for changes, if any, to the Profile. In supporting the Committee, staff will consult with the Province on best practice and current policies around director diversity. The Mayors' Council should have an opportunity to consider the Joint Committee's advice and provide any additional feedback prior to the Board approving changes. The Board members on the Committee would recommend any updates to the Articles for the Board Skills and Experience Profile for **approval by the Board of Directors**, in line with the Board's Human Resource and Governance Committee's accountabilities under the Board Governance Manual, and for the Board's approval in line with their accountabilities under the Act.

#### *Reviewing the Executive Compensation Plan and recommending amendments*

The Task Force recommends that the Joint Executive Compensation and Director Recruitment Committee oversees the review and changes to the Executive Compensation Plan through the Joint Director Recruitment and Executive Compensation Committee. All Joint Committee members would receive the same information, provide input to the changes, and make recommendations to the Board and Mayors' Council, in line with the Board's Human Resources & Governance Committee's and the Mayors' Council Public Affairs & Governance Committee's respective responsibilities. The full Mayors' Council and Board should have an opportunity to consider the Joint Committee's advice and provide any additional feedback prior to the Board approving changes and forwarding to the Mayors' Council, per their respective accountabilities under the Act (i.e., **approval by the Board of Directors and by the Mayors' Council**).

#### **Proposed 2023 Committee Work Plans**

Major Joint Finance Committee work plan items for 2023 are expected to be, but are not limited to:

1. Investment Plan:
  - workplan, timing and final recommendations
  - funding strategy
  - financial modeling and assumptions
2. Major Project Partner Contribution Policy
3. Engagement in TransLink's 2024 Budget process

Major Joint Planning Committee work plan items for 2023 are expected to be, but are not limited to:

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

The major Joint Executive Compensation and Board Recruitment Committee work plan item for 2023 is expected to be the review of the Executive Compensation Plan.

## **Initiate**

### *Timing*

The Joint Governance Task Force has expressed a desire to move to a new collaborative structure quickly to support the advancement of each body's work priorities. Pending input or revisions by the TransLink Board and Mayors' Council, approval of this Implementation Plan and the attached Terms of Reference would provide the basis of the transition to the new structure.

The Mayors' Council Finance and Governance Committee has been conducting monthly joint meetings period with Board members from its Finance and Audit Committee during the interim period of the Task Force's work. Through July, these pre-booked meetings could be utilized for the new **Joint Finance Committee** structure following approvals without scheduling or membership challenges. As of September, a key topic for the new Joint Finance Committee will be the review of the 2024 annual budget, and scheduling of the Joint Finance Committee meetings will be assessed to meet the requirements.

The most pressing topics for the new Joint Planning Committee are currently being handled by separate committees of the Board and Mayors' Council as well as through a joint workshop of the Whole. Staff suggest that a September transition to the new **Joint Planning Committee** would support the timelines for the active topics.

The new **Joint Executive Compensation and Director Recruitment Committee** would likely commence its meetings in July 2023 to begin its work on the upcoming review of the Executive Compensation Plan.

### *Review and Revise*

The Task Force recommends that an assessment of the changes be undertaken at a maximum of 6-12 months after implementation. Adjustments can be considered sooner if necessary. The assessment will evaluate if the process objectives are being achieved or if modifications to any of the structures, protocols and processes may be warranted. In addition, it would provide the Board and the Mayors' Council the opportunity to provide feedback to the Minister of the joint committee process prior to legislative amendment to codify the governance changes proposed by the Minister. This review would benefit from the completion of several priorities, including the development of the 2024 TransLink annual budget under the new proposed structure. The assessment should include the Chairs of the TransLink Board and Mayors' Council as well as the co-chairs of each of the new Joint Committees, supported by the CEO, Corporate Secretary and Mayors' Council Executive Director.

## **CONCLUSIONS**

Pending input, direction and approvals by the TransLink Board and Mayors' Council, implementation of the new collaborative structure could roll out over the summer and fall of 2023. The final Implementation Plan will also be transmitted to the Minister and staff for information and consideration in the drafting of legislative amendments.

In parallel, Management will be adapting the staff support processes and protocols to advance the process objectives.

## **ATTACHMENTS**

**Annex 1** - Draft Terms of Reference for three new Joint Committees

**Annex 2** – Shared Interests, Roles and Support Mechanisms

**ANNEX 1a. Draft Terms of Reference: Joint Finance Committee**

TransLink Board and Mayors' Council Joint Finance Committee

**TERMS OF REFERENCE**

**Purpose**

The purpose of this Terms of Reference is to outline how the Mayors' Council and TransLink Board of Directors will collaborate through a Joint Finance Committee to manage the finance-related shared responsibilities and interests within TransLink's mandate.

**Scope**

The primary responsibilities of the Joint Finance Committee will be to assist the Mayors' Council and TransLink Board to:

- Provide input to and recommendations on the timing, pace, and final shape for the Investment Plans. In addition, the committee will be responsible for overseeing the Investment Plan's funding strategy, and financial modelling and assumptions, including:
  - Identify funding-related strategies including Federal Gas Tax, senior government capital, fuel tax replacement and Land Value Capture
  - Approve increases to existing legislated revenue sources.
  - Approve increases to fares.
  - Approve amendments to the fare infraction bylaw.
- Monitor the implementation of the Investment Plan.
- Develop TransLink's annual budgets. All committee members will receive the same information.
  - The Mayors' Council members on the Committee will be responsible for advising the Mayors' Council that they have been consulted on TransLink's annual budget and its alignment to the current Investment Plan, including any significant variations (if applicable) from the Investment Plan and the rationale for those variations.
  - The Board members on the Committee will recommend the annual budget for approval by the Board of Directors, in line with their accountabilities under the Act.
- Develop Partnership Agreements for Major Transit Projects as needed.
- Advance Real Estate Development Business Plans.

**Authorities and Responsibilities**

The Joint Finance Committee is advisory in nature and steers the staff work in progress and determines when the work is ready for transmission to the full bodies for information, feedback, direction, and approval decisions.

Specific tasks and activities to be undertaken by the Committee will include, but may not be limited to, making recommendations to the Mayors' Council and TransLink Board regarding:

- Advise on financial and funding strategy and policy work programs.
- Establish the objectives and criteria for key initiatives.
- Develop and evaluate the options.
- Identify how information and decisions should flow to the TransLink Board and Mayors' Council.

The Parties acknowledge that respective' jurisdictions have independent decision-making processes which will not be fettered by the process under these Terms of Reference. Each Party retains their own

decision-making structures and approvals for policies, regulations, initiatives, and strategies implemented under their legal authorities.

### **Membership**

The Joint Finance Committee membership will be comprised of the Directors of the TransLink Board's standing Finance and Audit Committee and the Mayors on the Mayors' Council's standing Finance Committee. The Mayors' Council members (at the recommendation of the Mayors' Council Chair) and the Board of Directors (at the recommendation of the Chair of the Board) appoint a chair, vice-chair, and members to each body's standing committees which then serve on the corresponding Joint Committee. Mayors who are on both the Board's and Mayors' Council's standing committees will attend in their capacity as members of the Mayors' Council, and not the Board. The Chairs of the Board participates as ex-officio members on the standing committee.

### **Chairing and Agenda-Setting.**

The Joint Finance Committee will be co-chaired by the Chairs of the TransLink Board's Finance and Audit Committee and the Mayors' Council's Finance Committee. The two Co-Chairs will alternate chairing. The designated Chair would also lead decision motions for the body. The two Co-Chairs confirm in advance who would lead the meeting, to establish the series or potentially respond extenuating circumstances. If neither Co-Chairs is present, the role will be filled by one of the Vice-Chairs of the corresponding Board and Mayors' Council committees.

The co-chairs of each Joint Committee will meet with, or exchange emails with (if appropriate to the proposed agenda) the TransLink Executive supporting the Committee, the Corporate Secretary, and the Mayors' Council Executive Director to confirm the agenda and objectives for the upcoming meeting. This will occur 2-3 weeks in advance.

### **Quorum and Decision-Making**

Quorum shall be a majority of the appointed committee members of each of the TransLink Board Mayors' Council.

The Joint Committees operate on a consensus-based approach, with votes taken and conducted separately by each body to document positions. In the event of a call for a recorded vote, resolutions will be carried by each body if passed by a majority of all members present. Where a Board or Mayors' Council committee has the responsibility to make recommendations on a particular subject matter within the scope of the Joint Committee, this approach will also allow that committee to discharge its responsibilities and pass the appropriate resolution as needed. As the Joint Committees are advisory, the objective is to assist the full Board and Mayors' Council in their subsequent deliberations.

### **Reporting Out**

The reports advanced from the committee to the Board and Mayors' Council should be identical for both bodies. Reports should include both the respective responsibilities and interests of each body and the voting results discussed above. One exception will be the wording of recommended resolutions which need to be adapted to reflect differences in roles or responsibilities between the two bodies. Furthermore, the inclusion of the respective roles of each body (per Appendix 1) and previous policy direction should be included at the beginning of every staff report as a protocol to inform deliberations, transparency and public accountability.

**Frequency of Meetings**

Committee meetings will be convened on an as needed basis, as determined by the Co-Chairs. It is expected that the meetings will be required monthly in general.

**Committee Resources**

The TransLink Corporate Secretary Office will provide the support for the Joint Finance Committee, including meeting scheduling, agenda package and minutes distributions. The TransLink CEO and Mayors' Council Executive Director will steer the staff support for members on the Joint Finance Committee. The Joint Finance Committee will generally be supported by the CFO and Vice-President of Planning and Policy, and their staffs as required by the work plan or agenda.

**Joint Task Force Meetings, Agendas and Minutes**

Meeting agendas and materials shall be distributed at least four business days prior to the meeting. Meetings materials and discussions shall be treated confidentially within Joint Finance Committee meetings. TransLink will ensure that accurate minutes of each Committee meeting are prepared and provided to each member and in a timely fashion.

**Privacy and Communications**

The public release of any material produced for this effort, or for the Joint Committee and its supporting staff committees requires the consent of all Parties. All Parties will notify and seek input from the other Parties before releasing any public material regarding the planning, projects and strategies being discussed by the Joint Committee and Boards. Any Party releasing such public material will provide a reasonable opportunity to review the material; any Party reviewing public material will review it in a reasonable time, to minimize impacts on project timelines.

TransLink Board and Mayors' Council Joint Planning Committee

**TERMS OF REFERENCE**

**Purpose**

The purpose of this Terms of Reference is to outline how the Mayors' Council and TransLink Board of Directors will collaborate through a Joint Planning Committee to manage the planning and policy-related shared responsibilities and interests within TransLink's mandate. The Planning and Priorities Committee's primary focus will be to provide input on the processes and studies designed to prioritize TransLink 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.

**Scope**

The primary responsibilities of the Joint Planning Committee will be to assist the Mayors' Council and TransLink Board to:

- Develop the Long-term Strategy.
- Develop Ten-Year Priorities.
- Develop the service, Infrastructure and policy priorities for inclusion in Investment Plans, drawing from the Ten-Year Priorities. (The Joint Finance Committee is responsible for developing the Funding Strategies and recommending Investment levels)
- Develop fleet and facility transformation strategies (e.g., Low Carbon Fleet Strategy)
- Develop modal strategies.
- Review and update transit fare policies
- Develop new lines of business and involvement (e.g., Mobility as a Service, ride-hailing)
- Undertake major studies.
- Review and update Business Casing Policies.
- Develop Supportive Policy Agreements for Major Transit Projects as needed.
- Recommend amendments to the customer satisfaction survey and customer complaints processes.

**Authorities and Responsibilities**

The Joint Planning Committee is advisory in nature and steers the staff work in progress and determines when the work is ready for transmission to the full bodies for information, feedback, direction, and approval decisions.

Specific tasks and activities to be undertaken by the Committee will include, but may not be limited to, making recommendations to the Mayors' Council and TransLink Board regarding:

- Advise on strategy and policy work programs.
- Establish the objectives and criteria for key initiatives.
- Develop and evaluate the options.
- Identify how information and decisions should flow to the TransLink Board and Mayors' Council.

The committee members acknowledge that respective' bodies have independent decision-making processes which will not be fettered by the process under these Terms of Reference. Each body retains their own decision-making structures and approvals for policies, regulations, initiatives, and strategies implemented under their legal authorities.

## **Membership**

The Joint Planning Committee membership will be comprised of the Directors of the TransLink Board's standing Planning, Communities and Communications Committee and the Mayors on the Mayors' Council's standing Planning and Priorities Committee. The Mayors' Council members (at the recommendation of the Mayors' Council Chair) and the Board of Directors (at the recommendation of the Chair of the Board) appoint a chair, vice-chair, and members to each body's standing committees which then serve on the corresponding Joint Committee. Mayors who are on both the Board's and Mayors' Council's standing committees will attend in their capacity as members of the Mayors' Council, and not the Board. The Chair of the Board participates as ex-officio member on the Board's standing committees.

## **Chairing and Agenda-Setting.**

The Joint Planning Committee will be co-chaired by the chairs of the TransLink Board's Planning, Communities and Communications Committee and the Mayors' Council's Planning and Priorities Committee. The two Co-Chairs will alternate chairing. The designated Chair would also lead decision motions for the body. The two Co-Chairs confirm in advance who would lead the meeting, to establish the series or potentially respond extenuating circumstances. If neither Co-Chairs is present, the role will be filled by one of the Vice-Chairs of the corresponding Board and Mayors' Council committees.

The co-chairs of each Joint Committee will meet with, or exchange emails with (if appropriate to the proposed agenda) the TransLink Executive supporting the Committee, the Corporate Secretary, and the Mayors' Council Executive Director to confirm the agenda and objectives for the upcoming meeting. This will occur 2-3 weeks in advance.

## **Quorum and Decision-Making**

Quorum shall be a majority of the appointed committee members of each of the TransLink Board Mayors' Council.

The Joint Committees operate on a consensus-based approach, with votes taken and conducted separately by each body to document positions. In the event of a call for a recorded vote, resolutions will be carried by each body if passed by a majority of all members present. Where a Board or Mayors' Council committee has the responsibility to make recommendations on a particular subject matter within the scope of the Joint Committee, this approach will also allow that committee to discharge its responsibilities and pass the appropriate resolution as needed. As the Joint Committees are advisory, the objective is to assist the full Board and Mayors' Council in their subsequent deliberations.

## **Reporting Out**

The reports advanced from the committee to the Board and Mayors' Council should be identical for both bodies. Reports should include both the respective responsibilities and interests of each body and the voting results discussed above. One exception will be the wording of recommended resolutions which need to be adapted to reflect differences in roles or responsibilities between the two bodies. Furthermore, the inclusion of the respective roles of each body (per Appendix 1) and previous policy direction should be included at the beginning of every staff report as a protocol to inform deliberations, transparency and public accountability.

## **Frequency of Meetings**

Committee meetings will be convened on an as needed basis, as determined by the Co-Chairs. It is expected that the meetings will be required monthly or bi-monthly.

### **Committee Resources**

The TransLink Corporate Secretary Office will provide the support for the Joint Planning Committee, including meeting scheduling, agenda package and minutes distributions. The TransLink CEO and Mayors' Council Executive Director will steer the staff support for members on the Joint Planning Committee. The Joint Finance Committee will generally be supported by the Vice-President of Planning and Policy and the Vice-President of Customer Communications, Marketing and Public Affairs, and their staffs as required by the work plan or agenda.

### **Joint Task Force Meetings, Agendas and Minutes**

Meeting agendas and materials shall be distributed at least four business days prior to the meeting. Meeting materials and discussions shall be treated confidentially within Joint Planning Committee meetings. TransLink will ensure that accurate minutes of each Committee meeting are prepared and provided to each member and in a timely fashion.

### **Privacy and Communications**

The public release of any material produced for this effort, or for the Joint Committee and its supporting staff committees requires the consent of all Parties. All Parties will notify and seek input from the other Parties before releasing any public material regarding the planning, projects and strategies being discussed by the Joint Committee and Boards. Any Party releasing such public material will provide a reasonable opportunity to review the material; any Party reviewing public material will review it in a reasonable time, to minimize impacts on project timelines.



**ANNEX 1c. Draft Terms of Reference: Joint Executive Compensation  
and Director Recruitment Committee**

TransLink Board and Mayors' Council Joint Executive Compensation and Board Recruitment Committee

**TERMS OF REFERENCE**

**Purpose**

The purpose of this Terms of Reference is to outline how the Mayors' Council and TransLink Board of Directors will collaborate through a Joint Executive Compensation and Director Recruitment Committee to oversee review and updates to the Executive Compensation Plan and the Board Skills and Experience Profile, used to support Board member recruitments.

**Scope**

The primary responsibilities of the Joint Executive Compensation and Director Recruitment Committee will be to assist the Mayors' Council and TransLink Board to:

- Review and update of the Board Skills and Experience Profile annually.
  - The Mayors' Council members would be responsible for advising the Mayors' Council that they have reviewed and made recommendations for changes, if any, to the Profile. In supporting the Committee.
  - The Board members on the Committee would recommend any updates to the Articles for the Board Skills and Experience Profile for approval by the Board of Directors, in line with their accountabilities under the Act.
- Review and make changes to the Executive Compensation Plan.

**Authorities and Responsibilities**

The Joint Executive Compensation and Director Recruitment Committee role is advisory in nature and steers the staff work in progress and determines when the work is ready for transmission to the full bodies for information, feedback, direction, and approval decisions.

Specific tasks and activities to be undertaken by the Committee will include, but may not be limited to, making recommendations to the Mayors' Council and TransLink Board regarding:

- Establish the objectives and criteria for the initiatives.
- Develop and evaluate the options.
- Identify how and when information and decisions should flow to the TransLink Board and Mayors' Council. The Mayors' Council should have an opportunity to consider the Joint Committee's advice on the Board Skills and Experience Profile and provide any additional feedback prior to the Board approving changes.

The committee members acknowledge that respective' bodies have independent decision-making processes which will not be fettered by the process under these Terms of Reference. Each body retains their own decision-making structures and approvals for policies, regulations, initiatives, and strategies implemented under their legal authorities.

**Membership**

The Joint Executive Compensation and Board Recruitment Committee membership will be comprised of the Directors of the TransLink Board's standing HR & Governance Committee and the Mayors on the Mayors' Council's standing Public Affairs and Governance Committee. The Mayors' Council members (at the recommendation of the Mayors' Council Chair) and the Board of Directors (at the recommendation of the Chair of the Board) appoint a chair, vice-chair, and members to each body's standing committees which then serve on the corresponding Joint Committee. Mayors who are on both the Board's and

Mayors' Council's standing committees will attend in their capacity as members of the Mayors' Council, and not the Board. The Chair of the Board participates as an ex-officio member of the Board's standing committee.

### **Chairing and Agenda-Setting.**

The Joint Executive Compensation and Board Recruitment will be co-chaired by the Chairs of the TransLink Board's HR & Governance Committee and the Mayors' Council's Public Affairs and Governance Committee. The two Co-Chairs will alternate chairing. The designated Chair would also lead decision motions for the body. The two Co-Chairs confirm in advance who would lead the meeting, to establish the series or potentially respond extenuating circumstances. If neither Co-Chairs is present, the role will be filled by one of the Vice-Chairs of the corresponding Board and Mayors' Council committees.

The co-chairs of each Joint Committee will meet with, or exchange emails with (if appropriate to the proposed agenda) the TransLink Executive supporting the Committee, the Corporate Secretary, and the Mayors' Council Executive Director to confirm the agenda and objectives for the upcoming meeting. This will occur 2-3 weeks in advance.

### **Quorum and Decision-Making**

Quorum shall be a majority of the appointed committee members of each of the TransLink Board Mayors' Council.

The Joint Committees operate on a consensus-based approach, with votes taken and conducted separately by each body to document positions. In the event of a call for a recorded vote, resolutions will be carried by each body if passed by a majority of all members present. Where a Board or Mayors' Council committee has the responsibility to make recommendations on a particular subject matter within the scope of the Joint Committee, this approach will also allow that committee to discharge its responsibilities and pass the appropriate resolution as needed. As the Joint Committees are advisory, the objective is to assist the full Board and Mayors' Council in their subsequent deliberations.

### **Reporting Out**

The reports advanced from the committee to the Board and Mayors' Council should be identical for both bodies. Reports should include both the respective responsibilities and interests of each body and the voting results discussed above. One exception will be the wording of recommended resolutions which need to be adapted to reflect differences in roles or responsibilities between the two bodies. Furthermore, the inclusion of the respective roles of each body (per Appendix 1) and previous policy direction should be included at the beginning of every staff report as a protocol to inform deliberations, transparency and public accountability.

### **Frequency of Meetings**

Committee meetings will be convened on an as needed basis, as determined by the Co-Chairs

### **Committee Resources**

The TransLink Corporate Secretary Office will provide the support for the Joint Executive Compensation and Board Recruitment Committee, including meeting scheduling, agenda package and minutes distributions. The TransLink CEO and Mayors' Council Executive Director will steer the staff support for members on the Joint Planning Committee. The Joint Executive Compensation and Board Recruitment Committee will generally be supported by the Vice-President of HR and the Corporate Secretary, and their staffs as required by the work plan or agenda.

**Joint Task Force Meetings, Agendas and Minutes**

Meeting agendas and materials shall be distributed at least four business days prior to the meeting. Meetings materials and discussions shall be treated confidentially within Joint Planning Committee meetings. TransLink will ensure that accurate minutes of each Committee meeting are prepared and provided to each member and in a timely fashion.

**Privacy and Communications**

The public release of any material produced for this effort, or for the Joint Committee and its supporting staff committees requires the consent of all Parties. All Parties will notify and seek input from the other Parties before releasing any public material regarding the planning, projects and strategies being discussed by the Joint Committee and Boards. Any Party releasing such public material will provide a reasonable opportunity to review the material; any Party reviewing public material will review it in a reasonable time, to minimize impacts on project timelines.

## ANNEX 2. Shared Interests, Roles and Support Mechanisms

	Area of Interest	Respective Interests	Mechanisms and Processes
12	Ten Year Priorities	<p><b>Board:</b> Alignment to RTS. Operational implementability. Organizational and financial implications</p> <p><b>MC:</b> RTS Objectives. Major projects priority setting. Regional and Snr Government funding implications</p>	<p>MC and Board approved the plan. Joint Planning recommends scope and priorities. Joint Finance reviews cost estimates and funding perspectives prior to Plan approvals.</p>
13	Fleet and Facility Transformation (e.g., Low Carbon Fleet Strategy)	<p><b>Board:</b> Fiduciary responsibility. Cost and ability to implement. Customer and Employee risks. Alignment with policy.</p> <p><b>MC:</b> support for RTS and policy objectives. Consistency with adopted Low Carbon Fleet Strategy. Financial implications for Investment Plan implementation -existing and future. Use of senior government and GVRF funding. Equity of distribution of benefits during implementation.</p>	<p>Board and MC approve this strategy due to major cost and senior government funding impact. (Feb 2020)</p> <p>Investment Plan provides funding and Approval in Principle.</p> <p><b>Joint Planning</b> and MC informed on progress and any major changes to strategy required through implementation planning.</p> <p>Board approves annual capital plan as part of annual budget.</p> <p><b>Joint Finance</b> reviews implementation as part of Investment Plan monitoring and Budget development.</p> <p>Annual GVRF application provided to <b>Joint Finance</b> and MC for endorsement or approval.</p>
14	Modal Strategies (e.g., Regional Goods Movement, Regional Cycling, Major Road Network)	<p><b>Board:</b> Alignment with RTS. Fiduciary implications relative to Investment Plans. Public and Stakeholder support. Organizational and staff resourcing impacts.</p> <p><b>MC:</b> Alignment with RTS and 10YR Priorities. Financial impact on Investment Plan. Relationship to Municipal policies, strategies, and operations. Regional equity. Allocation of senior government funding.</p>	<p>RTS sets high level goals, objectives and actions (approved by both Board and MC)</p> <p>Board approves modal strategies to advance the goals and objectives of the RTS.</p> <p>MC consulted (seek endorsement) for alignment to policy objectives and funding implications for region, snr government capital allocations and municipal impacts.</p> <p>Board and MC approve the 10-YR Priorities which refine medium term objectives and funding priorities.</p> <p>Board and MC approve IPs which provide funding and establish investment envelope.</p> <p><b>Joint Planning</b> reviews and makes recommendations for investment priorities and funding framework.</p> <p><b>Joint Finance</b> provides recommendations to Board and MC on overall IP operating and capital investment envelope.</p> <p>Board approves expenditures through annual budgets.</p> <p>Joint Finance to be involved in development of annual budgets.</p>

	Area of Interest	Respective Interests	Mechanisms and Processes
15	Transit Fare Policy	<p><b>Board:</b> Fiduciary responsibility-resiliency of revenues, implementability of policy, alignment with TL policies and objectives.</p> <p><b>MC:</b> Alignment to RTS Goals and Objectives. Investment Plan funding implications. Taxpayer accountability. Government relations with Province.</p>	<p>Board and MC approve TransLink Fare Policy that guides future decisions. (2018) RTS provides additional guidance. <b>Joint Planning</b> oversees development and makes recommendations. Board and MC approve Investment Plans which set out the implementation strategy and fares by product.</p> <p>Board approves budget and bylaws to implement annual fare changes. Any decisions to implement lower than rates in Investment Plan taken through the <b>Joint Finance</b> to the Board and MC for approval.</p>
16	New Lines of Business and Involvement (e.g., New Mobility – ride-hailing, micro-mobility, Mobility as a Service Apps	<p><b>Board:</b> Clarity on alignment to TL mandate and support for Policy goals and objectives. Risk management for resourcing, financial implications and stakeholder relations.</p> <p><b>MC:</b> Alignment with RTS goals and objectives. Financial implications for Investment Plan. Public and stakeholder accountability. Alignment with municipal and intergovernmental context. In summary, MC provides direction on “should we do this?” and Board provides direction on “can we do this?”</p>	<p>Board and MC approve general development and enabling through: RTS identifies high-level objectives, strategies and actions for new areas of business; 10-YR Priorities identify near-medium term priorities; and Investment Plans approve operating and capital envelopes as necessary. <b>Joint Planning</b> oversees detailed policy and strategy development and makes recommendations to Board for approval and MC for endorsement.</p>
17	Business Casing Policies	<p><b>Board:</b> Surety that TL is taking a robust, holistic approach that is appropriately scaled and will meet the needs of Board, MC and senior government for decision-making.</p> <p><b>MC:</b> Clarity on how major decisions around projects and capital will be approached. Surety that it will have input and decision-making opportunities at key milestones.</p>	<p>Board approved Business Casing Framework (2020) that sets out the 3-stage process for major projects and studies, including evaluation standards.</p> <p>MC consulted through <b>Joint Planning</b> on business casing framework to enable feedback on processes. Any future changes would follow this format.</p> <p>Board oversees Management and thus ensures that the process and technical work is robust and defensible.</p>
18	Major Studies (e.g., Burrard Inlet Rapid Transit, UBCx, Burnaby Mountain Gondola)	<p><b>Board:</b> Ensures technical and policy work is robust and consistent with Business Casing Guidelines. Performance against RTS Objectives.</p> <p><b>MC:</b> Ability of options to meet Objectives. Relative cost-effectiveness of anticipated performance. Public and</p>	<p>Board receives study findings and approves and makes recommendations to MC on weighing of trade-offs.</p> <p>MC selects corridor and/or option(s) to be advanced to next stage.</p> <p><b>Joint Planning</b> reviews technical and policy findings for alternatives analyses and makes recommendations to the Board and MC based on</p>

	Area of Interest	Respective Interests	Mechanisms and Processes
		stakeholder support for future funding decisions.	trade-offs of relative performance between objectives. * TransLink is developing a new concept for BRT which may update cost ranges and may seek endorsement from Board and through the <b>Joint Planning</b> before executing corridor studies.
19	<b>Partnership Agreements and Supportive Policy Agreements (Finance and Planning, respectively)</b>	<b>Board:</b> Ensures approved policies are being applied and developed in a timely manner to support relevant major project and investment plan decisions. <b>MC:</b> Policy, including municipal contributions framework, is applied equitably. The allocation of costs and benefits between the partners is equitable. Overall funding implications. For SPAs, consistency with RTS, municipal and Regional land use objectives. Maximization of benefits of project and reduce net operating costs/funding requirements.	Mayors' Council approved Partnership Agreement Policy (2014). MC requires that they are approved at time of Investment but are not signatories to agreements. TransLink Board and MC approved the <i>Policy Framework for Municipal and Partner Contributions to Major Transit Projects (2021)</i> . Board and MC engaged through <b>Joint Finance</b> on Partnership Agreements due to funding implications for Investment Plans. Board and MC engaged through <b>Joint Planning</b> on the SPAs. For alignment with public policy and impact of business case benefits.
20	<b>Funding-related Strategies (e.g., Federal Gas Tax, Snr Gov Capital, fuel tax replacement, Land Value Capture)</b>	<b>Board:</b> Fiduciary health of the organization- implications for AFR, sustainability and resiliency of funding and revenues, credit-rating/borrowing costs. Evaluation objectives are equitable and aligned policy goals and objectives. <b>MC:</b> Accountability to taxpayers. Taxes and funding deliver effective benefits, given broader needs. Affordability and viability of Investment plans. Effective intergovernmental partnerships and negotiations. Implications for municipal tax burdens.	Board and MC approve Investment Plans which enable new revenue sources and changes to existing funding sources. Mayors' Council is consulted on the strategy for allocating senior government capital funding, including use of Greater Vancouver Regional Fund (federal gas tax) through Metro Vancouver. <b>Joint Finance</b> oversees the development of draft strategies and makes recommendations to the Board and MC. MC Public Affairs and Governance Committee oversees the development of senior government funding advocacy.
21	<b>Real Estate Development</b>	<b>Board:</b> Fiduciary- resilient and sustainable revenue generation, reduce need for general taxation, risk management. Efficient use of staff resources. TL brand with public and stakeholders. Responsibilities are at the policy, program and project level. <b>MC:</b> Diverse revenue streams that reduce general taxes.	Board and Mayors' Council approve the Real Estate Development Framework that sets out the policy objectives and implementation parameters (2021). Major policy revisions to be taken through Board and MC. Board and MC approve Real Estate Development Business plan that sets out 10–20-year strategy and estimates net revenues for Investment Plan. Board oversees implementation of individual projects.

	Area of Interest	Respective Interests	Mechanisms and Processes
		Sound financial decision that manages risks. Stakeholder relationships. Support of TL and Regional policy goals and objectives. Responsibilities are at the policy and program level (not project level).	<b>Joint Finance</b> reviews program revenue estimates as part of Investment Plan development and consultation on annual budgets. If significant policy revisions are required in the future, <b>Joint Planning</b> would oversee the process.
22	<b>Board Skills and Experience Profile for Recruitment</b>	<b>Board:</b> Update the board skills profile in TransLink’s Articles to provide guidance to the work of the Screening Panel to recruit directors with professional skills relevant to the breadth of TransLink’s mandate. <b>MC:</b> Provide input to the Screening Panel process for desired skills and experience for Board recruitment, for the Screening Panel to generate Board nominees that respond to the interests of the Mayors’ Council.	Board approves Board skills and experience profile in TransLink’s Articles per the legislation. <b>Joint Director Recruitment and Executive Compensation Committee</b> oversees the review and update and makes recommendations to the Board and MC. Board considers MC input to the changes prior to approval.
23	<b>Development of TransLink Annual Budget and Engagement with MC</b>		Board approves TransLink’s annual budgets which must be consistent with current Investment Plan. <b>The Joint Finance Committee oversees the development of the annual budget.</b> The MC members on the Committee will be responsible for advising the Mayors’ Council that they have been consulted on TransLink’s annual budget and its alignment to the current Investment Plan, including any variances. The Board members on the Committee recommend the annual budget for approval by the Board of Directors, per the Act.