

**TRANSLINK BOARD OF DIRECTORS
PUBLIC BOARD MEETING**

AGENDA

December 3, 2025
Virtual Meeting by Zoom at 9:00 am

- 1.** Call to Order
- 2.** Public Delegations
- 3.** Consent Agenda
 - 3.1. Meeting Minutes of October 1, 2025
 - 3.2. 2026 Development Cost Charges Bylaw Amendment
 - 3.3. BC Rapid Transit Company Report
 - 3.4. Coast Mountain Bus Company Report
 - 3.5. Metro Vancouver Transit Police Report
 - 3.6. TransLink Bridges – Operations, Maintenance and Rehabilitation Report
 - 3.7. 2025 Supportive Policies Agreements Annual Report
- 4.** CEO Report
- 5.** Finance and Audit Committee Chair Report
- 6.** Planning, Communities and Communication Committee Chair Report
- 7.** Human Resources and Governance Committee Chair Report
- 8.** Information Technology Committee Chair Report
- 9.** 2026 Business Plan, Operating and Capital Budget
- 10.** HandyDART Customer-First Plan and Delivery Model Review
- 11.** Conclusion of Public Board Meeting

TO: Board of Directors

FROM: Patrice Impey, Chief Financial Officer
Olga Kuznetsova, Vice President, Financial Services
Rudy Santanoe, Director, Corporate Finance

DATE: November 6, 2025

SUBJECT: 2026 Development Cost Charges Bylaw

PROPOSED RESOLUTION:

That the TransLink Board of Directors:

- A. Introduces and reads a first, second and third time the *South Coast British Columbia Transportation Authority Bylaw Number 159-2025: A Bylaw to Impose Development Cost Charges*, attached to this report as Attachment 1; and
- B. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority Bylaw Number 159-2025: A Bylaw to Impose Development Cost Charges*, attached to this report as Attachment 1.

EXECUTIVE SUMMARY

Development cost charges (“DCCs”) help fund a portion of TransLink’s expansion projects.

The [DCC Regulation](#), under the [South Coast British Columbia Transportation Authority Act \(SCBCTA Act\)](#), allows TransLink to adjust the DCC rates up to rate of inflation without needing a separate approval from the Inspector of Municipalities for up to four years. In 2023, TransLink obtained such approval from the Inspector of Municipalities.

Management is proposing an inflationary adjustment of 2.6 per cent to TransLink’s DCC rates, via the attached bylaw, effective January 1, 2026. The rate change is based on the annual average Consumer Price Index increase for Vancouver as per Statistics Canada for the most recently completed calendar year (2024).

Management is also proposing some changes to clarify the DCC payment process when DCCs are paid in instalments.

PURPOSE

The purpose of the attached report is to establish DCC rates effective January 1, 2026, and for the Board to enact the proposed bylaw attached as Attachment 1 to bring these rates into effect and to clarify the installment payment provisions in the bylaw.

BACKGROUND

DCCs were first introduced in TransLink's [2018 Investment Plan](#) to fund a portion of TransLink's expansion projects, after being enabled through an amendment to the *SCBCTA Act*.

DISCUSSION

The *SCBCTA Act* requires each DCC bylaw to be approved by the Inspector of Municipalities. However, the DCC Regulation under the *SCBCTA Act* allows TransLink to adjust the DCC rates based on inflation without Inspector approval for a period of up to four years. In 2023, TransLink obtained such approval from the Inspector. The proposed 2026 adjustment is within the rate of inflation and falls within this four-year window. No additional approval from the Inspector is required.

The inflationary adjustment for 2026 of 2.6 per cent is based on Statistics Canada's Vancouver CPI increase which reflects the most recently completed year (2024).

The impact on the proposed DCC rates as compared to the current rates in effect are summarized in the table below:

Type of Development	Current rates	Proposed rates	Increase
Per Single Family Dwelling unit	\$3,330.00	\$3,416.00	\$86.00
Per Duplex unit	\$2,765.00	\$2,837.00	\$72.00
Per Townhouse Dwelling Unit	\$2,765.00	\$2,837.00	\$72.00
Per Apartment Dwelling Unit	\$1,729.00	\$1,774.00	\$45.00
Per square foot of Retail/Service floor space	\$1.40	\$1.44	\$0.04
Per square foot of Office floor space	\$1.13	\$1.16	\$0.03
Per square foot of Institutional floor space	\$0.55	\$0.56	\$0.01
Per square foot of Industrial floor space	\$0.33	\$0.34	\$0.01

Management is also proposing some changes to the DCC bylaw to clarify the DCC payments process in cases when DCCs are paid in instalments as permitted by TransLink's DCC Regulation.

TransLink's DCC regulation is based on the [Local Government Act](#) regulation ("LGA Regulation") which applies to development cost charges collected by most local governments. The LGA Regulation is being amended effective January 1, 2026 as follows:

1. Allowing developers to elect to pay only 1/4 of the DCC on the date of the subdivision approval or issuance of a building permit (currently 1/3) and to pay the balance up to four years later (currently a maximum of two years later); and
2. Allowing a developer to provide an on-demand surety to be deposited as security for the deferred instalment payment.

A copy of the amendments to the LGA Regulation are attached as Attachment 3.

TransLink expects that the Province will amend TransLink's DCC Regulation in a similar manner. As such, we have reviewed the instalment payment provisions in the DCC bylaw and have recommended clarifying certain provisions in sections 3 and 4, regardless of whether or not the Province amends TransLink's DCC Regulation to mirror the amended LGA Regulation.

If the Province does amend TransLink's DCC Regulation to mirror the first change in the LGA Regulation discussed above, there will be some financial impact to TransLink because 3/4 of the DCCs will be collected up to four years later (versus 2/3 collected up to two years later currently). This will mean that there will be potentially less funding available for qualifying capital projects in earlier years of DCC collection.

A blacklined copy of the recommended changes to the DCC bylaw has been attached to this report as Attachment 2.

RECOMMENDATION

It is recommended that the Board approve and adopt the bylaw attached as Attachment 1 with an effective date of January 1, 2026.

ATTACHMENTS

Attachment 1 – *South Coast British Columbia Transportation Authority Bylaw Number 159-2025: A Bylaw to Impose Development Cost Charges* (clean)

Attachment 2 – *South Coast British Columbia Transportation Authority Bylaw Number 159-2025: A Bylaw to Impose Development Cost Charges* (blacklined)

Attachment 3 – *Local Government Act Regulation*

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 159-2025**

A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES

Effective January 1, 2026

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**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 159-2025**

WHEREAS:

A. Pursuant to Part 3.1 of the Act, the Authority may, by bylaw, impose development cost charges on every person who obtains approval of a Subdivision or a Building Permit authorizing the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

B. Development cost charges provide funds to assist the Authority to pay the Capital Costs of Eligible Projects to service, directly or indirectly, the Development for which the charge is being imposed;

C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the Authority may waive or reduce development cost charges for eligible developments;

D. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 124-2018, the Authority set development cost charges effective January 15, 2019. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 143-2021, the Authority set revised development cost charges effective January 1, 2022. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 151-2023, the Authority set revised development cost charges effective January 1, 2024. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 155-2024, the Authority set revised development cost charges effective January 1, 2025. The Authority wishes to set further revised development cost charges pursuant to this Bylaw;

E. In setting development cost charges under this Bylaw, the Authority has taken the following into consideration:

- (a) future land use patterns and development;
- (b) the phasing of works and services;
- (c) how development designed to result in a low environmental impact may affect the Capital Costs of an Eligible Project;
- (d) whether the charges are excessive in relation to the Capital Costs of prevailing standards of service in the Transportation Service Region;
- (e) whether the charges will, in the Transportation Service Region:
 - (i) deter development;
 - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; or

- (iii) discourage development designed to result in a low environmental impact;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. CITATION

- 1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. 159-2025”.
- 1.(2) This Bylaw may be cited as the “Development Cost Charge Bylaw No. 159-2025”.

2. INTERPRETATION

- 2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the South Coast British Columbia Transportation Authority Act, SBC 1998, c. 30;

“**Adoption Date**” means the date on which the Board of Directors adopts this Bylaw;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**Apartment Dwelling Unit**” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“**Building Permit**” means any permit required by a Collection Entity that authorizes the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

“**Capital Costs**” has the same meaning as in the Act;

“**Coach/Laneway House**” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Dwelling;

“**Collection Entity**” has the same meaning as in the Act;

“**Combination Development**” means any Development that comprises two or more of the following uses:

- (a) Single Family Dwelling;

- (b) Duplex;
- (c) Townhouse Dwelling Unit;
- (d) Apartment Dwelling Unit;
- (e) Retail/Service Use;
- (f) Office Use;
- (g) Institutional Use; and
- (h) Industrial Use;

“Community Charter” means the *Community Charter*, SBC 2003, c. 26;

“Development” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“Duplex” means a building or structure that contains or may contain two Dwelling Units, each of which Dwelling Units has a direct exterior entrance and may contain one Secondary Suite, but neither of which Dwelling Units is itself a Secondary Suite;

“Dwelling Unit” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which is provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“Effective Date” means January 1, 2026;

“Eligible Project” has the same meaning as in the Act;

“Floor Area” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Industrial Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the manufacture, processing, fabrication, assembly, storage, transportation, distribution, wholesale, testing, service, repair, wrecking, recycling or salvaging of goods, materials or things for direct use or resale to business customers, and not for the general public but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Industrial Use;

“Institutional Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for public functions including:

- (a) schools, and colleges and universities operated by duly incorporated federal or provincial societies exclusively as non-profit, charitable organization;
- (b) hospital;
- (c) community centre;
- (d) courts, police stations and jail;
- (e) libraries and museum; and
- (f) buildings or structures associated with public parks, public playgrounds, cemeteries and works yards;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Institutional Use.

“In-stream” has the same meaning as in the Act;

“Issuing Entity” has the same meaning as in the Act;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Local Government Act” means the *Local Government Act*, RSBC 2015, c. 1;

“Municipal Charges” means development cost charges, infrastructure impact charges, or similar charges imposed by a Collection Entity under the Local Government Act, the Community Charter, the Vancouver Charter or the University Act, as the case may be;

“Non-Residential Use” means Retail/Service Use, Institutional Use, Office Use and Industrial Use;

“Office Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the provision of administrative, clerical, management, professional or technical services, but excludes such use(s) where they are ancillary to an Industrial Use, Institutional Use or Retail/Service Use;

“Parcel” means any lot, block or other area in which land is held or into which land is legally subdivided and for greater certainty, without limiting the foregoing, includes a strata lot under the Strata Property Act;

“Precursor Application” has the same meaning as in the Act;

“Rate Schedule” means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

“Reserve Fund” means the reserve fund established pursuant to Section 5.(1), to which development cost charges are to be deposited pursuant to this Bylaw;

“Residential Use” means Single Family Dwelling, Duplex, Townhouse Dwelling Unit and Apartment Dwelling Unit;

“Retail/Service Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the sale or rental of goods or services, personal services, or the servicing and repair of goods and includes:

- (a) entertainment and recreation facilities;
- (b) commercial schools, including, without limitation, facilities which include instruction in the arts, sports, business, self-improvement, academics and trades;
- (c) service stations;
- (d) tourist accommodations and facilities’;
- (e) adult or child day-care centres;
- (f) Sleeping Units;
- (g) community care and congregate housing and care;
- (h) any use permitted as a commercial use;
- (i) uses ancillary to any commercial use located on the same Parcel that serves or enhances the commercial use;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Retail/Service Use;

“**Secondary Suite**” has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means an accessory Dwelling Unit within a building of residential occupancy containing no more than two principal Dwelling Units;

“**Single Family Dwelling**” means a detached building or structure that contains one principal Dwelling Unit and may contain one Secondary Suite;

“**Sleeping Units**” means one or more rooms that do not contain cooking facilities used for the lodging of persons;

“**Strata Property Act**” means the *Strata Property Act*, SBC 1998, c. 43;

“**Subdivision**” means:

- (a) the division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the Land Title Act; and
- (b) a subdivision under the Strata Property Act;

and includes the consolidation of two or more Parcels, and phased strata plans;

“**Townhouse Dwelling Unit**” means a Dwelling Unit in a building or structure that contains or may contain three or more Dwelling Units, each of which Dwelling Unit has a direct exterior entrance;

“**Transportation Service Region**” has the same meaning as in the Act;

“**University Act**” means the *University Act*, RSBC 1996, c. 468; and

“**Vancouver Charter**” means the *Vancouver Charter*, SBC 1953, c. 55.

2.(2) Statutory References. In this Bylaw, each reference to a statute is deemed to be a reference to that statute, as amended, re-enacted or replaced from time to time.

3. DEVELOPMENT COST CHARGES

3.(1) Application of Development Cost Charges. Subject to Section 3.(4) and Section 6, every person who obtains from the applicable Collection Entity:

- (a) approval of a Subdivision that is in the Transportation Service Region; or
- (b) a Building Permit;

must pay to that Collection Entity on behalf of the Authority, the applicable development cost charges at the rates effective as at the date of the approval of

the Subdivision or the issuance of the Building Permit, as the case may be, at the applicable time set out in Section 3.(7) and otherwise as set out in this Bylaw.

- 3.(2) No Exemption. Without limiting the generality of Section 3.1, a Building Permit in Section 3.1(b) includes a permit authorizing the construction, alteration or extension of any building or structure that will, after the construction, alteration, or extension, contain one or more Dwelling Units and be put to no other use than the Residential Use in those Dwelling Units.
- 3.(3) Secondary Suites. Notwithstanding anything to the contrary contained in this Bylaw, development cost charges are not payable under this Bylaw for the construction, alteration or extension of one Secondary Suite in a Single Family Dwelling or Duplex or for the construction, alteration or extension of a Coach/Laneway House.
- 3.(4) Exemptions from Development Cost Charges. A development cost charge is not payable:
 - (a) in relation to a Development authorized by a Building Permit that authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under any of the following:
 - (i) section 220(1)(h) of the Community Charter;
 - (ii) section 224(2)(f) of the Community Charter;
 - (iii) section 15(1)(d) of the *Taxation (Rural Area) Act*, RSBC 1996, c. 448;
 - (iv) section 396(1)(c)(iv) of the Vancouver Charter; or
 - (v) a law of a treaty first nation that provides for an exemption similar to an exemption under paragraphs (i) to (iv) of this subsection;
 - (b) if a development cost charge has previously been paid for the same Development unless, as a result of further development, additional Capital Cost burdens will be imposed on the Authority;
 - (c) if the Development does not impose additional Capital Cost burdens on the Authority;
 - (d) in relation to the construction, alteration or extension of self-contained Dwelling Units in a building authorized by a Building Permit if:
 - (i) each unit is no larger in area than 29 square metres (312.153 sq. ft.), and

- (ii) each unit is to be put to no use other than the Residential Use in those Dwelling Units; or
 - (e) in relation to a Development authorized by a Building Permit if the value of the work authorized by the permit does not exceed \$50,000.
- 3.(5) Calculation of Development Cost Charges. Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule.
- 3.(6) Combination Development. Without restricting the generality of Section 3.(5), the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each Residential Use and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.
- 3.(7) Timing of Payment of Development Cost Charges. Subject to Section 3.(8), development cost charges imposed under this Bylaw must be paid to the Collection Entity approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
 - (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Collection Entity are payable to that Collection Entity; or
 - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Collection Entity, as follows:
 - (i) where an application is made only for Subdivision, then prior to the issuance of the approval of the Subdivision by the Collection Entity;
 - (ii) where an application is made only for a Building Permit, then prior to the issuance of the Building Permit by the Collection Entity; or
 - (iii) where application is made for both Subdivision and for a Building Permit, then only prior to the issuance of the Building Permit by the Collection Entity.
- 3.(8) Payment of Development Cost Charges by Instalments. The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under subsection 34.21(5) of the Act applies to the Development and authorizes the payment of development cost charges in instalments, in which case the development cost charges imposed may be paid in instalments in accordance with the provisions of such regulation.

4. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES.

4.(1) Collection of Development Cost Charges by Collection Entities. Subject to Section 7.(1), each Collection Entity must:

- (a) collect the development cost charges imposed on a Development under this Bylaw; and
- (b) must not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid in full or, if such development cost charges are being paid in instalments in accordance with a regulation referred to in Section 3.(8), the first such instalment has been paid and the security required under that regulation has been deposited;

all in accordance with Section 3.

4.(2) Separate Account. Subject to Section 7.(1), each Collection Entity must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold such monies in that separate account, in trust for the Authority, until the monies are remitted to the Authority under Section 4.(3).

4.(3) Remittance of Development Cost Charges by Collection Entities. Each Collection Entity, within 30 days after June 30 and December 31 of each year, must remit to the Authority the total amount of development cost charges collected by the Collection Entity under this Bylaw during the six month period immediately preceding such date, or an amount equal to such development cost charges if the Collection Entity did not collect development cost charges under this Bylaw, together with the statement referred to in Section 4.(4).

4.(4) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:

- (a) the number and type of use of all Residential Use Parcels or Dwelling Units on which development cost charges were levied or otherwise payable by it under this Bylaw;
- (b) the aggregate Floor Area of each type of Non-Residential Use buildings or structures on which development cost charges were levied or otherwise payable by it under this Bylaw (calculated in accordance with the Rate Schedule);
- (c) the legal description and civic address of each Parcel on which development cost charges were levied or otherwise payable by it under this Bylaw, and whether such development cost charges were levied or otherwise payable in respect of a Subdivision or a Building Permit;

- (d) the date and amount of each payment of development cost charges levied or otherwise payable by it under this Bylaw and where Section 3.(8) applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;
 - (e) the total amount of all development cost charges levied or otherwise payable by it under this Bylaw and, where applicable, the total amount of all remaining instalment payments;
 - (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
 - (g) the number and type of use of all Dwelling Units and the aggregate Floor Area of each type of Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 4.(5) Records. Each Collection Entity shall retain, for a period of four years, sufficient records to support the statements and payments referred to in Sections 4.(3) and 4.(4).
- 4.(6) Inspection and Review of Collection Entity Records. The Authority may, at any time, subject to first giving reasonable notice to any Collection Entity, inspect any and all records of the Collection Entity relating to the information required under Section 4.(4), the calculation, collection and remittance by the Collection Entity of development cost charges levied under this Bylaw, and the calculation and remittance by the Collection Entity of any payments required under Section 4. Each Collection Entity shall permit any employee or agent of the Authority to inspect the records referred to above and to make and take away copies of those records.

5. RESERVE FUND AND USE OF DEVELOPMENT COST CHARGES

- 5.(1) Establishment of Reserve Fund. The Reserve Fund is hereby established.
- 5.(2) Amounts Received. Amounts received by the Authority under Section 3.(1) or Section 7.(1) must be deposited in, or be credited to, the Reserve Fund.

6. EFFECTIVE DATE AND TRANSITION.

- 6.(1) Effective Date. This Bylaw shall come into force on the Effective Date. South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall be repealed as of the Effective Date, except with respect to a Subdivision application described in Section 6.(2) below, in which case South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall continue to apply to such Subdivision application as and to the extent provided in Section 6.(2) below, and

except with respect to a Building Permit application described in Section 6.(4) below, in which case South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall continue to apply to such Building Permit application as and to the extent provided in Section 6.(4) below. South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall be wholly repealed on the date that is 12 months after the Adoption Date.

- 6.(2) Transitional regarding Subdivision Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall continue to apply, for a period of 12 months after the Adoption Date with respect to:
- (a) a Subdivision of land located within a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a designated municipal officer in accordance with the applicable procedures established by the Collection Entity and the applicable subdivision fee has been paid;
 - (b) subject to paragraph (c), a Subdivision of land located outside a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a district highway manager in a form satisfactory to that official; or
 - (c) a Subdivision of land in respect of a parcel of treaty lands of a treaty first nation if, before the Adoption Date, the application for such Subdivision has been submitted to the approving officer and the applicable subdivision fee has been paid.
- 6.(3) Agreement with Applicant for Subdivision. Section 6.(2) does not apply if the applicant for that Subdivision agrees in writing that this Bylaw should have effect.
- 6.(4) Transitional regarding Building Permit Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. 155-2024 shall continue to apply, with respect to the construction, alteration or extension of a building or structure if:
- (a) the Building Permit authorizing that construction, alteration or extension is issued within 12 months after the Adoption Date; and
 - (b) a Precursor Application in relation to that Building Permit is In-stream on the Adoption Date.
- 6.(5) Agreement with Applicant for Building Permit. Section 6.(4) does not apply if the applicant for that Building Permit agrees in writing that this Bylaw should have effect.

7. REPLACEMENT OF DEVELOPMENT COST CHARGES

- 7.(1) Collection Entity Agreements. Despite any other provision of this Bylaw, the Authority may, in accordance with section 34.31 of the Act, enter into an agreement or agreements with any Collection Entity under which:
- (a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Collection Entity; and
 - (b) the Collection Entity agrees to pay to the Authority an amount equal to the development cost charges that the Collection Entity would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.
- 7.(2) Failure to Remit Development Cost Charges. If a Collection Entity fails, for any reason, other than under an agreement under Section 7.(1), to collect any development cost charges payable under this Bylaw or to remit to the Authority any development cost charges collected by it, the Collection Entity must pay to the Authority on demand an amount equal to the development cost charges that the Collection Entity should have collected or remitted under this Bylaw.

8. INTERPRETATION

- 8.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.
- 8.(2) Schedule. Schedule A is attached to and forms part of this Bylaw.

READ A FIRST, SECOND AND THIRD TIME this 3rd day of December, 2025.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 3rd day of December, 2025.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel & Corporate Secretary

SCHEDULE A
DEVELOPMENT COST CHARGE BYLAW
RATE SCHEDULE

Type of Development	Rates effective January 1, 2026
Single Family Dwelling	\$3,416 per Dwelling Unit
Duplex	\$2,837 per Dwelling Unit
Townhouse Dwelling Unit	\$2,837 per Dwelling Unit
Apartment Dwelling Unit	\$1,774 per Dwelling Unit
Retail/Service	\$1.44 per sq. ft. of Floor Area*
Office	\$1.16 per sq. ft. of Floor Area*
Institutional	\$0.56 per sq. ft. of Floor Area*
Industrial	\$0.34 per sq. ft. of Floor Area*

*Calculated as the rate multiplied by the number of square feet of Floor Area

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER ~~155159-2024~~2025**

A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES

Effective January 1, ~~2025~~2026

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SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER ~~155159-2024~~2025

WHEREAS:

A. Pursuant to Part 3.1 of the Act, the Authority may, by bylaw, impose development cost charges on every person who obtains approval of a Subdivision or a Building Permit authorizing the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

B. Development cost charges provide funds to assist the Authority to pay the Capital Costs of Eligible Projects to service, directly or indirectly, the Development for which the charge is being imposed;

C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the Authority may waive or reduce development cost charges for eligible developments;

D. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 124-2018, the Authority set development cost charges effective January 15, 2019. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 143-2021, the Authority set revised development cost charges effective January 1, 2022. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 151-2023, the Authority set revised development cost charges effective January 1, 2024. Pursuant to South Coast British Columbia Transportation Authority Bylaw No. 155-2024, the Authority set revised development cost charges effective January 1, 2025. The Authority wishes to set further revised development cost charges pursuant to this Bylaw;

E. In setting development cost charges under this Bylaw, the Authority has taken the following into consideration:

- (a) future land use patterns and development;
- (b) the phasing of works and services;
- (c) how development designed to result in a low environmental impact may affect the Capital Costs of an Eligible Project;
- (d) whether the charges are excessive in relation to the Capital Costs of prevailing standards of service in the Transportation Service Region;
- (e) whether the charges will, in the Transportation Service Region:
 - (i) deter development;
 - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; or

- (iii) discourage development designed to result in a low environmental impact;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. CITATION

- 1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. ~~455159-2024~~2025”.
- 1.(2) This Bylaw may be cited as the “Development Cost Charge Bylaw No. ~~455159-2024~~2025”.

2. INTERPRETATION

- 2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the South Coast British Columbia Transportation Authority Act, SBC 1998, c. 30;

“**Adoption Date**” means the date on which the Board of Directors adopts this Bylaw;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**Apartment Dwelling Unit**” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“**Building Permit**” means any permit required by a Collection Entity that authorizes the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

“**Capital Costs**” has the same meaning as in the Act;

“**Coach/Laneway House**” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Dwelling;

“**Collection Entity**” has the same meaning as in the Act;

“Combination Development” means any Development that comprises two or more of the following uses:

- (a) Single Family Dwelling;
- (b) Duplex;
- (c) Townhouse Dwelling Unit;
- (d) Apartment Dwelling Unit;
- (e) Retail/Service Use;
- (f) Office Use;
- (g) Institutional Use; and
- (h) Industrial Use;

“Community Charter” means the *Community Charter*, SBC 2003, c. 26;

“Development” means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

“Duplex” means a building or structure that contains or may contain two Dwelling Units, each of which Dwelling Units has a direct exterior entrance and may contain one Secondary Suite, but neither of which Dwelling Units is itself a Secondary Suite;

“Dwelling Unit” means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which is provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

“Effective Date” means January 1, ~~2025~~2026;

“Eligible Project” has the same meaning as in the Act;

“Floor Area” means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or

- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

“Industrial Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the manufacture, processing, fabrication, assembly, storage, transportation, distribution, wholesale, testing, service, repair, wrecking, recycling or salvaging of goods, materials or things for direct use or resale to business customers, and not for the general public but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Industrial Use;

“Institutional Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for public functions including:

- (a) schools, and colleges and universities operated by duly incorporated federal or provincial societies exclusively as non-profit, charitable organization;
- (b) hospital;
- (c) community centre;
- (d) courts, police stations and jail;
- (e) libraries and museum; and
- (f) buildings or structures associated with public parks, public playgrounds, cemeteries and works yards;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Institutional Use.;

“In-stream” has the same meaning as in the Act;

“Issuing Entity” has the same meaning as in the Act;

“Land Title Act” means the *Land Title Act*, RSBC 1996, c.250;

“Local Government Act” means the *Local Government Act*, RSBC 2015, c. 1;

“Municipal Charges” means development cost charges, infrastructure impact charges, or similar charges imposed by a Collection Entity under the Local Government Act, the Community Charter, the Vancouver Charter or the University Act, as the case may be;

“Non-Residential Use” means Retail/Service Use, Institutional Use, Office Use and Industrial Use;

“Office Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the provision of administrative, clerical, management, professional or technical services, but excludes such use(s) where they are ancillary to an Industrial Use, Institutional Use or Retail/Service Use;

“Parcel” means any lot, block or other area in which land is held or into which land is legally subdivided and for greater certainty, without limiting the foregoing, includes a strata lot under the Strata Property Act;

“Precursor Application” has the same meaning as in the Act;

“Rate Schedule” means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

“Reserve Fund” means the reserve fund established pursuant to Section 5.(1), to which development cost charges are to be deposited pursuant to this Bylaw;

“Residential Use” means Single Family Dwelling, Duplex, Townhouse Dwelling Unit and Apartment Dwelling Unit;

“Retail/Service Use” has the meaning given to such term in the applicable zoning bylaw of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means a use providing for the sale or rental of goods or services, personal services, or the servicing and repair of goods and includes:

- (a) entertainment and recreation facilities;
- (b) commercial schools, including, without limitation, facilities which include instruction in the arts, sports, business, self-improvement, academics and trades;
- (c) service stations;
- (d) tourist accommodations and facilities’;
- (e) adult or child day-care centres;
- (f) Sleeping Units;

- (g) community care and congregate housing and care;
- (h) any use permitted as a commercial use;
- (i) uses ancillary to any commercial use located on the same Parcel that serves or enhances the commercial use;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Retail/Service Use;

“Secondary Suite” has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the relevant building or structure is located or, in the absence of such a definition, means an accessory Dwelling Unit within a building of residential occupancy containing no more than two principal Dwelling Units;

“Single Family Dwelling” means a detached building or structure that contains one principal Dwelling Unit and may contain one Secondary Suite;

“Sleeping Units” means one or more rooms that do not contain cooking facilities used for the lodging of persons;

“Strata Property Act” means the *Strata Property Act*, SBC 1998, c. 43;

“Subdivision” means:

- (a) the division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the Land Title Act; and
- (b) a subdivision under the Strata Property Act;

and includes the consolidation of two or more Parcels, and phased strata plans;

“Townhouse Dwelling Unit” means a Dwelling Unit in a building or structure that contains or may contain three or more Dwelling Units, each of which Dwelling Unit has a direct exterior entrance;

“Transportation Service Region” has the same meaning as in the Act;

“University Act” means the *University Act*, RSBC 1996, c. 468; and

“Vancouver Charter” means the *Vancouver Charter*, SBC 1953, c. 55.

2.(2) Statutory References. In this Bylaw, each reference to a statute is deemed to be a reference to that statute, as amended, re-enacted or replaced from time to time.

3. DEVELOPMENT COST CHARGES

3.(1) Application of Development Cost Charges. Subject to Section 3.(4) and Section 6, every person who obtains from the applicable Collection Entity:

- (a) approval of a Subdivision that is in the Transportation Service Region; or
- (b) a Building Permit;

must pay to that Collection Entity on behalf of the Authority, ~~before or at the time of the approval of the Subdivision or the issuance of the Building Permit,~~ the applicable development cost charges at the rates effective as at the date of the approval of the Subdivision or the issuance of the Building Permit, as the case may be, at the applicable time set out in Section 3.(7) and otherwise ~~all~~ as set out in this Bylaw.

- 3.(2) No Exemption. Without limiting the generality of Section 3.1, a Building Permit in Section 3.1(b) includes a permit authorizing the construction, alteration or extension of any building or structure that will, after the construction, alteration, or extension, contain one or more Dwelling Units and be put to no other use than the Residential Use in those Dwelling Units.
- 3.(3) Secondary Suites. Notwithstanding anything to the contrary contained in this Bylaw, development cost charges are not payable under this Bylaw for the construction, alteration or extension of one Secondary Suite in a Single Family Dwelling or Duplex or for the construction, alteration or extension of a Coach/Laneway House.
- 3.(4) Exemptions from Development Cost Charges. A development cost charge is not payable:
 - (a) in relation to a Development authorized by a Building Permit that authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under any of the following:
 - (i) section 220(1)(h) of the Community Charter;
 - (ii) section 224(2)(f) of the Community Charter;
 - (iii) section 15(1)(d) of the *Taxation (Rural Area) Act*, RSBC 1996, c. 448;
 - (iv) section 396(1)(c)(iv) of the Vancouver Charter; or
 - (v) a law of a treaty first nation that provides for an exemption similar to an exemption under paragraphs (i) to (iv) of this subsection;
 - (b) if a development cost charge has previously been paid for the same Development unless, as a result of further development, additional Capital Cost burdens will be imposed on the Authority;
 - (c) if the Development does not impose additional Capital Cost burdens on the Authority;

- (d) in relation to the construction, alteration or extension of self-contained Dwelling Units in a building authorized by a Building Permit if:
 - (i) each unit is no larger in area than 29 square metres (312.153 sq. ft.), and
 - (ii) each unit is to be put to no use other than the Residential Use in those Dwelling Units; or
 - (e) in relation to a Development authorized by a Building Permit if the value of the work authorized by the permit does not exceed \$50,000.
- 3.(5) Calculation of Development Cost Charges. Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule.
- 3.(6) Combination Development. Without restricting the generality of Section 3.(5), the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each Residential Use and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.
- 3.(7) Timing of Payment of Development Cost Charges. Subject to Section 3.(8), development cost charges imposed under this Bylaw must be paid to the Collection Entity approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
 - (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Collection Entity are payable to that Collection Entity; or
 - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Collection Entity, as follows:
 - (i) where an application is made only for Subdivision, then prior to the issuance of the approval of the Subdivision by the Collection Entity;
 - (ii) where an application is made only for a Building Permit, then prior to the issuance of the Building Permit by the Collection Entity; or
 - (iii) where application is made for both Subdivision and for a Building Permit, then only prior to the issuance of the Building Permit by the Collection Entity.
- 3.(8) Payment of Development Cost Charges by Instalments. The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under subsection 34.21(5) of the Act applies to the Development and authorizes the payment of development cost charges in instalments, in which case

the development cost charges imposed may be paid in instalments in accordance with the provisions of such regulation.

4. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES.

4.(1) Collection of Development Cost Charges by Collection Entities. Subject to Section 7.(1), each Collection Entity must:

- (a) collect the development cost charges imposed on a Development under this Bylaw; and
- (b) must not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid in full or, if such development cost charges are being paid in instalments in accordance with a regulation referred to in Section 3.(8), the first such instalment has been paid and the security required under that regulation has been deposited;

all in accordance with Section 3.

4.(2) Separate Account. Subject to Section 7.(1), each Collection Entity must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold such monies in that separate account, in trust for the Authority, until the monies are remitted to the Authority under Section 4.(3).

4.(3) Remittance of Development Cost Charges by Collection Entities. Each Collection Entity, within 30 days after June 30 and December 31 of each year, must remit to the Authority the total amount of development cost charges collected by the Collection Entity under this Bylaw during the six month period immediately preceding such date, or an amount equal to such development cost charges if the Collection Entity did not collect development cost charges under this Bylaw, together with the statement referred to in Section 4.(4).

4.(4) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:

- (a) the number and type of use of all Residential Use Parcels or Dwelling Units on which development cost charges were levied or otherwise payable by it under this Bylaw;
- (b) the aggregate Floor Area of each type of Non-Residential Use buildings or structures on which development cost charges were levied or otherwise payable by it under this Bylaw (calculated in accordance with the Rate Schedule);

- (c) the legal description and civic address of each Parcel on which development cost charges were levied or otherwise payable by it under this Bylaw, and whether such development cost charges were levied or otherwise payable in respect of a Subdivision or a Building Permit;
 - (d) the date and amount of each payment of development cost charges levied or otherwise payable by it under this Bylaw and where Section 3.(8) applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;
 - (e) the total amount of all development cost charges levied or otherwise payable by it under this Bylaw and, where applicable, the total amount of all remaining instalment payments;
 - (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
 - (g) the number and type of use of all Dwelling Units and the aggregate Floor Area of each type of Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 4.(5) Records. Each Collection Entity shall retain, for a period of four years, sufficient records to support the statements and payments referred to in Sections 4.(3) and 4.(4).
- 4.(6) Inspection and Review of Collection Entity Records. The Authority may, at any time, subject to first giving reasonable notice to any Collection Entity, inspect any and all records of the Collection Entity relating to the information required under Section 4.(4), the calculation, collection and remittance by the Collection Entity of development cost charges levied under this Bylaw, and the calculation and remittance by the Collection Entity of any payments required under Section 4. Each Collection Entity shall permit any employee or agent of the Authority to inspect the records referred to above and to make and take away copies of those records.

5. RESERVE FUND AND USE OF DEVELOPMENT COST CHARGES

- 5.(1) Establishment of Reserve Fund. The Reserve Fund is hereby established.
- 5.(2) Amounts Received. Amounts received by the Authority under Section 3.(1) or Section 7.(1) must be deposited in, or be credited to, the Reserve Fund.

6. EFFECTIVE DATE AND TRANSITION.

- 6.(1) Effective Date. This Bylaw shall come into force on the Effective Date. South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall be repealed as of the Effective Date, except with respect to a Subdivision application described in Section 6.(2) below, in which case South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall continue to apply to such Subdivision application as and to the extent provided in Section 6.(2) below, and except with respect to a Building Permit application described in Section 6.(4) below, in which case South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall continue to apply to such Building Permit application as and to the extent provided in Section 6.(4) below. South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall be wholly repealed on the date that is 12 months after the Adoption Date.
- 6.(2) Transitional regarding Subdivision Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall continue to apply, for a period of 12 months after the Adoption Date with respect to:
- (a) a Subdivision of land located within a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a designated municipal officer in accordance with the applicable procedures established by the Collection Entity and the applicable subdivision fee has been paid;
 - (b) subject to paragraph (c), a Subdivision of land located outside a municipality if, before the Adoption Date, the application for such Subdivision has been submitted to a district highway manager in a form satisfactory to that official; or
 - (c) a Subdivision of land in respect of a parcel of treaty lands of a treaty first nation if, before the Adoption Date, the application for such Subdivision has been submitted to the approving officer and the applicable subdivision fee has been paid.
- 6.(3) Agreement with Applicant for Subdivision. Section 6.(2) does not apply if the applicant for that Subdivision agrees in writing that this Bylaw should have effect.
- 6.(4) Transitional regarding Building Permit Applications. This Bylaw has no effect, and South Coast British Columbia Transportation Authority Bylaw No. ~~454155-2023-2024~~ shall continue to apply, with respect to the construction, alteration or extension of a building or structure if:
- (a) the Building Permit authorizing that construction, alteration or extension is issued within 12 months after the Adoption Date; and

(b) a Precursor Application in relation to that Building Permit is In-stream on the Adoption Date.

6.(5) Agreement with Applicant for Building Permit. Section 6.(4) does not apply if the applicant for that Building Permit agrees in writing that this Bylaw should have effect.

7. REPLACEMENT OF DEVELOPMENT COST CHARGES

7.(1) Collection Entity Agreements. Despite any other provision of this Bylaw, the Authority may, in accordance with section 34.31 of the Act, enter into an agreement or agreements with any Collection Entity under which:

(a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Collection Entity; and

(b) the Collection Entity agrees to pay to the Authority an amount equal to the development cost charges that the Collection Entity would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.

7.(2) Failure to Remit Development Cost Charges. If a Collection Entity fails, for any reason, other than under an agreement under Section 7.(1), to collect any development cost charges payable under this Bylaw or to remit to the Authority any development cost charges collected by it, the Collection Entity must pay to the Authority on demand an amount equal to the development cost charges that the Collection Entity should have collected or remitted under this Bylaw.

8. INTERPRETATION

8.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

8.(2) Schedule. Schedule A is attached to and forms part of this Bylaw.

READ A FIRST, SECOND AND THIRD TIME this ~~4th~~3rd day of December, ~~2024~~2025.

RECONSIDERED, PASSED AND FINALLY ADOPTED this ~~3rd~~4th-day of December, ~~2024~~2025.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel & Corporate Secretary

SCHEDULE A
DEVELOPMENT COST CHARGE BYLAW
RATE SCHEDULE

Type of Development	Rates effective January 1, 2025 <u>2026</u>
Single Family Dwelling	\$3, 330 <u>416</u> per Dwelling Unit
Duplex	\$2, 837 <u>765</u> per Dwelling Unit
Townhouse Dwelling Unit	\$2, 837 <u>765</u> per Dwelling Unit
Apartment Dwelling Unit	\$1, 774 <u>229</u> per Dwelling Unit
Retail/Service	\$1. 440 per sq. ft. of Floor Area*
Office	\$1. 163 per sq. ft. of Floor Area*
Institutional	\$0. 565 per sq. ft. of Floor Area*
Industrial	\$0. 343 per sq. ft. of Floor Area*

*Calculated as the rate multiplied by the number of square feet of Floor Area

PROVINCE OF BRITISH COLUMBIA
REGULATION OF THE MINISTER OF
HOUSING AND MUNICIPAL AFFAIRS

Local Government Act

Ministerial Order No. M197

I, Ravi Kahlon, Minister of Housing and Municipal Affairs, order that, effective January 1, 2026, the Development Cost Charge and Amenity Cost Charge (Instalments) Regulation, B.C. Reg. 166/84, is amended as set out in the attached Schedule.

June 30, 2025

Date



Minister of Housing and Municipal Affairs

(This part is for administrative purposes only and is not part of the Order.)

Authority under which Order is made:

Act and section: *Local Government Act*, R.S.B.C. 2015, c. 1, ss. 559, 570.2 and 572

Other:

R10917317

SCHEDULE

- 1** *The Development Cost Charge and Amenity Cost Charge (Instalments) Regulation, B.C. Reg. 166/84, is amended by repealing the title and substituting the following:*

DEVELOPMENT CHARGE (INSTALMENTS) REGULATION .

- 2** *Section 1 is amended*

- (a) by adding the following definition:*

“Act” means the *Local Government Act*; ,

- (b) by repealing the definition of “charge” and substituting the following:*

“charge” means a charge imposed under any of the following provisions of the Act:

- (a) section 559 (1) [*development cost charges*];
- (b) section 570.2 (1) [*amenity cost charges*];
- (c) section 572 (1) [*school site acquisition charges*]; , **and**

- (c) by adding the following definition:*

“index date”, in relation to a charge, means the date of the subdivision approval or issuance of a building permit to which the charge relates.

- 3** *Section 4 is repealed and the following substituted:*

Payment of charge

- 4** A developer who elects to pay a charge in instalments must pay
- (a) 1/4 of the charge on the index date, and
 - (b) the balance of the charge by the earlier of
 - (i) the date that is 4 years after the index date, and
 - (ii) if occupancy permits are required under section 298 (1) (d) [*building regulation bylaws*] of the Act in relation to the development, the date that is 15 business days after the date on which
 - (A) all of the required occupancy permits have been issued, and
 - (B) the local government gives written notice to the developer that the conditions, if any, in those permits have been satisfied and payment of the balance of the charge is due.

- 4** *Section 7 is repealed and the following substituted:*

Surety for payment of charge

- 7** (1) A developer who elects to pay a charge in instalments must, on the index date for the charge, deposit with the financial officer a surety in the form of
- (a) an on-demand surety bond of an insurer that has a business authorization issued under the *Financial Institutions Act*,

- (b) an irrevocable letter of credit from
 - (i) a bank, or
 - (ii) a credit union or trust company that has a business authorization issued under the *Financial Institutions Act*, or
 - (c) a security duly assigned.
- (2) Subject to subsection (4), a financial officer may decline to accept the deposit of a surety under subsection (1) if the financial officer is not satisfied that, on default, the balance of the charge will be recoverable.
- (3) For certainty, subsection (2) does not authorize a financial officer to require or prohibit deposit of a form of surety described in subsection (1) (a), (b) or (c).
- (4) Subsection (2) does not apply in relation to an on-demand surety bond for a charge if the following criteria are met:
 - (a) the insurer who issues the bond has one of the following credit ratings:
 - (i) a rating of at least A- from AM Best;
 - (ii) a rating of at least A+ from Fitch Ratings;
 - (iii) a rating of at least A1 from Moody's;
 - (iv) a rating of at least A (high) from Morningstar DBRS;
 - (v) a rating of at least A+ from S&P Global Ratings;
 - (b) the bond provides the following:
 - (i) the insurer must pay the local government the balance of the charge within 15 business days after the local government demands payment from the insurer in accordance with subparagraph (ii);
 - (ii) a demand referred to in subparagraph (i) must be made in writing and must include
 - (A) a statement that the local government has determined that the developer has failed to pay the balance of the charge in accordance with section 4 (b), and
 - (B) the balance of the charge;
 - (iii) a payment referred to in subparagraph (i) must be made despite any objection by the developer, and the insurer may not assert any defence or other grounds for not making the payment;
 - (iv) the insurer may not terminate its obligations under the bond unless
 - (A) the insurer gives written notice to the local government and the developer at least 90 days before the date on which the insurer intends to terminate its obligations, and
 - (B) the developer deposits another surety in accordance with this section at least 30 days before the date on which the insurer intends to terminate its obligations.

I am pleased to provide this update report to the TransLink Board of Directors.

As we celebrate 40 and 30 years of excellence for SkyTrain and West Coast Express in 2025, our teams continue to deliver safe and reliable rail services for the residents of Metro Vancouver and the Fraser Valley on a daily basis while we simultaneously manage and support historic expansion projects and state of good repair initiatives. In Q3, we passed several key milestones with our facility expansion and the launch of the new Mark 5 trains. In addition, many important customer-facing and infrastructure work have progressed as we build on our strong foundations to deliver excellent rail services for the next 40 years.

BCRTC Objective: Deliver Excellent Service

Service

SkyTrain service on the Expo and Millennium lines remains frequent, reliable, and safe. In Q3, our service delivery continued to perform above expectations while improvements to our on-time performance (OTP) score continued to show progress, with this key indicator surpassing our targeted performance for the quarter. In Q3, trains were on-time 95.6% of the time and delivered 99.7% of our scheduled service. Mitigations put in place to improve service and OTP in Q1 have been effective.

West Coast Express ridership continued to grow. Ridership for the quarter saw 433,000 boardings, which is 15% greater than the same period in 2024. SkyTrain ridership on the Expo/Millennium lines and the Canada Line remained similar to Q2 with 26.5M and 11.3M boardings respectively. SkyTrain ridership has dipped in 2025 compared to 2024 because of low population growth, economic uncertainty, and a reduction in international students.

The SkyTrain customer satisfaction survey score of 8.1 in Q3 remained high. There were improvements shown in several categories including safety and cleanliness. Areas for improvement were noted in staff availability and delays announced.

Passenger injuries continued to be better than target, maintaining our positive results from the previous quarter. A winter safety campaign for Q4 will focus on messaging that urges passengers to hold on, slow down, and stay back to keep them safe in-and-around stations, platforms and train cars.

The Escalator availability score this quarter has increased compared to the previous quarters and is better than target (95.3%) with an availability of 95.6%. Elevator availability continues to perform well with 99.4% availability compared to the target of 98.5%.

State of Good Repair

Our Rail Infrastructure team completed 38 km of rail grinding, replaced 24 switch machines, and successfully completed 2 full turnout replacements, as well as power rail upgrades in the Scott Road to King George area.

Phase 1 of the Expo Line elevator replacement project continues at Nanaimo and 22nd Street Stations. The last two stations (Stadium-Chinatown and Waterfront Stations) which are part of this current phase will commence at the beginning of Q4. These replacements are expected to take 4-6 months to complete.

Additional maintenance work at SkyTrain properties this quarter include station recoating (Holdom), the opening of the Metrotown Station public washroom, and roof replacement work completed at the Edmonds operations and maintenance facilities.

BCRTC continues to advance the development of its Quality Management System (QMS), anchored by a formally established Quality Vision and aligned with the ISO 9001 framework. Core elements of the system have been implemented to strengthen compliance and continuous improvement. These elements include a structured change management process, quality audit program, supplier quality management framework, nonconformity control, and a corrective action program. Each department is actively engaged in assessing the maturity of its key processes, with a focus on formalizing documentation to preserve institutional knowledge, ensure consistent execution, and support effective training across the organization. This foundational work is positioning BCRTC for long-term operational excellence.

BCRTC Objectives: A Healthy, Motivated, and Fulfilled Team

Employee Safety

In Q3, the physical lost time injury frequency rate of 4.9 missed the company's target of 3.9 injuries for every 200,000 hours worked, slowing the positive momentum of the previous three quarters of better than target scores. The main areas of concern this quarter involved sprains and muscle and joint strains. The mental health claim rate was 0.7 for the quarter, with two employees witnessing a traumatic event.

The Rail Safety department continues to conduct deep dives into injury trends and implement prevention plans. For mental health claims, staff continue to be supported through our benefits program in addition to our Critical Incident Support team, which provides employees with emotional and psychological support and outreach resources.

People and Culture

We are proudly maintaining high attraction and retention rates, and low retirement rates (from among those eligible), confirming that BCRTC remains a preferred employer. Multiple BCRTC teams are working with TransLink to deliver a campaign to market the hundreds of positions BCRTC needs to fill ahead of the opening of the Broadway Subway Project. This social and media awareness campaign, complemented with station and vehicle ads, will launch in Q4.

BCRTC Objective: Achieve Future Readiness

BCRTC continues to plan, support, and help deliver the rail system's major expansion program. This includes supporting the Broadway Subway and Surrey-Langley SkyTrain (SLS) projects, plus the new Operations Control Centre (OCC2), the new Operations and Maintenance Centre (OMC4), the new Mark 5 trains, and upgrades at OMC1. BCRTC's focus is on requirements-setting, design reviews, system integration, quality management, operational readiness, and testing/commissioning. Our team is continuously reviewing resourcing requirements in all departments to support system growth and to inform TransLink's annual budget and Investment Plan processes. Some highlights from the past quarter include:

Vehicle Maintenance Shop 3 (VMS3)

This project is located at our main Operations and Maintenance Centre (OMC1) and is being delivered by TransLink. VMS3 is on pace to be fully operational by spring 2026. Progress this quarter include the completion of exterior construction and track installation. Work continues on building systems (fire alarms, lighting, life safety), and maintenance equipment installations. The project team has also conducted tours with our Rolling Stock team, and this will continue throughout Q4.

A new manual area (MAN B) is currently under development. For the first time in BCRTC history, this space will enable teams from across multiple departments to operate within a shared manual zone. To support this innovation, a new Yard Control System is also being implemented, designed to facilitate real-time coordination of vehicle movements through MAN B, enhancing operational efficiency and safety.

New Maintenance and Storage Yard (OMC4) in Coquitlam

TransLink is delivering this project. Construction activity on site has ramped up significantly over the past few months. The project team successfully energized the inbound Trans Canada Pocket (TCP) track marking major progress in testing and commissioning activities, including operating a train through the project area. Team members from Guideway, Power, Electronics, and Engineering have been assisting with inspections and asset acceptance with the project moving to work on the outbound side of the TCP next.

Mark 5 Trains

The first of 47 new Mark V trains entered revenue service in early July, marking the start of a new era at SkyTrain. As of early November, four more Mark 5 trains have entered revenue service, and three more trains are in various stages of testing at our OMC1 facility.

New Operations Control Centre (OCC2)

This project is being delivered by TransLink, and the new building has entered the systems configuration and systems site acceptance testing phase. This is a key prerequisite prior to the operational testing and commissioning. Operational readiness continues to advance, as Control Operators participate in orientation and familiarization sessions. The physical space is also coming together with flooring and furniture installations underway. The video wall is fully operational and is currently undergoing human factors testing. Meanwhile, operations teams are actively developing testing plans and updating the Standard Operating Procedures and Control Centre Operator Manual. These efforts are focused on ensuring a seamless transition to the new facility.

Broadway Subway Project (BSP)

This 5.7km Millennium Line extension project (VCC to Arbutus) is being delivered by the Province, and remains on schedule to open in 2027. BCRTC continues to provide support and update operational readiness as construction progresses. Construction on six new stations remains the focus, along with the installation of elevated guideway tracks. Great Northern Way–Emily Carr (GNW) is the first station to have fully enclosed roof sections for the underground station, concourse and headhouse levels. With the roofs now in place, teams can continue installing mechanical and electrical systems, architectural finishes, and other critical infrastructure.

Track fasteners, switches and rail continue to be installed along the elevated guideway west of VCC–Clark Station heading towards Great Northern Way.

Surrey Langley SkyTrain (SLS)

This 16 km Expo Line extension project (King George to Langley) is also being delivered by the Province, and remains on schedule to open in 2029. BCRTC continues to provide support as major construction activities kick-off. Progress on the Expo Line SLS extension continues at a steady pace. Crews are actively working on foundation and pier construction, utility relocations, and the installation of power infrastructure. Extensive roadwork is also underway to support the transit expansion. Construction of the new Green Timbers Station is advancing, with structural work and site preparations moving forward.

A major milestone was reached this quarter with the deployment of Launching Gantries (a specialized machine for lifting precast concrete segments), to install more than 4,400 guideway segments, each weighing approximately 28 tonnes. Each of the four Launching Gantries reflects the names of the communities they serve: the Fleetwood Flyer, the Langley Launcher, the Surrey Sprinter, and the Clayton Clipper. Each gantry exceeds 100 meters in length and weighs 440 tonnes.

Station Access and Safety Program (SASP)

To accommodate the increased length of the Mark 5 trains, modifications to Expo and Millennium Line stations are required. Significant progress has been made on gap filler installations across the network this quarter. On the Expo Line, installations are now complete at all stations. On the Millennium Line, installations are complete at all stations except Holdom Station. Completion at Holdom is pending platform end tile work.

75 sets of Guideway Intrusion Monitoring System (GIMS) alarms have been relocated on the Expo Line as part of SASP upgrades at our stations. The Millennium Line SASP GIMS relocation work will begin in Q4 at VCC-Clark Station.

The Emergency Egress Stair relocation part of this project continues at Renfrew and Rupert Stations.

Q3 Key Performance Indicators – SkyTrain

Key Performance Indicators – as of September 30, 2025	SkyTrain (Expo-Millennium Line)						
	Q3 Target	Q3 Actual	Q3 Last Year		YTD Target	YTD Actual	YTD Last Year
Deliver Excellent Service							
Customer Service Performance Survey Results	8.2	8.1	8.1		8.2	8.2	8.1
Boarded Passengers (in thousands)	28,334	26,567	27,346		82,849	78,642	79,707
Major Passenger Injuries (per million boarded passengers)	1	0.9	0.8		1	0.9	1.2
On-Time Performance (OTP)	95.2%	95.6%	93.9%		95.2%	94.8%	93.7%
Percentage of Scheduled Service Delivered	99.6%	99.7%	99.7%		99.6%	99.7%	99.5%
Controllable Delay Events: Response Time 16 – 30 Minutes	12	10	7		36	47	37
Beyond Control Delay Events: Response Time 16-30 Minutes	-	3	4		-	10	18
Controllable Delay Events: Response Time over 30 Minutes	9	16	9		27	33	33
Beyond Control Delay Events: Response Time over 30 Minutes	-	8	9		-	22	30
Elevator availability	98.5%	99.4%	99.0%		98.5%	99.5%	99.2%
Escalator availability	95.3%	95.6%	95.4%		95.3%	95.0%	96.1%
Customer Complaints (per million boarded passengers)	14.5	21.2	17.8		14.5	15.4	15.2
A Healthy, Fulfilled and Motivated Workforce							
Employee Physical Lost Time Frequency (per 200,000 hours worked)	3.9	4.9	5.1		3.9	4.1	4.2
Employee Mental Lost Time Frequency (per 200,000 hours worked)	-	0.7	0.7		-	0.7	2.2
Physical Assaults (per 200,000 hours worked)	1.5	0.0	1.8		1.5	0.6	1.8
Retention Rate (rolling 12 months) *	95.0%	94.6%	-		95.0%	94.9%	-
Finance							
Operating Cost per Service Hour	\$246.86	\$241.83	\$220.91		\$252.15	\$238.30	\$229.75
Operating Cost per Capacity Kilometres	\$0.062	\$0.064	\$0.060		\$0.065	\$0.064	\$0.063

* Retention Rate related data only available from January 2024.

Q3 Key Performance Indicators – West Coast Express

Key Performance Indicators – as of September 30, 2025	West Coast Express					
	Q3 Target	Q3 Actual	Q3 Last Year	YTD Target	YTD Actual	YTD Last Year
Deliver Excellent Service						
Customer Service Performance Survey Results	8.7	9.0	9.0	8.7	9.00	8.90
Boarded Passengers (in thousands)	342	433	377	1082	1304	1157
Major Passenger Injuries (per million boarded passengers)	0.00	0.00	2.65	0.00	1.53	1.73
On-Time Performance (OTP)	97.8%	97.2%	96.6%	97.8%	96.2%	94.9%
Percentage of Scheduled Service Delivered	99.9%	98.5%	96.6%	99.9%	98.8%	98.8%
Customer Complaints (per million boarded passengers)	82.00	99.20	15.90	82.00	89.70	72.60
A Healthy, Fulfilled and Motivated Workforce						
Employee Lost Time Frequency (per 200,000 hours worked)	0.0	0.0	0.0	0.0	0.0	0.0
Physical Assaults (per 200,000 hours worked)	0.0	0.0	0.0	0.0	0.0	0.0
Finance						
Operating Cost per Service Hour	\$713.23	\$617.96	\$613.98	\$705.45	\$663.94	\$638.82
Operating Cost per Capacity Kilometres	\$0.1282	\$0.1122	\$0.1120	\$0.1268	\$0.1204	\$0.12

Q3 Key Performance Indicators – Canada Line

Key Performance Indicators Based on Canada Line 28 Day Report Year 16 Period 13, Year 17 Period 1, 2 (3 periods) June 25, 2025 - September 16, 2025	Canada Line			
	Q3 Target	Q3 Actual	YTD Target	YTD Actual
Safety				
Major Passenger Injuries (per million boarded passengers) (Serious and Fatal)	-	0.1	-	0.1
Lost Time Accidents	-	0	-	1
Physical Assaults/Threats	-	4	-	4
Total Reportable Incidents	-	2	-	12
Service Performance				
System Availability	98.0%	100.0%	98.0%	98.9%
Vehicle Availability	96.9%	100.0%	96.9%	98.4%
Station Availability	100.0%	100.0%	100.0%	100.0%
Operations				
Incidents with duration 16 – 30 Minutes	-	1	-	9
Incidents with duration over 30 Minutes	-	2	-	9
Escalator Availability	95.0%	97.9%	95.0%	98.7%
Elevator Availability	95.0%	97.2%	95.0%	98.1%
Customer Experience				
Customer Satisfaction Service Score (Based on TransLink Customer Service Performance Report)	-	8.1	-	8.6
Customer Complaints (Based on monthly Customer Information Data)	-	7.1	-	6.5
Ridership				
Boarded passenger (in million)	11.5	11.3	32.7	32.1

CMBC Strategic Priority: CUSTOMER JOURNEY AND SERVICE

Build on service reliability, ensure customers are informed, safe, and comfortable, prior to, during, and after bus service. Focus on customer needs within service design to drive ridership while balancing customization with operational efficiency.

Preparing for FIFA 2026

- The FIFA World Cup will take place in Vancouver from June 11 to July 17, 2026. Vancouver will host seven games at BC Place Stadium, with these and many other games viewable at the Fan Festival site at Hastings Park.
- FIFA planning work continues in collaboration with internal and external stakeholders. Plans are being refined as information is received from FIFA and the City of Vancouver. The Fan Festival remains a key focus area. It is expected to have the largest bus impact due to the absence of adjacent rapid transit infrastructure that is present at other sites.
- CMBC continues to be in communication with other host cities and subject matter experts, such as the UITP (Union Internationale des Transports Publics), to ensure best practices are incorporated into our operations plan.

Transit Service Changes

- CMBC implemented Fall Service Changes on September 1, 2025. This marked the start of the implementation of 2025 Investment Plan commitments and included over 65,000 service hours of investments across 53 routes. These improvements addressed overcrowding, improved convenience and connectivity, and extended hours of service, among other items.
- Starting January 5, 2026, CMBC will implement the next round of 2025 Investment Plan commitments. Improvements include approximately 40,000 annual service hours on 48 routes to address overcrowding, expand the Frequent Transit Network, extend hours of service, and address emerging needs. Highlights include the introduction of mid-day service on Route 80 (River District), expansion of 30-minute service on Route 609 (Ladner Exchange), introduction of some short-turn trips on Route 49 (Metrotown-UBC) that terminate at Cambie Street to provide crowding relief, and a return to pre-pandemic frequencies on Route 16 (29th Avenue).

Customer Information Call Centre

- In Q3 2025, Customer Information Agents received 137,708 calls. This is a 1% increase compared to Q2 2025, and a 6% decrease compared to Q3 2024. The call volume has increased in each quarter of 2025, similar to previous years.
- Lost Property received 10,896 calls in Q3 2025 which is a 3% increase compared to Q3 2024. As with the Customer Information call queue, the call volume in Lost Property has increased in each quarter of 2025. The team received 10,499 lost items in Q3 2025 which is a 7% increase over Q3 2024. The quarterly return rate was 30%, similar to the rate seen in other quarters.

Access Transit Service Delivery

- In Q3 2025, ridership increased by 59% compared to Q3 2024. Regarding requested trips, 98% were delivered using a combination of HandyDART vehicles and taxi service. This excludes

client cancellations and is flat with Q2 2025. Additionally, on-time performance was 89.8% year-to-date which is flat with Q2 2025.

- CMBC's Access Transit Service Delivery team continues to collaborate closely with the service provider, Transdev, to manage operations and advance pilot initiatives aimed at improving productivity. Additional initiatives supported into 2026 include extended service hours.

Wheelchair-accessible Bus Stops

- As of September 30, 2025, CMBC had 7,085 accessible bus stops out of 8,243 total (86%). Each year, CMBC aims for a 2% increase in wheelchair-accessible bus stops which was projected to amount to the transformation of about 150 bus stops in 2025. This initiative is a collaboration between CMBC and the municipalities that own and maintain bus stops. At the end of the year, the municipalities will update CMBC on the number of bus stops transformed in 2025.

CMBC Strategic Priority: OPERATIONAL EXCELLENCE

Drive excellence and operational leadership in current modes while maintaining flexibility to link to future mobility.

Port Coquitlam Transit Centre Renovation Project

- In March 2024, construction work began at Port Coquitlam Transit Centre (PTC) to renovate, expand, and add fleet electrification infrastructure to the transit centre. The upgrades will add service capability for battery-electric buses and double-decker buses and expand maintenance capacity.
- PTC will remain open, providing full service throughout the duration of the project. The project is expected to finish in 2027.
- As of Q3 2025, full demolition work is now complete on the building previously used for inventory storage and a temporary walkway has been constructed to safely access the facility from the Park and Ride area. The next phase of work will include construction of the building addition with a new inventory storage warehouse, two new maintenance service bays, and a maintenance training facility.

Bus Fleet Update

- Bus delivery updates are as follows:
 - **CNG (compressed natural gas) buses:** 54 of the order of 84 buses have arrived with 44 now in revenue service. All 84 vehicles are expected to be accepted by the end of 2025.
 - **Community Shuttle buses:** All 54 shuttle buses have arrived and have been accepted. There are 46 currently in revenue service with the remaining buses expected to be in service by the end of Q4 2025.
 - **Battery-electric buses:** Commissioning work continues to progress well to ready the order of 7 battery-electric buses for revenue service, with all buses expected to be in revenue service by the end of Q4 2025.

Fare Revenue

- For Q3 2025, total currency processed in bills was \$11.3M, up from \$9.5M compared to Q2 2024. Total coin processed was \$4.8M, comparable to the \$4.7M collected in Q2 2024. The rolling 12-month total bills counted seems to have stabilized at \$40M, but the rolling 12-month total coin processed continues to decline slowly year-over-year.

Financial Results

- For the third quarter ended September 30, 2025, CMBC costs, excluding allocated costs and including recoveries, were \$31.3M or 4.0% favourable to budget. All areas other than contracted services were favourable. The key drivers of this favourability include:
 - **Favourable:**
 - **Salary and Wages:** \$8.2M (2.2%) favourable due to vacancies, Operator workforce mix, and about 1% less service hours provided versus budget.
 - **Benefits:** \$5.0M (4.1%) favourable related to statutory benefits due to vacancies, new hires starting later than budgeted, and change in Operator workforce mix.
 - **Fuel:** \$9.5M (15.4%) favourable due to lower cost per litre and lower kilometres versus budget for diesel, gas, and DC power. Further favourability in diesel and gas was attributed to the elimination of the carbon tax.
 - **Access Transit:** \$1.9M (3.0%) favourable due to the postponement of late-night service.
 - **Unfavourable:**
 - **Other Contracted Services:** \$757K (3.1%) unfavourable due to items such as higher labour and maintenance costs. This was offset by lower fuel costs and vacancies.

CMBC Strategic Priority: SAFETY AND SECURITY

Build on service reliability, ensure customers are informed, safe, and comfortable, prior to, during, and after bus service. Focus on customer needs within service design to drive ridership while balancing customization with operational efficiency.

Winter Weather Preparedness

- CMBC has completed all pre-winter preparedness tactics and is ready for the winter season. Each year, CMBC evaluates its performance in the previous winter, identifying pain points and bringing forward lessons learned to the current year. These lessons are shared across all enterprise transit service providers in the internal winter weather workshop that CMBC helps to organize and participates in each November.
- Information sessions for Transit Operators on safe driving and inclement weather were held at all depots over the month of November.
- As in years past, CMBC is communicating with municipal stakeholders to ensure they understand our needs and road priorities, as we are also communicating with our own snow removal contractors and maintenance teams to ensure readiness for the upcoming season.
- During the winter season of 2024/2025, CMBC had approximately 500 conventional buses equipped with Michelin Grip-D tires. For winter 2025/2026, CMBC expects to have more than double that amount – approximately 1,100 buses – equipped with the tires which is about 70% of the conventional bus fleet. As supply becomes available, more buses will transition to Grip-D tires as we move towards equipping the entire conventional fleet.

Incident Command System (ICS) and Emergency Operations Centre (EOC) Training Update

- Incident Command System (ICS) is the emergency response framework the TransLink enterprise uses for all emergency responses and is a common standard in British Columbia.
- ICS training was identified as being beneficial for specific front-line staff across the TransLink enterprise as an outcome of Integrated Security Services tabletop sessions. The goal for this training is to create better alignment with employees across the enterprise, equipping them

with the knowledge and skills needed to effectively respond to emergencies and collaborate with other responders.

- At CMBC, 218 employees have completed the training to date. Additional training is being planned for 2026 and considered for future years.
- Additionally, CMBC employees participated in Emergency Operations Centre (EOC) training that was held in October 2025, to provide participants with an understanding of how EOCs operate to support response departments and external agencies during emergencies and natural disasters. It focused on key components of site support operations within an ICS management structure and how these principles can be applied to effectively support the upcoming FIFA events in 2026.

Transit Security Initiative on Fare Evasion

- Transit Security recently received additional funding through TransLink to create a second designated Fare Enforcement Team staffed by eight Transit Security Officers (TSOs) as part of the enhanced fare enforcement strategy. With the two teams combined, we are on-target to reach two million fare inspections between September 2024 and the end of 2025.
- With an enhanced focus on fare enforcement, TSO presence and visibility on the transit system increased, with an overall strategy to reduce fare evasion while also enhancing the sense of safety and security on the system for customers and employees.

Employee Workplace Injuries / Accepted Lost Time Claims

- For 2025 year-to-date Q3, CMBC recorded 252 accepted lost time claims at a rate of 6.9 claims per 200,000 hours worked which is an improvement compared to the same period last year with 268 claims and a rate of 7.7. *Motor Vehicle Collisions* is the leading type of incident representing 18% of all claims, followed by *Overexertion* at 14%. CMBC continues to focus on prevention of injuries through its local safety committees and larger campaigns.

Transit Operator Assaults

- For 2025 year-to-date Q3, there were 40 assaults on Transit Operators representing a rate of 0.22 assaults per 1 million boarded passengers and 9.3 assaults per 1 million service hours. This is a decrease from last year with 46 assaults and rates of 0.25 and 11.3, respectively.
- CMBC continues to focus on prevention of assaults, working together with our unions, Transit Security, and Transit Police to keep the bus system safe.

CMBC Strategic Priority: ENVIRONMENTAL SUSTAINABILITY

Focus on leadership in sustainable service delivery and building organizational resiliency and adaptability to climate events.

Renewable Diesel

- Recognizing the success of the renewable diesel program at our transit centres, CMBC Maintenance recently added Hamilton Transit Centre to the list of those receiving hydrogenation derived renewable diesel (HDRD). Five out of six transit centres now have renewable diesel available. In 2026, next steps will be considered regarding the remaining transit centre, Richmond.

New bus technologies

- In Q1 2025, CMBC tested a 32-foot battery-electric shuttle bus from Letenda, a new Montreal-based manufacturer. Demonstration reporting from the test pilot is complete. CMBC received a \$60K grant from BC Hydro for this initiative. Next steps are underway for further understanding of the shuttle's suitability within CMBC's unique fleet and procurement needs.
- In Q2 2025, CMBC completed a week-long test of a New Flyer 40-foot Xcelsior hydrogen fuel cell bus. The bus completed 10 different routes and covered 540 kilometres of non-revenue service. We also held a "show & shine" event internally at Burnaby Transit Centre with over 100 employees in attendance. Feedback was gathered and was generally positive.
- In Q3 2025, CMBC had a one-day demo of a 19-foot electric minibus, the e-Jest, manufactured by Turkish manufacturer Karsan. The e-Jest has a maximum capacity of 22 passengers and a range of 210 kilometres.
- Through these efforts, and more, CMBC is doing our best to stay on top of the many zero-emission bus technologies currently on the market as we work towards our climate goals.

Integrated Energy Efficiency Audit / Feasibility Study

- In early 2026, CMBC will undertake an audit of its energy consuming infrastructure to determine opportunities to reduce energy consumption, reduce energy demand, support TransLink's Climate Action Plan, advance zero-emission goals, and maximize carbon credit opportunities.
- A major goal will be to align planned asset renewal (at asset end-of-life) with these energy savings measures and set new standards for equipment efficiency to simplify renewal processes.
- As we have done for the past 15 years, CMBC will work with BC Hydro to leverage conservation programs, capital incentives, and ongoing program support.

Environmental Spills

- Buses contain various fluids that can be released into the environment due to accidents or equipment failures. Spill causes are investigated, and targeted campaigns are launched to prevent recurrence when defects are identified as the source.
- In Q3 2025, CMBC reported 1.22 spills per million kilometres (spills/Mkm), compared with 1.48 spills/Mkm in Q2 2025. CMBC continues its long-term focus on investigating systemic causes of spills and leaks, with the goal of addressing mechanical issues that lead to spills. As the bus fleet is renewed, new mechanical issues may arise, so these initiatives are ongoing.
- In year-to-date Q3 2025, 11 spills triggered reporting requirements and were reported to the Ministry of Emergency Management and Climate Readiness (EMCR). None of these incidents are expected to result in liability or environmental damage.

CMBC Strategic Priority: EMPLOYEES

Tailor approaches for different employee groups and focus on development and growth.

Transit Operator Recruitment

- To maintain staffing levels and plan for future expansion, CMBC's target is to hire 732 new Transit Operators (624 Conventional and 108 Community Shuttle) in 2025. Six hiring events have been held so far in 2025. We have hired 511 Transit Operators (427 Conventional and 84 Shuttle), which is 70% of our goal. We are on track to reach 100% by the end of the year.

Mechanic Tradespersons Recruitment

- To maintain staffing levels and plan for future expansion, CMBC's target is to hire 29 Mechanics in 2025. To date, we have hired 26 which is 90% of our goal, and we are on track to hire the remaining three by the end of the year.
- Recruitment activities planned for Q4 2025 include:
 - Print and radio marketing campaign targeting Commercial Transport Mechanics.
 - A hiring event, including candidate interviews, took place on November 8 at the Hamilton Transit Centre garage to prepare for 2026 hiring needs and establish a pipeline of skilled candidates.
 - CMBC HR and Maintenance leaders continue to participate in secondary school initiatives, growing our outreach activities and attending various trades-focused career exploration/job expos. Specifically, a team of CMBC leaders attended a two-day Cloverdale Trades Expo in October and the North Vancouver School District trades event in November.

Apprenticeship Program

- The CMBC Apprentice Program has been in place since 1974, and trains qualified Commercial Transport Mechanics. After completing the program, nearly 100% of apprentices are hired directly into full-time roles at CMBC.
- In January 2024, the program moved from the Fleet Maintenance department into the Maintenance Training department and has since undergone some changes. One notable change is that training hours (i.e. total number of hours apprentices spend participating in structured, instructor-led training or mentoring) have increased substantially. Training hours now average about 1,500 to 1,700 per year. Each hour reflects active, scheduled training time focused on developing technical knowledge and practical skills.
- This in-house training is critical to equipping the next generation of Mechanics with the necessary skills to support the rapid adoption of new technologies across our fleet. The increase reflects a deliberate investment by the Maintenance Training department in prioritizing and strengthening our Apprenticeship Program and preparing our workforce for evolving fleet technology.

Equity, Diversity, and Inclusion (EDI)

- Maintenance teams are preparing to complete the first round of EDI e-learning modules with the goal of all Unifor 2200 bargaining unit employees completing the training by the end of Q2 2026. This initiative began with a pilot group in September and will move to each garage in turn, beginning with Richmond Transit Centre.

CMBC Strategic Priority: TECHNOLOGY

Prioritize technology enabling improvements to internal operations.

Enterprise Resource Planning – Enterprise Asset Management Project

- CMBC's Enterprise Asset Management (EAM) project includes the development of a software system for tracking financial and physical assets (e.g. buses, infrastructure items). Once completed, it's expected to have more than 51,516 assets and over 24,308 distinct parts.
- The designed approach to this project includes two distinct streams (cloud migration and four waves of key improvements). Implementation of system and business improvements began in Q1 2025 and will continue through Q3 2026.

- All Wave 1 key improvements have now been fully deployed, including checklists and mobile devices for HVAC and Trolley Overhead crews. This change enabled field crews to instantly access EAM work orders and troubleshoot problems with other teams using MS Teams.
- Work continues on Wave 2 key improvements, as well as planning and scheduling for Waves 3 and 4.

KEY PERFORMANCE INDICATORS AS OF SEPTEMBER 30, 2025

KEY PERFORMANCE INDICATORS ¹	2025 ANNUAL TARGET/ TREND*	2025 YTD TARGET/ TREND*	2025 YTD ACTUAL	2024 YTD ACTUAL
TransLink Customer Survey – Bus service overall ²	8.0	8.0	7.9	7.7
Scheduled Revenue Service Delivered	99.0	99.0	99.2	98.6
Customer complaints per million boarded passengers	82.0	82.0	83.7	81.9
Validated HandyDART complaints per 1,000 trip requests	0.5	0.5	0.5	0.5
On-time Performance				
Bus Regularity – frequent service	80.0%	80.0%	78.9%	78.1%
Bus Punctuality – infrequent service	80.0%	80.0%	80.1%	78.9%
On-time Performance – HandyDART	90.0%	90.0%	89.8%	91.0%
Preventable collisions per million Km ³	11.6	11.6	10.0	12.2
Operator assaults (CUTA 1-4) per million boarded passengers ⁴	0.2	0.2	0.2	0.2
WorkSafe BC Accepted Lost Time Claims per 200,000 hours worked	7.7	7.7	6.9	7.7
Pedestrian incidents per million service hours	14.5	14.5	12.6	15.7
Cyclist incidents per million service hours ⁵	3.3	3.3	4.7	2.9
Injury claims – Passengers per million boarded passengers	3.6	3.6	3.8	3.6
Greenhouse Gas Emissions – Carbon Dioxide tonnes per million service km – 12 months rolling ⁶	1,320	1,320	1,309	1,311
CMBC operating cost per service hour	\$159.95	\$160.77	\$155.58	\$149.68
Access Transit operating cost per trip ⁷	\$58.16	\$58.51	\$61.92	\$58.36
Access Transit trips provided (thousands)				
HandyDART	1,297	963	740	662
Supplemental taxi service	152	113	246	188
Total Trips⁸	1,449	1,076	986	850

*CMBC always strives to continuously improve. The target represents the historical trend, taking into consideration the initiatives implemented to lower the trend.

¹ Performance measures are for CMBC business operations (Conventional Bus, Community Shuttle, and SeaBus, and exclude contracted conventional transit and contracted Community Shuttle) as of September 30, 2025, unless otherwise stated.

² The TransLink Customer Survey is conducted every quarter. The 2025 and 2024 YTD Actuals represent the average results of the first three quarters. The 2025 results for each quarter are as follows: Q1 - 7.8, Q2 - 7.9, Q3 - 7.9.

³ The 2025 YTD Actual data is subject to change due to the timing of adjudications. The 2025 YTD data is as of September 30, 2025. The 2024 YTD actual is as of September 30, 2024.

⁴ CMBC recorded 40 Transit Operator assaults in the first three quarters in 2025 which is slightly lower than the same period last year (46). Through the dedicated efforts of the Violence in the Workplace Prevention Committee along with strong collaboration with Transit Security and Transit Police, CMBC continues to prioritize the safety of Transit Operators.

⁵ There were 20 cyclist incidents in the first three quarters of 2025, compared to 12 during the same period last year. Of the 20 incidents in 2025, 15 were adjudicated as non-preventable.

⁶ The 2025 YTD data is 12 months rolling as of August 31, 2025. The 2024 YTD data was 12 months rolling as of September 30, 2024. ⁷ Operating cost per trip in 2025 is higher than budget mainly due to lower-than-expected demand.

⁸ The number of Access Transit trips provided in the first three quarters in 2025 were lower than the 2025 budget due to lower than anticipated demand. TransLink remains committed to ensuring services are fully available for passengers unable to use conventional public transit without assistance. As such, budgeted 2025 service levels are aligned with the Investment Plan. The Investment Plan service level was established to ensure customers can continue to use this critical service as demand grows.



METRO VANCOUVER TRANSIT POLICE REPORT FOR DECEMBER 2025 TRANSLINK BOARD MEETING

TransLink Strategic Priority: Customer First

- **Community Engagement Team (“CET”)** – In Q3 2025, CET conducted 82 enterprise engagements, including ‘Safe Spaces’ Pop-Ups at Commercial & Broadway, Surrey Central, Main Street, and King George Stations. CET attended another 95 events and supported 12 volunteer activities, for a total of 107 community engagements. These included back-to-school



outreach, Go-by-Bike Week, educational programming, and safety presentations held on Indigenous lands. During the fall months, CET partnered with ICBC’s Provincial Pedestrian Safety Campaign, to increase driver and pedestrian safety awareness at transit hubs, such as Central City SkyTrain, Newton Bus Loop, Scott Road SkyTrain, Strawberry Hill Bus Loop, and South Surrey Bus Exchange. Officers and volunteers distributed safety information to thousands of commuters, answered questions, and fostered positive community connections at transit hubs.



- **Drug Overdoses** – Three Transit Police Community Policing Center (“CPC”) volunteers were on patrol near Main Street-Science World Station when they came across an unresponsive individual. One of the CPC volunteers, a trained paramedic, identified that the individual was experiencing an overdose. This volunteer responded by providing first aid and administering naloxone to the person. The person was then transferred to the care of BC Emergency Health Services upon their arrival. The quick action by these volunteers saved a life. As of October 31, 2025, Transit Police members and volunteers have administered naloxone in 91 events, which is already higher than the annual totals for 2024 (83) and 2023 (79).



- **Thefts / Project Fortitude** – In September 2025, Transit Police Officers conducted Project Fortitude, targeting retail theft occurring at shopping malls adjacent to transit hubs, where offenders travel by SkyTrain or bus to their crime locations. The initial project day on September 6th at Metrotown resulted in 11 arrests, three criminal charges and \$2,500 in recovered stolen product. Further investigation led Transit Police to a Facebook Marketplace account selling stolen merchandise. An associated residence was confirmed and on September 13th, a search warrant was executed at that residence in Burnaby. Three subjects were arrested and \$3,805 cash and numerous name brand consumer goods (with retail tags still attached) were seized from the residence. The estimated value of seized property was \$203,800. Transit Police recommended Possession of Property Obtained by Crime and Trafficking in Property Obtained by Crime charges under the *Criminal Code*. Funding for this

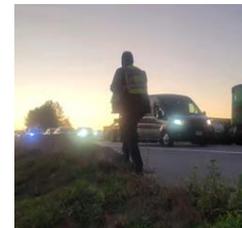
project was obtained through the Province's Community Safety and Target Enforcement Program ("C-STEP").

- **Transit Police arrest one of Canada's most wanted fugitives** – In October 2025, Transit Police Officers arrested Pierry Philogène, who was wanted by the Montreal Police Service (Service de police de la Ville de Montréal) for the premeditated murder of Charles-Olivier Boucher Savard, in Montreal, on December 22, 2021. Philogène was recently named one of Canada's 25 Most Wanted by the national BOLO (Be On Lookout For) Program and the first arrested from this campaign. By investigative means, members of the Transit Police's Crime Suppression Team ("CST") were able to determine the location of Philogène and promptly set out to execute an arrest on the night of October 14th. Following a short foot chase, he was arrested with assistance from Vancouver Police. A search incidental to arrest revealed fraudulent ID. Charges for Obstruction of a Peace Officer and Possession of Identity Documents without Lawful Excuse under the *Criminal Code* were forwarded by Transit Police and approved by the BC Prosecution Service. The Montreal Police Service travelled to BC and transferred the offender back to Quebec. The diligence and commendable action of our CST members helps keep our community and transit system safe.



- **Arson Suspected Arrested** – In late September, Transit Police were advised by CMBC that an unknown individual was setting garbage bins on fire outside Scott Road Station in Surrey. Although the suspect had left prior to police arrival, follow up investigation determined that nine bins had been intentionally ignited. As part of the Transit Police investigation, surveillance footage was secured and reviewed, and a suspect description obtained. A suspect matching the description was later located by Transit Police Officers in the vicinity of the fires, upon which he was arrested for arson and interviewed by attending detectives from the Transit Police's General Investigation Unit ("GIU"). The suspect was released on an Undertaking to Appear with conditions and a charge of Arson under the *Criminal Code* is being recommended.

- **Bus Lane Enforcement** – Transit Police's Targeted Mobile Enforcement Team ("TMET") continues make bus lane enforcement a priority in support of safety of bus operators and transit passengers and operational efficiency of the bus service. September and October saw a significant increase in the misuse of bus lane offences, as traffic increased with summer holidays ending. On the early morning of October 15th, on Highway 99 in South Surrey, a targeted initiative resulted in 52 Violation Tickets. In the October 2nd, bus lane enforcement at Hwy 99 & Cambie, Richmond, 38 Violation Tickets were issued in the morning rush hour. In October alone, TMET issued over 640 Violation Tickets.



- **Update on Violent Assault at SeaBus Terminal in North Vancouver** – In January 2025, a dispute broke out between two men at the fare gates at Lonsdale Quay SeaBus Terminal, when one prevented the other from following him through without paying. The man allegedly prevented from following through the fare gates then approached the man from

behind and punched him in the head several times, before using a torch lighter to burn the side of the man’s face and head. A SeaBus Marine Attendant intervened and called Transit Police. The suspect fled the area on foot before police arrived on scene. GIU Detectives launched an investigation and arrested the suspect the following day. In October 2025, the BC Prosecution Service approved charges of Assault and Assault with a Weapon under the *Criminal Code* and the offender was released by the courts pending their next court appearance, with conditions, including, a “no-go” to the Lonsdale Quay SeaBus Terminal and not to possess any incendiary devices or flammable products. .

TransLink Strategic Priority: State of Good Repair

• **Performance Measurement Culture**

Transit Police is an intelligence-led and data-driven police agency, and gathers comprehensive statistics in relation to crime and organizational performance. Transit Police shares statistical and performance information with the public, TransLink and stakeholders through a variety of tools, including reports on the Transit Police website. The following is a snapshot of key statistics for 2025 Q1-Q3 as compared to 2024 Q1-Q3. In 2025 Q1-Q3, Transit Police had a total of 9,857 Police Files, which is a 4% decrease from 2024 Q1-Q3 (10,225).

Metro Vancouver Transit Police Crime and Safety Statistics	2024 Q1-Q3	2025 Q1-Q3	% Change	Positive Monitoring Needs Action
Rate of Crimes Against Persons/100,000 Boarded Passengers	.36	.37	3%	
<i>Actual Number of Crimes Against Persons (Includes assists)</i>	1,096	1,108	1%	
Rate of Crimes Against Property/100,000 Boarded Passengers	.38	.37	-2%	
<i>Actual Number of Crimes Against Property (Includes assists)</i>	1,149	1,107	-4%	
Other Criminal Code Violations/100,000 Boarded Passengers¹	.20	.22	11%	
<i>Actual Number of Criminal Code Violations (Includes assists)</i>	595	650	9%	
Provincial Violation Tickets (“VTs”)	6,224	7,275	17%	
Arrests - Warrants Executed (All)	814	639	-21%	
Arrests - New Charges²	380	444	17%	
Breaches <i>(Includes secondary offences and assists)</i>	334	347	4%	
Total S. 28 Mental Health Act Apprehension Files	189	152	-20%	

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

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

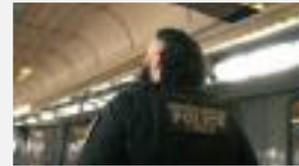
# of S.28 MHA individuals committed, held, voluntary admitted	80%	79%	-1% Points	
Rate of Sexual Offences/100,000 Boarded Passengers	0.03	0.03	0%	
Actual Number of Sexual Offences (Includes assists)	96	83	-14%	
Fare Infraction Notices	11,217	4,374	-61%	
Number of Unique SMS Text Conversations	4,722	8,196	74%	
Number of Police Files Generated from SMS Texts Conversations	1,545	1,786	16%	
Transit Conduct & Safety Regulation³	3,359	2,591	-23%	

- Ridership Boarded Passenger levels decreased 2% when comparing 2025 Q1-Q3 to 2024 Q1-Q3 (298,643,380 compared to 303,231,909). The 2025 Q1-Q3 results showed an increase in the rate of Crimes Against Persons (up 3%) per 100,000 Boarded Passengers compared to the same period in 2024, but still within the normal range. The actual count of crimes against persons was also up 1%. The rate of Crimes Against Property per 100,000 Boarded Passengers was down 2% in 2025 Q1-Q3 when compared to same period in 2024. Further, actual count of crimes against property were down 4%.
- The actual number of sexual offence files for 2025 Q1-Q3 was down 14% when compared to 2024 Q1-Q3; however, the rate of sex offences per 100,000 Boarded Passengers remained the same for the comparative periods as ridership dropped. Transit Police takes reports of sex offences seriously and investigates thoroughly. Transit Police recognizes there may be under-reporting of incidents and promotes reporting through a variety of initiatives, including texting 87 77 77 and ongoing anti-sex offending campaigns with community partners. The Transit Police website has a section dedicated to promoting reporting of sexual assaults and to help inform victims of the investigation process and victim supports available.
- SMS text 87 77 77 continues to be promoted as a way for transit riders to discreetly contact Transit Police when issues of concern arise while on transit. There was a 74% increase in unique SMS Text conversations with the Transit Police’s Operations Communication Centre (“OCC”) when comparing 2025 Q1-Q3 to 2024 Q1-Q3, which is partly attributed to the impact from the expansive text/safety campaign over the past couple of years. In 2025 Q1-Q3, 22% of conversations were converted to police files – lower than the 33% in 2024 Q1-Q3. This may reflect that transit users find the text service easy to use for non-police concerns. The calls are triaged by the OCC and many of the other conversations redirected to transit customer service or other service providers.

³ Under the *Greater Vancouver Transit Conduct and Safety Regulation* (a Provincial regulation), this count reflects actions taken and fines issued related to such areas as: proof of payment not transferrable; requirement to obey signs and rules; restrictions on access to transit property; public safety, order and convenience and protection of property; and dealing with fare officers. Misuse of fare gates is section 8(4) of this regulation.

- When comparing 2025 Q1-Q3 to 2024 Q1-Q3, Transit Police had a 20% decrease in apprehensions of persons under Section 28 of the *Mental Health Act*, where a person was deemed to be a danger to themselves or others. These individuals were taken to hospital for assessment by a medical practitioner and 79% were certified, held, or voluntary admitted once at hospital. (This high percentages speaks, in part, to the level of training provided to Transit Police Officers and Community Safety Officers in recognizing persons in crisis and the priority to provide support and ensure safety of these individuals.) Transit Police refer some individuals/clients to the two Transit Police's Mental Health Liaison Officers, who work with the client and partner agencies to seek appropriate support services and resources for the client moving forward, while also mitigating future issues on transit.

Recently, the Canadian Urban Transit Association ("CUTA") produced a national documentary on transit safety from the perspective of frontline workers. The video highlighted the work performed by a Transit Police Mental Health Liaison Officer, Constable Randhawa. The role of a dedicated mental health liaison officer is unique to the Metro Vancouver transit system at this time and may provide important lessons learned for other transit authorities across Canada looking to introduce a similar resource. To view click [Canadian Urban Transit Association Releases First-Ever National Transit Safety Documentary - CUTA.](#)



- There was a 17% increase in Provincial Violation Tickets ("VTs"), while there was a 23% decrease in actions taken under the *Greater Vancouver Transit Conduct and Safety Regulation* ("GVTCSSR") for 2025 Q1-Q3 as compared to 2024 Q1-Q3⁴. The increases in Violation Tickets is mostly attributed to the ongoing work by the Targeted Mobile Enforcement Team and CSOs, whose duties include enforcement of the *GVTCSSR* and Fare Infraction Notices ("FINs"). There was a 61% decrease in the number of FINs for the comparative periods. This drop is attributed to a variety of factors occurring in Q3, including reduced number of CSOs due to some CSOs transferring to become a police recruit, TMET officer vacancies, focus on complex/serious crime investigations, crime suppression projects, targeted safety initiatives, and scheduled leave.
- In 2025 Q1-Q3, Transit Police Officers made 639 arrests for outstanding criminal warrants⁵ (includes RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere). This is 21% lower than in 2024 Q1-Q3. However, both new charge arrests and breach files⁶ increasing by 17% and 4% respectively. Many warrants relate to crimes that occurred off the transit system. Arrests on the warrants can arise from Transit Police Officers patrols in and around the transit system, and officer enforcement

⁴ There was a data error for previously reported Q1-Q2 2024 and Q1-Q2 2025 *GVTCSSR* numbers; correct numbers are 2,245 and 1,648 respectively.

⁵ Warrant arrests and breaches may arise from on-view work of police officer, calls for service, confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (i.e., misuse of a fare gates). Officers also familiarize themselves with criminals of concern or offenders wanted through law enforcement intelligence sharing, regional BOLF's (Be On Lookout For) and the Transit Police Offender Monitoring.

⁶ Total breach files now include assists. These numbers are limited to the files that are reported to Transit Police; there may be other breach files on/near the transit system not brought to the attention of Transit Police.

of transit conduct and safety regulations, such as a person pushing through a fare gate. Warrant arrests help ensure that individuals who have committed crimes and are unlawfully at large are removed from the transit system and the broader community.

Theft and Warrant Arrest – On November 6th, Vancouver Police broadcast the description of a suspect who had just stolen \$2,500 worth of women’s leggings from a store and placed into a bag and fled. Two Transit Police Officers were at Waterfront Station assisting Transit Police’s Community Safety Officers, who had just placed a man under arrest for an outstanding warrant, when they recognized the person as the same one from the broadcast. The suspect was arrested and Vancouver Police advised. The arrest was made within four minutes of the broadcast, demonstrating great work by the CSOs and the zone Constables, as well as coordination with the jurisdictional police.

TO: TransLink Board of Directors
FROM: Shezana Hassko, Vice President, Engineering
DATE: November 24, 2025
SUBJECT: TransLink Bridges – Operations, Maintenance, and Rehabilitation Report

EXECUTIVE SUMMARY

This report provides information on operations, maintenance, and rehabilitation activities on TransLink's bridges between Q3 2025 and Q4 2025. Routine inspection and rehabilitation works are planned on the Pattullo, Knight Street, Westham Island, and Golden Ears Bridges which will require periodic closures to traffic. TransLink coordinates closely with contractors and stakeholders to minimize disruptions and effectively communicates these closures to the traveling public. Overall, the bridge network remains in safe operational condition, with targeted rehabilitation and upgrades underway to address aging infrastructure and safety concerns.

PURPOSE

This report is to provide information on operations, maintenance, and rehabilitation activities on TransLink's bridges with potential for public impacts.

BACKGROUND

TransLink is responsible for the regional transportation system of Metro Vancouver, which includes ownership, operation, and maintenance of the following five bridges used by vehicles, cyclists and pedestrians:

1. Pattullo Bridge;
2. Knight Street Bridge;
3. Westham Island Bridge;
4. Golden Ears Bridge; and
5. Canada Line Bike and Pedestrian Bridge.

Except for the Golden Ears Bridge, which is operated and maintained by the Golden Crossing General Partnership under a Concession Agreement, TransLink oversees routine maintenance, repairs and rehabilitation works on these bridges. This report focuses on inspection, maintenance and rehabilitation activities which have impacts on the public.

DISCUSSION

The table below provides a summary of the completed annual inspections for 2025 on each bridge.

Bridge	2024 Inspection	2025 Inspection
Pattullo Bridge	October 2024	October 2025
Knight Street Bridge	July 2024	October 2025
Westham Island Bridge	September 2024	October 2025
Golden Ears Bridge	November 2024	October 2025
Canada Line Bike and Pedestrian Bridge	August 2024	October 2025

The activities that occurred between Q3 2025 and Q4 2025 are summarized by bridge below:

1) **Pattullo Bridge**

The Pattullo Bridge connects the cities of New Westminster and Surrey and is 87 years old. Most of the bridge's structural components have exceeded their predicted design life, with some nearing the end of their useful lives. The Province is delivering the Pattullo Bridge Replacement Project, which will replace the existing bridge with a new crossing. Fraser Crossing Partners (FCP) is contracted for construction of the new bridge, which is expected to open to traffic in December 2025.

TransLink was not anticipating operating the existing Pattullo Bridge beyond December 31, 2023. However, as construction of the new crossing has not been completed, the existing Pattullo Bridge needs to remain operational until it is replaced. To offset the costs of operating the Pattullo Bridge, the Province has reimbursed TransLink for all costs incurred for the operations, maintenance, and rehabilitation of the Pattullo Bridge since January 1, 2024.

To ensure the existing Pattullo Bridge is operational until it is replaced, TransLink regularly monitors and inspects the condition of the bridge. As the Bridge will be replaced, the objective of the various inspections is to assess the progression of deterioration since the previous inspections and to identify any new areas of critical repair. No major repairs have been performed since Q3 2025.

Other activities of note that have occurred since Q3 2025 include:

a) **Pattullo Replacement Project Interface**

The Province is delivering the Pattullo Bridge Replacement Project with construction activities occurring close to the Pattullo Bridge, the SkyBridge and other SkyTrain infrastructure. TransLink and BCRTC staff work closely with the Province to proactively manage impacts on TransLink's infrastructure and customers.

Varying levels of temporary closures are necessary to enable the work on the replacement bridge. Depending on the proximity of the work to the Pattullo Bridge, lane closures and directional closures on weekends and evening hours will continue as required. Some works may also require longer full bridge closures.

As the project nears completion, additional closures will be required to transition the traffic to the new bridge:

- **Phase 1 (Dec 2025)** -Traffic continues to use the existing Pattullo Bridge, but the Royal Avenue on-ramp will be closed.
- **Phase 2 (Dec 2025)** – The existing Pattullo Bridge will be closed to allow for completion of the north and south approaches to the new bridge.
- **Phase 3 (Dec 2025)** – The new bridge will partially open with traffic split between the new bridge and the existing bridge. This phase is anticipated in late December 2025.
- **Phase 4 (Jan 2026)** – The new bridge will fully open to four lanes of traffic.

Once traffic has fully shifted to the new bridge (Phase 4) in January 2026, the Province will proceed with demolition activities of the existing bridge. Due to the proximity of the Pattullo Bridge,

demolition activities are required to be initiated before the construction of the new bridge approaches, such as the new Columbia Street Ramp, can commence.

b) Pattullo Bridge – Community Event

In May 2023, New Westminster City Council made a formal request to the Minister of Transportation and Transit for a community event on the old Pattullo Bridge prior to its decommissioning. The Minister's response was that Transportation Investment Corporation (TI Corp) and TransLink would work together on a plan to acknowledge and celebrate the history of the bridge.

2) Knight Street Bridge

The Knight Street Bridge connects the Cities of Vancouver and Richmond and is one of the busiest crossings in the Lower Mainland. The bridge opened to traffic in 1974 and is 50 years old. It was designed for a service life of 75 years and most of its components are in generally good condition.

The Knight Street Bridge is comprised of three structures as follows:

- South Bridge – the bridge structure that connects the City of Richmond and Mitchell Island;
- North Bridge – the bridge structure that connects Mitchell Island and the City of Vancouver; and,
- Marine Drive Overpass – the bridge structure that crosses Southeast Marine Drive in the City of Vancouver.

Since Q3, regular monitoring of the bridge has continued to occur, but no major activities were required. Other works related to the Knight Street Bridge include supporting the following third-party projects:

a) BC Hydro Power Cable Replacement

BC Hydro operates power cables in trays under the North Bridge that provide service to Mitchell Island.

In Q1 2025, BC Hydro completed works to repair the cable trays and to install new cables. In Q3 2025, TransLink was informed that the new cables had been vandalized and that BC Hydro would need to replace the cables. TransLink is currently reviewing and coordinating the works with BC Hydro. It is expected that BC Hydro will perform the replacement prior to the end of Q4 2025.

To minimize impacts on the public, any lane closures required for the works will be limited to overnight hours between 9:30 PM and 5:00 AM, and BC Hydro will be required to maintain one lane in each direction at all times.

3) Westham Island Bridge

The Westham Island Bridge, located in the City of Delta, is the only connection between Ladner and Westham Island. The bridge opened in 1910 and is 115 years old. Most of the bridge's components have exceeded their intended service life, and the bridge requires ongoing investment to remain operational.

a) Westham Island Bridge Rehabilitation

Since the 2016 Rehabilitation Plan, multiple phases of major work have been completed on the Westham Island Bridge, including urgent structural repairs, scour protection upgrades, and swing span rehabilitation. These efforts highlight the ongoing maintenance required to keep the aging structure in service.

The 2024 annual inspection, which was completed in September 2024, identified that additional repair and rehabilitation will need to occur in 2025/2026 to ensure the bridge is operational, specifically:

- Replacement of the timber elements at Pier 6 and Pier 7 to address deteriorations caused by fungal decay. This work will also include interventions to exterior stringers at Pier 7.
- Replacement of deteriorated and missing timber fender planks at Pier 3 and Pier 4 to protect the piers from debris hazards.
- Replacement of deteriorated decking and handrails.

Detailed design work and permitting works began in Q3 2025. First Nations engagement also commenced at the end of October 2025. Subject to permit approvals, which considers input from First Nations, construction is anticipated to begin in Q1 2026.

b) Bridge Replacement (Conceptual and Detailed Design)

The Westham Island Bridge is 115 years old but was only designed to have a service life of 60 years. The bridge has remained operational due to the efforts of ongoing maintenance and rehabilitation. The bridge also has functional limitations as compared to a newly designed bridge, such as restricted clearances, and limited pedestrian and cyclist facilities, that cannot be addressed through structural rehabilitation alone. As such, TransLink Bridge Program initiated the Westham Island Bridge Replacement project

Since Q3 2025:

- The Request for Proposal (RFP) for Concept Design for a new replacement bridge, which was issued on July 29, 2025, closed on September 3, 2025;
- The Project Team is currently evaluating nine (9) proposals; and
- Contract award is planned for November 2025.

Once the Concept Design contract is awarded to a consultant, work can commence on the following:

- Developing project communications and engagement plan(s);
- Collaborating with City of Delta staff to present project information to council;
- Evaluating alignment options;
- Determining permitting and archaeological requirements;
- identifying design requirements, including geometric, navigation, and active mode requirements; and
- Determining property and utility impacts.

4) Golden Ears Bridge and Approaches

The Golden Ears Bridge opened to traffic in 2009 and connects the Cities of Surrey and Langley with Maple Ridge and Pitt Meadows. The bridge was constructed as part of the Golden Ears Bridge Project, which also includes Golden Ears Way that connects the bridge to the surrounding road network. The

bridge and approach roads are operated and maintained by the Golden Crossing General Partnership (GCGP) under a 32-year Concession Agreement.

The GCGP, the consortium that designed, built, and financed the Golden Ears Bridge Project, was led by Bilfinger Berger Global Infrastructure (BBGI). At the end of the Concession term in 2041, the project assets will be handed back to TransLink in a condition that does not require further rehabilitation works for a minimum period of five years. Each year, the GCGP updates the Asset Management Plan based on the most recent inspections to identify required preventative maintenance and rehabilitation work.

In addition to operations, maintenance, and rehabilitation activities, Management also supports third party developments and requests on TransLink's lands in proximity to Golden Ears Way and Golden Ears Bridge.

Key initiatives that occurred since Q3 2025 include:

a) Asset Condition Report – Corrosion Repairs

The Concessionaire is required to provide an Asset Condition Report annually to summarize the condition of all the assets as part of the Golden Ears Bridge Project. This includes all the structures, road surfaces (pavement), drainage structures, and electrical systems.

The 2024 Asset Condition Report confirmed that the overall structure remains in excellent condition.

b) Golden Ears Bridge – Deck Sealant Application

On September 25, 2025, overnight deck sealant work on the Golden Ears Bridge north approach was scheduled to occur between 9:00 pm and 6:00 am the following morning. During the work, only one lane of traffic was open in each direction.

Unfortunately, the product used on the road, which had been previously used without issue, did not set as expected due to a change in humidity levels resulting in a very slippery driving surface. For the safety of all road users, crews made the difficult decision to delay reopening the affected lanes. Despite efforts to accelerate drying by applying sand and scraping the surface with a plow, the traffic lanes were not able to fully reopen until 11:45 am. This delayed opening of the lanes resulted in major congestion and inquiries from the public, directed to TransLink, the City of Maple Ridge, and the Ministry of Transportation and Transit.

Resulting from this incident, the GCGP has committed to strengthening oversight for high-risk operations by appointing a dedicated on-site representative to monitor contractor activities and provide direction and communication if an unplanned event does unfold. TransLink has employed a new scheduling tool to improve coordination across various teams and reduce the delay between incident and public response. Finally, staff have met with Maple Ridge staff to identify improvements to public communication for unexpected situations and incidents, such as improved alerts for drivers, webpage updates, and variable messaging signage.

5) Canada Line Bike and Pedestrian Bridge

The Canada Line Pedestrian Bridge opened in 2009 and is attached to the North Arm Bridge, which carries the Canada Line over the Fraser River, between the City of Vancouver and the City of Richmond.

Generally, maintenance activities are routine in nature with no significant repairs required. Key initiatives that occurred since Q3 2025 are related to an expansion joint located at the southern end of the Canada Line Bike and Pedestrian Bridge (CLPB). This joint, referred to as SAW 3, has been identified as having an uneven profile. The two initiatives related to this joint include:

a) **SAW 3 Joint Rehabilitation**

In Q3 2025, TransLink retained Mott MacDonald Corporation Ltd. to undertake detailed design of the joint rehabilitation to smooth the joint's profile. The objective of the work is to improve user safety, rideability, and comfort. Since the work commenced, Mott has submitted a 30% design drawing with the 90% submission, leading to the delivery of the Issued for Construction (IFC) drawings, to be completed by the end of Q4 2025. Subject to weather conditions, the construction work is expected to start in Q1 of 2026, with a project completion expected within 3 months of mobilization.

b) **Signage and Pavement Marking Review**

In the interim, rubber strips were placed at the joint. TransLink also installed warning signs and painted the joint a contrasting yellow colour to warn cyclists of the uneven road surface and to reduce speeds (particularly on the downhill approach heading into Richmond).

TO: Board of Directors

FROM: Sarah Ross, Vice President, Transportation Planning and Policy
Matt Craig, Director, System Planning

DATE: October 30, 2025

SUBJECT: Supportive Policies Agreements Implementation and Monitoring: 2025 Annual Report

EXECUTIVE SUMMARY

Annual reporting on the implementation progress of signed Supportive Policies Agreements (SPAs) provides a significant opportunity to hold signatories accountable for commitments to actions intended to support realizing the benefits of major rapid transit investments. This requirement, outlined in the monitoring and reporting frameworks of each SPA, enhances transparency by documenting annual progress toward SPAs commitments. In 2025, the City of Vancouver, City of Surrey, Township of Langley, City of Langley, TransLink and the Province of BC have continued to advance commitments set out in their respective SPAs, achieving significant milestones in updating land use and transportation strategies and refining performance measure indicators.

PURPOSE

The purpose of this report is to:

- 1) advise the Mayors' Council and Board of Directors as to whether commitments made (in advance of regional funding) to support the achievement of major projects objectives are on track, per the 'Supportive Policies Agreements Implementation and Monitoring: 2025 Annual Report (Attachment 1); and
- 2) provide an overview of the collaborative work completed by the Broadway Subway and Surrey Langley SkyTrain (SLS) SPAs Monitoring Committees and Subcommittees in 2025, to advance these commitments.

BACKGROUND

In 2018 the Mayors' Council and Board endorsed the SPA signed by TransLink and the City of Vancouver for the Broadway Subway Project. In 2020 and 2022, TransLink signed three SLS SPAs, one with each of the City of Surrey, Township of Langley, and City of Langley. An Overarching SPA (OSPA) was signed by the Province, the three SLS municipalities and TransLink in 2022.

SPAs are one of the Partnership Agreements for major projects that include commitments for land use and transportation policies, collaboration on key initiatives, and formal monitoring and reporting by partner agencies. The 2014 Mayors' Vision first called for Partnership Agreements as a condition of a major project's funding and inclusion in an approved investment plan. This direction was reiterated in the 2022 Transport 2050: 10-Year Priorities (*Access for Everyone* plan).

DISCUSSION

The 2025 Annual Report shows that SPAs commitments and collaboration between SPAs partners have both been progressing well over the past year, helping to lay the groundwork needed to support the long-term success of the future Broadway Subway and SLS Projects.

Commitments continue to be on track

In 2025, the SPAs partners made significant progress toward achieving commitments set out in their respective SPAs. Highlights include:

- Municipal partners updating their respective official community plans (OCPs) and zoning bylaws, with input from TransLink staff to support Transit-Oriented Communities and in part to align with the Bill 47 – Transit Oriented Areas (TOA) legislation requirements.
- City of Vancouver developing forecasts for population, jobs, and housing in the Broadway SPA corridor.
- SLS SPAs partners exploring potential Performance Measure indicators, including the application of social equity and climate action lenses, to monitor long-term outcomes related to the SPAs.
- TransLink working closely with municipal partners to advance the Burrard Peninsula Area Transport Plan towards a 2026 completion date, and initiating work on the South of Fraser East Area Transport Plan with a target completion date in 2027.

Presently, 19 of the 28 actively tracked Broadway Subway SPA commitments as described in Appendix A of the 2025 Annual Report have been completed, while 9 remain in progress. For the 47 SLS SPAs commitments outlined in Appendix C of the 2025 Annual Report, 12 have been fulfilled, 25 are in progress and 10 have been planned

Taken together, these actions will support maximizing regional outcomes from our significant investment. Monitoring commitments is the key mechanism for ensuring that all partners are contributing to their part of the agreements.

Advancing SPAs commitments through collaboration between partner agencies

Recognizing that shared goals and outcomes can best be achieved through collaborative planning, the SPAs include commitments for partner agency staff to work together. The SPAs commit to effective cross-agencies collaboration for rapid transit investments, with clear actions on land use, housing, transit, demand management, cycling, and walking. The City of Langley's completion of the Fraser Highway One-Way revitalization project showcases the successful collaboration of intergovernmental partners in the delivery of key pedestrian and public realm improvements and aligning with the SPA commitment for collaborative pedestrian strategies. The endorsement of this year's Annual Report by both Monitoring Committees indicates that intergovernmental collaboration efforts continue to be consistent with long-term objectives.

Reporting on outcomes realized by SPAs commitments

The first SPAs (baseline) Performance Report is planned for release in 2029, based on the opening dates for SLS and Broadway Subway. While SPAs Annual Reports focus on commitments tracking, data results have been included in this year's Annual Report for Broadway Subway SPA performance measures to provide a picture of the type of 'outcomes' content to come in the 2029 baseline Performance Report. While not intended to show trends, these early data results do also indicate that some key measures, such as an increase in transit ridership, and the number of purpose-built market rental housing units approved, are already tracking in a positive direction, in lead up to the Subway's opening.

CONCLUSION

During the past year, notable progress was made toward fulfilling the commitments within the SPAs for Broadway Subway and SLS. These achievements were driven by a collaborative and cooperative approach among SPAs partners, underscoring the effectiveness of these agreements as a framework for intergovernmental coordination to realize integrated transportation and land use planning objectives.

ATTACHMENTS

Attachment 1: Supportive Policies Agreements Implementation and Monitoring: 2025 Annual Report



2025 Annual Report



Supportive Policies Agreements: Implementation & Monitoring

This report was prepared by TransLink in collaboration with:
Province of British Columbia | City of Langley | Township of Langley
City of Surrey | City of Vancouver | Metro Vancouver

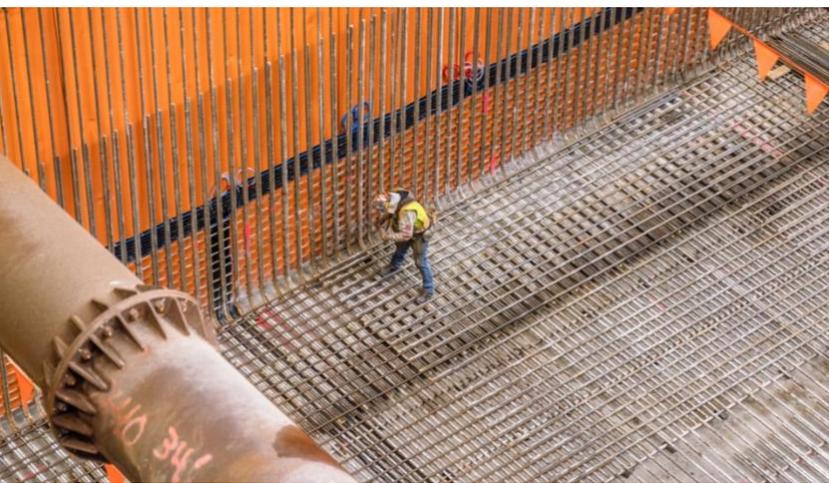
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Executive Summary



Photos provided by B.C. Ministry of Transportation and Transit, used with permission.

The **2025 Annual Report for the Broadway Subway and Surrey Langley SkyTrain (SLS) Supportive Policies Agreement (SPAs)** provides an overview and update on the progress towards commitments made by agreement signatories. The SPA commitments address policies and initiatives which are outside the direct scope of the Broadway Subway and SLS Projects but which have a significant influence on the achievement of the Projects' objectives.

The SPAs demonstrate the power of cross-governmental collaboration to support rapid transit investments and include specific committed actions related to land use, housing, transit, transportation demand management, cycling and walking. The yearly reporting to decision-makers is a key mechanism to track commitments, and to provide updates on key milestones and adjustments needed to align with evolving legislation and project timelines. The data results included in this report for Broadway Subway SPA performance measures provide a good indication of the type of ‘outcomes’ content to come in the 2029 baseline Performance Report, and also indicate that some key measures are already tracking in a positive direction in lead up to the Subway’s opening.

Commitments continue to be on track

In 2025, the SPAs partners continued to collaborate to make significant progress toward achieving commitments set out in their respective SPAs. Highlights include:

- Municipal partners updating their respective official community plans (OCPs) and zoning bylaws, in part to align with the Bill 47 – Transit Oriented Areas (TOA) legislation requirements;
- City of Vancouver developing forecasts for population, jobs, and housing in the Broadway SPA corridor;
- SLS SPAs partners exploring potential performance measure indicators, including the application of social equity and climate action lenses, to monitor long-term outcomes related to the SPAs;
- TransLink working closely with the City of Vancouver and other municipal partners to advance the Burrard Peninsula Area Transport Plan towards a 2026 completion date, and further initiating work with SLS and other municipal partners on the South of Fraser East Area Transport Plan, with a target completion date in 2027; and
- City of Langley’s completion of the Fraser Highway One-Way revitalization project, showcasing the successful collaboration of intergovernmental partners in the delivery of key pedestrian and public realm improvements and aligning with the SPA commitment for collaborative pedestrian strategies.

1. Introduction: reporting on SPAs progress

Supportive Policies Agreements (SPAs) are a foundational tool for aligning land use, housing, and transportation planning with the introduction of new major transit investments across Metro Vancouver. These agreements formalize collaboration between municipal, regional, provincial and potentially other key partners to ensure that such transit projects are supported beyond the direct project scope by complementary policies and coordinated actions. The SPA framework was first introduced in the 2014 Mayors' Council 10-Year Vision for Partnership Agreements as a condition of a major project's funding and inclusion in an approved investment plan, and reiterated in the Access for Everyone (2022 Transport 2050: 10-Year Priorities).

Progress on SPA commitments is tracked through two key reporting mechanisms: the Annual Report, which provides a yearly snapshot of progress on commitments, and the 5-Year Performance Report, which tracks commitments progress and also offers a more comprehensive analysis of long-term indicator outcomes using updated Census data. This year's Annual Report includes indicators data for Broadway Subway SPA for reasons discussed further in **Section 2.4**. This reporting structure ensures that year-over-year progress on SPA commitments, as well as performance measure indicators, are systematically tracked and communicated to decision-makers. This facilitates a responsive approach to analyzing long-term trends related to SPA outcomes.

SPAs are implemented through a structured governance model that includes a Monitoring Committee and a Subcommittee specific to the major project (i.e. one of each for Broadway Subway SPA and for Surrey Langley SkyTrain SPAs). These Monitoring Committees are composed of senior staff representatives from all SPA partner agencies - including local governments, TransLink, the Province, and Metro Vancouver - and have responsibility for decisions around monitoring and reporting parameters. The Monitoring Committees are also responsible for providing final endorsement to the Annual and 5-Year Performance Reports which are submitted to the Mayors' Council and TransLink Board. Each Subcommittee, composed of staff-level representatives from the same agencies, supports its respective Monitoring Committee by advancing collaboration on multi-agency initiatives and tracking progress on SPA commitments.

2. Broadway Subway SPA



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2.1 Broadway Subway SPA Overview: recapping the SPA context

The Broadway Subway Project is a 5.7 kilometre extension of the Millennium Line from VCC–Clark Station to Arbutus Street. As a major investment along the Broadway Corridor, the project will connect several high-density neighbourhoods to the region’s rapid transit network, supporting access to jobs, housing, and key destinations.

To support the success of this investment, the City of Vancouver and TransLink executed the Broadway Subway SPA in June 2018. This agreement outlines commitments to a series of initiatives to be led by the City and TransLink, in collaboration with the Province and Metro Vancouver, relating to land use planning, housing policy, transportation demand management, and public realm improvements in the project corridor.

Broadway Subway SPA’s Monitoring Committee and Subcommittee were established in December 2018 to oversee SPA implementation and ensure accountability. SPA commitments are to be tracked until 20 years after the Subway opens, with progress reported annually and evaluated in depth (alongside performance measures data) every five years.

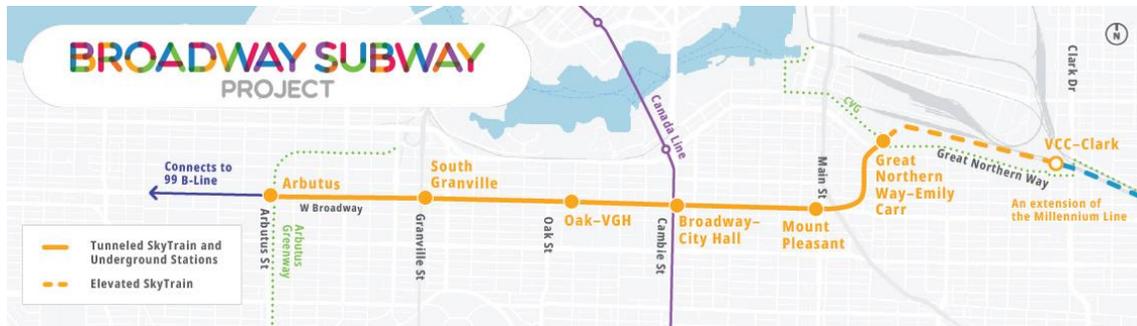


Figure 2.1 Broadway Subway Project. Source: [Broadway Subway Website](#)

2.2 Collaboration: working toward shared goals

The Broadway Subway SPA Implementation and Monitoring Program is built on a foundation of multi-agency collaboration and relationship building. These elements are critical components that have proven essential to advancing shared objectives and will be key to supporting successful outcomes of the Broadway Subway Project. The SPA formalizes commitments from the City of Vancouver and TransLink, supported by the Province and Metro Vancouver, to ensure coordinated action across land use, housing, transportation, and public realm initiatives.

The Broadway SPA Subcommittee met three times this year to confirm the 2025 work plan and to provide updates to the commitments and performance measures. The SPAs Monitoring Committee held its annual meeting on October 17, 2025 to review and endorse the draft report including discussion on any proposed commitment adjustments.



Figure 2.2 2025 Broadway Subway SPA Work Plan Timeline

2.3 Commitments Progress: status on track

The Broadway Subway SPA Commitments Tracker in **Appendix A** provides a detailed summary of each commitment’s status, including those completed, in progress, or scheduled for future initiation. It also captures any timing or scope adjustments that have been reviewed and endorsed by the Monitoring Committee. These adjustments

reflect the evolving context of implementation and ensure that SPA commitments remain responsive and achievable. The following sub-sections highlight commitments progress made in 2025 including updates on key initiatives and milestones.

Section 2.3.1 outlines progress on the City of Vancouver’s commitments, while **Section 2.3.2** focuses on TransLink’s commitments.

2.3.1 City of Vancouver’s Commitments



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City-wide Official Development Plan & Broadway Plan Update

Appendix A – Commitments 4.1, 5.2, 8.1, 8.2

Broadway Subway SPA commitments 4.1 and 5.2 refer to updating the City’s Official Development Plan (ODP) to reflect the corridor land use plans discussed in the SPA (particularly Broadway Plan), and to monitoring progress of those plans through the City’s Regional Context Statement (RCS). The Broadway Plan underwent a comprehensive review and update in December 2024. This update will inform the City-wide Vancouver ODP, which is scheduled for completion and adoption by June 30, 2026 at the latest. The ODP will integrate existing area plans and include an RCS that demonstrates the ODP’s alignment with the regional growth strategy, thereby fulfilling SPA commitment 5.2. Additionally, the December 2024 Broadway Plan update included the completed C-3A Urban Design Guidelines and Broadway Public Realm Plan, listed as commitments in [Sections 8.1](#) and [8.2](#) of the SPA.

Population, Employment, and Dwelling Forecasts

Appendix A – Commitment 5.1 (b)

During 2025, following the approval of the Broadway Plan updates at the end of 2024, the City of Vancouver has been working to develop population, employment, and dwelling unit forecasts for the years 2026, 2031, 2036, 2041, and 2046, aligning with Census years to support SPA monitoring. The City is on track to complete the forecasts by the end of 2025.

Street Connectivity & Major Road Network Review and Analysis

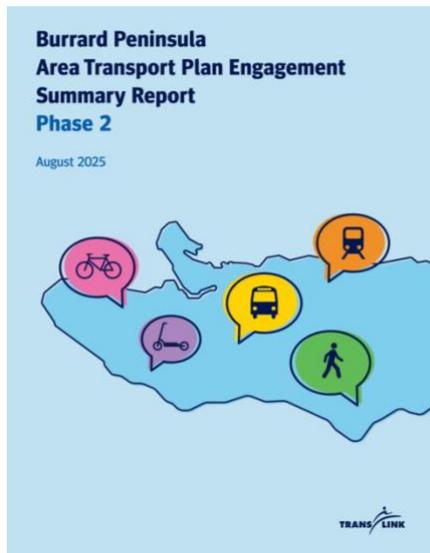
Appendix A – Commitment 7.2

The City is continuing its review of street connectivity and Major Road Network (MRN) lane kilometre allocations within the SPA geography following TransLink's modelling analysis provided in 2024. The City will engage further with TransLink to explore potentially shifting MRN lane kilometres from Broadway to other MRN-designated streets within or connecting to the SPA geography, and potential MRN expansion in the future. The City remains on track with this process, targeting completion of the analysis by the end of 2026.

2.3.2 TransLink's Commitments

Burrard Peninsula Area Transport Plan & Bus Network Integration Plan

Appendix A – Commitments 7.1 (a) and 7.1 (f)



Phase 2 of the public consultation was conducted in 2025 on the [Burrard Peninsula Area Transport Plan \(BP ATP\)](#) to inform specific bus network changes that will support Broadway Subway opening day integration. More than 4,200 online survey responses, including approximately 1,850 from Vancouver residents, are a key input to the development of the ATP. The BP ATP is expected to complete by early 2026. The bus network integration plan for Broadway Subway has been developed as part of the BP ATP, and the details will continue to be refined until the Subway opening day.

Transportation Demand Management (TDM)

Appendix A – Commitments 7.1 (e)



TransLink launched the [Broadway is Still Buzzing](#) TDM campaign in partnership with Mobi (Vancouver Bike Share) in spring 2024 and continued to promote active transportation and transit during the spring and the summer of 2025. The program was expanded in 2025 by collaborating with influencers and using social marketing tactics to encourage the sustainable modes of transit, bikeshare, walk, ride, or roll on the Broadway corridor.

TransLink continued in 2025 to work on the Transit Friendly Employer program and the TransLink for Organizations employee Transit Pass program with major employers on the corridor. TransLink supported the City through the Compass for Development program and met with developers within the Broadway Subway Project area to discuss TDM for their buildings, including transit passes and active transportation TDM, supporting the City’s elimination of parking minimums in the corridor and their TDM policy updates in 2024.

2.4 Performance Measures: indicators of SPA-related outcomes

Data results for the Broadway Subway SPA performance measures indicators (**Table 2.1**) are provided by the City of Vancouver, TransLink and Metro Vancouver, and are specific to the Broadway Subway SPA geography, an area delineated by city blocks which is an approximate 800 metre walk (based on existing networks) from the future Project stations. These data results will, in the future, be shared and assessed in SPA Performance Reports released on a five-year basis in alignment with the availability of updated census data customized for the Broadway SPA geography.

Prior to the “baseline” Performance Report planned for 2029 (see **Section 2.5** for details on the reporting timeline), the current report includes the most currently available data, in order to provide an early preview of the type of outcomes data results that will be available in future Performance Reports. Data results are also monitored informally each year at the SPA Subcommittee and Monitoring Committee levels, and the five-year formal reporting on data results ensures the tracking and reporting to decision-makers on actual longer-term trends. The latest data collected from Census are from 2021 and are compared to the 2016 Census data for trend

analysis. Data provided by the City of Vancouver and TransLink are collected on an annual basis and the trends are shown from 2019 to 2024.

Changes and trends in the data of course do not yet reflect the future transportation improvements that will be provided following Broadway Subway's opening and may in fact be impacted by Subway construction activities. Likewise, given that Broadway Plan was only approved in 2022 and updated in 2024, the data changes are not yet reflecting the supportive land use plans and policies in a meaningful way. The future 2029 SPA baseline Performance Report (see **Section 2.5** for details) will include updated data from the next (2026) Census and will therefore be a better opportunity to begin seeing the benefits of the supportive plans and policies.

Table 2.1 Broadway Subway SPA Performance Measures Indicators & Data Sources

Measure	Indicator	Data Source	Partner Agency Obtaining Data
Population Growth	Total population	Statistics Canada Census	Metro Vancouver
Employment Growth	Number of jobs	Statistics Canada Census	Metro Vancouver
	Jobs by Industry	Statistics Canada Census	Metro Vancouver
	Amount of job space approved	City of Vancouver	City of Vancouver
Affordable Housing Unit Increase	Number of housing units by type	City of Vancouver	City of Vancouver
	Number of "Affordable Housing" units approved <ul style="list-style-type: none"> Purpose-built market rental units Social and supportive housing units 	City of Vancouver	City of Vancouver
Sustainable Transportation Modal Increase	Multimodal Counts including Pedestrians & Cyclists	City of Vancouver	City of Vancouver
	Average daily train boarding & alighting by Station	TransLink	TransLink
	Average daily bus boardings & boardings	TransLink	TransLink
	Peak load factors of buses	TransLink	TransLink

Population & Employment Growth

The data for the SPA's performances measures indicators for population, jobs, and jobs by industry is derived from the 2021 Census data. Data on the amount of job space approved is provided by the City and is based on 2024 data. As discussed in **Section 2.3.1**, the City is developing forecasts for population, employment and dwelling unit numbers, aligned with census years to support SPA monitoring and reporting. Those forecasts are expected to be complete by the end of 2025.

Between 2016 and 2021, the total population within the SPA geography increased by 3%, while the total number of jobs decreased by 29%, the latter trend being almost certainly due to remote work during the COVID-19 pandemic. While this jobs data is based on a total of 20 industry categories (the full breakdown of jobs by industry, based on the North American Industry Classification System, is available in **Appendix B**), **Table 2.2** below highlights the five industries with the highest job counts in the SPA geography.

Table 2.2 Population and Employment in the Broadway Subway SPA Geography

Indicator	2016 Census Total	2021 Census Total	% Change
Number of people	88,905	91,425	2.8%
Number of jobs	88,000	62,810	-28.6%
Jobs by Industry (top 5)			
Healthcare & social assistance	16,960	18,470	-24.8%
Prof., scientific & technical services	10,120	11,485	8.9%
Retail trade	9,080	7,750	13.5%
Educational services	5,025	5,895	14.6%
Accommodation & food services	6,000	4,610	17.3%

Between 2019 and 2024, office space represented the largest share of approved job space in the Broadway Subway SPA area, totalling over 2.1 million square feet (see **Figure 2.3**).

Approved Job Space (sq ft, 2019–2024)

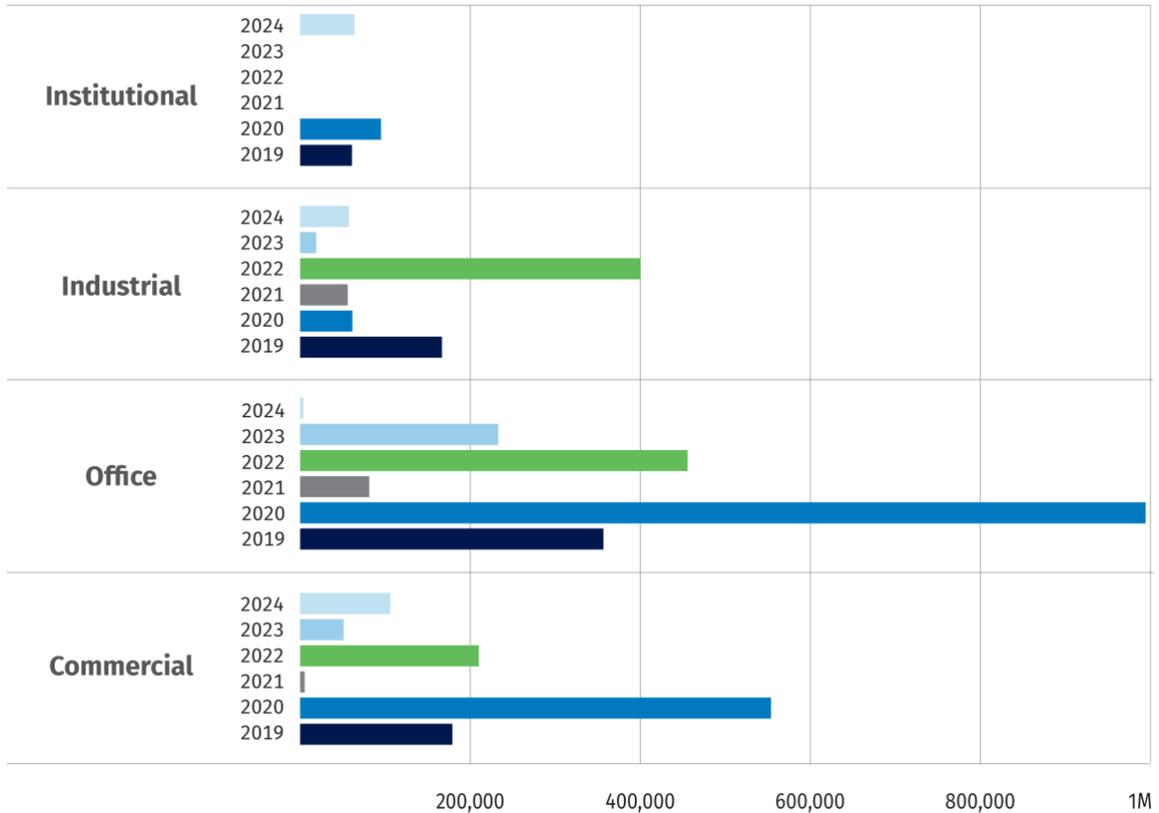


Figure 2.3 Approved Job Space in the Broadway Subway SPA Geography (2019–2024)

The amount of job space approved in 2024, categorized by job type and station area (i.e. 800 metre walk from the future station), can be found in **Appendix B**. This data indicates that in 2024, the largest share of approved job space was in the Commercial category, followed by the Institutional category.

Significant Increase in Purpose-Built Rental Housing Units

The Broadway Subway SPA housing supply data is provided by City of Vancouver through the City’s permitting systems and Provincial BC Assessment data. The housing supply category provides indicator data for six housing types that include both affordable and ownership housing types, as shown in the first column of **Table 2.3** below.

For the purposes of the SPA reporting, affordable housing is considered to include purpose-built market rental and below-market as well as social and supportive housing units, recognizing that affordability is a measure of the price or cost of housing relative to household income. The social/supportive housing category includes co-operative housing units. **Table 2.3** provides data on the new housing unit approvals in the Broadway Subway SPA Geography for 2019-2024 and includes detailed notes regarding data collection methodology. **Figure 2.4** also below further summarizes this data in terms of ‘affordable’ and ‘other’ housing units.

As the data results show, a significant increase in the number of purpose-built rental housing units approved in 2024 (over recent past years), i.e. 2,201 in 2024 compared with 1,431 from all of 2019-2023, is a very positive indication of the now active implementation of Broadway Plan policies, supported by the commitments in the Broadway Subway SPA.

Table 2.3 Housing Units Approved in the Broadway Subway SPA Geography (2019-2024)

Units Approved by City								
Housing Type	Existing 2018	2019	2020	2021	2022	2023	2024	Total
Affordable Housing Stock								
Purpose-Built Market Rental Housing	20,463	72	577	140	603	39	2,201	24,095
Social/Supportive Housing	5,167	90	244	114	0	0	0	5,615
Total	25,630	162	821	254	603	39	2,201	29,710
Other Housing Stock								
Laneway Housing	14	2	4	1	2	4	1	<i>not available due to data collection methods (see notes below)</i>
Condominiums	26,616	361	121	57	148	8	0	
Coach Houses		10	2	1	4	1	3	
Townhouses		0	0	61	0	0	0	
Total		26,630	373	127	120	154	13	

Notes:

- 'Existing 2018' refers to existing, approved, and under construction buildings/units as of December 31, 2018. 'Units approved by City' refers to new buildings/units approved for the period January 1 to December 31 for the respective year. For projects which require a rezoning 'approved' refers to when the project is approved at public hearing, and for projects which do not require a rezoning and are enabled under existing zoning 'approved' refers to when the project has been issued a development permit.
- Due to discrepancies between the Provincial historic data collection of strata ownership units and municipal tracking systems, 'Existing 2018' baseline building and unit numbers for strata ownership units are estimates and not able to be further broken down by housing type (e.g. townhouse). This is why for annual reporting, new approved condominium units, coach houses and townhouses are reported, but the baseline housing stock numbers are combined for all of those housing types.
- Condominium and townhouse approval numbers are gross rather than net unit counts due to data gaps in municipal tracking systems; purpose-built market rental housing, social/supportive housing, coach houses and laneway housing are net unit counts. Approvals numbers for condominiums, coach houses and townhouses cannot be added to 'Existing 2018' baseline numbers as this would not be an accurate total as the gross approval numbers do not account for units lost through redevelopment.

Number of Housing Units Approved (2019–2024)

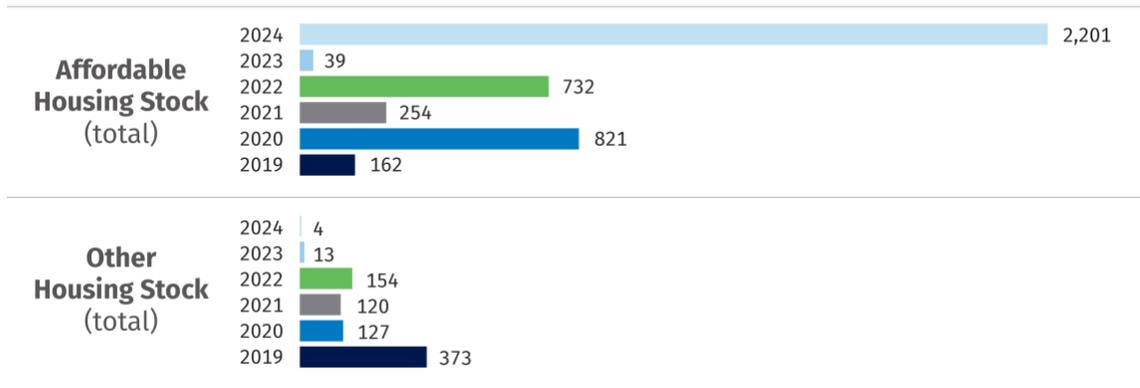


Figure 2.5 Housing Units Approved (Affordable & Other) in the Broadway Subway SPA Geography (2019–2024)

Sustainable Transportation Modal Increase



Photo provided by TransLink and used with permission.

The SPA's performance measures framework also includes monitoring data related to sustainable transportation modes, primarily focused on walking, cycling, SkyTrain and bus ridership in the SPA geography. While the SPA Monitoring Committee had initially endorsed car ownership rates as one of the sustainable transportation indicators (with data to be provided by ICBC), the Monitoring Committee has since endorsed the removal of that indicator due to inconsistent reporting timing and geography. And in terms of the planned indicator for average daily train boardings and alightings by Broadway Subway stations, that data will be reported once the Broadway Subway is open and operational.

In this year's report, data is included for the following sustainable transportation indicators:

- Average daily boardings and alightings by station
- Average daily bus boardings and alightings
- Peak Load Factors (PLFs) by mode
- Pedestrian counts
- Cycling counts
- Journey to work mode split

Average Daily Boardings and Alightings by Station

For Broadway Subway SPA sustainable transportation performance measures monitoring, three existing SkyTrain stations were identified as being of interest: Broadway-City Hall (Canada Line station that will intersect with Broadway Subway), Commercial-Broadway (key regional transfer point), and VCC-Clark (from where Broadway Subway will extend west). Data related to these three stations will continue to be monitored over time following the opening of the Broadway Subway, after which point the same data will also be collected for the new Subway stations.

Average daily boardings and alightings from Monday-Friday from 2019 to 2024 are provided in **Table 2.4** for these three stations. Data for boardings and alightings is collected through Compass Card taps at station fare gates (entries/exits). Ridership at these stations increased steadily from 2021 to 2024, with an average of 6% increase from 2023 to 2024 as shown in the last column in **Table 2.4**. Ridership at these three stations continue to increase towards the pre-pandemic level and the Commercial-Broadway Station remains the busiest station in the system. While the pandemic years represent a highly abnormal period for transit ridership, the changes observed from 2023 to 2024 are considered more reliable indicators of recent trends.

Table 2.4 Average Daily Activity at SkyTrain Stations Related to the Future Broadway Subway (2019–2024)

Station	Monday-Friday	2019	2021	2022	2023	2024	2019–2024	2023–2024
Broadway-City Hall	Boardings	15,000	8,100	9,000	10,600	11,100	-26%	5%
	Alightings	15,300	8,000	8,800	10,500	11,100	-27%	6%
Commercial-Broadway	Boardings	25,100	14,500	16,400	19,100	20,600	-18%	8%
	Alightings	26,000	15,300	17,200	20,000	21,600	-17%	8%
VCC-Clark	Boardings	3,800	2,000	2,200	2,800	3,000	-21%	7%
	Alightings	3,400	1,800	1,900	2,500	2,600	-24%	4%

Average Daily Bus Boardings and Alightings

There are 25 bus routes in the SPA geography, including NightBus. Average daily (Monday to Friday) boardings and alightings for these routes indicate that between 2023 and 2024, there was a 23% increase in boardings and 18% increase in alightings in the SPA geography. The 99 B-Line (UBC / Commercial-Broadway) and the corresponding local bus route 9 had the two highest average daily boardings in 2024,

followed by route 84 (UBC / VCC-Clark). Average daily boarding and alighting numbers for each route are provided in **Appendix B**.

Peak Load Factors by Mode

The Peak Load Factor (PLF) is a measure of how full a transit vehicle is, on average, at its busiest point or peak on a route. It is the ratio of average passengers carried versus the capacity or space available on a vehicle (seats plus standing space), expressed as a percentage, where a PLF of 100% means the vehicle is at capacity. The 2019-2024 PLFs for the routes operating in the SPA geography are shown in **Appendix B**. Once the Broadway Subway is operational, PLFs for the SkyTrain extension will also be reported as part of SPA monitoring.

PLFs that are between 84% and 99% are defined as instances of crowding, with PLFs of 100% and above as instances of overcrowding. Instances of overcrowding are of key interest. In 2024, nine of the 25 routes in the SPA geography exhibited instances of crowding in at least one direction and during at least one of the peak hours. Routes 19 (Stanley Park / Metrotown Station) and 99 B-Line (UBC / Commercial-Broadway) were two of the busiest bus routes in the SPA geography with the PLFs over 100%.

Multimodal Counts

At the outset of SPA monitoring, the City had existing methods of collecting pedestrian and cyclist data. Since that time, the City's methods of counting pedestrians and cyclists are in the process of being changed for reasons of efficiency and technological changes. As a temporary measure, the City is collecting data for pedestrians and cyclists (and micromobility) within the SPA geography. However, the data is limited in that it is not possible to compare counts to the previous counting methodologies, nor to compare annual data (it is only comparable on a five-year cycle). As such, it is not included in this report.

The City is moving toward a new automated multimodal count approach that will help capture pedestrian, cyclist, and vehicle activity at intersections around the clock. As part of this effort, new automated counters are planned for installation at four intersection locations within the SPA geography by the end of 2026. With a full year of continuous data expected by the end of 2027, this initiative will provide a reliable foundation of multimodal information to support the 2029 baseline Broadway Subway SPA Performance Report.

Journey to Work Mode Split

The Journey to Work for transportation mode split is one of the key indicators from the census to understand commuting behaviour in the Broadway Subway SPA geography.

When compared to the 2016 Census data, the 2021 Census data indicates a decrease in car use and transit, which is accompanied by increases in walking, cycling, and other modes (**Figure 2.5**). The trend of gradual uptake in active transportation modes and decline in public transit may be influenced by the COVID-19 pandemic, which disrupted transit ridership patterns and shifted commuting preferences during the census period. These changes in mode split will be monitored closely in future reports, especially as the Broadway Subway extension nears completion and new transit-oriented developments come online.

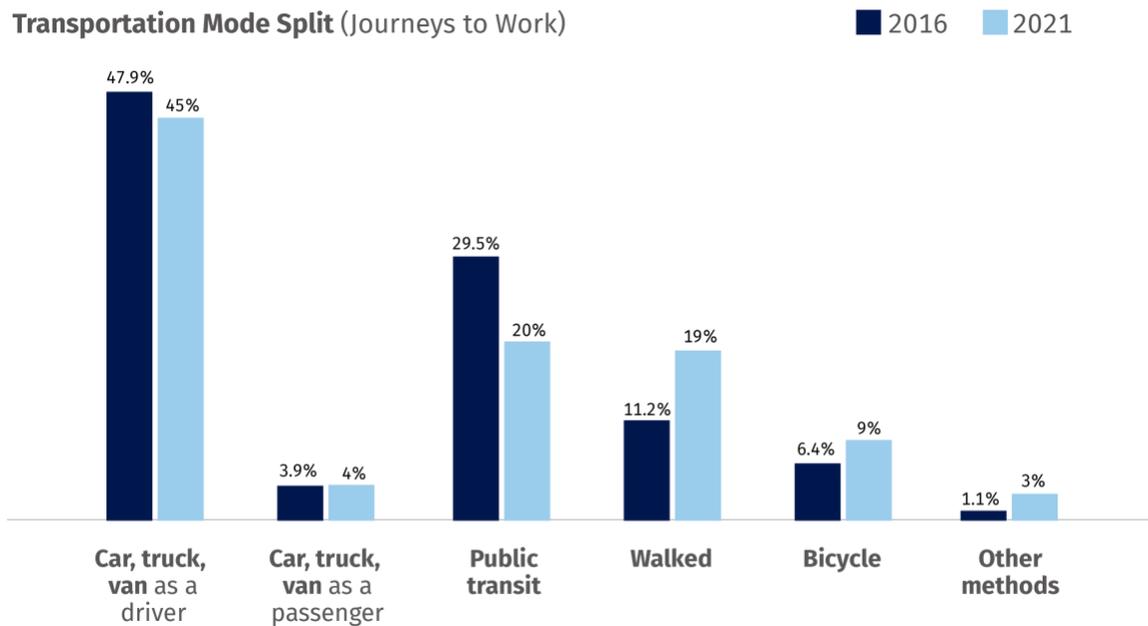


Figure 2.6 Transportation Mode Split in the Broadway Subway SPA Geography (2016 vs 2021)

2.5 Reporting: accountability for SPA commitments

In 2025 the SPA Monitoring Committee endorsed the approach of releasing the first (baseline) SPA Performance Report in 2029, rather than 2025 as originally planned. While SPA Annual Reports focus on commitments tracking, Performance Reports serve that role and further include updated performance measures data and analysis to review longer term trends in SPA-related outcomes. The 2029 Performance Report timing will align best with: the expected 2028 availability of custom 2026 Census data; the planned 2027 Broadway Subway opening; and the availability of the City's new multimodal data.

While this year's report on Broadway Subway SPA is considered an Annual Report and primarily focused on commitments tracking, the most currently available SPA performance measures data (both annual and 2021 Census) has been included, the intent being to provide an early preview of the type of SPA outcomes data results that will be available in future reports. As noted earlier, SPA data results are also monitored informally each year at the SPA Subcommittee and Monitoring Committee levels. The five-year formal reporting on data results ensures the tracking and reporting to decision-makers on actual longer-term trends.

3. Surrey Langley SkyTrain SPAs



Photo provided by B.C. Ministry of Transportation and Transit, used with permission.

3.1 Surrey Langley SkyTrain SPAs Overview: recapping the SPA context

The Surrey Langley SkyTrain (SLS) Project will extend the Expo Line 16 kilometres on an elevated guideway from King George Station in Surrey to 203 Street in Langley City. There will be eight new stations and transit exchanges at the new Bakerview–166 Street, Willowbrook, and Langley City Centre stations. The Project is anticipated to be in service in late 2029 and improve regional transportation connections, providing fast, frequent, and reliable transit service, especially for those who live, work, study, and play south of the Fraser River.

A total of four SPAs were signed for the SLS Project between 2020 and 2022:

- City of Surrey and TransLink (2020)
- City of Langley and TransLink (2022)
- Township of Langley and TransLink (2022)
- The Province-led Overarching SPA (OSPA) signed by the Province, TransLink and all three SLS municipalities listed above (2022)



Figure 3.1 Surrey Langley SkyTrain Project. Source: [Surrey Langley SkyTrain website](#)

The SLS SPAs include commitments for land use and transportation policies, collaboration on key initiatives, and formal monitoring and reporting, all intended to advance the success of this major regional investment.

This chapter of the report documents the actions, cooperation, and support undertaken the past year by the various SLS SPAs partner agencies to implement the four SPAs and thereby support the SLS Project objectives.

3.2 Collaboration: working toward shared goals

Collaboration and relationship building among SPA partners are central components of the SPAs and key benefits of the SPAs Implementation and Monitoring Program. In 2025, partners have continued to collaborate effectively to implement, review, and monitor commitments compliance through the staff-level SLS SPAs Subcommittee and senior staff Monitoring Committee.

This year, through three meetings of the SLS SPAs Subcommittee, members established the 2025 Work Plan and engaged in discussion on SLS SPAs performance metrics, related legislation alignment, and progress on SPAs and OSPAs commitments. Outside of meetings, members collaborated online to prepare this report to go to decision-makers. The SLS SPAs Monitoring Committee held its annual meeting on October 2, 2025, to review and endorse the draft report including discussion on any proposed commitment adjustments.



Figure 3.2 SLS SPAs Work Plan Timeline 2025

3.3 Commitments Progress: status on track

Given the large number of commitments made in the three SPAs and OSPAs as well as the varying nature of these commitments, the Monitoring Committee had previously endorsed the categorization of each commitment as one of the following:

- **Core Deliverable** – major commitments with concrete deliverables and typically defined deadlines (e.g. plan updates),
- **Sub-Deliverable** – details or component of a core deliverable,
- **Strategies and Support** – initiatives and commitments, typically related to a policy framework that will support the success of the SLS Project,
- **Monitoring Committee** – responsibilities of the Monitoring Committee,
- **Background / Context** – background information or work that had already been completed at the time of the signing of the SPA / OSPAs, and
- **Legal Administration** – components of the SPA / OSPAs related to the legality and execution of the agreement.

The SLS SPAs Commitments Tracker found in **APPENDIX C**, focus on the [Core Deliverable](#) commitments. They provide a summary of current progress towards achieving commitments, as well as any adjustments endorsed by the senior staff Monitoring Committee.

The SLS SPAs partners collaborated effectively, making notable strides toward fulfilling their commitments. The following subsections highlight the progress of commitments made in 2025, including those related to the [Sub-Deliverables](#) as well as [Strategies and Support](#) commitments categories. These updates reference specific commitments outlined in the SPAs.

3.3.1 Community Plans, Zoning Bylaws, Policies and Strategies

The past year saw continued coordinated efforts to advance SLS SPAs and OSPA commitments, efforts influenced to a significant degree by work required of the SLS municipalities in response to recent provincial legislation. Per legislation, municipalities were required to complete an interim Housing Needs Report by January 1, 2025, to inform the 5 and 20-year housing needs in their communities. Municipalities are updating their official community plans (OCPs) and zoning bylaws to accommodate the findings from the interim Housing Needs Reports, work to be completed by the end of 2025. Also required of the SLS municipalities in 2025 is an updated Regional Context Statement to demonstrate alignment of the municipality's OCP with Metro 2050.

While the provincially mandated OCP and zoning bylaw updates overlap to a degree with some policy commitments in the SPAs, the need for municipalities to prioritize that work has in some cases impacted timelines for meeting SPAs commitments.

SLS SPA with City of Surrey

Official Community Plan:

[“Sub-Deliverables” and “Strategies and Support” Commitments](#)

[City of Surrey and TransLink SLS SPA \(2020\): Section 6.1](#)

- In 2024, the City of Surrey initiated a two-year process to update their OCP, which will include Affordable Housing Policies to support the findings of the City's Housing Needs Report. The OCP is on track to be completed by the end of 2025.
- This work aligns with the Affordable Housing Policies commitments in [Section 6.1](#) of the City of Surrey and TransLink SPA.

City Centre Plan:

“Core Deliverable” Commitment: Appendix C – Table C5: Item 2

City of Surrey and TransLink SLS SPA (2020): Sections 5.1 (a)(i) and 6.4

- An update to the City Centre Plan is underway to align with Bill 47 – Transit Oriented Areas (TOA) legislation requirements.
- The City Centre Plan is focused on planning for more housing, supporting jobs and the economy, planning for an Entertainment District and managing growth.
- This work relates to the Surrey City Centre Plan commitment in [Section 5.1 \(a\)\(i\)](#), and Retail and Office Development policy commitments in [Section 6.4](#).

Fleetwood Plan:

“Core Deliverable” Commitment: Appendix C – Table C5: Item 3

City of Surrey and TransLink SLS SPA (2020): Section 5.1 (a)(ii)

- The Fleetwood Plan is being updated to align with Bill 47 – Transit Oriented Areas (TOA) legislation requirements. This provincial legislation mandates
- municipalities to permit minimum levels of density set out in regulations within 800 meters of rapid transit stations (e.g., SkyTrain) and 400 meters of major bus exchanges or West Coast Express stations, and to remove off-street residential parking requirements within TOAs except for spaces designated for disabled persons. The Fleetwood Plan area includes three of the new Surrey Langley SkyTrain stations.
- The Plan will support growth while maximizing the community benefits associated the new rapid transit connections to the region.
- The City has completed public engagement and is working to incorporate feedback to guide the final land use plan.
- This work relates to the Fleetwood Plan commitment in [Section 5.1 \(a\)\(ii\)](#), and is on track for completion in 2026.

196 Street Station Plan:

“Core Deliverable” Commitment: Appendix C – Table C5: Item 5

City of Surrey and TransLink SLS SPA (2020): Section 5.1 (a)(v)

- The East Cloverdale Plan (as it was noted in the City of Surrey and TransLink SLS SPA) has been renamed to 196 Street Station Plan.
- The City is in the process of preparing a Neighbourhood Concept Plan to support the SLS Project by supporting transit-oriented development and related infrastructure and amenities around the future Willowbrook Station. Current plan completion date is anticipated to be in 2027.
- This work relates to the commitment in [Section 5.1 \(a\)\(v\)](#).

Zoning Bylaw:

“Strategies and Support” Commitments

City of Surrey and TransLink SLS SPA (2020): Section 5.1 (d)

- The City has put forth proposed amendments to improve the efficiency of the development process by clarifying zoning regulations and ensuring consistency with policies and regulations.
- This work aligns with [Section 5.1 \(d\)](#), which recognizes the need for changes to density, zoning and other land use policies are needed to help achieve integrated land use and transportation planning.

SLS SPA with Township of Langley**Official Community Plan:**

Willowbrook Community Plan “Core Deliverable” Commitment: Appendix C – Table C6: Item 2

Affordable Housing Policies “Sub-Deliverable” Commitment

Township of Langley and TransLink SLS SPA (2022): Sections 5.1 and 6.1 (b)

- The Township of Langley initiated their current OCP update at the end of 2024 and held a series of Open Houses in May, September and October 2025. The OCP update includes introduction of the Major Transit Growth Corridor and Transit-Oriented Area regional designations to the Urban Community Structure and Centres policies, alignment of the Township’s housing objectives and supportive policies with the findings of the interim Housing Needs Report, and a policy framework for small-scale multi-unit housing.
- This work is planned to be presented to Council for consideration this fall and aligns with the Affordable Housing Policies commitments in [Section 6.1\(b\)](#) of the Township of Langley and TransLink SPA.
- Work on the [Willowbrook Community Plan](#) and associated OCP updates, including other commitments listed in [Section 5.1](#), is planned to resume after this round of OCP updates has been completed. The current planning effort for Willowbrook is focused on pursuing an amendment to the Airport Zoning Regulation which restricts building heights within the TOA to 10 to 13 storeys.

Transportation and Mobility Strategy:

“Core Deliverable” Commitments: Appendix C – Table C6: Items 7 and 9

Township of Langley and TransLink SLS SPA (2022): Sections 7.1 (a) and 9.1 (b)(ii)

- The Township is conducting a Parking Strategy study aimed at updating off-street parking regulations and developing on-street parking management strategies. The study includes an investigation of existing parking utilization rates at existing rental housing sites and aligns with the commitment described in [Section 9.1 \(b\)\(ii\)](#) of the SPA.

- This Parking Strategy study is part of the new Transportation and Mobility Strategy (TMS) work which will use Vision Zero principles to identify safety issues and recommend improvements including infrastructure for persons of all ages and abilities. The TMS accounts for the arrival of the Surrey Langley SkyTrain and Bus Rapid Transit to the Township and neighbouring municipalities.
- The study results will inform future bylaws and policies to ensure appropriate and desirable parking conditions are incorporated into future land development.
- Work on the Parking Strategy and TMS is expected to be completed by the end of 2025 and 2026, respectively, in alignment with the TMS commitment in [Section 7.1 \(a\)](#).

SLS SPA with City of Langley

Official Community Plan:

“Core Deliverable” Commitment: [Appendix C – Table C7: Item 3](#)
 City of Langley and TransLink SLS SPA (2022): [Section 5.1 \(d\)\(v\)](#)

- The City of Langley is updating their OCP to align with provincial legislation, in particular aligning land use designations to be consistent with Transit Oriented Area minimum floor area ratio (FAR) requirements.
- This work relates to the OCP update and other policy commitments listed within [Section 5.1 \(d\)\(v\)](#) of the City of Langley and TransLink SPA.
- The OCP update is expected to be presented to Council for consideration for adoption in fall 2025.

Glover Road Innovation District Plan:

“Core Deliverable” Commitment: [Appendix C – Table C7: Item 1](#)
 City of Langley and TransLink SLS SPA (2022): [Section 5.1 \(d\)\(ii\)](#)

- In May 2025, the City of Langley initiated work on Phase 2 of the Glover Road Innovation District Plan. This work includes developing a detailed land use plan that brings together research, technology, creative industry housing and gathering places, creating a public realm plan and assembling supportive design guidelines and other policy tools.
- The Plan is expected to be completed by 2026, in alignment with the commitment in [Section 5.1 \(d\)\(ii\)](#) of the City of Langley and TransLink SPA.

Zoning Bylaw:

“Core Deliverable” Commitment: Appendix C – Table C7: Item 11

City of Langley and TransLink SLS SPA (2022): Section 9.1 (b)

- The City of Langley is also in the process of developing a new Zoning Bylaw which will contain new and updated zones to align with OCP land uses, reflect provincial housing legislation directions and best practices, create flexible zones that are more efficient and usable, and increase housing supply and options.
- This work aligns with the commitment in the SPA [Section 9.1 \(b\)](#) to undertake Zoning Bylaw updates in conjunction with OCP updates.
- The Zoning Bylaw is expected to be presented to Council for consideration for adoption in fall 2025.

Master Transportation Plan:

“Core Deliverable” Commitments: Appendix C – Table C7: Items 8 and 9

City of Langley and TransLink SLS SPA (2022): Sections 7.1 (a) and 8.1 (a)

- The City of Langley is developing Transportation 2050 to provide a multimodal transportation strategy to guide transportation policy and investment in the City of Langley over the next 25 years. Transportation 2050 is designed to support the community’s goals and aspirations to provide sustainable transportation solutions that consider population growth and density, rapid transit, and proactively address future transportation issues and opportunities.
- The plan outlines strategies for a safe, reliable street network that connects with the SLS Project infrastructure to enhance public spaces, and aligns with the public realm plan commitment in SPA [Section 8.1 \(a\)](#).
- The MTP is a commitment listed under [Section 7.1 \(a\)](#) and is expected to be completed by the end of 2026.

Parking Strategy:

“Core Deliverable” Commitments: Appendix C – Table C7: Items 12 and 13

City of Langley and TransLink SLS SPA (2022): Sections 9.1 (c) and (d)

The City’s Master Transportation Plan, in its current draft form, includes policies and direction to develop a public parking strategy with pricing approaches to manage public and on-street parking in the core and shoulder areas.

The Parking Strategy study was launched in 2024 and aims to understand the current public parking supply, review parking patterns and develop a parking plan to guide future parking decisions, with a focus on the Nicomekl and Douglas Neighbourhoods, specifically Downtown Langley, the Brydon Park area, and the Michau Crescent area.

The Parking Strategy is scheduled for completion in 2025 and aligns with the on-street parking management strategy commitment in the SPA Section 9.1 (c), and the parking utilization rate study commitment in Section 9.1 (d).

3.3.2 South of Fraser East Area Transport Plan

“Core Deliverable” Commitment: Appendix C – Table C4: Item 3

City of Langley and TransLink SLS SPA (2022): Section 7.2 (a); Township of Langley and TransLink SLS SPA (2022) Section 7.2 (a)

TransLink, with support from the City of Surrey, Township of Langley, City of Langley, City of White Rock, and City of Delta have initiated work on the South of Fraser East (SoFE) Area Transport Plan. The Area Transport Plan will identify sub-regional transportation priorities and include an integration plan that identifies bus and active transportation connections to the new Surrey Langley SkyTrain stations. TransLink anticipates that the South of Fraser East Area Transport Plan will be completed in 2027, before the Opening Day of the Surrey Langley SkyTrain. This aligns with the Area Transport Plan commitment listed in Section 7.2 (a) of the City of Langley and TransLink SPA, and Township of Langley and TransLink SPA.

3.3.3 Fraser Highway One-Way Revitalization Project

“Strategies and Support” Commitments

City of Langley and TransLink SLS SPA (2022): Section 7.5

Since fall 2024, the City of Langley has been undertaking the reconstruction and revitalization of the Fraser Highway one-way segment in Downtown Langley. The City officially opened the revitalized Fraser Highway One-Way on September 15, 2025. The project includes pedestrian amenity enhancements, such as widened sidewalks and new pedestrian walkways, to improve safety and accessibility and create an inviting experience for businesses and visitors. This project aligns with the pedestrian strategies described in City of Langley and TransLink SPA Section 7.5, where TransLink and the City committed to working with the Province regarding the delivery of key pedestrian and public realm improvements.

3.4 Performance Measures: indicators of SPAs-related outcomes

The duties and responsibilities of the SLS SPAs Monitoring Committee, as established in [Section 10.3](#) of the three SLS SPAs, include measuring the effectiveness of these agreements by monitoring changes along the SLS Corridor across the following areas:

- Population and employment growth,
- Net new Affordable Housing supply,
- Transit performance,
- Mode Split,
- Cycling Performance, and
- Pedestrian Performance.

The commitment includes defining specific indicators for these categories of performance measures and applying social equity and climate action lenses in the development of these indicators.

Throughout the past year, the SLS SPAs Subcommittee has evaluated and considered various performance measure metrics. In 2026, the Subcommittee will focus on finalizing methodology for collecting data on the SPAs performance indicators and an update with the finalized list of indicators will be provided in the 2026 SPAs Annual Report.

The SLS SPAs indicators will differ in some cases from the indicators used for Broadway Subway SPA monitoring, as they're based in part on what data the specific municipalities collect and also reflect general data-related changes over time (the Broadway Subway SPA Implementation and Monitoring having begun years before the work on the SLS SPAs).

3.5 Reporting: accountability for SPA commitments

This is the second annual SLS SPAs report as part of TransLink's SPAs Implementation and Monitoring Program. In 2024 a staff report was provided to the Mayors' Council on Regional Transportation and TransLink Board of Directors.

A similar Annual Report will be submitted to decision makers each subsequent year through 2028. An SLS pre-Project baseline Performance Report, utilizing data from the 2026 Census and the most current performance metrics, is scheduled for release in 2029. The Surrey Langley SkyTrain is anticipated to open by the end of that same year.

4. Next Steps

4.1 Broadway Subway SPA Implementation and Monitoring

The Broadway Subway SPA partners will continue in 2026 to advance implementation efforts aligned with SPA commitments. Key commitment milestones for the City of Vancouver includes completing and adopting the City-wide Official Development Plan and finalizing updated population, employment, and dwelling forecasts based on 2021 Census data. TransLink is expected to complete the Burrard Peninsula Area Transport Plan in early 2026, and in terms of TDM efforts, to continue supporting sustainable travel choices along the Broadway corridor during construction.

4.2 SLS SPAs Implementation and Monitoring

In 2026, the SLS SPAs Subcommittee will focus on finalizing methodology for collecting data on the SPAs performance indicators. The Subcommittee will engage subject matter experts to ensure that data collection is both effective and meaningful, and that data interpretation is conducted accurately and appropriately. Member agencies are strongly encouraged to provide ongoing updates regarding the fulfillment of their commitments, including for those not explicitly referenced in the core deliverable commitment tracker.

4.3 Overall

During the past year, substantial progress was made toward fulfilling the various commitments detailed within the SPAs. These achievements were driven by a collaborative and cooperative approach among SPAs partners, underscoring the effectiveness of SPAs as a framework for intergovernmental coordination to realise integrated transportation and land use planning objectives. Collectively, SPAs partners considered the impact of legislative requirements and concentrated their efforts on enhancing efficiencies to meet provincially mandated tasks while advancing SPA priorities.

Going forward, both the Broadway Subway SPA and SLS SPAs Implementation and Monitoring programs will continue to advance their respective SPA commitments and further promote the integration of transportation and land use in alignment with the objectives outlined in Transport 2050 and Metro 2050.

APPENDIX A Broadway Subway SPA Commitments Tracker

Table A.1 Monitoring Committee Commitments and Adjustments

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	Monitoring Committee Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Before December 15, 2018, the City and TransLink will establish a multi-stakeholder committee (the “Monitoring Committee”) to: (i) review the performance of land use and transportation outcomes for the MLBE Corridor; and (ii) monitor compliance by each Party with the commitments and responsibilities set out in this SPA	10.1	2018		Completed (2018)
2	The Monitoring Committee will provide the City Council, the Mayors’ Council, the TransLink Board of Directors, and officials from the Province with an annual report outlining the progress of the commitments of each Party as set out in this SPA	10.3 (e)	Ongoing	Endorsed in 2020: Name Adjustment Rename 'Annual Dashboard' to 'Annual Report'	Ongoing
3	The City and TransLink will work jointly and cooperatively to prepare a 5-Year Performance Report every three to five years	11.1 (a)	2024	Endorsed in 2020: Name Adjustment Rename 'Comprehensive Report' to '5-Year Performance Report'	Ongoing (Baseline Performance Report planned 2029)

Table A.2 City of Vancouver-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	City of Vancouver Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	The City will prepare and adopt the following Land Use Plans by the dates set out beside each Land Use Plan below, each of which will incorporate land uses and densities supportive of rapid transit and that meet the objectives of the Regional Growth Strategy:	5.1(a)	2022		Completed (2022)
2	Prepare and adopt Vancouver Plan	5.1(a)(i)	2022	Endorsed in 2020: Name adjustment from City Core 2050 Plan to Vancouver Plan	Completed (2022)
3	Prepare and adopt Broadway Plan	5.1(a)(ii)	2022	Endorsed in 2021: Timing adjustment from 2021 to 2022 completion	Completed (further updated in 2024)
4	Complete Vancouver Employment Lands and Economy Review	5.1(a)(iii)	2020	Endorsed in 2020: Name and timing adjustment from 'Vancouver Employment Lands Study' (2019) to 'Vancouver Employment Lands and Economy Review, 2020 completion	Completed (2020)

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City of Vancouver Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
5	As a component of each Land Use Plan and upon the same timeline as set out for each respective Land Use Plan, the City will prepare forecasts for population, number of dwelling units and employment for the years 2026, 2031, 2036, 2041, and 2046	5.1(b)	2025	<p>Endorsed in 2025: Timing and years adjustment: from 2024 to 2025 completion, with forecast years adjusted to 2026, 2031, 2036, 2041, and 2046 to align with Census Years</p> <p>Endorsed in 2023: Timing adjustment from 2023 to 2024 completion to align with completion (and analysis) of custom census data order</p> <p>Endorsed in 2022: Timing adjustment from 2022 to 2023 completion, for availability of Census data</p> <p>Endorsed in 2021: Timing adjustment from 2021 to 2022 completion, per Broadway Plan timing</p>	Ongoing
6	Collaboration between City, TransLink and Province on the development of Land Use Plans	5.1 (c)	2022		Completed (2022)
7	The City will monitor the progress of the Land Use Plans through the Regional Context Statement process.	5.2	Timing not specified		Ongoing
8	As part of Broadway Planning, the City will develop and adopt, in the context of the City's Housing Vancouver Strategy, an affordable housing strategy ("Affordable Housing Strategy") for the MLBE Corridor, which will outline affordable housing targets by location, housing type, target income and tenure.	6.1 (a)	2022		Completed (2022)
9	The City will collaborate with TransLink and the Province on the development of the Affordable Housing Strategy, which will be initiated in 2018 and completed by the end of 2021.	6.1 (b)	2022	<p>Endorsed in 2021: Timing adjustment from 2021 to 2022, per change Broadway Plan timing</p>	Completed (2022)

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City of Vancouver Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
10	Existing Affordable Housing Stock Analysis (Rental Housing Stock ODP review, approaches to preservation/ replacement of existing stock, mitigation of tenant displacement)	6.2	2022	Endorsed in 2021: Timing adjustment from 2021 to 2022, per change Broadway Plan timing	Completed (2022)
11	Provide opportunities for retail and entertainment uses at appropriate locations	6.5 (a)	2022	Endorsed in 2021: Timing adjustment from 2021 to 2022, per change Broadway Plan timing	Completed (2022)
12	Identify opportunities for office, institutional and industrial uses	6.6	2022	Endorsed in 2021: Timing adjustment from 2021 to 2022, per change Broadway Plan timing	Completed (2022)
13	Identify opportunities for community services and amenities	6.7 (a)	2022	Endorsed in 2021: Timing adjustment from 2021 to 2022, per change Broadway Plan timing	Completed (2022)
14	As part of Broadway Planning, the City will prepare a review and analysis of the street network in and around the Broadway Corridor, and provide recommendations to allow for the safe and efficient movement of people and delivery of goods and services throughout the City.	7.2	2026	Endorsed in 2025: Timing adjustment from 2024 to 2026, to further discuss potential of shifting MRN lanes following TransLink's analysis Endorsed in 2023: Timing adjustment from 2022 to 2024 to coordinate analysis with City initiatives Endorsed in 2021: Timing adjustment from 2021 to 2022 per Broadway Plan timing	Ongoing
15	Develop a Cycling Strategy	7.3	2022		Completed (2022)
16	Develop a Pedestrian Strategy	7.4	2022		Completed (2022)

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City of Vancouver Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
17	As part of Broadway Planning, the City will develop urban design guidelines to replace the existing C-3A design guidelines.	8.1	2024	<p>Endorsed in 2023: Timing adjustment from 2023 to 2024 to reflect expanded scope and associated requested changes to Vancouver Charter</p> <p>Endorsed in 2022: Timing adjustment from 2022 to 2023 to reflect Broadway Plan as approved</p> <p>Endorsed in 2021: Timing adjustment from 2021 to 2022 per Broadway Plan timing</p>	Completed (2024)
18	Develop Public Realm and Streetscape Plan	8.2	2024	<p>Endorsed in 2023: Timing adjustment from 2023 to 2024 to reflect expanded scope and associated requested changes to Vancouver Charter</p> <p>Endorsed in 2022: Timing adjustment from 2022 to 2023 to reflect Broadway Plan as approved</p> <p>Endorsed in 2021: Timing adjustment from 2021 to 2022 per Broadway Plan timing</p>	Completed (2022)
19	Parking Bylaw review and update	9.1	2019		Completed (2019)

Table A.3 TransLink-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	TransLink Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From Spas	Status
1	(ii) as part of the transit system-wide review of customer washroom facilities scheduled for completion by the end of 2018, identify potential opportunities for providing access to washrooms, including at Project stations.	6.7 (b)	2019		Completed (2019)
2	TransLink will identify opportunities to maintain or enhance bus travel times and reliability	7.1 (a)	2019		Completed (2019)
3	Prepare a Bus Network Integration Plan	7.1 (a)	By opening day	Endorsed in 2020: Name/approach adjustment from ‘consolidated Bus Priority and Integration Plan’ to work done as part of the Burrard Peninsula Area Transport Plan (also in the 2019 Bus Speed and Reliability Report)	Ongoing
4	TransLink will provide cost-sharing opportunities for transit priority measures based on approved regional transportation plans and funding.	7.1 (d)	Timing not specified		Ongoing
5	TransLink will use its TravelSmart program: to encourage alternate modes of transportation during the construction period of the Project, to encourage mode shift immediately after Opening Day.	7.1 (e)	During construction & at opening	Endorsed in 2020: Timing and approach adjustment, from the commencement of construction to instead TransLink highlighting the Subway in pandemic-related regional ridership recovery campaigns, and seeking to implement more corridor specific TDM initiatives in 2023/2024 and at Subway opening	Ongoing

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	TransLink Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From Spas	Status
6	Update the Burrard Peninsula Area Transport Plan	7.1(f)	Spring 2026	<p>Endorsed in 2025: Timing adjustment from Fall 2025 to Spring 2026 completion</p> <p>Endorsed in 2024: Timing adjustment from early 2025 to Fall 2025 completion</p> <p>Endorsed in 2023: Naming and timing adjustment from 'Central Area Transport Plan' to "Burrard Peninsula Area Transport Plan", adjusted from end 2024 to early 2025 completion (Phase 2 engagement began Fall 2024)</p> <p>Endorsed in 2022: Naming and timing adjustment to 'Central Area Transport Plan', adjusted from 2023 to 2024 to reflect expanded project scope</p>	Ongoing

APPENDIX B Broadway Subway Performance Measures Data

Employment

Table B.1 Jobs by Industry in Broadway Subway SPA Geography

Total - Labour force aged 15 years and over by industry - Sectors - North American Industry Classification System (NAICS) 2017 - 25% sample data (Census 2021)

	2016	2021
Total - Labour force aged 15 years and over by industry - Sectors - North American Industry Classification System (NAICS) 2017 - 25% sample data	88,000	62,810
Industry - not applicable	5,660	900
All industries	82,340	61,910
Health care and social assistance	16,960	18,470
Professional, scientific and technical services	10,120	11,485
Retail trade	9,080	7,750
Educational services	5,025	5,895
Accommodation and food services	6,000	4,610
Information and cultural industries	5,870	4,110
Public administration	4,425	3,785
Other services (except public administration)	4,440	3,615
Finance and insurance	4,620	3,130
Manufacturing	3,020	2,365
Real estate and rental and leasing	2,200	2,000
Arts, entertainment and recreation	1,880	1,650
Construction	1,715	1,645
Administrative and waste management and remediation	2,565	1,625
Wholesale trade	2,510	1,575
Transportation and warehousing	1,560	620
Management of companies and enterprises	200	265
Utilities	30	245
Mining, quarrying, and oil and gas extraction	50	120
Agriculture, forestry, fishing and hunting	70	90

Table B.2 Approved Jobs Space in Broadway Subway SPA Geography

Approved Job Space in the Broadway Subway SPA Geography (2024)

Station Area	Commercial (Retail & Hotel)	Office	Industrial	Institutional	Total (sq. ft)
VCC-Clark	2,900	-	-	56,500	59,400
Great Northern Way	-	-	-	-	-
Mount Pleasant	28,000	-	55,100	-	83,100
Broadway-City Hall	55,000	-	2,200	-	57,200
Oak-VGH	-	-	-	-	-
South Granville	12,400	3,600	-	-	16,000
Arbutus	7,600	-	-	7,100	14,700
Total (sq. ft)	105,900	3,600	57,300	63,600	

Transportation

Table B.3 Average Daily Bus Boardings and Alightings in Broadway Subway SPA Geography

Average daily bus boardings and alightings for the lines within the SPA Geography (2021-2024)

Lines within the geography	2021		2022		2023		2024	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
4 Powell / Downtown / UBC	452	484	941	1,004	2,140	2,178	2,147	2,253
7 Nanaimo Station / Dunbar	429	458	1,011	1,022	2,281	2,126	2,184	1,961
8 Fraser / Downtown	1,304	1,397	1,653	1,805	2,941	3,084	3,069	3,092
9 UBC / Alma / Commercial Broadway / Boundary	6,168	6,090	7,749	7,850	15,708	15,443	15,970	15,945
14 UBC / Hastings	846	842	1,066	1,051	2,583	2,452	2,581	2,541
16 Arbutus / 29th Ave Station	1,581	1,588	2,072	2,096	4,682	4,513	4,391	4,383
17 Oak / Downtown	1,348	1,197	1,952	1,976	3,234	3,140	3,461	3,724
19 Stanley Park / Metrotown Station	1,236	1,224	1,683	1,696	3,682	3,795	3,589	3,676
22 Downtown / Knight	1,009	982	1,296	1,417	2,876	3,011	2,796	2,975
33 UBC / 29th Avenue Station	495	532	751	815	1,601	1,788	1,691	1,848
44 UBC / Downtown	284	292	353	409	1,113	1,275	1,137	1,336

Lines within the geography	2021		2022		2023		2024	
	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings	Boardings	Alightings
84 UBC / VCC-Clark Station	2,674	2,725	4,959	5,215	5,833	6,714	10,528	10,935
99 UBC / Commercial Broadway	19,351	19,742	20,897	24,441	27,508	31,687	41,158	43,894
N17 UBC / Downtown Nightbus	4	7	7	12	10	22	-	-
N19 Downtown / Surrey Central Stn NightBus	24	16	33	23	83	48	64	25
N8 Fraser / Downtown NightBus	23	24	26	29	60	66	30	42
N9 Downtown/Coquitlam Central Stn NightBus	74	53	135	105	191	190	220	192
3 Main / Downtown	1,944	2,073	2,153	2,262	4,000	4,229	3,584	3,573
10 Granville / Downtown	1,518	1,517	2,012	1,905	3,530	3,437	3,235	3,163
15 Cambie / Olympic Village Station	744	692	985	904	1,498	1,106		
20 Victoria / Downtown	1,764	1,781	2,192	2,129	1,678	3,241	3,789	3,479
50 Waterfront Station / False Creek South	985	994	1,619	1,611	3,199	3,218	6,034	5,557
N10 Downtown/ Richmond NightBus	11	10	17	17	35	35	8	8
N15 Downtown / Cambie NightBus	3	2	3	5	5	6	5	-
N20 Downtown / Victoria NightBus	18	26	19	31	15	45	30	48

Table B.4 Bus Peak Load Factors by Mode in Broadway Subway SPA Geography

Bus Peak Load Factors (PLFs) in the Broadway Subway SPA Geography (2021-2024)

PLFs that are between **84% and 99%** are defined as instances of crowding
 PLFs of **100% and above** are defined as instances of overcrowding.

Monday-Friday Line	2019		2021		2022		2023		2024	
	EB	WB								
4 Powell / Downtown / UBC	90%	67%	54%	41%	59%	46%	69%	55%	88%	50%
7 Nanaimo Station / Dunbar	92%	72%	43%	43%	61%	54%	69%	67%	75%	53%
8 Fraser / Downtown	53%	53%	23%	25%	51%	57%	60%	61%	80%	59%
9 UBC / Alma / Commercial Broadway / Boundary	84%	80%	53%	43%	64%	55%	83%	94%	90%	95%

PLFs that are between **84% and 99%** are defined as instances of crowding

PLFs of **100% and above** are defined as instances of overcrowding.

Monday-Friday	2019		2021		2022		2023		2024	
14 UBC / Hastings	103%	83%	65%	47%	61%	47%	75%	62%	90%	60%
16 Arbutus / 29th Ave Station	105%	81%	55%	55%	74%	77%	85%	91%	87%	84%
19 Stanley Park / Metrotown Station	95%	87%	57%	62%	63%	86%	82%	89%	80%	101%
22 Downtown / Knight	80%	91%	65%	69%	74%	80%	88%	83%	90%	78%
33 UBC / 29th Avenue Station	50%	70%	53%	53%	49%	46%	64%	68%	79%	72%
44 UBC / Downtown	103%	72%	71%	49%	71%	50%	69%	61%	81%	64%
84 UBC / VCC-Clark Station	94%	90%	70%	51%	59%	47%	87%	77%	96%	86%
99 UBC / Commercial Broadway	125%	134%	74%	77%	82%	91%	101%	112%	109%	115%
N17 UBC / Downtown Nightbus	7%	17%	6%	13%	6%	19%	5%	9%	10%	10%
N19 Downtown / Surrey Central Stn NightBus	45%	19%	28%	15%	52%	16%	36%	20%	45%	22%
N8 Fraser / Downtown NightBus	30%	14%	14%	11%	19%	11%	16%	15%	16%	10%
N9 Downtown/Coquitlam Central Stn NightBus	35%	18%	26%	26%	43%	32%	30%	40%	47%	49%
Line	NB	SB	NB	SB	NB	SB	NB	SB	NB	SB
3 Main / Downtown	70%	73%	41%	46%	52%	56%	63%	56%	55%	68%
10 Granville / Downtown	71%	71%	39%	36%	52%	54%	56%	45%	53%	59%
15 Cambie / Olympic Village Station	35%	71%	17%	35%	21%	45%	35%	58%	28%	57%
17 Oak / Downtown	72%	62%	52%	38%	48%	38%	65%	51%	57%	44%
20 Victoria / Downtown	-	75%	54%	59%	60%	65%	63%	61%	77%	92%
50 Waterfront Station / False Creek South	90%	51%	47%	26%	66%	43%	77%	37%	76%	53%
N10 Downtown/ Richmond NightBus	24%	46%	16%	17%	23%	30%	26%	29%	20%	23%
N15 Downtown / Cambie NightBus	6%	18%	4%	9%	6%	17%	5%	14%	5%	14%
N20 Downtown / Victoria NightBus	-	41%	12%	25%	17%	21%	18%	24%	21%	19%

APPENDIX C SLS SPAs Commitments Tracker

Table C.1 Monitoring Committee Commitments and Adjustments

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	Monitoring Committee Commitment	SPA Section*	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Establish a multi-stakeholder committee .	10.1	2024	<p>Endorsed in 2024: Timing Adjustment: 2024</p> <p>A multi-stakeholder SLS SPAs Monitoring Committee comprised of representatives from the City of Surrey, Township of Langley, City of Langley, TransLink, Metro Vancouver, Ministry of Housing and Municipal Affairs, and Ministry of Transportation and Transit was established in 2024. The launch of the Monitoring Committee was delayed due to the scope change to the SLS Project and prioritization of the 196 Street Station TOD Study.</p>	Complete (2024)
2	Establish its Terms of Reference .	10.3 (a)	To be determined at initial meeting	N/A	Complete (2024)
3	Measure the effectiveness of the SPA by monitoring changes across the geographic area within 800 metres of the SkyTrain Stations .	COS: 10.3 (b)	Ongoing (timing not specified)	<p>Endorsed in 2024: Geographic Scope Adjustment from ‘SLS Transit Corridor’ to ‘geographic area within 800 metres of the SkyTrain Stations’ to be consistent with the definition of “SLS Corridor” in the TOL and COL SPAs. Currently, the COS SPA defines the SLS Transit Corridor as “the corridor along which the SLS SkyTrain Service will be operated.”</p>	Ongoing
	Measuring the effectiveness of the SPA by monitoring changes within the SLS Corridor .	TOL: 10.3 (b)		N/A	
		COL: 10.3 (b)			

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	Monitoring Committee Commitment	SPA Section*	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
4	Provide [municipal] Council, the Mayors' Council and the TransLink Board of Directors with the Annual Report .	10.3 (e)	Annually	Endorsed in 2024: Renaming of 'Annual Dashboard' to 'Annual Report' in COS SPA to have consistent terminology across the three SPAs.	2025 Annual Report In progress
					2024 Annual Report Complete (2025)
5	Provide [municipal] Council, the Mayors' Council and the TransLink Board of Directors with the 5-Year Performance Report .	10.3 (f)	Every 5 years	N/A	Planned
6	Establish a staff subcommittee to report to the Monitoring Committee and support the Monitoring Committee's duties and responsibilities.	10.3 (g)	To be determined at initial meeting	N/A	Complete (2024)
7	Hold its initial meeting .	10.4 (e)	2024	Endorsed in 2024: Timing Adjustment: 2024 The Monitoring Committee held its inaugural meeting on March 14, 2024. The launch of the Monitoring Committee was delayed due to the scope change to the SLS Project and prioritization of the 196 Street Station TOD Study.	Complete (2024)
8	The default geographic scope for Performance Measures data collection will be boundaries as defined by the geographic area within 800 metres of the SkyTrain Stations .	COS: 11.5 (a)	Ongoing (timing not specified)	Endorsed in 2024: Geographic Scope Adjustment from 'boundaries as defined by the Land Use Plans' to 'geographic area within 800 metres of the SkyTrain Stations' to be consistent with the default geographic scope in the TOL and COL SPAs. The revised geographic scope will also align with TOA boundaries.	Ongoing
	The default geographic scope for Performance Measures data collection will be the boundary defined by the SLS Corridor .	TOL: 11.5 (a) COS: 11.5 (a)			

* COL = City of Langley COS = City of Surrey TOL = Township of Langley TL = TransLink

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Table C.2 Jointly-Led Commitments and Adjustments

Item	Joint Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Undertake a joint Transit Oriented Development (TOD) Study .	OSPA: 7 (a)(i) TOL: 5.2 (b)(i) COL: 5.1 (d)(iii), 5.2 (b)(i)	2023	N/A	Complete (2023)

Table C.3 Province-Led Commitments and Adjustments

Item	Province Commitment	OSPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Complete a market assessment and review of opportunities for land assembly, and/or redevelopment for Affordable Housing of any BCTFA-owned sites in the SLS Corridor.	3.1 (b)(i)	Ongoing (timing not specified)	<p>Endorsed in 2025: Timing Adjustment: Ongoing (timing not specified) The Province is conducting ongoing market assessments of BCTFA properties along the SLS Corridor and will continue strategic acquisitions along the SLS corridor. The timing adjustment reflects the ongoing review of opportunities in the changing market.</p> <p>Endorsed in 2024: Timing Adjustment: 2025 The Province has initiated a market assessment with a potential completion date in 2025.</p>	Ongoing

Table C.4 TransLink-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment **adjustment endorsed** in 2025 by the Monitoring Committee

Status: Commitment **not on track** and **adjustment not endorsed** by Monitoring Committee

Item	TransLink Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Complete a market assessment and review of opportunities for land assembly, sale or redevelopment for affordable housing of TransLink-owned sites in the SLS Transit Corridor.	COS: 6.3 (b)(ii)	N/A	Endorsed in 2024: Deemed not applicable: TransLink staff have reviewed the SLS Corridor and confirmed that there are <u>NO TransLink-owned parcels</u> within the SLS corridor and 800 metres of the SLS stations.	Not applicable
		TOL: 6.3 (b)(ii)			
		COL: 6.2 (b)(i)			
2	Prepare a Bus Network Integration Plan that identifies modifications to bus connections to new SLS SkyTrain Stations.	COS: 7.1 (a)	Prepare by year prior to Opening Day , Implement by Opening Day	Endorsed in 2024: Timing Adjustment: Prepare by “Year prior to Opening Day” The committed timeline for the preparation of a Bus Network Integration Plan in the TOL and COL SPAs is for the “Year prior to Opening Day”. This adjustment allows the timing to be consistent across the three SPAs.	Planned
		TOL: 7.3 (a)	Year prior to Opening Day	N/A	
		COL: 7.3 (a)	Prepare by year prior to Opening Day, Implement by Opening Day		
3	Complete an Area Transport Plan .	COL: 7.2 (a)	2 years prior to Opening Day	Endorsed in 2025: Timing Adjustment: 2 years prior to Opening Day TransLink has begun work on the South of Fraser East Area Transport Plan, with an anticipated completion date in 2027. Given that Opening Day has been pushed back to end of 2029, the work is on track to be completed by 2 years prior to Open Day.	In progress
		TOL: 7.2 (a)			

Table C.5 City of Surrey-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	City Of Surrey Commitment	SPA Section	Timing (per SPA or adjustment)	Adjustment(s) From SPAs	Status
1	Identify and designate appropriate segments of the SLS Transit Corridor as Frequent Transit Development Areas for incorporation into the City's Regional Context Statement.	4.1 (a)	By Opening Day	N/A	In progress
2	Prepare and adopt City Centre Plan update.	5.1 (a)(i)	2026	<p>Endorsed in 2025: Housekeeping (Name) Adjustment: Renaming of Surrey City Centre Plan to City Centre Plan Timing Adjustment: 2026 Surrey staff will be seeking land use approval this fall, but work on other elements of the plan will extend into next year. Final completion of the plan will be in 2026.</p> <p>Endorsed in 2024: Timing Adjustment: 2025 Surrey staff are working on updating the Surrey City Centre Plan, targeting a completion date in 2025.</p>	In progress
3	Prepare and adopt Fleetwood Plan .	5.1(a)(ii)	2026	<p>Endorsed in 2025: Timing Adjustment: 2026 Surrey staff are working on the Fleetwood Plan, targeting a completion date in 2026 to address updates related to Bill 47 requirements.</p> <p>Endorsed in 2024: Timing Adjustment: 2025 Surrey staff are working on the Fleetwood Plan, targeting a completion date in 2025.</p>	In progress

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City Of Surrey Commitment	SPA Section	Timing (per SPA or adjustment)	Adjustment(s) From SPAs	Status
4	Prepare and adopt Clayton Corridor Plan .	5.1 (a)(iii), (iv)	2026	<p>Endorsed in 2025: Housekeeping (Name) Adjustment: Renaming of Clayton Plan to Clayton Corridor Plan The Clayton Plan is now known as the Clayton Corridor Plan. Surrey staff are working on the Clayton Corridor Plan, with a Stage 1 Plan expected for the beginning of 2026.</p> <p>Endorsed in 2024: Scope Adjustment: Consolidation of West Clayton Plan and East Clayton Plan into Clayton Plan Timing Adjustment: 2026 Surrey staff are working on the Clayton Plan, with a Stage 1 Plan expected for the end of 2024.</p>	In progress
5	Prepare and adopt 196 Street Station Plan .	5.1 (a)(v)	2027	<p>Endorsed in 2025: Housekeeping (Name) Adjustment: Renaming of East Cloverdale Plan to 196 Street Station Plan East Cloverdale Plan has been renamed as 196 Street Station Plan. The plan area is bordered by the Clayton Corridor Plan to the east, and the City of Langley and Township of Langley to the west. This plan will focus on supporting the Surrey Langley SkyTrain Project by supporting transit-oriented development and related infrastructure and amenities.</p> <p>Endorsed in 2024: Timing Adjustment: 2027 Surrey staff expect to initiate work on the East Cloverdale Plan in late 2024.</p>	In progress
6	Consider a review of the Land Use Plans to identify opportunities for transit-oriented development, reflect current market conditions and respond to the most recent housing needs report.	5.2 (a)	Every 5 years from completion of plan	N/A	Planned

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City Of Surrey Commitment	SPA Section	Timing (per SPA or adjustment)	Adjustment(s) From SPAs	Status
7	Implement amendments to the Official Community Plan (OCP) which reflect and enshrine all approved Land Use Plans for the SLS Transit Corridor	5.3	Within 6 months of Council approval of plan	N/A	Planned
8	Develop Affordable Housing Policies , in concurrence with the City’s Housing Needs Report.	6.1 (f)	2025	<p>Endorsed in 2025: Timing Adjustment: 2025 Surrey staff are developing Affordable Housing Policies as part of the current Official Community Plan update, targeting a completion date in 2025. The adjustment to the timing of OCP completion is partially attributable to legislative requirements.</p> <p>Endorsed in 2024: Timing Adjustment: 2024 Surrey staff are working on updating the Housing Needs Reports, to be completed by the end of 2024, in line with Bill 44 and 47 requirements.</p>	In progress
9	Ensure the Subcommittee reports on the feasibility of land assembly, for the purpose of Affordable Housing development , of existing large sites in the SLS Transit Corridor, and government-or Crown corporation-owned property.	6.3 (a)	2026	<p>Endorsed in 2024: Timing Adjustment: 2026 Surrey staff will investigate the feasibility of land assembly of existing Surrey-owned lands as part of the OCP update process.</p>	In progress
10	Amend the existing City parking bylaw to implement off-street parking requirements for new developments along the SLS Transit Corridor.	9.1 (b)(i)	Within 18 months of establishing new parking requirements	N/A	Complete (2024)
11	Complete an examination, with BC Housing Management Commission, Metro Vancouver, TransLink and building owners, of existing parking utilization rates at existing rental housing sites	9.1 (b)(ii)	2022	The parking utilization rate study was completed in 2024. A request for adjustment from 2022 to 2024 was missed in the 2024 reporting.	Complete (2024)

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment **adjustment endorsed**
 in 2025 by the Monitoring Committee

Status: Commitment **not on track** and **adjustment**
not endorsed by Monitoring Committee

Item	City Of Surrey Commitment	SPA Section	Timing (per SPA or adjustment)	Adjustment(s) From SPAs	Status
12	Explore and consider implementation of more efficient and effective development approvals processes for Affordable Housing developments and Transit Oriented Developments (or projects that otherwise contribute to housing diversity and support equity outcomes) in the SLS Corridor.	9.1 (b)(ii)	2025	<p>Endorsed in 2024: Timing Adjustment: 2025</p> <p>The City of Surrey endorsed Corporate Report R146 on July 22, 2024 to inform Council of new powers granted by the Province under Bill 16 to secure affordable housing units within new developments, and to advise Council and the public that staff are studying the potential of requiring rental and affordable housing units within Transit-Oriented Areas along the Surrey Langley SkyTrain corridor.</p>	Complete (2025)
	OSPA: 4.2				

Table C.6 Township of Langley-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	Township Of Langley Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Update the OCP to ensure integration of the Willowbrook Community Plan update and designate transit-supportive density and uses in the Willowbrook Regional Centre.	5.1 (a)	2027	<p>Endorsed in 2025: Timing Adjustment: 2027 The Willowbrook Community Plan update needs to be completed before it can be integrated into the OCP. This adjustment is related to the Willowbrook Community Plan update and does not reflect the current OCP update process.</p> <p>Endorsed in 2024: Timing Adjustment: 2025 Township of Langley staff will update the OCP as part of Bill 44 and 47 requirements.</p>	Planned
2	Update the Willowbrook Community Plan .	5.1 (d)	2027	<p>Endorsed in 2024: Timing Adjustment: 2027 Township of Langley staff have initiated work on the Willowbrook Community Plan with an expected completion date in 2027.</p>	In progress
3	Complete a review of the Willowbrook Community Plan .	5.3 (a)	Every 5 years from completion of plan	N/A	Planned
4	Develop Affordable Housing Policies for the SLS Corridor	6.1 (a)	2027	<p>Endorsed in 2025: Timing Adjustment: 2027 Township of Langley staff are developing Affordable Housing Policies as part of the Willowbrook Community Plan update, targeting a completion date in 2027.</p> <p>Endorsed in 2024: Timing Adjustment: 2025 Township of Langley staff will develop the Affordable Housing Policies as part of the Willowbrook Community Plan update</p>	In progress

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	Township Of Langley Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
5	Explore and consider implementation of more efficient and effective development approvals processes for transit-oriented developments, Affordable Housing developments in the SLS corridor.	6.1 (h) OSPA: 4.2	2023	N/A	Complete (2023)
6	Ensure the Subcommittee reports on the feasibility of land assembly, for the purpose of Affordable Housing development , of existing large sites in the SLS Transit Corridor, and government-or Crown corporation-owned property.	6.3 (a)	N/A	Endorsed in 2024: Deemed not applicable: Township of Langley staff have reviewed the SLS Corridor and confirmed that there are no Township-owned parcels within the SLS corridor and 800 metres of the SLS stations that are appropriate for development.	Not applicable
7	Develop a Transportation and Mobility Strategy .	7.1 (a)	2026	Endorsed in 2025: Timing Adjustment: 2026 Township of Langley staff have been updating their current Master Transportation Plan from 2029. The new Transportation and Mobility Strategy is anticipated to be completed in 2026. Endorsed in 2024: Timing Adjustment: 2025 Township of Langley staff are working on a Transportation and Mobility Strategy, targeting a completion date in 2025.	In progress
8	Amend the existing Township Zoning Bylaw to implement off-street parking requirements for new developments along the SLS Corridor.	9.1 (b)(i)	Within 18 months of establishing new parking requirements	N/A	In progress
9	Complete an examination, with BC Housing Management Commission, Metro Vancouver, TransLink and building owners, of existing parking utilization rates at existing rental housing sites.	9.1 (b)(ii)	2025	Endorsed in 2024: Timing Adjustment: 2025 Township of Langley staff will increase the scope of their Parking Study to include an investigation of existing parking utilization rates at existing rental housing sites.	In progress

Table C.7 City of Langley-Led Commitments and Adjustments

Blue: adjustment endorsed in previous year
 Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment
 not endorsed by Monitoring Committee

Item	City Of Langley Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
1	Complete the Glover Road Innovation District Plan and incorporate it into the Official Community Plan.	5.1 (d)(ii)	2026	<p>Endorsed in 2024: Timing Adjustment: 2026 Renaming of ‘Glover Road Innovation Boulevard Plan’ to ‘Glover Road Innovation District Plan’ City of Langley staff completed the first phase of the Glover Road Innovation District Plan, which involved a market analysis by Colliers and Kwantlen Polytechnic University. Subject to budget, staff will move forward with the plan in 2025. The change in name is to avoid confusion with City of Surrey’s Innovation Boulevard initiative.</p>	In progress
2	Complete a Langley Bypass TOD Study .	5.1 (d)(iv)	2026	<p>Endorsed in 2024: Timing Adjustment: 2026 City of Langley staff expect to initiate work in 2025.</p>	Planned
3	Complete an OCP update .	5.1 (d)(v)	2025	<p>Endorsed in 2024: Timing Adjustment: 2025 City of Langley staff are working on updating the Regional Context Statement, targeting completion of an OCP update in 2025.</p>	In progress
4	Complete an OCP update following completion of the Housing Needs Report and Affordable Housing Strategy.	5.1 (d)(vi)	2026	N/A	Planned
5	Update the OCP with the intent to create new opportunities for transit-oriented development, reflect new and emerging market conditions and respond to the City’s most recent Housing Needs Report.	5.3 (a)	Every 5 years (following 2026)	N/A	Planned

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous year Monitoring Committee adjustment

Status: Commitment adjustment endorsed in 2025 by the Monitoring Committee

Status: Commitment not on track and adjustment not endorsed by Monitoring Committee

Item	City Of Langley Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
6	Update the Affordable Housing Strategy to further refine and expand upon the Affordable Housing Policies in the OCP, in conjunction with the updating of the City’s Housing Needs Report.	6.1 (g)	2026	N/A	Planned
7	Explore and implement more efficient and effective development approvals processes for Affordable Housing developments (or projects that otherwise contribute to housing diversity and support equity outcomes) in the Corridor.	6.1 (h)	2025	Endorsed in 2024: Timing Adjustment: 2025 The City of Langley adopted Application Procedures Bylaw No. 3270 in 2024, reflecting new housing legislation requirements; further amendments are in progress and planned for completion for 2025.	In progress
		OSPA: 4.2			
8	Update city-wide Master Transportation Plan .	7.1 (a)	2026	Endorsed in 2025: Timing Adjustment: 2026 The City of Langley staff have been developing a multimodal transportation strategy to guide transportation policy and investment in the Cit of Langley over the next 25 years, and expect adoption of the Master Transportation Plan in early 2026. Endorsed in 2024: Timing Adjustment: 2025 The MTP is currently in draft form, with adoption expected in the fall of 2025.	In progress
9	Complete a public realm plan for the Project corridor (guideway), station areas, and connecting street and path networks, that integrates Project infrastructure into the City's public realm in an attractive and user-friendly manner and supports a great and safe resident, visitor, and transit user experience.	8.1 (a)	2025	Endorsed in 2024: Timing Adjustment: 2025 City of Langley staff completed the 203 Street Station Area Public Realm Plan in 2023; the Master Transportation Plan is in progress.	In progress

Blue: adjustment endorsed in previous year
Orange: adjustment endorsed in 2025

Status: Completed
 SPA commitment

Status: On track per SPA or per previous
 year Monitoring Committee adjustment

Status: Commitment adjustment endorsed
 in 2025 by the Monitoring Committee

**Status: Commitment not on track and adjustment
 not endorsed** by Monitoring Committee

Item	City Of Langley Commitment	SPA Section	Timing (per SPA or Adjustment)	Adjustment(s) From SPAs	Status
10	Complete an update to the Zoning Bylaw with the intent of reducing off-street parking requirements for new developments within the SLS Corridor.	9.1 (a)	2024	Endorsed in 2024: Timing Adjustment: 2024 The City of Langley updated its Zoning Bylaw to revise residential off-street parking requirements within designated TOAs to comply with Bill 47 in 2024.	Complete (2024)
11	Continue to review its off-street parking requirements for new developments within the SLS Corridor and undertake Zoning Bylaw updates , in conjunction with future OCP updates.	9.1 (b)	Every 3 to 5 years	N/A	In progress
12	Complete an on-street parking management strategy , with the intent of complementing off-street parking reductions with the broader use of time-limited parking restrictions on City streets within the SLS Corridor.	9.1 (c)	2025	Endorsed in 2024: Timing Adjustment: 2025 The City of Langley has retained a consultant and launched a city-wide parking strategy in August 2024. The project is scheduled for completion in 2025.	In progress
13	Complete an examination, with BC Housing, Metro Vancouver, TransLink and building owners, of existing parking utilization rates at existing rental housing sites.	9.1 (d)	2025	Endorsed in 2024: Timing Adjustment: 2025 City of Langley staff have initiated a Parking Strategy study and anticipates that it will be completed in 2025.	In progress



TO: Board of Directors

FROM: Kevin Quinn, CEO

DATE: December 3, 2025

SUBJECT: Q4 2025 CEO Report

The purpose of this report is to provide a summary of TransLink's key activities from the past quarter.

TRANSLINK STRATEGIC PRIORITY: DELIVER TODAY

Winter preparedness

When winter weather is forecast in Metro Vancouver, TransLink activates its Snow Plan to help keep the system and our customers moving safely. Key actions include deploying extra staff, coordinating with municipalities through our Snow Desk to prioritize snow clearing on priority routes, applying de-icing fluid to SkyTrain tracks and trolley wires, positioning SkyTrain Attendants at the front of trains for manual braking, and clearing snow and ice from train doors at stations.



This year, we will continue to expand the use of Michelin Grip D tires on buses. Approximately 1,100 buses, about 70 per cent of the fleet and double last year's number, are now equipped with these deeper-tread, 3PMS Three-Peak Mountain Snowflake-rated tires, the highest winter rating available. Three years of testing show that Grip D tires improve performance in both snow and rain. The remainder of the fleet also uses three-peak winter-rated tires that perform well in cold conditions. The full transition to Michelin Grip D tires will continue as supply allows.

During winter weather, customers are encouraged to plan ahead, dress for conditions, and allow extra travel time. To support this, and remind customers of cold weather best practices, a winter safety campaign is now running across the system. During periods of active winter weather, communications will be further increased to encourage customers to allow extra travel time and sign up for Transit Alerts to stay informed.

Expo Line Elevator Replacement Program

Progress continues on TransLink’s Maintenance and Upgrade Program, with Expo Line elevator replacements now underway at Stadium–Chinatown and Waterfront SkyTrain stations, in addition to ongoing work at Nanaimo and 22nd Street stations.

The new Expo Line elevators will offer:

- More room for customers with mobility devices, strollers, bikes, and luggage.
- Better reliability and reduced downtime for maintenance.
- Better resilience in warm weather.



The Expo Line Elevator Replacement Program will upgrade all 21 original elevators across 15 Expo Line stations, improving accessibility and reliability. Each replacement takes approximately four months, and once complete, all original Expo Line elevators will have been replaced with modern, more spacious units.

While the overall program is scheduled for completion by 2029, the current replacements at these four stations will be finished ahead of the FIFA World Cup in June. Elevator work will pause during the event to minimize disruption for customers and visitors.

Bus Stop Lighting Program expands

After a successful pilot at four locations earlier this year, TransLink is installing 10 additional solar-powered, push-button lighting units at bus stops across Metro Vancouver to enhance safety, visibility, and the overall customer experience. This next phase of the Bus Stop Lighting Program, which began on November 17, introduces stronger, longer-lasting units to improve performance and reliability.



Customers at participating stops are encouraged to try the new lighting and share feedback through a short online survey, accessible via QR code on bus stop signage. TransLink will review results through early 2027 to help inform future installations across the region.

The solar-powered lights were developed by Victoria-based company Urban Solar through TransLink’s 2024 Open Call for Innovation. The program aligns with the 2022-2027 Customer Experience Action Plan’s focus on enhancing safety, accessibility, and wayfinding.

TRANSLINK STRATEGIC PRIORITY: DELIVER TOGETHER

Celebrating milestone anniversaries with our customers

On Saturday, November 1, TransLink celebrated the 30th anniversary of the West Coast Express with a family-friendly customer appreciation event. To mark the milestone and encourage customers to ride and explore the only commuter rail service in Western Canada, a limited-edition Compass Mini West Coast Express was launched at the TransLink Customer Service Centre at Waterfront Station, and a special Saturday train operated for the occasion. More than 875 passengers rode the train from Mission to Vancouver in the morning, while several thousand lined up to purchase the new Compass Mini products, with the first customer arriving at 5:45 a.m.



TransLink is also preparing to celebrate SkyTrain's 40th anniversary this December. A pop-up event will allow customers to engage with the system and explore its history. Further details will be shared with the public as the event approaches.

Supporting communities in the region

This holiday season, TransLink is once again spreading cheer and supporting vulnerable communities across Metro Vancouver.

Starting November 25, seven employee-decorated Reindeer Buses will return to light up the streets and collect toys for families in need through the Toys for Tots program. The buses will visit community events and local agencies, including the Pan Pacific Christmas Wish Breakfast, Canuck Place, and Ronald McDonald House. Through Toys for Tots, TransLink enterprise employees and customers donate toys and cash contributions, which will be delivered to the Lower Mainland Christmas Bureau on December 19. Since its inception, the program has collected more than 103,000 toys and \$59,000 in donations. This year's 40th anniversary campaign aims to contribute 4,000 toys to children in need.



The West Coast Express Santa Train is also back for its 30th year, offering free rides on December 6 and 14 in exchange for a new, unwrapped toy or cash donation. All contributions support families in communities served by the West Coast Express.

In addition, TransLink is running its annual United Way Campaign from November 17 to December 12. The enterprise has supported United Way British Columbia for more than 30 years and aims to match or exceed last year's total of \$243,000 to continue improving lives across the region.

TO: TransLink Board of Directors

FROM: Patrice Impey, Chief Financial Officer
Olga Kuznetsova, Vice President, Financial Services
Vikas Sawhney, Director, Financial Analysis & Planning and Enterprise Risk Management

DATE: November 17, 2025

SUBJECT: 2026 Business Plan, Operating and Capital Budget

PROPOSED RESOLUTION:

That the TransLink Board of Directors approve the proposed 2026 Business Plan, Operating and Capital Budget attached as Attachment 1 to the report dated November 17, 2025 titled "2026 Business Plan, Operating and Capital Budget".

EXECUTIVE SUMMARY

The approval of the [2025 Investment Plan](#) established a solid foundation to address the remaining structural deficit in the next investment plan and return TransLink to long-term financial sustainability. These moves, combined with potential capital investments from the Governments of British Columbia and Canada, will support progress on the [Access for Everyone](#) plan, building on the early priorities funded in this 2025 Investment Plan.

TransLink's 2026 budget delivers on service expansion approved in the 2025 Investment Plan. Service hours are budgeted to increase by 4.8 per cent compared to 2025, aligned with additional service planned in the 2025 Investment Plan, to address overcrowding, expand service in areas planned for future Bus Rapid Transit (BRT), as well as provide better connections for First Nations communities.

After a significant increase in 2022-2024, ridership growth slowed in 2025 due to the combined impact of federal mandates reducing international student and foreign worker admissions, and an impact on Canadian economy from the tariffs imposed by the United States. Overall, system-wide ridership in 2026 is expected to grow modestly compared to previous forecasts. Ongoing investments in the transit system will keep service convenient and reliable in the near-term, and ensure the system is ready to support growth in the future.

The 2026 new capital program reflects a balanced and forward-looking approach and is in alignment with the 2025 Investment Plan. It prioritizes maintaining the transportation system in a state of good repair and ensuring reliability for customers, while also advancing key regional priorities. This includes investments in bus rapid transit, fleet electrification, enhanced support for local government funding programs, and the advancement of previous commitments.

PURPOSE

The purpose of this Report is to request that the Board of Directors approve the 2026 Business Plan, Operating and Capital Budget.

BACKGROUND

TransLink's capital and operating budget is prepared, on an annual basis, for approval by the Board of Directors. In accordance with the legislative requirements, TransLink's budget must be consistent with the most recent approved Investment Plan.

This 2025 Investment Plan takes important steps towards closing our structural deficit while expanding transit service and making initial progress on key *Access for Everyone* priorities. This includes a significant increase in bus service and advancing new rapid transit, as well as increased funding to the Major Road Network.

TransLink's 2026 budget delivers on service expansion approved in the 2025 Investment Plan. The total expenses budget increase of 10.6 per cent is mainly reflective of the expansion approved in the 2025 Investment Plan (\$74.6 million), labour rate increases (\$56.5 million), and inflationary impacts (\$43.8 million). In addition to these factors, \$83.8 million will be invested into Municipal Infrastructure Funding, primarily due to increased Pavement Rehabilitation scope included in the 2025 Investment Plan.

TransLink has taken a proactive stance in managing its budget to align with both Enterprise Priorities and the realities of the financial environment to ensure uninterrupted, high-quality service for our customers. Implementing actions of 2024 Efficiency Review and Management Action Plan and building on the commitments to efficiency reinforced in 2025 Investment Plan, the 2026 budget incorporates \$29.7 million in operating efficiencies and savings, along with a \$9.9 million reduction in interest expense.

TransLink's budget for 2026 reflects our region's priorities for Metro Vancouver's transportation network as we continue to navigate escalating costs and a changing fiscal landscape. Collaboration with the Mayors and the Provincial Government to establish sustainable revenue sources is ongoing. At a time when global externalities and current economic trends have put profound pressure on our finances, TransLink remains committed to putting customers first.

DISCUSSION

Activities of TransLink in 2026 will continue be guided by our Enterprise Priorities. These priorities help to ensure there is alignment across Enterprise to deliver on the vision and goals that we have set out to achieve.

- **Deliver Today:** Provide service and customer experience that is reliable, efficient, and safe every single day.
- **Deliver Tomorrow:** Plan, fund, and build the future transportation system that the region needs.
- **Deliver Together:** Build a culture of safety, trust, worth, and collaboration with our people and the communities we serve.

Major initiatives for 2026 within these areas are outlined in the Business Plan.

TransLink is budgeting a surplus of \$17.3 million in 2026 compared to a deficit of \$72.0 million in 2025. The surplus is largely attributed to higher property tax revenue and higher revenue recognized from Senior Government capital contributions. These are partially offset by an increase in expenses as well as reduced revenues from development cost charges and investment income. Compared to 2025 Budget, revenue is projected to grow by 14.6 per cent, while expenses are increasing by 10.6 per cent.

Total consolidated revenue is budgeted at \$2.8 billion which represents a \$356.4 million (14.6 per cent) increase from the 2025 Budget. The growth is largely driven by higher property tax revenue, revenue recognized from Senior Government transfers, transit revenue and parking sales tax revenue. Fuel Tax revenue is anticipated to be higher than the 2025 budget, supported by temporary stabilization in gasoline volumes.

Total expenses are budgeted at \$2.8 billion, which is a \$267.1 million (10.6 per cent) increase from the 2025 Budget, mainly reflective of the expansion approved in the 2025 Investment Plan, labour rate increases, and inflationary impacts.

TransLink's unrestricted cash and investment balances, reflecting accumulated funding resources available for supporting operations, are budgeted to increase by \$348.2 million (50.9 per cent). The increase is mainly due to a one-time Provincial operating contribution of \$312.2 million included in the 2025 Investment Plan. Capital program spending will be matched by bond issuances and funding from Senior Government capital programs and a portion of upfront settlement of Golden Ears Bridge future toll revenue.

Anticipated risks for 2026 are monitored and managed by Management. Key risks include:

- Developing a sustainable funding model to address the long-term funding gap and support regional growth. While the 2025 Investment Plan partially addressed the existing funding deficit, new or enhanced revenue sources are required to resolve funding pressures starting in 2028.
- Delivering on major funded commitments continues to be a key challenge with multiple competing critical projects along with escalating costs.
- Rising regional demand and broader fiscal pressures may hinder TransLink's ability to sustain and expand transit services without strong public and political support.
- Geopolitical / macroeconomic uncertainties, including the risk of ongoing and future tariffs pose a financial risk to TransLink, potentially increasing supply chain costs and impacting the delivery of current and future services.
- Collective bargaining, which if unsuccessful could result in work stoppages or interruptions to service, infrastructure, and/or maintenance.
- Insufficient prioritization of technology initiatives may hinder support for TransLink's business processes. The evolving cybersecurity landscape poses risks of potential privacy breaches and legal impacts, decreasing business effectiveness and resulting in loss of public confidence.
- Aging fleet and infrastructure, and growing state of good repair needs.
- Asset resiliency to climate change.
- The shortage of skilled workforce in the market challenges our ability to attract and retain qualified candidates.

ATTACHMENTS

Attachment 1 – Proposed 2026 Business Plan, Operating and Capital Budget



2026 Business Plan

OPERATING AND CAPITAL BUDGET SUMMARY



translink.ca



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Caution Regarding Forward-Looking Statements

From time to time, TransLink makes written and/or oral forward-looking statements, including in this document and in other communications. In addition, representatives of TransLink may make forward-looking statements orally to analysts, investors, the media, and others.

Forward-looking statements, by their nature, require TransLink to make assumptions and are subject to inherent risk and uncertainties. Risks and uncertainties related to financial, economic and regulatory environments, many of which are beyond TransLink's control and the effects of which can be difficult to predict, may cause actual results to differ materially from the expectations expressed in the forward-looking statements.

1. Business Plan Summary

The South Coast British Columbia Transportation Authority, TransLink, is Metro Vancouver's regional transportation authority. Its service region includes 21 municipalities, one electoral area and one Treaty First Nation. TransLink delivers a wide range of services and programs to plan and provide for the transportation needs of residents, businesses, and visitors in the region. This includes Bus, SkyTrain, SeaBus, HandyDART, West Coast Express and Transit Police. TransLink also shares responsibility for the Major Road Network (MRN) and walking and cycling infrastructure with its local government partners.

With the adoption of the [Access for Everyone Plan](#), the region has set out an ambitious vision for its transportation future. Realizing this vision will require bold moves, including a new sustainable funding model for regional transportation in Metro Vancouver. The [2025 Investment Plan](#) takes important steps towards closing the structural deficit while expanding transit service and making initial progress on key priorities of the *Access for Everyone Plan*.

TransLink's 2026 budget delivers on service expansion approved in the 2025 Investment Plan. The overall expense budget increase of 10.6 per cent is mainly reflective of the expansion approved in the 2025 Investment Plan (\$74.6 million), labour rate increases (\$56.5 million), and inflationary impacts (\$43.8 million). In addition to these factors, \$83.8 million will be invested into Municipal Infrastructure Funding, primarily due to increased Pavement Rehabilitation scope included in the 2025 Investment Plan.

TransLink has taken a proactive stance in managing its budget to align with both Enterprise Priorities and the realities of the financial environment to ensure uninterrupted, high-quality service for our customers. Implementing actions of the [2024 Efficiency Review](#) and [Management Action Plan](#), and building on the commitments to efficiency reinforced in 2025 Investment Plan, the 2026 budget incorporates \$29.7 million in operating efficiencies and savings along with a \$9.9 million reduction in interest expense.

In the 2026 budget, 86.2 per cent of TransLink's expenses are service-related. Administrative expenses are maintained at 13.8 per cent, lower than the 17 to 20 per cent average for Canadian and U.S. transit agencies.

TransLink's budget for 2026 reflects our region's priorities for Metro Vancouver's transportation network as we continue to navigate escalating costs and a changing fiscal landscape. Collaboration with the Mayors' Council and the Provincial Government to establish sustainable revenue sources is ongoing. At a time when global externalities, current economic conditions and fiscal landscape have put profound pressure on our finances, TransLink remains committed to putting customers first.

2. 2026 Key Priorities

TransLink's priorities align with the vision and goals that are set out to be achieved in the [2025 Investment Plan](#) and [Access for Everyone Plan](#).

These priorities help the organization focus and align workplans and budgets, while maintaining the system in a state of good repair, and furthering reconciliation, equity, diversity and inclusion, and resilience as common underlying themes.

Priority One: Deliver Today

Provide service and customer experience that is reliable, efficient, and safe every single day.

- Deliver on the approved 2025 Investment Plan.
- Implement Bus Speed and Reliability projects.
- Plan and implement First Nations Transportation projects.
- Plan and implement Bike networks.
- Prepare and execute FIFA World Cup Service delivery.
- Develop project controls to establish a consistent approach to project management practices across capital portfolio.
- Complete independent capital efficiency review.
- Incorporate Energy Management Policy, total cost of ownership model, and environmental performance into capital asset management processes and investment decision-making.
- Prepare for integration & opening for Broadway Subway Project.
- Build ridership through marketing campaigns and employer partnerships.

Priority Two: Deliver Tomorrow

Plan, fund, and build the future transportation system that the region needs.

- Complete procurement for Compass Modernization Program.
- Ensure the design of passenger facilities that are safe, comfortable, and scalable to accommodate ridership growth and improve universal accessibility.
- Prepare to secure sustainable revenue source(s).
- Advance the Bus Rapid Transit Program.
- Establish Enterprise AI Strategy and implement high value AI use cases.
- Support service expansion with recruitment and related activities such as developing a talent acquisition strategy that focusses on workforce planning, proactive sourcing and large-scale hiring.

- Advance the Zero-Emission Playbook in preparation for the next Investment Plan.
- Identify risks around safety, security, resiliency and environmental responsibilities and create aligned strategies and programs across the Enterprise.
- Develop an Enterprise resilience program to support business continuity and reduce future financial risks.

Priority Three: Deliver Together

Build a culture of safety, trust, worth, and collaboration with our people and the communities we serve.

- Advance Digital Literacy initiatives to promote adoption and comfort with digital tools.
- Collaborate across the Enterprise on scaling Agile delivery and product management practices.
- Strive to reduce project costs, retain experience and grow project management capacity.
- Support Enterprise working groups to align programs and strategies that support delivery of safe and resilient transportation.
- Integrate elements of the Sustainability Framework into areas of work where it creates or retains business value.
- Negotiate new Collective Agreements that are inclusive, equitable and fiscally responsible.
- Complete and implement the Indigenous Relations Action Plan.

Priorities set in the **2026 Business Plan, Operating and Capital Budget** will be funded through a variety of sources. Main funding sources supporting operations include transit revenues, property taxes, motor fuel taxes and parking sales tax. Funding for capital projects includes the Canada Community Building Fund (CCBF) obtained through Metro Vancouver Regional Fund (MVRF), Investing in Canada Infrastructure Program (ICIP), Canada’s Permanent Transit Fund (CPTF) and Development Cost Charges (DCCs). The main risks associated with these funding sources are reducing fuel usage trends due to continuing zero emission vehicles adoption and improving vehicle fuel efficiency, overall economic conditions and the capacity to deliver capital projects.

3. Risks and Challenges

TransLink Enterprise assesses, mitigates and monitors its risks through the Enterprise Risk Management program. Following are the key risks and challenges identified.

Sustainable Funding Model - While the 2025 Investment Plan partially addressed the existing funding deficit, a long-term sustainable funding model is essential to address the long-term funding gap and support sustained regional growth in alignment with the *Access for Everyone* Plan. Without new or enhanced revenue sources, TransLink Enterprise faces funding pressures starting in 2028, limiting its ability to advance growth management, expand sustainable transportation options and achieve the economic development goals of both the region and the Province – ultimately preventing it from delivering on the organizational mandate.

Delivering on Major Funded Commitments - TransLink Enterprise is experiencing unprecedented growth, driven by large-scale initiatives such as the Rail Expansion Programs, Marpole Transit Centre construction, Burnaby Transit Centre redevelopment, Compass Modernization, Bus Rapid Transit and Fleet Electrification projects. There is a risk that the Enterprise is unable to successfully execute and operationalize these complex programs due to internal and external capacity constraints. Managing their scale, interdependencies, and complexity, while ensuring transparent and effective communication is critical. Given the significant public and political profile of these initiatives, an agile and adaptive approach to delivery and organizational readiness is essential to ensure successful outcomes.

Meeting Future Needs of the Region - The future of the region relies on a strong, resilient transit system that connects communities, supports housing and affordability goals, advances climate action and drives economic growth. As the region continues to grow, there is an urgent need to sustain and expand transit services to meet rising demand. TransLink Enterprise must continue strengthening public and political support through proactive engagement, particularly as municipal elections approach and discussions on new provincial funding tools progress. In the context of broader fiscal pressures across all levels of government, maintaining trust and collaboration will be essential to deliver the future needs of the region.

Labour Relations - Collective bargaining negotiations are scheduled to commence prior to collective agreements expiring from December 2025 onwards. Unsuccessful negotiations of any one of the collective bargaining processes could result in work stoppages or interruptions to service, infrastructure, and/or maintenance. These risks are monitored through the respective operating companies and their boards.

Cybersecurity and other technological disruptions - Insufficient prioritization of technology initiatives may hinder support for TransLink's business processes. The evolving cybersecurity landscape poses risks of potential privacy breaches and legal impacts, decreasing business effectiveness and resulting in loss of public confidence.

The risks and challenges are continuously monitored through Board and Executive oversight and governance.

4. Key Performance Indicators and Drivers

Financial Indicators

FINANCIAL POLICIES AND INDICATORS					
(\$ Millions)	2024	2025	2026	Change	
	Actual	Budget	Budget	Incr/(Decr)	%
Accumulated Funding Resources	684.3	684.2	1,032.4	348.2	50.9%
Gross interest cost as a % of operating revenue ¹	10.3%	9.8%	8.2%	(1.6%)	(16.3%)
Debt Coverage Ratio ²	220.5%	238.2%	234.2%	(4.0%)	(1.7%)
Outstanding Gross Direct Debt Obligation	4,272.9	4,305.0	4,732.2	427.2	9.9%

¹ Operating revenue is total revenue less Government transfers for capital projects and Senior Government relief funding, Development Cost Charges, investment income, miscellaneous revenue, gain (loss) on disposal on tangible capital assets and amortization of deferred concessionaire credit.

² Debt Coverage Ratio is the ratio of net debt to operating revenue, where net debt is direct debt net of all sinking funds and debt reserve deposits plus indirect debt, i.e., Golden Ears Bridge contractor liability and the Deferred concessionaire credits

Accumulated Funding Resources

Accumulated Funding Resources (AFR) are represented by unrestricted cash and investments available to fund operations. TransLink's policy requires that the AFR must be at least 15.0 per cent of total ongoing operating expenditures, including ongoing debt service costs. Based on the 2026 budget, the AFR requirement is approximately \$370.3 million. The unrestricted cash and investments balance of \$1.0 billion as at the end of 2026 is well above the policy minimum. AFR will be maintained at healthy levels throughout 2026, despite continuing inflationary pressures.

Unrestricted cash and investments are budgeted to increase by \$348.2 million (50.9 per cent). The increase is mainly due to a one-time Provincial operating contribution of \$312.2 million included in the 2025 Investment Plan. Capital program spending will be matched by bond issuances and funding from senior government capital programs and a portion of upfront settlement of Golden Ears Bridge future toll revenue.

Gross Interest Cost as a Percentage of Operating Revenue

TransLink's robust borrowing program enables direct access to capital markets, supported by its strong reputation as a reliable investment. This translates into greater cost certainty for debt management. The program also offers assurance to credit rating agencies and investors, while providing TransLink the flexibility to use both short-term and long-term financing. Further, TransLink has developed a Green Bond Framework that enables capital markets to invest specifically in green projects through TransLink's Green Bonds.

TransLink's debt management policy includes self-imposed debt service coverage and debt coverage limits. TransLink continues to remain within these limits.

Gross interest cost as a percentage of operating revenue (an indicator of debt service coverage) is projected to be 8.2 per cent, well within TransLink's policy limit of 20.0 per cent. This represents a 1.6 percentage point decrease from the 2025 Budget, driven by lower debt costs resulting from reduced overall debt and higher operating revenues. The higher operating revenues are mainly driven by higher property tax revenue compared to the previous year.

Debt Coverage Ratio

Debt coverage ratio (defined as net direct and indirect debt as a percentage of operating revenue) is projected to be 234.2 per cent for the year 2026, well within TransLink's policy limit of 300.0 per cent. This represents a 4.0 percentage point decrease from the 2025 budget, driven by lower net debt relative to operating revenues.

FINANCING					
(\$ Millions)	2024	2025	2026	Change	
	Actual	Budget	Budget	Incr/(Decr)	%
Outstanding Gross Direct Debt Obligation	4,272.9	4,305.0	4,732.2	427.2	9.9%
Less: Municipal Finance Authority of BC administered sinking funds	(676.4)	(733.9)	(505.7)	228.2	31.1%
Less: Bond Discounts	(3.2)	13.7	(5.8)	(19.5)	(142.3%)
Debt	3,593.4	3,584.8	4,220.7	635.9	17.7%
Less: Self-administered sinking funds	(742.8)	(357.7)	(470.3)	(112.6)	(31.5%)
Less: Debt reserve deposits	(22.9)	(21.1)	(12.0)	9.1	43.1%
Net Direct Debt	2,827.7	3,205.9	3,738.4	532.5	16.6%
Golden Ears Bridge contractor liability	964.5	942.7	917.7	(25.0)	(2.7%)
Deferred concessionaire credit	362.7	339.5	316.2	(23.3)	(6.9%)
Indirect P3 Debt	1,327.3	1,282.2	1,233.9	(48.3)	(3.8%)
Subtotal Net Direct Debt and Indirect P3 Debt	4,155.0	4,488.2	4,972.3	484.1	10.8%

Debt, which primarily finances capital spending, is projected to increase by \$635.9 million (17.7 per cent), to fund budgeted capital expenditures in 2026, net of increases associated with changes in the Municipal Finance Authority of BC (MFABC) administered sinking funds, and the amortization of bond discounts.

Net direct debt is projected to increase by \$532.5 million (16.6 per cent) in comparison to the 2025 Budget due to bond issuances planned in 2026. The total net debt is reduced by contributions to the self-administered sinking funds.

Indirect Public-Private Partnership (P3) debt related to the Canada Line and Golden Ears Bridge contractor liability is projected to decrease by \$48.3 million (3.8 per cent) due to amortization and principal payments.

Outstanding Gross Direct Debt Obligation

Under the [South Coast British Columbia Transportation Authority \(SCBCTA\) Act](#), TransLink's outstanding gross direct debt obligation cannot exceed TransLink's borrowing limit of \$10.7 billion. TransLink's outstanding gross direct debt obligation is projected to be \$4.7 billion. The increase of \$427.2 million is mainly due to \$707.2 million of additional long-term debt to finance TransLink's capital program in 2026, partially offset by \$280.0 million of MFABC debt maturities. TransLink continues to remain within its borrowing limit.

Operating Indicators

OPERATING INDICATORS					
Twelve Months Ending December 31	2024	2025	2026	Change	
	ACTUAL	BUDGET	BUDGET ⁶	Incr/(Decr)	%
Scheduled Transit Service					
Overall performance rating (out of 10)	7.8	8.0	8.0	-	-
Service hours	7,195,565	7,505,582	7,867,886	362,304	4.8%
Operating cost recovery ^{1,2,3}	46.3%	43.4%	41.3%	(2.1%)	(4.8%)
Operating cost per capacity kilometre ⁴	\$0.126	\$0.129	\$0.136	\$0.007	5.4%
Complaints per million boarded passengers	75.0	82.0	82.0	-	-
Access Transit Service					
Number of trips	1,165,837	1,449,000	1,449,000	-	-
Operating cost per trip	\$57.11	\$57.55	\$58.50	\$0.95	1.7%
Number of trips denied	2,147	2,363	2,600	237	10.0%
Complaints per 100,000 boarded passengers	262.0	237.0	237.0	-	-
Ridership (millions)					
Boarded passengers	404.2	421.0	396.5	(24.5)	(5.8%)
Journeys	240.9	250.9	238.2	(12.7)	(5.1%)
Average fare per journey ⁵	\$2.82	\$2.86	\$3.10	\$0.24	8.4%

¹ 2024 actuals have been restated to reflect the current methodology.

² 2025 budget has been restated to reflect budget transfers during the year.

³ Includes operating costs of Bus, Rail, Transit Police and Corporate Ongoing. Excludes Access Transit, Roads & Bridges and One-Time costs.

⁴ Includes operating costs of Bus, Rail, and Transit Police. Excludes Access Transit.

⁵ Calculated using Total Fare and Program Revenue excluding FIFA-related revenue.

⁶ Service levels exclude FIFA

Scheduled Transit Service

The targeted overall performance rating for 2026 is 8.0, consistent with 2025 budget.

Conventional system service hours are expected to be 4.8 per cent higher in 2026. Conventional bus transit service hours are expected to increase as the service increases approved in the 2025 Investment Plan are implemented. These include more frequent buses to reduce overcrowding and improve convenience, expanded service in areas planned for future Bus Rapid Transit (BRT), and better connections for First Nations communities. Canada Line and West Coast Express are also expected to have increased service hours and service kilometres with the addition of trains and cars respectively.

Operating cost recovery of 41.3 per cent budgeted in 2026 is lower than the 2025 budgeted ratio of 43.4 per cent due to a higher increase in expenses relative to operating revenue, as a result of increased costs to deliver service expansion and lower ridership.

Operating cost per capacity kilometre is expected to increase by 5.4 per cent over the 2025 budget mainly due to higher contractual and committed obligations such as labour rates, maintenance costs and increased resources required to deliver service expansion.

The complaints per million boarded passengers are budgeted to be 82.0 in 2026, in line with 2025 budget.

Access Transit Service

Access Transit service levels in 2026 are planned to remain consistent with the 2025 budget, despite lower-than-anticipated demand in 2025. Planned enhancements to late evening service will provide customers with greater flexibility and improved access to essential trips and community activities, while continuing to support individuals who are unable to use conventional transit without assistance.

The budgeted operating cost per trip for 2026 is expected to increase by 1.7 per cent compared to the 2025 budget largely due to contractual and committed obligations such as labour rates and lease costs. The actual cost per trip will be dependant on demand for service.

Although Access Transit budgeted trips for 2026 remains consistent with the 2025 budget, the number of boarded passengers is forecasted to increase in 2026 from the 2025 actual, in turn increasing the likelihood of denials due to reduced vehicle capacity particularly during peak times and major events such as the FIFA World Cup. Despite these service challenges, significant effort continues to keep denials as low as possible. The budgeted denials as a percentage of trips represents less than 0.2 per cent.

The complaints per 100,000 boarded passengers budget for 2026 remains consistent with the 2025 budget at 237.0. With expected increases in boarded passengers due to a range of factors including major events such the FIFA World Cup, there may be additional pressure on service delivery. While boarded passengers are expected to increase, TransLink remains focused on maintaining a high standard of service. The continuation of this budget reflects the ongoing commitment to service excellence as the implementation of the recommendations from the Modernized HandyDART Program begins.

Ridership

Boardings represent each time a passenger enters a fare paid zone, including transfers. Boardings in 2026 (excluding anticipated increase due to FIFA World Cup) are expected to be 5.8 per cent lower than 2025 budget.

Journeys represent a complete transit trip regardless of the number of transfers. Journeys in 2026 (excluding anticipated increase due to FIFA World Cup) are expected to be 5.1 per cent lower than 2025 Budget.

After significant growth in 2022-2024, ridership growth slowed down in 2025 due to the combined impact of federal mandates reducing international student and foreign worker admissions and a weakening Canadian economy following tariffs imposed by the United States. Notwithstanding, the ridership trends varies across different parts of the region and across customer groups. As some ridership segments may somewhat decline, others continue to experience growth.

Overall, system-wide ridership in 2026 is expected to grow modestly compared to the 2025 forecast. Ongoing investments in the transit system will keep service convenient and reliable in the near-term, and ensure the system is ready to support stronger growth in the future. Focused transit investments in 2026, as outlined in the 2025 Investment Plan, are key to addressing localised overcrowding and improving service to First Nations communities and industrial and natural areas.

The average fare per journey is expected to be \$3.10 in 2026, compared to \$2.86 in the 2025 Budget, driven by the planned 5.0 per cent fare increase on July 1, 2026, along with the continuation of enhanced fare enforcement.

Key Drivers

Ridership

Ridership in 2026 is expected to grow slowly compared to 2025 outlook, driven by modest population growth and economic uncertainty in the region. Planned increases to transit service and fares are expected to play a smaller role in shaping overall ridership compared to these broader regional trends. A temporary increase in ridership is expected during the FIFA World Cup, though the scale of this impact remains somewhat uncertain. Meanwhile, the number of unique weekly transit customers has stabilized, suggesting the region may have reached a new normal in commuting habits, shaped by the lasting impacts of remote and hybrid work.

Households

The number of households in the region is used to estimate Hydro Levy revenues. Annual household projections are based on estimates from BC Stats for the Metro Vancouver region. The number of households in the Metro Vancouver region are expected to marginally increase by 0.25 per cent in 2026 when compared to the 2025 estimate by BC Stats.

Interest rates

Interest rates for the budget are based on forecasts from major Canadian chartered banks and TransLink credit spread and issue costs. For 2026, short-term borrowing rates are projected to be 2.25 per cent and long-term borrowing rates are estimated to be 4.33 per cent. Interest rates drive the debt service costs on TransLink's borrowing.

Inflation

Inflation rates are based on applicable Consumer Price Index rates anticipated in 2026.

Taxable fuel consumption

Fuel sales volumes are used to estimate Fuel Tax Revenue. Fuel volume projections are based on an internally developed forecast and vehicle fleet trends which consider the total number of vehicles, average distance driven and fuel economy in the region, as well as leakage of fuel tax revenue caused by purchases outside of the Metro Vancouver region.

Combined fuel volumes in the 2026 Budget are comprised of 84.3 per cent gasoline and 15.7 per cent diesel.

Hydro cost

Hydro costs relate to propulsion power for SkyTrain and Trolley Buses as well as facility utility costs. 2026 hydro costs are expected to be 3.75 per cent higher year-over-year based on BC Hydro rate.

Gasoline and Diesel prices

Fuel prices affect operating costs for revenue and non-revenue buses, as well as West Coast Express trains. Fuel prices are estimated using fuel vendors and U.S. Energy Information Administration forecasts adjusted for Canadian prices, taxes and price differentials.

Revenue Vehicle Insurance

The bus fleet insurance premium that TransLink pays to ICBC is budgeted to increase by 1 per cent in 2026. The 2026 budget assumes that ICBC's Basic Insurance rate and the fleet's discount will remain unchanged from 2025. The 1 per cent increase in premium arises from an expected increase in the number of insured vehicles in 2026 compared to 2025.

Assumptions

The following table summarizes the sensitivity to changes in key assumptions used to develop the 2026 budget:

2026 BUDGET ASSUMPTIONS			SENSITIVITIES	
		RATE / VOLUME	Change	Impact (\$ millions)
Background Assumptions				
Real GDP Growth		1.9%		
Employment rate		0.8%		
Hydro Cost Increase		3.75%		
Population	thousands	3,093		
Households	thousands	1,220		
Operating Assumptions with Sensitivity Analysis				
Revenue				
Regional Fuel Consumption				
Gasoline	millions of litres	1,703.0	1 per cent +/-	3.2
Diesel	millions of litres	317.5	1 per cent +/-	0.6
Ridership	millions of journeys	238.2	1 per cent +/-	7.4
Expense				
Diesel cost	dollars per litre	1.534	\$0.10 +/-	4.0
Gasoline cost	dollars per litre	1.461	\$0.10 +/-	0.8
Interest rate	Short term ¹	2.25%	0.5 per cent +/-	0.02
	Long term	4.33%	0.5 per cent +/-	1.6
Inflation	General	2.1%	0.5 per cent +/-	5.1
	Parts	11.4%	0.5 per cent +/-	0.5

¹ Assuming \$100 million short term debt for one month for illustrative purposes only. TransLink's 2026 budget does not assume utilization of short-term debt.

5. 2026 Financial and Operating Summary

CONSOLIDATED REVENUES AND EXPENSES					
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change	
	ACTUAL ¹	BUDGET ²	BUDGET	Incr/(Decr)	%
Revenue					
Taxation	1,078.1	1,035.3	1,244.2	208.9	20.2%
Transit	718.7	761.3	790.9	29.6	3.9%
Government transfers	424.9	395.5	557.4	161.9	40.9%
Amortization of deferred concessionaire credit	23.3	23.3	23.3	-	-
Development cost charges	91.3	69.5	40.2	(29.3)	(42.2%)
Investment Income	213.5	141.7	125.9	(15.8)	(11.2%)
Miscellaneous revenue	66.2	15.8	12.6	(3.2)	(20.3%)
Sub Total Continuing Operations	2,616.1	2,442.4	2,794.5	352.1	14.4%
Gain (Loss) on disposal on tangible capital assets	0.3	(6.4)	(2.1)	4.3	67.2%
Total Revenue	2,616.5	2,436.0	2,792.4	356.4	14.6%
Expenditures					
Bus Operations	1,015.5	1,137.4	1,222.6	85.2	7.5%
Rail Operations	449.8	480.4	527.3	46.9	9.8%
Transit Police	59.6	68.1	74.0	5.9	8.7%
Corporate Operations	160.8	168.3	169.8	1.5	0.9%
Roads & Bridges	145.9	137.8	222.7	84.9	61.6%
Amortization of Capital Assets	266.3	275.4	281.9	6.5	2.4%
Interest	194.1	184.5	174.6	(9.9)	(5.4%)
Sub Total Continuing Operations	2,292.0	2,451.9	2,672.9	221.0	9.0%
One-Time Costs	23.8	56.2	102.2	46.0	81.9%
Total Expenses	2,315.8	2,508.0	2,775.1	267.1	10.6%
Surplus/(Deficit) for the period	300.6	(72.0)	17.3	89.3	124.0%

Totals may not add due to rounding.

¹ 2024 actuals have been restated to reflect the current methodology.

² 2025 budget has been restated to reflect budget transfers during the year.

Compared to 2025 Budget, revenue is projected to grow by 14.6 per cent, while expenses are increasing by 10.6 per cent. Additional details on revenue and expenses are provided in Section 6 and 7, respectively.

6. Consolidated Revenues

TransLink receives its revenue mainly through taxation, transit fares and government transfers. For 2026, total consolidated revenues are estimated to reach \$2.8 billion, which is \$356.4 million (14.6 per cent) higher compared to the 2025 budget. The growth is largely driven by higher property tax revenue, government transfers, transit revenue and parking sales tax revenue. Fuel Tax revenue is anticipated to be higher than the 2025 budget, supported by temporary stabilization in gasoline volumes.

These increases are partially offset by lower Development Cost Charges revenue, investment income and miscellaneous revenue.

Taxation

TAXATION REVENUES					
Twelve Months Ending December 31 (\$ Millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET	Change	
				Incr/(Decr)	%
Fuel	368.1	366.5	373.8	7.3	2.0%
Property & Replacement	596.9	549.7	731.1	181.4	33.0%
Parking Sales	89.6	94.9	115.3	20.4	21.5%
Hydro Levy	23.6	24.2	24.0	(0.2)	(0.8%)
Total Taxation	1,078.1	1,035.3	1,244.2	208.9	20.2%

Totals may not add due to rounding.

Taxation revenues are comprised of taxes collected on fuel, property and replacement taxes, parking sales tax and the hydro levy.

Fuel tax revenue for 2026 is budgeted at \$373.8 million, which is \$7.3 million (2.0 per cent) higher than the 2025 Budget, driven by a temporary stabilization in gasoline volumes. Fuel consumption is declining at a more moderate pace than anticipated, as a result of reduced border leakage and slower zero emission vehicles adoption. However, in the longer-term, the trend of declining fuel volumes is expected to continue.

Property and replacement tax revenue is budgeted at \$731.1 million, representing an increase of \$181.4 million (33.0 per cent) compared to the 2025 Budget. The increase reflects the additional property tax approved in the 2025 Investment Plan, the annual 4.15 per cent increase in property tax revenue from existing properties and an estimated non-market change increase of 3.14 per cent, which accounts for development and construction growth that impacts revenue. The replacement tax remains unchanged at \$18.0 million.

TransLink is responsible for administering the Parking Sales Tax within Metro Vancouver under the [South Coast British Columbia Transportation Authority \(SCBCTA\) Act](#). Revenue from Parking Sales Tax is budgeted at \$115.3 million in 2026, representing an increase of \$20.4 million (21.5 per cent) compared to the 2025 Budget. The increase is primarily driven by the tax rate change from 24 per cent to 29 per cent as approved in the 2025 Investment Plan.

Transit

TRANSIT REVENUES					
Twelve Months Ending December 31 (\$ Millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET	Change	
				Incr/(Decr)	%
Fares	536.2	576.5	605.0	28.5	4.9%
Programs	142.3	142.0	140.3	(1.7)	(1.2%)
Total Fare and Program Revenue	678.5	718.5	745.3	26.8	3.7%
Other	40.2	42.8	45.5	2.7	6.3%
Total Transit	718.7	761.3	790.9	29.6	3.9%

Totals may not add due to rounding.

Total transit revenue is budgeted at \$790.9 million in 2026, representing an increase of \$29.6 million (3.9 per cent) compared to the 2025 Budget. This projection includes additional transit revenue from a temporary increase in ridership during FIFA World Cup 2026 in June and July. Excluding these impacts, transit revenue is expected to be \$21.7 million (2.8 per cent) higher than the 2025 Budget. This increase is largely driven by the planned 5.0 per cent fare increase on July 1, 2026, along with the continuation of enhanced fare enforcement, partially offset by ridership growing at slower rates than originally anticipated, resulting from ongoing federal policy and economic impacts.

Program revenue is budgeted at \$140.3 million, a decrease of \$1.7 million (1.2 per cent) compared to 2025 budget, primarily due to lower U-Pass BC revenue driven by the decline in international students enrollment as a result of the updated International Student Program Regulations by the Government of Canada.

Other Transit Revenue is budgeted to increase by \$2.7 million (6.3 per cent) primarily driven by higher advertising revenue due to TransLink's continuous investments in modernization and digital advertising spaces and higher fare infraction revenue, partially offset by lower carbon credit revenue due to carbon credit processing delays, changes in schedules for infrastructure construction and bus deliveries, and credit market fluctuations.

Government Transfers

GOVERNMENT TRANSFERS					
Twelve Months Ending December 31 (\$ Millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET	Change	
				Incr/(Decr)	%
One-time Provincial operating funding	-	-	69.7	69.7	100.0%
Senior Government funding	357.0	327.0	418.6	91.6	28.0%
Golden Ears Bridge tolling replacement revenue	67.9	68.5	69.1	0.6	0.9%
Total Government Transfers	424.9	395.5	557.4	161.9	40.9%

Totals may not add due to rounding.

Government transfers include one-time Provincial operating funding, funds received from the Canada Community-Building Fund (CCBF) through the Metro Vancouver Regional Fund (MVRF), Investing in Canada Infrastructure Program (ICIP), the Public Transit Infrastructure Fund (PTIF), Canada Line funding, Building Canada Fund, and other miscellaneous programs.

Total government transfers are budgeted at \$557.4 million in 2026, representing an increase of \$161.9 million (40.9 per cent) compared to 2025 budget. The 2026 budget includes a one-time contribution from the City of Vancouver to offset FIFA-related costs (net of additional transit revenue). Excluding FIFA-related impacts, government transfers are expected to be \$149.8 million (37.9 percent) higher than 2025 budget.

Increase in government transfers is primarily due to higher revenue recognized from Senior Government capital contributions, driven by spending in projects funded through the CCBF, due to anticipated increase in construction activity for the Marpole Transit Centre, Conventional Trolleybus Replacement and Port Coquitlam Transit Center Infrastructure to Support Battery Electric Buses projects. These increases are partially offset by an anticipated decrease in several fleet procurement projects, such as the 2023 & 2024 conventional bus replacements and 2021 conventional bus expansion that are near to completion.

In addition, the 2026 Budget includes \$69.7 million of one-time Provincial operating funding, which is a portion of the one-time operating contribution of \$312.2 million provided in April 2025 by the Government of BC as part of 2025 Investment Plan. This revenue is being recognized over 2025-2027 fiscal periods.

Development Cost Charges (DCC)

DCC are fees that real estate developers pay toward the capital costs of certain types of public infrastructure associated with growth. As demand for public infrastructure grows with new development, the DCC program ensures that a portion of infrastructure costs is covered by new development. DCC collected are deferred when received and revenue is recognized when spending is incurred on DCC-eligible projects.

Revenue from DCC is budgeted at \$40.2 million for 2026, which is \$29.3 million (42.2 per cent) lower than the 2025 budget. 2025 budget was higher than normal, due to anticipated carry-over of unspent 2024 DCC. 2026 DCC are set in line with historical levels.

Investment Income

Investment income is budgeted at \$125.9 million, reflecting a \$15.8 million (11.2 per cent) decrease compared to 2025 budget mainly due to lower average cash and investment balances and lower interest rates. Lower cash balances are mainly due to releases from the Golden Ears Bridge Fund to support eligible

capital project spending and the use of self-administered sinking funds to fully repay a bond that matured in June 2025.

Gain (Loss) on disposal on tangible capital assets

In 2026, the loss on disposal of tangible capital assets is projected at \$2.1 million, compared to \$6.4 million in the 2025 budget, a change of \$4.3 million (67.2 per cent). This change reflects the revised timing of the Mark I fleet decommissioning, as TransLink plans to retire six cars per month throughout 2026.

Risks and Challenges

Risks related to transit fare revenue in 2026 are influenced by a combination of economic, social, and special event-related travel factors. Recent federal limits on temporary resident admissions, including international students and foreign workers, are expected to contribute to continued slow population growth, particularly among younger age groups that represent key transit users. BC's population projections also indicate an aging trend, with older demographics growing faster than younger ones. Potential higher youth unemployment may further constrain ridership growth. Broader economic conditions, including employment levels and household affordability, also influence travel demand across the region. The FIFA World Cup 2026 presents short-term uncertainty, as factors such as the countries scheduled to play in Vancouver, spectator travel behaviour, and accommodation availability and pricing across Metro Vancouver may all influence ridership during the tournament period.

Fuel tax revenue is difficult to predict, as collectors have up to 48 months to claim tax refunds on exempt fuel volumes resold outside of the transit region. In addition, fluctuations in crude oil prices, improvements in vehicle fuel efficiency, and the continued adoption of zero-emission vehicles (ZEVs) contribute to volatility in fuel tax receipts. In 2025, retail gasoline volumes increased relative to the prior year, likely due to reduced border leakage, slower ZEV adoption, and the removal of the carbon tax. While 2025 and 2026 are expected to have sustained levels of fuel tax revenue, the long term declining trend is expected to resume.

Property tax revenue includes revenue from new development and construction growth; the growth rate for 2026 is estimated at 3.14 per cent. If the actual growth rate for 2026 is lower than 3.14 per cent, a lesser amount of incremental property tax revenue from new development and construction will be received.

TransLink has limited control over the operations of partners that collect and remit Parking Sales Tax revenue. This revenue is sensitive to parking rate changes and consumer behaviour. The recent tax increase from 24 per cent to 29 per cent may prompt some drivers to seek lower-cost parking options, creating uncertainty in revenue projections.

7. Consolidated Expenses by Segment

TransLink is responsible for delivering transit services, operating five bridges and providing operating and capital funding for the Major Road Network (MRN) and cycling in Metro Vancouver. When the Pattullo replacement bridge opens, the Province will take over the existing facility.

The overall expense budget increase of 10.6 per cent is mainly reflective of the expansion approved in the 2025 Investment Plan, labour rate increases, and inflationary impacts.

Of the \$221.0 million increase in Continuing Operations expenses, \$83.8 million is attributed to Municipal Infrastructure Funding, \$56.0 million to labour rate increases, \$43.8 million increase is driven by other inflationary pressures and committed costs, and \$41.8 million is budgeted to support growth and service expansion approved in the 2025 Investment Plan. In addition, \$9.6 million relates to regulatory and compliance requirements, and \$6.5 million to amortization of capital assets, reflecting the completion of major projects. The increase is partially offset by \$28.6 million in operating efficiencies and savings, along with a \$9.9 million reduction in interest expense.

One-time costs are budgeted at \$102.2 million, including costs for operational readiness for rail expansion, Bus Rapid Transit, FIFA World Cup 2026 related expenses, feasibility studies, costs of capital projects that are not eligible for capitalization, and major studies projects.

Bus Operations

Coast Mountain Bus Company (CMBC) oversees the operations of Conventional and Community Shuttle bus service, SeaBus and Access Transit. By the end of 2026, CMBC's fleet will consist of approximately 2,165 Conventional Buses, Community Shuttle and Access Transit (HandyDART) vehicles. This includes vehicles owned by TransLink but operated by third-party service providers. Bus Operations will span 121.9 million service kilometers, 6.4 million service hours and offer 1.4 million Access Transit trips in 2026.

Initiatives

In addition to Key Enterprise Priorities outlined in Section 2, CMBC will be focusing on the following key priorities in 2026:

Priority One: Deliver Today

- Progress the Bus Life Extension Project as a part of the transition to the next generation of electric buses.
- Support the Fare Evasion Mitigation Program.
- Modernize HandyDART.

Priority Two: Deliver Tomorrow

- Plan a procurement strategy for the Next Generation SeaBus.

Priority Three: Deliver Together

- Progress Workforce Sustainability Planning.
- Advance initiatives to support employees in returning to work following an injury or illness.

Risks and Challenges

Coast Mountain Bus Company assesses, mitigates, and monitors its risks through its Corporate Risk Register. The following are the key risks and challenges identified:

Aging Physical and Fleet Infrastructure - CMBC faces risks from its physical infrastructure potentially deteriorating faster than it can be maintained, and fleet aging beyond its useful life (such as the Burrard Beaver SeaBus). These risks are driven by funding limitations, operational constraints, and supply chain delays. This risk could lead to service disruptions and prevent achieving the service expansion goals outlined in the *Access for Everyone Plan*. Feasibility studies are underway for individual projects to ensure all funded state of good repair initiatives within the capital program are delivered effectively.

Facility Capacity Constraints - The risk that CMBC's existing facilities may not meet growing ridership demands. This risk arises from factors that include fleet diversification, long fleet replacement lifecycles and delayed depot construction. The currently funded fleet expansion (~155 vehicles) is contingent on completion of facility expansion projects at both Burnaby and Port Coquitlam Transit Centres. The new Marpole Transit Centre will also house fleet expansion, however, delays in this project continues to push its estimated completion date.

Bus Electrification and Expansion - The risk that CMBC cannot meet the scope, scale, timing, and technological requirements for transitioning to a zero-emission fleet, due to competing priorities and increasing public, political and funding pressures. The industry landscape is shifting as manufacturers, such as Nova Bus, consider phasing out internal combustion engine models, while new entrants, such as Solaris and Letenda, introduce competitive zero-emission products. At the same time, uncertainty in the North American auto sector is very high due to tariffs and political factors.

Labour Relations - The risk that any one of the three collective bargaining processes fails to reach an agreement in a timely manner, resulting in possible job action and impacts to service.

Bus Rapid Transit (BRT) Expansion - The risk that CMBC will be unable to prepare the appropriate fleet, infrastructure, and the municipal rights of way required to successfully implement the high-profile BRT program within the anticipated timelines. Uncertainties regarding the scope, schedule and budget could negatively impact CMBC's reputation, if not addressed in a timely manner.

Workforce and Safety Risks - CMBC continues to monitor risks related to effectively recruiting, training, and retaining talent to meet its ongoing and future operational requirements. CMBC also maintains its focus on enhancing safety messaging, evaluating existing safety controls, integrating climate change risks into safety management system, and collaborating with Transit Police to improve customer safety and reduce operator assaults.

2026 Budget vs 2025 Budget

BUS OPERATIONS BY CATEGORY					
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change	
	ACTUAL	BUDGET ¹	BUDGET	Incr/(Decr)	%
Administration	26.5	29.4	34.1	4.7	16.0%
Contracted Services	96.0	111.8	115.2	3.4	3.0%
Fuel and Power	71.0	84.5	77.7	(6.8)	(8.0%)
Insurance	17.5	17.6	16.9	(0.7)	(4.0%)
Maintenance, Materials and Utilities	101.4	115.6	130.7	15.1	13.1%
Professional and Legal	4.9	4.4	6.9	2.5	56.8%
Rentals, Leases and Property Tax	24.6	27.1	26.8	(0.3)	(1.1%)
Salaries, Wages and Benefits	673.8	747.2	814.3	67.1	9.0%
Total Expenses by Category	1,015.5	1,137.4	1,222.6	85.2	7.5%

Totals may not add due to rounding.

¹ 2025 budget has been restated to reflect budget transfers during the year.

The 2026 Bus Operations budget of \$1,222.6 million is \$85.2 million (7.5 per cent) higher than the 2025 budget. The increase in 2026 operating expenses are primarily due to higher labour costs driven by labour rate increases and additional headcount required to deliver committed service expansion under the 2025 Investment Plan, as well as higher maintenance costs driven by inflation.

Below are highlights of the 2026 Budget compared to the 2025 Budget:

- Salaries, wages and benefits are budgeted to increase by \$67.1 million (9.0 per cent), mainly due to additional headcount needed to deliver the 2025 Investment Plan and contractual labour rate increases.
- Maintenance, materials and utilities are budgeted to increase by \$15.1 million (13.1 per cent) mainly due to inflation on parts, higher service kilometers and increased cost to maintain the aging fleet. This is partially offset by Bus Life Extension capital project which capitalizes bus overhaul expenditures.
- Administration costs are budgeted to increase by \$4.7 million (16.0 per cent) mainly due to an increase in software and license costs, as well as changes in the cost allocation methodology.
- Contracted services are budgeted to be \$3.4 million (3.0 per cent) higher than 2025 mainly due to contractual labour rate increases, and benefits increases. This is partially offset by savings from right-sizing Late Night service and lower fuel costs from the removal of the Carbon Tax.
- Fuel is budgeted to decrease by \$6.8 million (8.0 per cent) driven by lower prices and removal of the Carbon Tax, partially offset by additional kilometers and higher consumption.

Service Assumptions

BUS OPERATIONS					
Twelve Months Ending December 31	2024 ACTUAL	2025 BUDGET	2026 BUDGET ¹	Change	
				Incr/(Decr)	%
SERVICE HOURS					
CMBC Operations	5,492,257	5,801,037	6,132,425	331,388	5.7%
Conventional Bus ²	4,877,642	5,121,179	5,464,286	343,107	6.7%
Community Shuttle ²	600,435	665,571	654,117	(11,454)	(1.7%)
SeaBus	14,180	14,287	14,022	(265)	(1.9%)
Contracted Transit Services	249,699	255,609	285,268	29,659	11.6%
West Vancouver	118,862	120,497	131,725	11,228	9.3%
Contract Community Shuttle	130,837	135,112	153,543	18,431	13.6%
Conventional Transit Service Hours	5,741,956	6,056,646	6,417,693	361,047	6.0%
SERVICE KILOMETRES					
CMBC Operations	103,729,801	110,872,445	116,307,404	5,434,959	4.9%
Conventional Bus	92,275,905	98,351,952	103,974,908	5,622,956	5.7%
Community Shuttle	11,267,093	12,328,178	12,147,725	(180,453)	(1.5%)
SeaBus	186,803	192,315	184,771	(7,544)	(3.9%)
Contracted Transit Services	4,969,773	5,307,613	5,634,135	326,522	6.2%
West Vancouver	2,286,585	2,258,767	2,528,328	269,561	11.9%
Contract Community Shuttle	2,683,188	3,048,846	3,105,807	56,961	1.9%
Conventional Transit Service Kilometres	108,699,574	116,180,058	121,941,539	5,761,481	5.0%
CAPACITY KILOMETRES					
CMBC Operations	5,743,602,223	6,218,184,446	6,474,105,243	255,920,797	4.1%
Conventional Bus	5,401,272,913	5,848,266,899	6,111,423,039	263,156,140	4.5%
Community Shuttle	270,410,232	295,876,272	291,545,400	(4,330,872)	(1.5%)
SeaBus	71,919,078	74,041,275	71,136,804	(2,904,471)	(3.9%)
Contracted Transit Services	178,725,774	186,110,654	200,955,768	14,845,114	8.0%
West Vancouver	114,329,257	112,938,350	126,416,400	13,478,050	11.9%
Contract Community Shuttle	64,396,517	73,172,304	74,539,368	1,367,064	1.9%
Conventional Transit Capacity Kilometres	5,922,327,997	6,404,295,100	6,675,061,011	270,765,911	4.2%

¹ Service levels exclude temporary service increases for FIFA World Cup 2026.

² 2024 Actuals has been restated to reflect final numbers.

In 2026, CMBC conventional transit service hours are expected to increase by 6.0 per cent, kilometres are expected to increase by 5.0 per cent, and conventional capacity kilometres are expected to increase by 4.2 per cent. These service increases are implemented as a result of the approved 2025 Investment Plan. These include more frequent buses to reduce overcrowding and improve convenience, expanded service in areas planned for future Bus Rapid Transit (BRT), and better connections for First Nations communities.

ACCESS TRANSIT					
Twelve Months Ending December 31	2024	2025	2026	Change	
	ACTUAL	BUDGET	BUDGET	Incr/(Decr)	%
Service Kilometres	8,965,902	11,673,000	10,143,000	(1,530,000)	(13.1%)
Access Transit Trips					
Trips - HandyDART	893,927	1,297,000	1,014,300	(282,700)	(21.8%)
Trips - Taxi Supplement	271,910	152,000	434,700	282,700	186.0%
Total Access Transit Trips	1,165,837	1,449,000	1,449,000	-	-

Access Transit service levels in 2026 are planned to remain consistent with the 2025 budget, despite lower-than-anticipated demand in 2025. Planned enhancements to late evening service will provide customers with greater flexibility and improved access to essential trips and community activities, while continuing to support individuals who are unable to use conventional transit without assistance. To better use resources and improve service, trips allocation between HandyDART and taxis supplement are adjusted. This supports a more flexible and responsive service model as part of ongoing efforts to enhance Access Transit service delivery. As a result, total kilometres budgeted for dedicated service 2026 are reduced compared to the 2025 budget, however, overall service levels will remain consistent to effectively meet customer needs.

Rail Operations

British Columbia Rapid Transit Company Ltd. (BCRTC), on behalf of TransLink, maintains and operates two of the three SkyTrain lines in Metro Vancouver, the Expo and Millennium Lines. BCRTC is responsible for managing the contracted service agreement with InTransit BC for the operation and maintenance of the Canada Line. BCRTC also operates and maintains the West Coast Express commuter rail service. BCRTC is committed to its employees, the ongoing improvement of the customer experience and supporting TransLink's critical role in planning and managing the region's transportation network.

Initiatives

In addition to Key Enterprise Priorities outlined in Section 2, BCRTC will be focusing on the following key priorities in 2026:

Priority One: Deliver Today

- **Maintenance and SOGR initiatives** - Continue renewal of legacy assets, state of good repair (SOGR) initiatives, and modernization of maintenance to ensure the railway, station and fleet assets are ready and available to deliver the planned and future services.
- **Improved Incident Response** - Further strengthen the incident management with a focus on improving the response to incidents causing delays of less than 15 minutes, with the aim of improving on-time performance and service delivery.

Priority Two: Deliver Tomorrow

- **Achieve Operations Control Centre 2 (OCC2) Integration** – Ensure safe and effective opening of OCC2 by focusing on training and testing and commissioning according to the project schedule.
- **Broadway Subway Operational Readiness** – BCRTC will continue to hire, train, test and commission, provide project support, and perform the asset familiarization required to open Broadway Subway in 2027, according to operational readiness plans and the project schedule.
- **Mark V integration** - Test, commission, and integrate new Mark V trains as they arrive at BCRTC's Burnaby maintenance facility. In 2026, BCRTC expects to introduce approximately one Mark V train per month onto the system.

Priority Three: Deliver Together

- **Attract and retain talent** - Continue to hire and retain staff to deliver service, operational and maintenance commitments.

Risks and Challenges

BCRTC has identified the following key risks and challenges:

Pace of Maintenance maturity - As BCRTC continues the shift to planned and preventative maintenance, aging infrastructure, data availability, trend analysis, and system expansion could result in slower progression, which may impact BCRTC's ability to deliver planned future services at desired performance targets.

Availability of assets for service - The availability of assets to deliver service at the desired performance targets could be constrained by internal and external factors including aging infrastructure, parts obsolescence, supply chain constraints, maintenance and engineering plans, expansion schedules and other operational constraints.

Responding to project schedules and budget constraints - With unprecedented expansion of the SkyTrain network in various stages of progress, BCRTC endeavors to balance the pace of growth and evolving project schedules and budget constraints with the ongoing delivery of a safe and reliable system and ensuring the long-term success of the business and its people.

OCC2 & Operations and Maintenance Centre 4 (OMC4) readiness - In 2026, BCRTC will be preparing for the opening of a new control centre and continued readiness for the opening of the fourth Operations & Maintenance Centre in Coquitlam. Internal and external risk factors may hinder the ability to effectively integrate the asset and systems for OCC2, as well as deliver the readiness plans for these expansion initiatives based on project timelines.

Ability to attract, onboard, and retain talent - The risk exists that BCRTC cannot recruit, train and/or effectively retain talent to meet ongoing operational and expansion requirements. Inability to recruit sufficient trades within the required timeframe may result in negative impacts on overtime, morale, and service delivery. In collaboration with TransLink Corporate, BCRTC is committed to prioritizing recruitment and retention activities by streamlining internal processes, holding career fairs for trades, tapping into non-traditional markets, and continually improving professional development opportunities.

Technical and leadership training - With BCRTC’s teams growing and evolving in preparation for more trains, more maintenance locations, and an expanded network with both the Broadway Subway and Surrey Langley SkyTrain, it is critical that BCRTC has the necessary technical training strategies, infrastructure, and plans in place to ensure the workforce continues to obtain the necessary skills and competencies required to support and deliver on the rail expansion program commitments and daily operations and maintenance service.

Safety culture and performance - BCRTC is focused on safety initiatives, policies, and procedures to deliver Safe People, Safe Places, and Safe Projects. Consistent progress has been made in safety culture efforts, and BCRTC must continue to maintain this momentum, ensuring this progress does not diminish to support the service, people, and customers today and tomorrow.

2026 Budget vs 2025 Budget

RAIL OPERATIONS BY CATEGORY					
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change	
	ACTUAL	BUDGET ¹	BUDGET	Incr/(Decr)	%
Administration	11.0	11.5	14.3	2.8	24.3%
Contracted Services	148.5	155.2	163.7	8.5	5.5%
Fuel and Power	16.2	18.5	19.1	0.6	3.2%
Insurance	8.5	9.6	9.7	0.1	1.0%
Maintenance, Materials and Utilities	87.5	91.0	109.2	18.2	20.0%
Professional and Legal	5.1	6.8	7.2	0.4	5.9%
Rentals, Leases and Property Tax	2.0	4.7	5.2	0.5	10.6%
Salaries, Wages and Benefits	171.0	183.1	198.9	15.8	8.6%
Total Expenses by Category	449.8	480.4	527.3	46.9	9.8%

Totals may not add due to rounding.

¹ 2025 budget has been restated to reflect budget transfers during the year.

The 2026 Rail Operations operating budget of \$527.3 million is \$46.9 million (9.8 per cent) higher than the 2025 budget. The 2026 operating budget increases are primarily due to contractual obligations including labour rate increases, inflationary pressures, committed costs related to expansion and service enhancements, and costs to ensure compliance with new work/rest regulations. Below are highlights of the 2026 Budget compared to the 2025 budget:

- Maintenance, Materials and Utilities are expected to increase by \$18.2 million (20.0 per cent) due to a write-down of obsolete Mark I parts, as Mark I trains are decommissioned and replaced with new Mark V trains, inflationary increases, and maintenance initiatives to ensure assets are in a state of good repair.
- Salaries, Wages, and Benefits are expected to increase by \$15.8 million (8.6 per cent), due to contractual and economic labour and benefit increases, additional resources to ensure compliance with new work/rest regulations and resources to support successful growth and ongoing project delivery.
- Contracted Services are expected to increase by \$8.5 million (5.5 per cent) due to contractual increases related to Canada Line and West Coast Express services, Canada Line costs to ensure regulatory compliance with new work/rest regulations, and the full year impact of two additional peak service trains on Canada Line introduced in 2025.
- Administration costs are budgeted to increase by \$2.8 million (24.3 per cent) mainly due to an increase in software and license costs, as well as changes in the cost allocation methodology.

Service Assumptions

RAIL OPERATIONS					
Twelve Months Ending December 31	2024 ACTUAL	2025 BUDGET	2026 BUDGET ¹	Budget Variance	
				Incr/(Decr)	%
SERVICE HOURS					
SkyTrain: Expo & Millennium Lines	1,219,459	1,200,281	1,195,867	(4,414)	(0.4%)
SkyTrain: Canada Line	201,362	214,832	217,837	3,005	1.4%
West Coast Express	32,788	33,823	36,489	2,666	7.9%
Rail Operations Service Hours	1,453,609	1,448,936	1,450,193	1,257	0.1%
SERVICE KILOMETRES					
SkyTrain: Expo & Millennium Lines	49,144,218	48,371,259	48,193,449	(177,810)	(0.4%)
SkyTrain: Canada Line	6,468,820	6,901,486	6,998,012	96,526	1.4%
West Coast Express	1,233,686	1,274,757	1,375,261	100,504	7.9%
Rail Operations Service Kilometres	56,846,724	56,547,502	56,566,722	19,220	0.0%
CAPACITY KILOMETRES					
SkyTrain: Expo & Millennium Lines	4,477,795,417	4,711,789,621	4,819,564,417	107,774,796	2.3%
SkyTrain: Canada Line	907,849,019	951,357,605	964,663,465	13,305,860	1.4%
West Coast Express	182,091,981	188,154,151	202,988,588	14,834,437	7.9%
Rail Operations Capacity Kilometres	5,567,736,417	5,851,301,377	5,987,216,470	135,915,093	2.3%

¹ Service levels exclude temporary service increases for FIFA World Cup 2026.

Expo and Millennium Lines capacity kilometres will increase by 2.3 per cent in 2026; however, the service hours and kilometres will remain consistent with 2025. This is a result of the ongoing deployment of the new five-car Mark V trains, as they become available, to replace the legacy six-car Mark I trains. While a Mark 5 train accumulates fewer hours and kilometres due to having one fewer car compared to a six-car Mark I, the new trains provide significantly greater capacity. Throughout 2026, single tracking between Braid and Lougheed Town Centre stations will continue to support construction of the new Operations and Maintenance Centre (OMC 4).

Canada Line service level in 2026 will be 1.4 per cent higher compared to 2025 due to the annualization of the service increase introduced in April 2025, which includes two additional trains during morning and afternoon peak hours.

West Coast Express service level will increase by 7.9 per cent in 2026 compared to 2025. The 2025 service plan assumed five trains with 38 cars providing service. Based on increasing ridership, West Coast Express has been operating with five trains and 40 cars since July 2025. The 2026 service plan assumes five trains and 41 cars.

Police Operations

The Metro Vancouver Transit Police (MVTP) is approved by the Minister of Public Safety and Solicitor General as a Designated Policing Unit in BC. The Province established MVTP in 2004 and it is the only Canadian police service dedicated to policing a transit system. MVTP is a regional police service that preserves and maintains the public peace, prevents and investigates crime and offences against the law, aids in the administration of justice, and enforces the laws in force in British Columbia; this is primarily directed towards any criminal activity or breach of public peace that could affect the safety or security of transit passengers and employees, or transit property. MVTP also contains a Designated Law Enforcement Unit that covers the Community Safety Officer Program. MVTP works in coordination with 17 local police agencies within the Lower Mainland.

Initiatives

2026 will be the final year of the MVTP 2022-2026 strategic plan. That plan will continue to be advanced in 2026, and is centred around three pillars: Cross-Regional Policing, Engaged Community Partners and Modern Policing Culture. In addition to Key Enterprise Priorities outlined in Section 2, MVTP will be focusing on the following key priorities in 2026:

Priority One: Deliver Today

- Prevent and investigate crime and leverage external funding streams to advance special projects/investigations. This includes improving perceptions of safety for everyone on the transit system, including frontline transit employees.
- Advance new recruitment campaign, which was launched in 2025, to expand the volume of qualified applicants for Police Officer, Community Safety Officer (“CSO”) and Civilian Professional positions; helping address hiring and retention to meet the future transit service needs in the region.
- Commence action plan arising from the CSO Program evaluation.
- Support the Fare Evasion Mitigation Program.

Priority Two: Deliver Tomorrow

- Develop the next MVTP strategic plan.
- Enhance operational capacity by increasing the civilian professional positions and securing the necessary physical and technological resources for the associated work, to meet requirements of changing provincial policing standards and legislation, to enhance information access and management, and to advance a modern policing culture.

Priority Three: Deliver Together

- Provide support to persons in crisis (i.e., HealthIM).
- Enhance readiness for local, regional and international threats to the transit system.
- Advance the employee engagement survey action plan, helping foster a safe and inclusive workplace.
- Advance action plan to implement efficiency review recommendations.

Risks and Challenges

Recruitment and Retention Risks - Similar to other police agencies across Canada, MVTP has received fewer applications from potential new recruits and experienced Police Officer hires. Over the past four years, MVTP has been impacted by the new Surrey Police Service hiring of experienced Officers; this is expected to affect retention in 2026. In the policing environment, a casual pool of Police Officers is limited, which hinders the ability to fill vacancies and/or backfill for injuries. There is a comprehensive and lengthy process for the hiring of Police Officers, particularly for new recruits who require nine months of training. Further, hiring delays may negatively impact overtime costs. In anticipation of the transit system expansion (Millennium-Broadway and Surrey-Langley extensions), MVTP must continue to be proactive in developing and acquiring the necessary civilian professional and sworn officer resources to support its operations and to meet public expectations.

2026 Budget vs 2025 Budget

POLICE OPERATIONS BY CATEGORY						
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change		
	ACTUAL	BUDGET ¹	BUDGET	Incr/(Decr)	%	
Administration	4.8	7.0	5.4	(1.6)	(22.9%)	
Insurance	0.1	0.2	0.1	(0.1)	(50.0%)	
Maintenance, Materials and Utilities	2.0	2.2	2.1	(0.1)	(4.5%)	
Professional and Legal	0.6	0.6	2.0	1.4	> 200.0%	
Rentals, Leases and Property Tax	2.9	3.7	5.1	1.4	37.8%	
Salaries, Wages and Benefits	49.1	54.4	59.2	4.8	8.8%	
Total Expenses by Category	59.6	68.1	74.0	5.9	8.7%	

Totals may not add due to rounding.

¹ 2025 budget has been restated to reflect budget transfers during the year.

The 2026 Police Operations operating budget of \$74.0 million is \$5.9 million (8.7 per cent) higher than the 2025 budget. The 2026 operating budget increases are mainly due to contractual obligations related to labour rates and benefit increases, additional costs to support transit system expansion, and general inflation.

Below are highlights of the 2026 budget compared to the 2025 budget:

- Salaries, Wages and Benefits are expected to increase by \$4.8 million (8.8 per cent) mainly as a result of contractual labour rate increases and the increased cost of benefits.
- Professional and legal costs are budgeted to increase by \$1.4 million (more than 200 per cent) mainly due to reclassification of Microsoft Office 365 implementation costs from Administration to Professional and Legal category.
- Rentals, Leases and Property Tax are expected to increase by \$1.4 million (37.8 per cent) mainly due to a new lease for a Transit Police deployment office required in advance of the Surrey Langley SkyTrain opening.
- Administration costs are budgeted to decrease by \$1.6 million (22.9 per cent) mainly due to reclassification of Microsoft Office 365 implementation costs to Professional and Legal category as well as changes in the cost allocation methodology.

Corporate Operations

Corporate Operations key priority is to support the operating needs of the organization with a focus on achieving Enterprise-wide priorities. While managing fiscal pressures by achieving efficiencies and cost reductions, TransLink Corporate is focusing on service quality, investing in business resiliency and advancing the region's vision for the future.

Corporate operations consist of the following areas: Transportation Planning and Policy, Engineering, People and Culture, Business Technology Services, Strategic Sourcing, Real Estate, Legal, Customer Communications and Public Affairs, Financial Services, Compass Operations, and Safety and Emergency Management.

Initiatives

In addition to Key Enterprise Priorities outlined in Section 2, Corporate Operations will be focusing on the following key priorities in 2026:

Priority One: Deliver Today

- Launch Customer Experience (CX) Action Plan 3.0.
- Maintain and refine Business Technology service delivery to the Enterprise to support growth and system expansion.
- Mature IT Finance Management and Vendor/Contract Management to continue cost optimization.
- Continue to advance Cybersecurity & Resiliency Program.
- Introduce enhancements in Engineering project delivery group allowing for improved efficiency in project delivery to reduce the risk of delays to project schedules.

Priority Two: Deliver Tomorrow

- Work with Province to plan opening ceremony, communications with residents, businesses, staff for seamless opening of Broadway Subway.
- Advance the Enterprise Digital Strategy roadmap.
- Provide financial, climate, and policy expertise to help deliver bus electrification and expansion commitments.

Priority Three: Deliver Together

- Advance the work of the HR Digital Transformation.

Risks and Challenges

In addition to Key Enterprise Risks outlined in Section 2, Corporate Operations have identified the following risks and challenges:

Climate Adaptation and Mitigation - Extreme climate events such as heatwaves and flooding, could adversely affect TransLink's facilities, infrastructure, staff, and the health and safety of customers. The increasing frequency of such incidents - driven by rising temperatures, intense rainfall, and sea level rise - may disrupt operational continuity due to inadequate resilience during critical weather events.

TransLink is legislatively mandated to support regional and provincial environmental goals, including air quality and GHG emissions reductions. It aims to reduce Enterprise emissions by 45 per cent by 2030 (from 2010 baseline), transitioning to a zero-emission bus fleet by 2040 and achieve net-zero emissions by 2050. These targets face challenges related to supply chain delays, infrastructure demands, and the rapid pace of technological change; thereby necessitating a flexible, adaptive and forward-looking approach to climate action.

Supply Chain Disruptions - Ongoing and future tariffs pose a financial risk to TransLink, potentially increasing supply chain costs and impacting the delivery of current and future services. In addition, emerging requirements to include Canadian content in publicly funded fleet purchases may reduce competition, increase costs and cause delivery delays. With only two major bus manufacturers operating in Canada, stricter domestic content rules could further strain procurement options and heighten the risk of supply bottlenecks.

Employee Recruitment, Retention and Experience - TransLink is addressing challenges related to recruiting and retaining key roles, to deliver on the planned expansion priorities. Strategic workforce planning is essential to align the staffing strategies with the business needs, system expansions and technology changes.

Safety risks - The growing public concerns and media coverage regarding crime and safety in the region may lead to customers and employees feeling unsafe on the transit system. There is an increasing need for public safety measures, including prompt responses to acute safety incidents and increased presence on the system, along with access to physical and psychological safety resources.

The risks and challenges are continuously monitored through management oversight and governance.

2026 Budget vs 2025 Budget

CORPORATE OPERATIONS BY CATEGORY						
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change		
	ACTUAL ¹	BUDGET ²	BUDGET	Incr/(Decr)	%	
Administration	31.0	40.5	39.0	(1.5)	(3.7%)	
Contracted Services	17.6	18.5	20.1	1.6	8.6%	
Insurance	0.3	0.6	0.6	-	-	
Maintenance, Materials and Utilities	2.2	2.1	2.1	-	-	
Professional and Legal	16.5	20.6	19.0	(1.6)	(7.8%)	
Rentals, Leases and Property Tax	10.6	9.8	9.5	(0.3)	(3.1%)	
Salaries, Wages and Benefits	82.5	76.2	79.6	3.4	4.4%	
Total Expenses by Category	160.8	168.3	169.8	1.5	0.9%	

Totals may not add due to rounding.

¹ 2024 actuals have been restated to reflect the current methodology.

² 2025 budget has been restated to reflect budget transfers during the year.

Corporate operations are budgeted at \$169.8 million, an increase of \$1.5 million (0.9 per cent) compared to the 2025 Budget:

- Salaries, Wages and Benefits are planned to increase by \$3.4 million (4.4 per cent) due to increase in staff complement to support growing needs of the Enterprise, labour rates and benefits increase.

- Contracted Services are planned to increase by \$1.6 million (8.6 per cent), mainly due to increase in Cubic contract costs and Bike parkades maintenance.
- Professional fees are expected to decrease by \$1.6 million (7.8 per cent), mainly due to lower professional fees for Transit Oriented Development, partially offset by an increase in technology and other miscellaneous initiatives.
- Administration costs are expected to decrease by \$1.5 million (3.7 per cent), mainly due to higher software and license costs allocated to Operating Companies due to change in allocation methodology, partially offset by overall increase in software and license costs.

Roads and Bridges

ROADS & BRIDGES OPERATIONS BY CATEGORY					
Twelve Months Ending December 31 (\$ Millions)	2024	2025	2026	Change	
	ACTUAL	BUDGET	BUDGET	Incr/(Decr)	%
Administration	0.1	0.1	0.1	-	-
Capital Infrastructure contributions	85.2	81.2	165.0	83.8	103.2%
Contracted Services	6.6	6.6	6.9	0.3	4.5%
Insurance	1.5	1.7	1.7	-	-
Maintenance, Materials and Utilities	46.8	43.6	42.4	(1.2)	(2.8%)
Professional and Legal	3.5	2.3	3.6	1.3	56.5%
Rentals, Leases and Property Tax	0.1	0.1	0.2	0.1	100.0%
Salaries, Wages and Benefits	2.1	2.3	2.8	0.5	21.7%
Total Expenses by Category	145.9	137.8	222.7	84.9	61.6%

Totals may not add due to rounding.

The 2026 Roads and Bridges Budget will support TransLink’s mandate to oversee the Major Road Network, support the Regional Goods Movement Strategy and the Municipal Cost Share Programs portfolios. In addition, this budget provides resources to administer TransLink’s Bike Program and oversee the operations and maintenance of TransLink-owned bridges. This budget is expected to provide the following outcomes:

- Provide the tools to monitor and manage the Major Road Network’s performance.
- Finalize the Regional Road Safety Strategy.
- Improve freight operations, including ongoing updates of trip planning and wayfinding tools, implementation support related to regional permitting policies and truck size and weight definitions, and studies on long combination vehicles and freight priority measures.
- Administer and maintain TransLink’s Bike Parking Program.
- Develop Bike Program capital investment roadmap.
- Maintain and perform ongoing operations, inspections and rehabilitation on all TransLink-owned bridges.
- Continue to develop Emergency Management Plans for all TransLink-owned bridges.
- Manage the Golden Ears Bridge concession agreement and perform annual audits of Concessionaire performance.

The 2026 Roads and Bridges budget of \$222.7 million is \$84.9 million (61.6 per cent) higher than the 2025 budget:

- Capital Infrastructure contributions, representing reimbursements of costs incurred by local governments to deliver biking, walking, road and transit priority projects partly funded by TransLink, will be \$83.8 million (103.2 per cent) higher than 2025 primarily due to increased Pavement Rehabilitation scope included in the 2025 Investment Plan.
- Professional and Legal costs are expected to increase by \$1.3 million (56.5 per cent) to cover MRN expansion commitments in the 2025 Investment Plan as well as required facilities maintenance projects.
- Salaries, Wages and Benefits are expected to increase by \$0.5 million (21.7 per cent) due to additional staff required to support MRN expansion, labour rate and benefits increases.
- Maintenance costs are expected to decrease by \$1.2 million (2.8 per cent) primarily due to the expected opening of the new Pattullo Bridge, after which operations and maintenance costs, as well as the traffic control costs for the old Pattullo Bridge will cease.

Amortization

The 2026 budget for amortization expense of \$281.9 million is \$6.5 million (2.4 per cent) higher than the 2025 budget mainly due to completion of major projects in 2025 resulting in a full-year amortization impact in 2026. Major projects completing in 2025 include Fleet Vehicles and Edmonds OMC Capacity Upgrade – West Building.

Interest

Interest expense of \$174.6 million is \$9.9 million (5.4 per cent) lower than the 2025 budget mainly due to higher capitalized interest associated with increased levels of capital project spending, Municipal Finance Authority of BC (MFABC) debt maturing in 2026 and utilization of less short-term debt. The decrease in interest expense is partially offset by growing levels of long-term debt required to fund expanding capital program.

One-Time Costs

The 2026 One-Time costs budget is \$102.2 million, consisting of Operational Readiness for Rail Expansion (\$32.2 million), Bus Rapid Transit project (\$20.9 million), expenses related to FIFA World Cup (cost of additional bus and rail service, and additional policing costs, all of which are expected to be recovered from the City of Vancouver - \$20.0 million), feasibility studies (\$13.0 million), costs of capital projects that are not eligible for capitalization (\$10.5 million), major studies projects (\$1.3 million), and other miscellaneous items (\$4.3 million).

8. Investment in Capital Assets

Summary of Capital, by Program (\$ thousands)	Total Project Budget			2026 Capital Cash Flow		
	Gross Cost	External Funding	TransLink Net Cost	Gross Cost	External Funding	TransLink Net Cost
2026 New Capital Program						
Equipment	68,446	(6,322)	62,124	5,689	(687)	5,002
Facilities	111,209	(1,293)	109,916	43,345	(772)	42,573
Infrastructure	234,648	(14,779)	219,869	24,325	(2,382)	21,943
Major Construction	23,250	-	23,250	6,109	-	6,109
Technology	138,429	(329)	138,100	11,702	(53)	11,649
Vehicles	666,234	(200,791)	465,443	64,945	(21,467)	43,478
Management Reserve	193,755	-	193,755	18,544	-	18,544
2026 New Capital Program Total	1,435,971	(223,514)	1,212,457	174,659	(25,361)	149,298
Active and Approved in Principle (AIP) Capital						
Equipment	342,182	(29,305)	312,877	56,843	(6,573)	50,270
Facilities	1,407,726	(868,658)	539,068	274,622	(196,548)	78,074
Infrastructure	494,200	(84,154)	410,046	123,748	(25,205)	98,543
Major Construction	5,058,881	(967,278)	4,091,603	686,027	(170,029)	515,998
Technology	807,789	(138,594)	669,195	108,905	(13,950)	94,955
Vehicles	1,951,322	(1,652,049)	299,273	202,894	(160,425)	42,469
Active and Approved in Principle (AIP) Capital Total	10,062,100	(3,740,038)	6,322,062	1,453,039	(572,730)	880,309
Total Capital						
Equipment	410,628	(35,627)	375,001	62,532	(7,260)	55,272
Facilities	1,518,935	(869,951)	648,984	317,967	(197,320)	120,647
Infrastructure	728,848	(98,933)	629,915	148,073	(27,587)	120,486
Major Construction	5,082,131	(967,278)	4,114,853	692,136	(170,029)	522,107
Technology	946,218	(138,923)	807,295	120,607	(14,003)	106,604
Vehicles	2,617,556	(1,852,840)	764,716	267,839	(181,892)	85,947
Management Reserve	193,755	-	193,755	18,544	-	18,544
	11,498,071	(3,963,552)	7,534,519	1,627,698	(598,091)	1,029,607
Capital Infrastructure Contributions						
2026 New Program	180,923	-	180,923	46,062	-	46,062
Active and Approved in Principle	594,913	-	594,913	94,102	-	94,102
Capital Infrastructure Contributions Total	775,836	-	775,836	140,164	-	140,164
All Projects	12,273,907	(3,963,552)	8,310,355	1,767,862	(598,091)	1,169,771

Overview

TransLink’s capital program is aligned with its priorities of providing safe and reliable service and an outstanding customer experience, advancing the implementation of the Investment Plan and *Access for Everyone* Plan, and building a culture of safety, trust, worth, and collaboration with the people and the communities TransLink serves, while continuing to work on implementing key prioritized programs. The current capital program continues to address state of good repair investments to ensure existing assets serve customers and stakeholders safely, effectively, and efficiently, and advancing key expansion projects.

Capital initiatives are prioritized through an integrated, Enterprise-wide review process that evaluates strategic alignment, customer experience, stakeholder value, business effectiveness, and other factors. This ensures that investments not only maintain and modernize core infrastructure, but also support growth, innovation, and sustainable service.

The table above illustrates capital projects grouped into asset categories and includes capital infrastructure contributions as per TransLink’s mandate of addressing regional Major Road Network (MRN) needs. The budget for the 2026 new capital program is \$1,436.0 million and \$180.9 million for Capital Infrastructure Contributions.

Total forecast capital projects cash flow in 2026 is \$1,767.9 million, of which \$174.7 million relates to 2026 new capital program, \$1,453.0 million to capital programs of previous years, and \$140.2 million to Capital Infrastructure Contributions. The net cash flow in 2026 after senior government funding is \$1,169.8 million.

2026 New Capital Program

Like many other organizations, TransLink continues to experience higher costs due to inflation, which has affected nearly every part of the supply chain and contributed to ongoing structural funding challenges. Despite these pressures, the 2026 new capital program reflects a balanced and forward-looking approach. It prioritizes maintaining the transportation system in a state of good repair and ensuring reliability for customers, while also advancing key regional priorities. This includes investments in bus rapid transit, fleet electrification, enhanced support for local government funding programs, and the advancement of previous commitments. The net capital budget for the 2026 new capital program is \$1,212.5 million.

Table 1: 2026 New Capital Program (\$ thousands)

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Equipment							
2029 Zero Emission Fleet Transition Plan (ZEFTP) On-Route Charging	Design and install five new on-route chargers to open new blocks for battery electric buses (BEBs) to operate.	12,450	(1,510)	10,940	58	(23)	35

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Automatic Train Control (ATC) Existing Equipment Replacement Program (2026)	Replace ATC equipment to improve system reliability and maintain a state of good repair.	23,997	(4,198)	19,799	1,073	(396)	677
Capital Spares	Procure capital spare parts for BCRTC.	2,600	-	2,600	1,560	-	1,560
CMBC Facilities Camera Replacement - Phase 2	Replace end-of-life security camera and surveillance systems at CMBC facilities, SeaBus facilities and vessels.	2,259	-	2,259	1,319	-	1,319
CMBC Hoist Asset Renewal Program (2026)	Replace hoist equipment at CMBC Transit Centres that have reached the end of service life.	1,854	(614)	1,240	670	(268)	402
Expo Line Traction Power Equipment Replacement - Phase 3	Design and install alternating current and direct current equipment at four substations on the Expo Line.	23,826	-	23,826	133	-	133
MVTP Police Equipment Expansion	Procure additional police equipment to properly equip police officers and to ensure the safety of the public and first responders.	150	-	150	90	-	90
MVTP Police Equipment Replacement	Replace firearms and equipment to properly equip police officers and to ensure the safety of the public and first responders.	350	-	350	210	-	210
MVTP Police Mobile Radios Replacement	Replace end-of-life police radios and accessories (batteries, microphones) to support safety of the public and first responders.	210	-	210	126	-	126
Tools and Equipment	Procure significant tools and equipment for BCRTC.	750	-	750	450	-	450
Equipment Total		68,446	(6,322)	62,124	5,689	(687)	5,002
Facilities							
CMBC Bus Wash Program	Replace the end-of-life bus wash system at Vancouver Transit Center.	1,449	-	1,449	35	-	35
CMBC Comfort Station Program (2026)	Lifecycle renewal of the building envelope, architectural finishes, furniture, fixtures and equipment at crew facilities.	2,685	-	2,685	625	-	625
CMBC Transit Centers & Offices Building HVAC Program	Replace aging HVAC at 307 Columbia, Richmond Transit Centre, Surrey Transit Centre, SeaBus North Terminal, and Admin building.	4,240	(1,293)	2,947	1,931	(772)	1,159
CMBC Transit Centers & Offices Interior Finishes Program	Renovate and replace interior finishes and furnishing at offices and employee amenities of Surrey Transit Centre (STC) Maintenance and Operations buildings.	1,856	-	1,856	264	-	264
Community Shuttle Depot - Land Acquisition	Acquire land for a new Community Shuttle depot.	52,020	-	52,020	31,212	-	31,212
Guideway Stairs, Fencing, Walkways and Cages Program	Replace and remediate ancillary structures at BCRTC facilities to remain in a state of good repair.	12,144	-	12,144	107	-	107
HandyDart Facility Land Acquisition	Relocation of HandyDART facility due to expiring lease and land evaluation for a new depot.	18,289	-	18,289	8,948	-	8,948

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
OMC 1 & 2 Ancillary Facilities Implementation	Optimize the usage of ancillary space within Operations and Maintenance Centre (OMC) 1 & 2.	17,526	-	17,526	-	-	-
Support Shop Ventilation Upgrades - Implementation	Upgrade existing ventilation systems at electrical and electronic support shops at OMC 1.	1,000	-	1,000	223	-	223
Facilities Total		111,209	(1,293)	109,916	43,345	(772)	42,573
Infrastructure							
BC Parkway Safety Improvements Joyce to Boundary - Detailed Design	Design to improve BC Parkway infrastructure between Joyce Street and Boundary Road for safety, accessibility, and connectivity.	729	-	729	121	-	121
BCRTC Elevating Devices Asset Renewal Program - Elevators (2026)	Replace end-of-life elevators on the Expo & Millennium lines.	16,273	(1,476)	14,797	47	(19)	28
BCRTC Elevating Devices Asset Renewal Program - Escalators (2026)	Replace 11 end-of-life transit grade escalators on the Expo & Millennium lines.	38,871	(4,015)	34,856	57	(23)	34
BCRTC Rail Switch Machines & Turnouts Replacement Program (2026)	Replace 10 existing switch machines and 2 grout pads that are past their service life.	3,513	(1,374)	2,139	2,108	(814)	1,294
BCRTC Roofing Replacement Program (2026)	Replace deteriorated BCRTC roofs as part of the ongoing maintenance program.	3,700	(1,168)	2,532	176	(71)	105
BRT - Station Prototype	Design, build, and test of one Bus Rapid Transit (BRT) station.	5,287	-	5,287	1,260	-	1,260
BRT Detailed Design - King George Boulevard	Design King George Boulevard BRT.	7,190	-	7,190	1,821	-	1,821
BRT Detailed Design - Langley to Haney	Design Langley to Haney BRT.	7,190	-	7,190	1,821	-	1,821
Bus Facilities and Customer Amenities Program - SFU Exchange	Deliver a new bus exchange, road network improvements and a layover facility in collaboration with SFU Community Trust.	6,325	-	6,325	74	-	74
CMBC Pavement Rehabilitation Asset Replacement Program (2026-2028)	Rehabilitate pavement at various CMBC bus loops and transit centres.	7,813	(3,051)	4,762	51	(20)	31
CMBC Retaining Walls Program (2026)	Rehabilitate riprap blankets and metal sheet pile walls along 5 slope sections at Vancouver Transit Centre to restore structures to a state of good repair.	10,158	-	10,158	2,332	-	2,332
CMBC Roof and Envelope Replacement (2026)	Replace deteriorated CMBC roofs as part of the ongoing maintenance program.	2,709	(957)	1,752	1,486	(594)	892
Expo Line LIM Rail Replacement Implementation - Phase 1	Replace up to 3,200 linear metres of Linear Induction Motors (LIM) rail assembly on the Expo Line.	10,605	(2,738)	7,867	2,386	(841)	1,545
Golden Ears Way Corridor Expansion	Expand the Golden Ears Way corridor between Lougheed and 210 Street.	20,000	-	20,000	6,000	-	6,000
Knight Street Bridge - Mitchell Island	Widen sidewalks, upgrade crosswalk facilities, improve catwalks, and replace joint seals on	5,000	-	5,000	123	-	123

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Interchange Improvement	the Knight Street Bridge, focused on the Mitchell Island interchange.						
Knight Street Bridge Cycling and Walking Improvements	Widen sidewalks, replace bearings, and repair concrete on the Knight Street Bridge.	35,000	-	35,000	355	-	355
Metrotown Design Development	Develop design improvements to Metrotown Exchange.	6,367	-	6,367	-	-	-
Retail Program	Upgrade retail assets at stations and other TransLink properties.	2,645	-	2,645	673	-	673
SkyBridge Piers Expansion Joints Replacement	Replace modular expansion joints on SkyBridge to protect structural bearings.	1,000	-	1,000	32	-	32
TOH On-Street Infrastructure State of Good Repair Program (2026)	Replacement of Trolley Overhead (TOH) assets that are past their useful life.	5,200	-	5,200	696	-	696
TOH Rectifier Station Program (2026)	Detailed design and implementation of the replacement of TOH rectifier stations.	16,988	-	16,988	445	-	445
Waterfront Station Howe Street entrance restoration	Restore Waterfront Station Howe Street entrance to maintain a state of good repair.	873	-	873	109	-	109
Yard Track Reconditioning Remaining Switches Implementation	Replace 46 switches, power rail, and disconnects at the OMC 1 Yard.	21,212	-	21,212	2,152	-	2,152
Infrastructure Total		234,648	(14,779)	219,869	24,325	(2,382)	21,943
Major Construction							
Operations Control Centre - System Alignment	Rectify cooling and electrical systems deficiencies at Operational Control Centre 2 (OCC2) to support initial operations in 2026.	23,250	-	23,250	6,109	-	6,109
Major Construction Total		23,250	-	23,250	6,109	-	6,109
Technology							
4th Generation Station Controller	Implement an environmental simulator to support maintenance of new generation track switch controllers.	6,824	-	6,824	273	-	273
Asset Investment Planning Implementation	Implement a business capability that optimizes capital portfolio allocation, and improves investment planning, prioritization & decision-making.	3,620	-	3,620	589	-	589
ATC Software Upgrade Program (2026-2027)	Update the ATC system software to maintain a state of good repair and enhance passenger experience with accurate travel information and boost operational efficiency.	1,158	(329)	829	133	(53)	80
BCRTC Inventory Optimization Module	Acquire and implement an inventory optimization solution for BCRTC to ensure optimal warehouse inventory levels.	1,598	-	1,598	154	-	154
Budgeting and Forecasting System Replacement	Replace the end-of-life Enterprise's budgeting & forecasting system.	9,600	-	9,600	568	-	568

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Business Technology Agile Initiatives	Various business technology projects delivered through the Agile method.	1,555	-	1,555	698	-	698
Customer Digital Ridership Program (2026)	Rebuild the Compass business website to enhance security and the customer experience.	1,659	-	1,659	488	-	488
Guideway Geometry Asset Condition Monitoring	Implement an automated video system to record track quality, detect shocks and vibrations to help prioritize maintenance activities and detect imminent failures.	7,549	-	7,549	138	-	138
HR Digital Transformation Program	Design and implement a new digital platform to empower the TransLink Enterprise with modern, continuously evolving and integrated HR technology.	43,000	-	43,000	4,710	-	4,710
IT Infrastructure Refresh (2026)	Replace IT technology infrastructure equipment (e.g., network, end-user computing, and data centre hardware) in line with defined enterprise equipment lifecycles to ensure a state of good repair.	13,100	-	13,100	1,215	-	1,215
MVTP Body-worn Camera (BWC) Pilot	Perform a limited scope pilot of body-worn cameras at MVTP.	2,335	-	2,335	621	-	621
Real-time Transit Information System (RTIS) State of Good Repair	Complete urgent and high value upgrades of RTIS capabilities to meet state of good repair and quality standards.	24,024	-	24,024	859	-	859
SCOT Phase 6 – Head End Implementation	Integrate SkyTrain Customer and Operations Telecommunications (SCOT) systems with SkyTrain Advanced Radio System (STARS).	22,407	-	22,407	1,256	-	1,256
Technology Total		138,429	(329)	138,100	11,702	(53)	11,649
Vehicles							
2026 BCRTC Service Support Vehicle Replacement	Replace 37 BCRTC service support vehicles which have reached the end of their useful life.	3,261	-	3,261	40	-	40
2026 CMBC Service Support Vehicle Replacement	Replace 18 CMBC service support vehicles which have reached the end of their useful life.	2,130	-	2,130	-	-	-
2028 Conventional Bus Replacement	Replace 73 articulated electric trolley buses which entered service in 2008-2009 with new in motion charging capable trolley buses.	182,900	(164,610)	18,290	1,050	(945)	105
Bus Lifecycle Extension	Extend the lifespan of diesel and hybrid buses that will not be replaced according to their useful life, to ensure continued safe and reliable bus service while maintaining a positive customer experience.	44,802	-	44,802	12,550	-	12,550
Mark II (1100-1200) Replacement	Replace 60 MKII (1100–1200) train cars. The project will procure, manufacture, test, and commission replacement cars.	433,141	(36,181)	396,960	51,305	(20,522)	30,783
Vehicles Total		666,234	(200,791)	465,443	64,945	(21,467)	43,478
Management Reserve							

2026 New Capital Program, Project Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Project Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Management Reserve	Provide a program level, centralized funding mechanism to manage unknown risks to the capital projects, such as impact of tariffs.	193,755	-	193,755	18,544	-	18,544
Management Reserve Total		193,755	-	193,755	18,544	-	18,544
Grand Total		1,435,971	(223,514)	1,212,457	174,659	(25,361)	149,298

*The funding sources include CCBF and CPTF.

Active and Approved in Principle (AIP) Projects Underway

Capital projects already approved and underway have a total budget of \$10,062.1 million. Anticipated senior government contributions total \$3,740.0 million, leaving the net cost forecast at \$6,322.1 million. The spending forecast in 2026 is \$1,453.0 million with senior government funding of \$572.7 million, and net spending of \$880.3 million.

Most of the spending is for Major Construction programs (\$686.0 million), Facilities programs (\$274.6 million) and Vehicle programs (\$202.9 million).

The Active and Approved in Principle capital program budget includes \$2,277.4 million in projects approved through the 2025 Investment Plan. In addition, there were cost escalations of \$80.0 million for Marpole Transit Centre, \$54.4 million for 2026 Conventional Bus Replacements, \$65.0 million for the Rail Expansion program, and \$3.7 million for CMBC Enterprise Asset Management software.

Table 2: Active and Approved in Principle (AIP) Projects Underway (\$ thousands)

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Equipment							
ATC Existing Equipment Replacement Program (2016-2022)	Replace ATC equipment to improve system reliability and maintain a state of good repair.	67,529	-	67,529	7,590	-	7,590
Capital Spares	Procure capital spare parts for BCRTC.	2,500	-	2,500	500	-	500
CMBC Facilities Camera Replacement - Phase 1	Replace end-of-life security camera and surveillance systems at CMBC facilities, SeaBus facilities and vessels.	3,991	-	3,991	1,922	-	1,922
CMBC Hoist Asset Renewal Program (2023-2025)	Replace hoist equipment at CMBC Transit Centres that have reached the end of service life.	8,045	(1,128)	6,917	3,894	(652)	3,242
Expo Line Traction Power Equipment Replacement	Design and install alternating current and direct current equipment for 19 substations on the Expo Line.	63,955	(10,113)	53,842	19,745	(4,905)	14,840

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Fare Gates Capacity Increase - Priority Stations	Install 9 additional fare gates at 4 priority stations (Waterfront, Richmond-Brighouse, Surrey Central and King George) to meet an adequate level of service thresholds for existing peak demands.	1,809	-	1,809	544	-	544
Guideway Clearing Equipment Implementation	Design and implement specialized guideway clearing equipment to safely clear snow, ice and general debris buildup on SkyTrain track.	2,074	-	2,074	400	-	400
Headend Equipment Replacement	Replace critical components such as servers, workstations, switches, and firewalls to ensure system functionality, efficiency, and security.	1,656	-	1,656	603	-	603
Installation of Fire Safety system on Millennium Line	Install fire safety system on Millennium Line.	8,050	-	8,050	64	-	64
Millennium Line Linear Heat Detector Upgrade Project	Upgrade 19 Guideway flame detectors near 6 Millennium Line stations that are at end of life.	1,000	-	1,000	209	-	209
Onboard Technology Assets Program (OTAP)	Replace end-of-life technology equipment (cameras, radio systems and vehicle logic units) onboard the fleet of vehicles with new technologies to maintain state of good repair.	50,745	(13,875)	36,870	121	-	121
Optical Transportation Network Phase 2	Improvements to the fibre optic network for SkyTrain communications.	3,700	-	3,700	1,719	-	1,719
Radio Room and Antenna Replacement	Building a new radio site in parallel to the existing site to provide coverage equivalent to existing services at Bentall.	3,521	-	3,521	770	-	770
Rail Switch Machine Test Bench	Purchase of specialized test benches, testing equipment and shop equipment.	948	-	948	180	-	180
Rail-borne Equipment Replacement	Replace BCRTC rail-borne equipment vehicles nearing end-of-life used heavily for inspections, maintenance and capital project support.	12,256	-	12,256	834	-	834
Replacement of Hegenscheidt Underfloor Lathe	Replace the Hegenscheidt Wheel Lathe that has reached the end of its service life.	7,474	-	7,474	1,520	-	1,520
Replacement of Rotary Grinder	Replace rail grinding equipment to ensure timely scheduled grinding under the maintenance program.	8,428	-	8,428	246	-	246
SCOT Phase 5	Modernize train communications and complete integration of all SCOT sub-systems to address obsolescence issues and support train expansion.	6,300	-	6,300	2,759	-	2,759
SkyTrain Physical Security System	Upgrade and expand the existing Keyscan access control system, replace the key management system and replace and expand the key safes.	8,304	(485)	7,819	1,118	-	1,118

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
SkyTrain Station Power Capacity Phase 3	Replace or upgrade end-of-life station power equipment and address power capacity shortfall at SkyTrain stations.	30,777	-	30,777	789	-	789
SkyTrain Training Simulator	Design and implement an updated SkyTrain simulator for staff training.	5,497	-	5,497	2,232	-	2,232
Supervisory Control & Data Acquisition (SCADA) Remote Terminal Units (RTUs) Replacement	Replace 30 SCADA RTUs and associated hardware across OMC 1, Millennium, Expo, and Evergreen Power Propulsion Substations.	16,446	-	16,446	1,550	-	1,550
Tools and Equipment	Procure significant tools and equipment for BCRTC.	264	-	264	106	-	106
Tunnel Ventilation Systems (TVS) Dunsmuir Fans and Dampers Upgrades - Design	A staged project to assess and replace end-of-life TVS field-side infrastructure equipment (fans, dampers, conduits, etc.) in the Columbia, New Westminster, and Dunsmuir tunnels.	16,370	(3,704)	12,666	3,620	(1,016)	2,604
Uninterruptible Power Supply (UPS) Replacement and Design Standardization	Replace end-of-life UPS systems that are required to power and protect life safety, communication, and other systems until a generator is mobilized in the event of a utility outage.	10,543	-	10,543	3,808	-	3,808
Equipment Total		342,182	(29,305)	312,877	56,843	(6,573)	50,270
Facilities							
BCRTC - Distributed Maintenance Sites	Improvement to existing stations to support the improvement of all rail infrastructure and develop a major site to improve tool time, standardize workspaces, reduce OMC congestion, and reduce incident response time for Downtown Vancouver and the new Broadway Subway extension.	10,600	-	10,600	2,004	-	2,004
Burnaby Transit Centre (BTC) - Design	Modernize BTC, including updating the facility to current seismic standards, accommodating future service expansion, and supporting fleet electrification requirements.	42,165	(14,703)	27,462	16,729	(9,142)	7,587
BTC Facility Improvement - Design & Implementation	Relocation of the BTC central complex functions and central stores off site and demolition of the building to support the system-wide fleet requirements, as well as the move towards BEBs, aligned with zero emissions goals.	47,043	(17,782)	29,261	13,602	(3,701)	9,901
Burnaby Transit Centre South (BTCS) Emergency Generator Replacement	Detailed design & implementation of the BTCS emergency generator replacement.	867	-	867	404	-	404
Buswell Building Envelope Remediation	Complete the necessary envelope remediation on the building envelope at 6411 Buswell Street, Richmond.	5,348	-	5,348	1,604	-	1,604
Canada Line Capstan Station Project	Design, construction, testing and commissioning of the new Richmond Capstan Station on Canada Line.	64,023	(32,173)	31,850	373	-	373

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Central Park Plaza Tenant Improvements (Phase 2)	Outfit floors 9, 11, and part of floor 13 at Central Park Plaza to satisfy BCRTC's expanded office requirements.	12,599	-	12,599	3,492	-	3,492
CMBC Comfort Station Program (2025)	Lifecycle renewal of the building envelope, architectural finishes, furniture, fixtures and equipment at crew facilities.	3,827	(738)	3,089	1,668	(496)	1,172
CMBC Maintenance Readiness for Fleet Expansion	Upgrade maintenance capacity at Surrey Transit Centre and Hamilton Transit Centre.	2,100	-	2,100	738	-	738
CMBC Site Utilities Program	Replace utilities at up to 9 locations at Burnaby Transit Center, Port Coquitlam Transit Center, Richmond Transit Center, SeaBus North and South, Vancouver Transit Center, Marpole, Kootenay, and Dunbar loops.	2,215	(568)	1,647	1,318	(507)	811
CMBC Transit Centres and SeaBus Fuel Tanks Relocation/Replacement (2022-2025)	Replace fuel storage tanks at CMBC transit centres and SeaBus facilities.	6,808	(835)	5,973	2,148	(161)	1,987
CMBC Trolley Overhead - Skeena	Renovate and fit out the Skeena facility.	10,938	-	10,938	2,662	-	2,662
Customer Amenities Pilot	Design to improve customer amenities and implement one new pilot project location.	7,235	-	7,235	1,916	-	1,916
M4 re-leveling work at OMC 1	Releveling the floor slabs at M4 lane in OMC 1 to comply with Lift Jack specifications.	1,900	-	1,900	-	-	-
Marpole Transit Centre (MTC) – Design and Implementation	Construction of the MTC. This facility will be designed for the operation and maintenance of BEBs. TransLink requires this infrastructure to operate, maintain, and store an electrified fleet replacing existing diesel buses. This facility will also free up space at existing depots to help facilitate future electrification & service expansion.	928,300	(689,300)	239,000	152,967	(149,576)	3,391
MVTP Metrotown Hub Office	Design and outfit office space at Metrotower II for Transit Police to support operations and customers.	500	-	500	187	-	187
OMC 1 & 2 - Space Optimization and Modernization	Renovation to optimize and modernize BCRTC's workplace and facilities.	10,317	-	10,317	3,890	-	3,890
OMC 1 & 2 Ancillary Facilities Upgrade - Design	Perform detailed design based on options identified by the OMC 1 & 2 feasibility study.	2,004	-	2,004	1,183	-	1,183
OMC 1 3rd Floor Server Room Upgrade	Upgrade and expansion to the Video Cassette Recorder room at OMC 1.	1,497	-	1,497	1,183	-	1,183
OMC 1 Receiving Area and Storage Upgrades	Detailed design and implementation services for upgrading the receiving area and storage capacity at OMC 1 stores.	1,134	-	1,134	72	-	72

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Port Coquitlam Transit Center (PTC) Facility Improvements	Implementation of facility improvements at PTC to provide capacity expansion to operation, maintenance & service to meet the service capacity requirements.	110,202	(13,002)	97,200	29,975	(3,390)	26,585
PTC Infrastructure to Support BEBs	Provide the infrastructure to support BEBs.	108,733	(99,145)	9,588	31,298	(29,315)	1,983
Sapperton Renovation Phase 3	Design and implement update of office space at Sapperton.	2,800	-	2,800	1,515	-	1,515
SeaBus Terminal Passenger Counting System Update	Replacement of the existing end-of-life turnstiles with a new automated Passenger Counting and Control System, which includes a new counting technology and closing gates to the SeaBus.	4,000	-	4,000	1,865	-	1,865
SeaBus Terminals Interior Refurbishment	Refurbishments to the passenger environment in North and South SeaBus Terminals.	17,296	-	17,296	666	-	666
Surrey Transit Centre (STC) Overhead Doors Replacement	Replace the maintenance building 30 overhead doors at STC to maintain a state of good repair.	1,186	(412)	774	703	(260)	443
Vancouver Transit Centre (VTC) Skybridge State of Good Repair	Design and repair excessive corrosion on the metal bracing of the VTC pedestrian skybridge and eliminate future corrosion caused by de-icing agents.	2,089	-	2,089	460	-	460
Facilities Total		1,407,726	(868,658)	539,068	274,622	(196,548)	78,074
Infrastructure							
BCRTC - System-wide HVAC Replacement	Design and implementation of the BCRTC system-wide HVAC systems replacement.	5,546	-	5,546	2,445	-	2,445
BCRTC Elevating Devices Asset Renewal Program - Elevators (2019-2025)	Replace end-of-life elevators on the Expo & Millennium lines.	45,650	(16,868)	28,782	15,472	(7,211)	8,261
BCRTC Elevating Devices Asset Renewal Program - Escalators (2021-2025)	Replace end-of-life transit grade escalators on the Expo & Millennium lines.	64,348	(8,756)	55,592	15,477	(366)	15,111
BCRTC Rail Switch Machines and Turnout Replacement Program (2023-2025)	Replace 170 existing switch machines and 24 Turnouts/Track switches that are past their service life over the span of three years (2023-2025).	25,116	-	25,116	6,352	-	6,352
BCRTC Roofing Replacement Program (2022-2025)	Replace deteriorated BCRTC roofs as part of the ongoing maintenance program.	31,633	(325)	31,308	8,423	(255)	8,168
Bike Parkades - State of Good Repair	The TransLink-owned Bike Infrastructure capital program delivers the state of good repair and upgrade of assets within TransLink's cycling portfolio (e.g., BC Parkway, bike parking, and bike counters) to advance regional active transportation goals and objectives.	555	-	555	200	-	200
Brentwood SkyTrain Station Upgrades – Phase 1 & 2	Upgrades to improve the weather protection, amenities and elevator	32,704	(9,206)	23,498	1,160	(23)	1,137

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
	at Brentwood SkyTrain station's rail and bus facilities.						
Broadway Station Track Intrusion System Upgrade	Design and implement Track Intrusion System at Broadway Station on Platform 5 to meet safety recommendations.	2,957	-	2,957	110	-	110
BRT Detailed Design - R2 Metrotown	Design and implement R2 extension from North Shore to Metrotown.	6,825	-	6,825	3,983	-	3,983
Catwalk Program - Year 1&2	Design and installation of catwalks to meet the requirement of safe and reliable rooftop equipment maintenance for the CMBC bus fleet.	4,720	-	4,720	6,099	-	6,099
CMBC Conveying (Cranes, Elevators, Escalators) Program	Modernize up to 19 cranes and 3 elevators to maintain conveying equipment in a state of good repair.	1,087	(314)	773	124	(46)	78
CMBC Pavement Rehabilitation Asset Replacement Program (2024-2025)	Rehabilitate pavement at various CMBC bus loops and transit centres.	4,257	(814)	3,443	1,514	(489)	1,025
CMBC Retaining Walls Program (2025)	Rehabilitate retaining walls at up to 3 locations including 307 Columbia, Braid Station, and Sperling Burnaby Lake Station and Loop and drainage at Carvolth Exchange and Park & Ride.	5,186	(1,123)	4,063	2,808	(1,123)	1,685
CMBC Roof and Envelope Replacement Program (2023-2025)	Replace deteriorated CMBC roofs as part of the ongoing maintenance program.	10,786	(239)	10,547	2,517	(216)	2,301
Columbia West Tunnel Ventilation System - 618 Carnarvon St, New Westminster	Upgrade the Tunnel Ventilation System in the Columbia West Tunnel allowing for an extension required for adjacent development.	726	-	726	230	-	230
Coquitlam Central Multimodal Reconfiguration	Implement needed bus layover expansion, including supporting BEB infrastructure, address WCE area pedestrian safety concerns and mitigate park & ride capacity reductions.	-	-	-	1,848	-	1,848
Expo Line Linear Induction Motors (LIM) Rail Replacement	Replace up to 3,000 linear metres of LIM rail assembly on the Expo Line.	6,212	-	6,212	2,295	-	2,295
Expo Line Surrey Power Rail Replacement	Replacement of 8.6 km of power rail on the Expo Line from the east of Scott Road station to King George which has reached the end of service life.	19,718	-	19,718	414	-	414
Expo Line Tunnels Ventilation System Rehabilitation	Condition assessment and design of tunnel ventilation systems requiring repair and upgrade on the Expo Line.	9,292	(451)	8,841	805	-	805
Flood Protection State of Good Repair - Design	Design a flood protection system at identified Skytrain stations and facilities.	150	-	150	60	-	60
Gilmore Station Upgrade and Expansion Project	Provide additional vertical circulation, improve customer amenities, increase retail space and bring station, as a whole, up to current standards.	9,887	-	9,887	3,144	-	3,144

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Guideway Fall Protection Phase 2	Design and install safety measures for fall prevention at 15 electrical switch platforms along the Expo Line and Evergreen Line guideways.	777	-	777	201	-	201
MVTP Bridgeport Deployment Office Upgrade	Expand locker room/washroom space and add a secure car park at the original Bridgeport Deployment Office to accommodate the growing police force.	2,059	-	2,059	454	-	454
Noise Mitigation Solution	Installation of customized rail dampers on sections of the Expo and Millennium Lines, to mitigate high noise levels experienced on the railway lines.	4,981	-	4,981	1,206	-	1,206
Non-Revenue Vehicle Charging Stations	Study, design, and partial installation of charging infrastructure to align with TransLink's service support vehicle fleet plan.	2,217	-	2,217	1,260	-	1,260
Oakridge-41st Station Escalators Expansion	Increase vertical circulation at Oakridge - 41st SkyTrain station with the addition of two new escalators.	1,200	(600)	600	646	(323)	323
OMC 1 Yard Track Reconditioning Remaining Switches and Power Rail Design	Prepare design package and replacement strategy for power rail and 39 switches at the OMC 1 Yard.	2,600	-	2,600	1,059	-	1,059
Pattullo Bridge Rehabilitation	Address ongoing rehabilitation needs and perform seismic and deck replacement of the Pattullo Bridge until the end of its service life.	27,492	-	27,492	2,599	-	2,599
Running Rail Replacement	Replace running rail that has reached the end of service life.	46,272	(17,498)	28,774	12,053	(5,917)	6,136
Station Platform Tiling	Redesign membrane and tile replacement at 29th Avenue Skytrain station platform to improve drainage.	670	(142)	528	350	(74)	276
TransLink Owned Bicycle Infrastructure	Rehabilitate and upgrade regional cycling routes, bike parking at transit facilities and install bike counters across the region.	16,601	-	16,601	2,944	-	2,944
TOH On-Street Infrastructure State of Good Repair Program (2022-2023)	Replacement of TOH assets that are past their useful life.	24,828	(11,246)	13,582	6,055	(2,719)	3,336
TOH Rectifier Station Program	Detailed design and implementation of the replacement of TOH rectifier stations.	45,440	(15,760)	29,680	12,132	(5,980)	6,152
TOH Rectifier Station Program Land Acquisition	Acquire land to replace Bodell rectifier station and support Haro rectifier station.	12,443	-	12,443	548	-	548
Tsawwassen Ferry Terminal – Bus Shelter Pilot Project	Upgrade the Bay 2 bus stops at the BC Ferries Tsawwassen Ferry Terminal to relieve passenger congestion and improve customer experience.	1,775	-	1,775	899	-	899

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
WCE Station State of Good Repair Program - Design	Design and implement high priority state of good repair improvements to West Coast Express stations.	2,600	(812)	1,788	1,476	(463)	1,013
WCE Substations Equipment Replacement	Design and implementation of equipment refurbishments and limited upgrades at WCE Waterfront and Mission Substation and Wayside Stations.	4,811	-	4,811	2,159	-	2,159
Westham Island Bridge Rehabilitation	Rehabilitation of the Westham Island Bridge, including scour protection.	2,050	-	2,050	713	-	713
Westham Island Bridge Replacement - Detailed Design	Design the replacement of the Westham Island Bridge to provide a safe and reliable service to the community.	3,000	-	3,000	790	-	790
Yard Track Reconditioning	Reconditioning the existing yard tracks and track switches.	5,029	-	5,029	724	-	724
Infrastructure Total		494,200	(84,154)	410,046	123,748	(25,205)	98,543
Major Construction							
Broadway Subway Project	TransLink and BCRTC support for the construction and operation of the Millennium Line Broadway Extension including fiber optic cable extensions.	155,100	(84,246)	70,854	63,094	(27,270)	35,824
Expo Millennium Line Upgrades Program (EMUP) - Fleet Acquisition	Procure 235 new cars for the Expo and Millennium Lines. The new SkyTrain cars are required to allow for the retirement of 150 Mark I Vehicles and to support capacity expansion to meet projected passenger demand.	1,093,558	(328,480)	765,078	118,913	(34,144)	84,769
EMUP - Propulsion Power Upgrades	Improvements to rectifier substations at several SkyTrain stations and OMC.	146,129	(30,751)	115,378	49,662	(10,213)	39,449
EMUP - Rail Expansion Program Management (REPM)	The REPM provides program management support to EMUP. It also provides systems and technical integration services.	764,507	(15,475)	749,032	27,040	-	27,040
OMC 1 Capacity Upgrade	Improvements to the SkyTrain OMC at Edmonds.	117,824	(49,177)	68,647	8,720	(2,945)	5,775
OMC 4 - Storage and Maintenance Facility	Design and implementation of a new OMC to accommodate the expanded fleet and the additional rail-borne maintenance equipment for the expanded SkyTrain networks.	1,185,600	(206,017)	979,583	234,095	(68,637)	165,458
SkyTrain Advanced Radio System Phase 1 - 3	Replace existing SkyTrain vehicle radio system to maintain a state of good repair as the current vehicle radio system is end-of-life and operating with degraded functionality.	50,246	(7,339)	42,907	15,038	(2,182)	12,856
SCOT Upgrade Phase 1 - 4	Modernize train communications and complete integration of all SCOT sub-systems to address obsolescence issues and support train expansion.	24,096	(6,715)	17,381	190	(45)	145
SkyTrain Operation Control Centre	Design, construction and commissioning of a new/upgraded Operations Control Centre.	359,259	(93,568)	265,691	56,399	(13,066)	43,333

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
South of Fraser Maintenance and Storage Facility	Design and implementation of a new OMC to accommodate the expanded fleet and the additional rail-borne maintenance equipment for the expanded SkyTrain networks.	819,958	-	819,958	74,107	-	74,107
Station Access and Safety Project	Upgrades to infrastructure and systems to support the safe introduction of 5-car trains into service.	165,661	(25,270)	140,391	31,493	(4,251)	27,242
Surrey Langley SkyTrain (SLS) Project Development	Project development activities including planning, design, business case development and procurement readiness to support SLS.	176,943	(120,240)	56,703	7,276	(7,276)	-
Major Construction Total		5,058,881	(967,278)	4,091,603	686,027	(170,029)	515,998
Technology							
ATC Software Upgrade Program (2024-2025)	Update the ATC system software to maintain a state of good repair and enhance passenger experience with accurate travel information and boost operational efficiency.	1,131	-	1,131	293	-	293
BCRTC Operational Cyber Project Phase 1	Design recommendations from the Cybersecurity feasibility study to safeguard critical SkyTrain systems against cybersecurity threats, ensuring uninterrupted service.	1,127	-	1,127	586	-	586
BCRTC Software Application Renewal Program	Replace key business systems and migrate enterprise software applications at BCRTC for data resiliency and usability.	7,097	-	7,097	1,825	-	1,825
Bus Daily Operations Management System (DOMS) Product Migration	Migrate the DOMS to the vendor's next-generation software product, Trapeze OPS, to ensure that CMBC can maintain reliable conventional bus service delivery.	33,517	-	33,517	1,295	-	1,295
Business Technology Agile Initiatives	Various business technology projects delivered through the Agile method.	1,500	-	1,500	304	-	304
CMBC Enterprise Asset Management	Upgrade the enterprise asset management solution at CMBC.	60,772	-	60,772	15,315	-	15,315
CMBC Wastewater Treatment Plan Monitoring System Implementation	Design and implement a wastewater control and monitoring system, used to manage flow data of water treatment plants installed at CMBC's 6 transit centres.	600	-	600	221	-	221
Compass Modernization	Upgrade the Compass fare revenue collection system to the next generation to maintain a state of good repair and support corporate priorities.	516,071	(135,419)	380,652	32,119	(12,788)	19,331
Customer Digital Ridership Program (2025)	Deliver hyper-targeted alerts and messaging, and implement new tools to permit multi-language translation.	1,700	-	1,700	717	-	717
Cyber Security and IT Services Resiliency Program	In conjunction with the IT Infrastructure Refresh Programs, this program will see the implementation of new solutions and services that will consolidate	40,084	-	40,084	9,532	-	9,532

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
	and rationalize IT services, building in automation, migration to Cloud solutions and improve the cyber posture.						
Electronic Bad Order Cards	Replace the manual and paper-based pre-trip inspection process with Bad Order Cards.	350	-	350	157	-	157
Enterprise Emergency Communication System Implementation	Implement a system to notify and engage impacted stakeholder groups during an emergency event that might risk their safety, limit system use or otherwise cause disruption to services.	617	-	617	28	-	28
Enterprise Health and Safety System	Implementation of an enterprise health and safety system for consistent, automated and accurate reporting of incidents and improved management practices.	6,681	-	6,681	326	-	326
Fire Life & Safety System (FLSS) Network Card Upgrade	Upgrade the FLSS network cards due to obsolescence and end of vendor support to maintain state of good repair.	11,484	(3,175)	8,309	3,764	(1,162)	2,602
Future of Work Technology Enablement	Acquire and deploy technology to facilitate a productive workforce for the transition to the Future of Work.	3,811	-	3,811	200	-	200
HandyDART Operational Software Replacement	Replace HandyDART's existing Trapeze PASS operational software.	2,948	-	2,948	1,411	-	1,411
HR Management System (HRMS) Replacement	Implement a modern HRMS that delivers enhanced HR capabilities and can be supported and maintained in an optimal manner.	14,237	-	14,237	6,061	-	6,061
IT Infrastructure Refresh (2019-2025)	Replace IT technology infrastructure equipment (e.g., network, end-user computing, and data centre hardware) in line with defined enterprise equipment lifecycles to ensure a state of good repair.	60,943	-	60,943	18,635	-	18,635
IT Service Management Replacement	Replace the IT Service Management solution to provide support for applications, systems, and operations across the Enterprise before the current solution is end-of-life and no longer accessible.	6,600	-	6,600	3,226	-	3,226
Low Carbon Fleet Tech Enablement Program	Design and implement technology to support CMBC's low carbon fleet.	9,000	-	9,000	4,023	-	4,023
RTIS Upgrade - Phase 1 & 2	Complete urgent and high value upgrades of RTIS capabilities to meet state of good repair and quality standards.	10,204	-	10,204	4,341	-	4,341
SCOT System Upgrade	The SCOT system controls voice/data communication between Control Operators and customers. SCOT Phase 5 provides essential improvements to security, operational efficiency, and the customer experience, in addition to headend system	1,713	-	1,713	747	-	747

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
	upgrades at the new maintenance building.						
TransLink Analytics Program (2025)	Enhance existing analytics and new platforms comprised of data pipelines, storage, user interfaces for reporting.	1,660	-	1,660	657	-	657
TransLink Enterprise Assets Management	Provide a strategic-level investment decision support tool for Enterprise assets.	4,988	-	4,988	712	-	712
TransLink Q Intranet Refresh	Migrate and enhance TransLink's 'Q' Intranet from SharePoint 2016 which is approaching end-of-life to a modern and vendor supported platform.	555	-	555	299	-	299
TransLink Software Asset Renewal Program (2018-2025)	Update technology assets to ensure business continuity and continued vendor support.	8,399	-	8,399	2,111	-	2,111
Technology Total		807,789	(138,594)	669,195	108,905	(13,950)	94,955
Vehicles							
2020 Community Shuttle Expansion	Purchase 9 Community Shuttle vehicles to support the services throughout Metro Vancouver.	2,471	(2,000)	471	120	-	120
2020 Conventional Bus Expansion	Purchase 55 60' articulated hybrid buses and 6 40' BEBs.	97,303	(89,948)	7,355	40	(40)	-
2020 Conventional Bus Replacement	Replace 25 Orion V Highway coaches which have reached the end of their useful life with 25 double-decker buses.	31,342	(29,080)	2,262	24	-	24
2021 Community Shuttle Expansion	Purchase 9 Community Shuttle vehicles to support the services throughout Metro Vancouver.	1,100	(940)	160	137	(104)	33
2021 Community Shuttle Replacement	Replace 64 Community Shuttle buses which have reached the end of their useful life.	16,900	(15,300)	1,600	308	(74)	234
2021 Conventional Bus Expansion	Purchase 9 40' BEBs and 16 60' articulated hybrid buses.	47,192	(46,220)	972	111	(111)	-
2021 HandyDART Vehicle Expansion	Purchase 10 HandyDART vehicles.	3,000	(1,560)	1,440	-	-	-
2021 Next Generation SeaBus Design	Complete the design process, review design proposals and select the preferred proponent to complete the final design.	2,653	(2,510)	143	1,410	(1,407)	3
2022 CMBC Service Support Vehicle Expansion	Procure 8 additional Service Support Vehicles to meet CMBC business needs and objectives.	758	-	758	1	-	1
2022 CMBC Service Support Vehicle Replacement	Replace 23 CMBC service support vehicles which have reached the end of their useful life.	1,678	-	1,678	37	-	37
2023 BCRTC Service Support Vehicle Expansion	Purchase and outfit 2 vehicles under BCRTC service support vehicles expansion program to meet staff and material transportation needs.	241	-	241	62	-	62
2023 BCRTC Service Support Vehicle Replacement	Replace 4 BCRTC Service Support vehicles which have reached the end of their useful life.	605	-	605	199	-	199
2023 CMBC Service Support Vehicle Expansion for Marpole Transit Centre	Purchase and outfit 11 new service support vehicles to support expanded operations at the new Marpole Transit Centre.	1,115	-	1,115	653	-	653

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
2023 CMBC Service Support Vehicle Replacement	Replace 26 CMBC service support vehicles which have reached the end of their useful life.	2,602	-	2,602	1,141	-	1,141
2023 Community Shuttle Replacement	Replace 27 Community Shuttle buses which have reached the end of their useful life.	6,900	(6,660)	240	180	(15)	165
2023 Conventional Bus Replacement	Replace 57 40' diesel-hybrid buses which have reached the end of their useful life with 57 40' BEBs.	106,846	(102,498)	4,348	5,384	(4,083)	1,301
2023 MVTP Non-Revenue Vehicle Replacement	Replace 10 MVTP non-revenue vehicles which have reached the end of their useful life.	1,035	-	1,035	403	-	403
2024 BCRTC Service Support Vehicle Replacement	Replace 10 BCRTC service support vehicles which have reached the end of their useful life.	725	-	725	432	-	432
2024 CMBC Service Support Vehicle Replacement	Replace 25 CMBC service support vehicles which have reached the end of their useful life.	2,640	-	2,640	1,270	-	1,270
2024 Community Shuttle Expansion to Reserves	Purchase 11 Community Shuttle buses to support the service expansion to First Nations reserves.	4,500	-	4,500	2,347	-	2,347
2024 Community Shuttle Replacement	Replace 54 Community Shuttle buses which have reached the end of their useful life.	16,265	-	16,265	414	-	414
2024 Conventional Bus Replacement	Replace 50 40' natural gas buses which have reached the end of their useful life.	44,293	(40,652)	3,641	160	(136)	24
2024 Conventional Bus Replacement	Replace 126 40' diesel-hybrid buses which have reached the end of their useful life with 84 40' natural gas buses.	77,925	(75,264)	2,661	25,856	(25,130)	726
2024 HandyDART Vehicle Replacement	Replace 46 HandyDART revenue vehicles which have reached the end of their useful life.	9,430	-	9,430	364	-	364
2024 MVTP Non-Revenue Vehicle Expansion	Expand the MVTP non-revenue fleet by 15 vehicles to provide required resources to operations.	1,815	-	1,815	490	-	490
2024 MVTP Non-Revenue Vehicle Replacement	Replace 5 MVTP non-revenue vehicles which have reached the end of their useful life.	575	-	575	230	-	230
2024-2028 Conventional Bus Replacement	Replace 188 40' electric trolley buses which entered service in 2006-2007 with new in-motion charging capable trolley buses.	414,600	(400,577)	14,023	68,216	(66,818)	1,398
2025 BCRTC Service Support Vehicle Replacement	Replace 7 BCRTC service support vehicles which have reached the end of their useful life.	1,029	-	1,029	15	-	15
2025 CMBC Service Support Vehicle Expansion	Procure 3 additional Service Support Vehicles to meet CMBC business needs and objectives.	336	-	336	201	-	201
2025 CMBC Service Support Vehicle Replacement	Replace 20 CMBC service support vehicles which have reached the end of their useful life.	2,380	-	2,380	1,428	-	1,428
2025 Community Shuttle Expansion to Reserves	Purchase 13 Community Shuttle buses to support the service expansion to First Nations reserves.	4,766	-	4,766	201	-	201
2025 Conventional Bus Replacement	Replace 30 40' diesel-hybrid buses which have reached the end of their useful life with 30 40' natural gas buses.	30,842	-	30,842	17,325	-	17,325

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
2025 Conventional Bus Replacement	Replace 9 Orion V Highway coaches which have reached the end of their useful life with 6 double-decker buses.	12,020	-	12,020	6,905	-	6,905
2025 Conventional Bus Replacement	Replace 6 40' diesel-hybrid buses which have reached the end of their useful life with 7 40' BEBs.	13,068	(12,596)	472	4,866	(4,743)	123
2025 HandyDART Vehicle Replacement	Replace 46 HandyDART buses that have reached the end of their useful life.	10,210	-	10,210	-	-	-
2025 MVTP Non-Revenue Vehicle Replacement	Replace 10 MVTP non-revenue vehicles which have reached the end of their useful life.	1,100	-	1,100	330	-	330
2026 Community Shuttle Expansion to Reserves	Purchase 11 Community Shuttle buses to support the service expansion to First Nations reserves.	4,592	-	4,592	18	-	18
2026 Community Shuttle Replacement	Replace 62 Community Shuttles that will reach the end of their useful life in 2026.	22,994	-	22,994	273	-	273
2026 Conventional Bus Replacement	Purchase 39 60' diesel buses, 64 40' in-route charged BEBs, and 153 40' depot charged BEBs to replace 236 diesel buses which will reach the end of their useful life in 2026.	524,709	(433,797)	90,912	-	-	-
2026 HandyDART Vehicle Replacement	Replace 46 HandyDART buses that will reach the end of their useful life in 2026.	11,023	(3,713)	7,310	-	-	-
2028 Conventional Bus Replacement	Replace 27 40' diesel-hybrid buses which have reached the end of their useful life with 31 40' BEBs.	59,320	(58,520)	800	74	(74)	-
2028-2029 Conventional Bus Replacement (pilot trolley bus)	Purchase 1 pilot trolley bus for the upcoming 60' electric trolley bus replacement. The pilot will be used for testing and evaluation in advance of the production of the remaining 73 trolley buses due for retirement in 2028-2029.	3,550	(2,806)	744	1,945	(1,526)	419
Bus Expansion Vehicles and Infrastructure – charging infrastructure	Installation of charging infrastructure to facilitate the expansion of community services across Metro Vancouver.	6,000	(6,000)	-	1,520	(1,520)	-
Bus Expansion Vehicles and Infrastructure - Vehicles	Acquire vehicles to facilitate the expansion of community services across Metro Vancouver.	294,200	(294,200)	-	52,041	(52,041)	-
CUTRIC Battery Electric Bus Trial	Participation in the CUTRIC trial of high-speed BEBs to evaluate viability and impact on the low-carbon fleet strategy.	10,000	(6,892)	3,108	221	-	221
SeaBus Engine Replacement	Purchase and replace the engines and exhaust systems from Motor Vessel Burrard Chinook with a more modern and fuel-efficient system.	3,326	-	3,326	1,605	-	1,605
WCE Locomotive Refurbishment	Refurbish and upgrade 5 existing locomotives and one additional locomotive.	21,255	(19,460)	1,795	1,990	(1,828)	162
WCE Refurbishment of 37 cars	Refurbish WCE cars to extend service life by 20 years.	18,093	(856)	17,237	1,947	(775)	1,172
Vehicles Total		1,951,322	(1,652,049)	299,273	202,894	(160,425)	42,469

Active and Approved in Principle (AIP) Capital Program Details		Total Project Budget			2026 Capital Cash Flow		
Classification and Program Name	Project Description	Gross Cost	External Funding*	TransLink Net Cost	Gross Cost	External Funding*	TransLink Net Cost
Grand Total		10,062,100	(3,740,038)	6,322,062	1,453,039	(572,730)	880,309

*The funding sources include CCBF, ICIP, CPTF, and Metro Vancouver municipalities.

Capital Infrastructure Contributions

Each year, TransLink provides capital infrastructure contributions to local governments to fund rehabilitation and minor capital work on the Major Road Network and active transportation infrastructure. TransLink has expanded contributions in 2026 to provide additional funding for pavement rehabilitation and First Nations transit infrastructure. Work related to the new 2026 program will begin in the fiscal year 2026. With the exception of the Pavement Rehabilitation and First Nation Transportation programs, invoicing for all other programs will occur approximately one year after completion. TransLink is budgeting new capital contribution funding of \$180.9 million to local governments for road, bike, and Bus Speed and Reliability infrastructure. Projects already approved and underway have a budget of \$594.9 million. With the 2026 capital infrastructure contributions, these total \$775.8 million.

Table 3: Capital Infrastructure Contribution Projects Planned for 2026 (\$ thousands)

Classification and Project name	Project Description	Total Project Budget	2026 Capital Cash Flow
2026 New Program			
Bicycle Infrastructure Capital Cost Program (2026)	2026 contribution to member municipalities for the expansion of the cycling network in the region.	28,788	-
Bus Speed and Reliability Program (2026)	2026 contribution to member municipalities to improve bus speed and reliability infrastructure.	12,831	319
First Nation Transportation Bus Stop Infrastructure Program (2026)	2026 contribution to install critical infrastructure to support future transit and access improvements for three First Nations: Kwikwetlem, Katzie, and Musqueam.	2,066	92
First Nation Transportation Infrastructure Funding Program	2026 contribution for up to nine First Nations communities within TransLink's service area to solve gaps in basic active transportation infrastructure on reserve and treaty lands.	1,939	300
Major Road Network and Bike Capital Program (2026)	2026 contribution to member municipalities for upgrades to the road network and upgrades to the bike path network.	30,317	-
Pavement Rehabilitation Program (2026)	2026 contribution to member municipalities for pavement rehabilitation.	76,349	45,351
Structures - Seismic Upgrade Program (2026)	2026 contribution to member municipalities for rehabilitation and seismic upgrade needs of structures.	20,773	-
Walking Infrastructure to Transit Program (2026)	2026 contribution to member municipalities for the expansion of the walking infrastructure network in the region.	7,860	-
2026 New Program Total		180,923	46,062

Table 4: Capital Infrastructure Contribution Projects Currently Underway (\$ thousands)

Classification and Project name	Project Description	Total Project Budget	2026 Capital Cash Flow
Active and Approved in Principle			
Bicycle Infrastructure Capital Cost Program (2018-2025)	2018-2025 contribution to member municipalities for the expansion of the cycling network in the region.	133,612	21,856
Bus Speed and Reliability Program (2019-2025)	2019-2025 contribution to member municipalities to improve bus speed and reliability infrastructure.	55,818	18,833
First Nation Transportation Bus Stop Infrastructure Program (2025)	2025 contribution to install critical infrastructure that will enable TransLink to introduce transportation or access improvements for up to four First Nation communities.	1,721	1,019
Major Road Network and Bike Capital Program (2019-2025)	2019-2025 contribution to member municipalities for upgrades to the road network and upgrades to the bike path network.	180,657	31,321
Pavement Rehabilitation Program (2021&2025)	2021 & 2025 contribution to member municipalities for pavement rehabilitation.	52,573	152
Structures - Seismic Upgrade Program (2018-2025)	2018-2025 contribution to member municipalities for rehabilitation and seismic upgrade needs of structures.	125,288	14,973
Walking Infrastructure to Transit Program (2017-2025)	2017-2025 contribution to member municipalities for the expansion of the walking infrastructure network in the region.	45,244	5,948
Active and Approved in Principle Total		594,913	94,102

9. Changes in Financial Position

CONSOLIDATED STATEMENT OF FINANCIAL POSITION			
(\$ Millions)	2025 BUDGET	2026 BUDGET	Change
Cash and cash equivalents	444.2	892.4	448.2
Accounts receivable	212.3	238.5	26.2
Restricted cash and cash equivalents and investments	3,070.2	2,713.1	(357.1)
Investments	240.0	140.0	(100.0)
Debt reserve deposits	21.1	12.0	(9.1)
Financial Assets	3,987.8	3,996.0	8.2
Accounts payable and accrued liabilities	385.5	588.7	203.2
Debt	3,584.8	4,220.7	635.9
Deferred government transfers	3,723.7	3,844.7	121.0
Golden Ears Bridge contractor liability	942.7	917.7	(25.0)
Deferred concessionaire credit	339.5	316.2	(23.3)
Employee future benefits	149.5	158.5	9.0
Deferred development cost charges	20.0	-	(20.0)
Asset retirement obligations	29.3	30.2	0.9
Deferred revenue and deposits	93.60	102.2	8.6
Deferred lease inducements	11.2	11.0	(0.2)
Liabilities	9,279.8	10,189.9	910.1
Net Debt	(5,292.0)	(6,193.9)	(901.9)
Tangible capital assets	7,630.9	8,826.7	1,195.8
Supplies inventory	137.7	229.7	92.0
Property under development	20.4	25.4	5.0
Prepaid expenses	36.8	38.6	1.8
Non-Financial Assets	7,825.8	9,120.4	1,294.6
Accumulated Surplus	2,533.8	2,926.5	392.7

Totals may not add due to rounding.

Financial Assets

Please refer to the “Key Performance Indicators” section for the discussion on Cash and cash equivalents and Investments.

Restricted cash and cash equivalents and investments include unspent government transfers used to fund qualifying capital expenditures, funds segregated for TransLink’s Transportation Property and Casualty Corporation (TPCC), the proceeds from the upfront settlement of forgone monthly toll replacement revenue on the Golden Ears Bridge (GEB), unspent proceeds of green bond issuance, land reserve funds, Development Cost Charges funds to be spent on qualifying projects, and self-administered sinking funds. The purpose of the land reserve funds is to allow proceeds from the disposition of real property to be invested back into real property. The land reserve concept is consistent with the Mayors’ Council 2012

resolution and the former TransLink Commissioner’s comments that the supplemental plan (now known as the Investment Plan) should not liquidate capital assets to fund operations.

RESTRICTED CASH AND CASH EQUIVALENTS AND INVESTMENTS			
(\$ Millions)	2025 BUDGET	2026 BUDGET	Change
Government Transfers	1,133.0	1,071.4	(61.6)
GEB Restricted Funds	1,397.8	1,072.8	(325.0)
TPCC Cash and Investments	33.5	36.7	3.2
Land Reserve	148.2	61.9	(86.3)
Self administered sinking funds	357.7	470.3	112.6
Total Restricted Cash and Cash Equivalents and Investments	3,070.2	2,713.1	(357.1)

Totals may not add due to rounding.

Total restricted cash and cash equivalents and investments are budgeted to decrease by \$357.1 million mainly due to the release of GEB restricted funds to fund capital projects that are not covered by green bonds, as well as strategic land purchases planned for 2026. This decrease is partially offset by contributions and reinvested investment income within the self-administered sinking funds.

Debt reserve deposits represent the amounts set aside on issued MFA debt. The projected decrease of \$9.1 million is mainly due to three MFA bonds maturing in 2026.

Liabilities

Please refer to the “Key Performance Indicators” section for the discussion on Debt.

Deferred government transfers represent the Senior Government capital contributions and other transfers, offset by the amortization and recognized revenue. Included in the amount is \$1.68 billion of the deferred revenue balance related to the upfront settlement of foregone monthly GEB toll replacement revenue, net of amounts released to-date (2025: \$1.75 billion).

The Golden Ears Bridge contractor's liability to finance the construction of the GEB is payable over the term ending June 2041.

Deferred concessionaire credits represent the funding provided by the Canada Line Concessionaire. This balance is amortized to income on a straight-line basis over the operating term of the concessionaire agreement, which will expire in July 2040.

The expected change in employee future benefits, which represent post-retirement and post-employment benefits, is due to the annual estimated current service cost and related interest. The post-retirement portion of this liability will draw down upon the retirement of the employees.

Asset retirement obligations represent estimated future legal obligations requiring TransLink to remove or remediate certain tangible capital assets.

Non-Financial Assets

Planned capital spending during 2026 is expected to result in a net increase of \$1,195.8 million (15.7 per cent) in capital assets compared to the 2025 budget. Projects forecasting significant spending in 2026 include the SkyTrain Expansion Program, Marpole Transit Center, Conventional Trolley Bus Replacements, Marik II SkyTrain replacements, South of Fraser Maintenance and Storage Facility and Compass Modernization Program.

Appendix I – Consolidated Financial Statements

The following statements are presented in accordance with Canadian Public Sector Accounting Standards.

Consolidated Statement of Financial Position

Consolidated Statement of Financial Position			
As at December 31 (\$ millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET
Cash and cash equivalents	436.1	444.2	892.4
Accounts receivable	653.2	212.3	238.5
Restricted cash and cash equivalents and investments	3,582.5	3,070.2	2,713.1
Investments	248.2	240.0	140.0
Debt reserve deposits	22.9	21.1	12.0
Financial Assets	4,942.9	3,987.8	3,996.0
Accounts payable and accrued liabilities	532.1	385.5	588.7
Debt	3,593.4	3,584.8	4,220.7
Deferred government transfers	3,526.9	3,723.7	3,844.7
Golden Ears Bridge contractor liability	964.5	942.7	917.7
Deferred concessionaire credit	362.7	339.5	316.2
Employee future benefits	145.2	149.5	158.5
Deferred development cost charges	-	20.0	-
Asset retirement obligation	28.0	29.3	30.2
Deferred revenue and deposits	90.3	93.6	102.2
Deferred lease inducements	11.7	11.2	11.0
Liabilities	9,254.8	9,279.8	10,189.9
Net Debt	(4,311.9)	(5,292.0)	(6,193.9)
Tangible capital assets	6,840.4	7,630.9	8,826.7
Supplies inventory	152.9	137.7	229.7
Property under development	20.9	20.4	25.4
Prepaid expenses	30.9	36.8	38.6
Non-Financial Assets	7,045.1	7,825.8	9,120.4
Accumulated Surplus	2,733.2	2,533.8	2,926.5

Totals may not add due to rounding.

Consolidated Statement of Operations

CONSOLIDATED REVENUES AND EXPENSES			
Twelve Months Ending December 31 (\$ millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET
Revenue			
Taxation	1,078.1	1,035.3	1,244.2
Transit	718.7	761.3	790.9
Government transfers			
One-time Provincial operating funding	-	-	69.7
Senior Government funding	357.0	327.0	418.6
Golden Ears Bridge tolling replacement revenue	67.9	68.5	69.1
Amortization of deferred concessionaire credit	23.3	23.3	23.3
Development cost charges	91.3	69.5	40.2
Investment Income	213.5	141.7	125.9
Miscellaneous revenue	66.2	15.8	12.6
Sub Total Continuing Operations	2,616.1	2,442.4	2,794.5
Gain (Loss) on disposal on tangible capital assets	0.3	(6.4)	(2.1)
Total Revenue	2,616.5	2,436.0	2,792.4
Expenditures			
Bus Operations	1,015.5	1,137.4	1,222.6
Rail Operations	449.8	480.4	527.3
Transit Police	59.6	68.1	74.0
Corporate Operations	184.6	224.4	272.0
Roads & Bridges	145.9	137.8	222.7
Sub-total Expenses, before amortization and interest	1,855.4	2,048.1	2,318.6
Amortization of Capital Assets	266.3	275.4	281.9
Interest	194.1	184.5	174.6
Total Expenses	2,315.8	2,508.0	2,775.1
Surplus/(Deficit) for the year	300.6	(72.0)	17.3
Accumulated surplus, beginning of year	2,432.6	2,605.8	2,909.2
Accumulated surplus, end of year	2,733.2	2,533.8	2,926.5

Totals may not add due to rounding.

Consolidated Statement of Changes in Net Debt

Consolidated Statement of Changes in Net Debt			
Twelve months ending December 31	2024	2025	2026
(\$ millions)	ACTUAL	BUDGET	BUDGET
Surplus for the year	300.6	(72.0)	17.3
Acquisition of tangible capital assets	(936.8)	(1,180.0)	(1,567.5)
Amortization of tangible capital assets	266.3	275.4	281.9
Prepaid Capital transferred to tangible Capital Assets	(30.7)	-	-
Net proceeds from disposal of tangible capital assets	3.0	-	-
Loss (gain) on disposal of tangible capital assets	(0.3)	6.4	2.1
	(698.5)	(898.3)	(1,283.5)
Change in supplies inventory	(24.3)	(3.7)	(54.3)
Change in property under development	(0.8)	-	(3.3)
Change in prepaid expenses	(0.1)	(3.3)	(5.5)
Change in prepaid Capital	30.7	-	-
	5.5	(7.0)	(63.1)
Decrease (Increase) in net debt	(392.4)	(977.2)	(1,329.3)
Net debt, beginning of year	(3,919.6)	(4,314.7)	(4,864.6)
Net debt, end of year	(4,311.9)	(5,292.0)	(6,193.9)

Totals may not add due to rounding.

Consolidated Statement of Cash Flows

Consolidated Statement of Cash Flows			
Twelve months ending December 31	2024	2025	2026
(\$ millions)	ACTUAL	BUDGET	BUDGET
Surplus for the year	300.6	(72.0)	17.3
Non-cash changes to operations	(154.2)	(118.7)	(276.6)
Changes in non-cash operating working capital	(116.3)	394.7	(59.9)
Net changes in cash from operating transactions	30.1	204.0	(319.2)
Purchase of tangible capital assets	(905.1)	(1,180.0)	(1,567.5)
Net proceeds from disposal of tangible capital assets	3.0	-	-
Net changes in cash from capital transactions	(902.1)	(1,180.0)	(1,567.5)
Decrease (increase) in restricted cash and investments	545.2	473.9	479.9
Increase in investments	146.6	-	420.0
Decrease (increase) in debt reserve deposits	1.6	1.4	9.6
Net changes in cash from investment transactions	693.4	475.3	909.5
Debt proceeds	300.0	818.0	907.2
Issue costs on financing	(3.1)	18.3	-
Repayments of debt	(35.0)	(841.5)	(53.7)
Repayments of Golden Ears Bridge contractor liability	(85.8)	(21.8)	(25.0)
Government transfers received for tangible capital additions	162.4	578.6	471.0
Lease inducements received	-	-	-
Net changes in cash from financing transactions	338.4	551.6	1,299.5
Increase in cash and cash equivalents	159.8	50.9	322.3
Cash and cash equivalents, beginning of year	276.2	393.3	570.1
Cash and cash equivalents, end of year	436.1	444.2	892.4

Totals may not add due to rounding.

Appendix II – Allocated Costs between Operating Companies

TransLink’s methodology for allocating costs to benefiting business units is equitable and consistent with leading practices. TransLink allocates costs to business units (Bus Operations, Access Transit, SkyTrain, West Coast Express and Transit Police) that directly benefit or consume the services or costs.

100 per cent of a cost may be allocated to a business unit if it is the only unit benefiting from or consuming that cost; or costs can be shared across multiple business units which benefit or consume the cost based on an allocation factor (for example, headcount, square footage). The charges that are allocated to the business units include administration, human resources, insurance, rent, property taxes and information technology.

Since 2025 budget, the cost allocation methodology was revised to no longer allocate fare media costs, consistent with revenue recognition. 2026 budget for allocated costs is higher compared to 2025 budget mainly due to higher information technology, human resources costs, as well as rental and property tax costs

ALLOCATED COST BREAKDOWN					
Twelve Months Ending December 31 (\$ Millions)	2024 ACTUAL	2025 BUDGET	2026 BUDGET	Change Incr/(Decr) %	
Shared Services					
Bus Operations	45.3	53.2	62.9	9.7	18.2%
Access Transit	0.1	0.1	0.2	0.1	100.0%
SkyTrain - Expo & Millennium Line	13.8	15.9	21.1	5.2	32.7%
West Coast Express	0.4	0.2	0.4	0.2	100.0%
Transit Police	3.3	4.9	4.4	(0.5)	(10.2%)
Total Shared Services allocated	62.9	74.3	89.0	14.7	19.8%
Costs Administered by TransLink and allocated to subsidiaries					
Bus Operations	29.9	29.2	28.7	(0.5)	(1.7%)
SkyTrain - Expo & Millennium Line	6.4	8.3	8.4	0.1	1.2%
SkyTrain - Canada Line	4.0	4.2	4.8	0.6	14.3%
West Coast Express	0.5	0.7	0.7	-	-
Transit Police	2.8	3.5	4.9	1.4	40.0%
Costs Administered by TransLink allocated	43.6	46.0	47.5	1.5	3.3%
Bus Operations	75.2	82.4	91.6	9.2	11.2%
Access Transit	0.1	0.1	0.2	0.1	100.0%
SkyTrain - Expo & Millennium Line	20.1	24.2	29.5	5.3	21.9%
SkyTrain - Canada Line	4.0	4.2	4.8	0.6	14.3%
West Coast Express	0.9	0.9	1.1	0.2	22.2%
Transit Police	6.2	8.4	9.3	0.9	10.7%
Total costs allocated to Subsidiaries from TransLink	106.4	120.3	136.5	16.2	13.5%

Totals may not add due to rounding.

TO: Board of Directors

FROM: Sarah Ross, Vice President, Transportation Planning & Policy

DATE: November 25, 2025

SUBJECT: HandyDART Customer-First Plan & Delivery Model Review

PROPOSED RESOLUTION

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

EXECUTIVE SUMMARY

This report presents Management's recommendation for the future of HandyDART service delivery, following a comprehensive review initiated in June 2024. HandyDART continues to be one of TransLink's highest-performing services, with strong customer satisfaction and operational reliability.

Management recommends that the Board of Directors endorses the HandyDART Customer-First Plan, which outlines 19 targeted initiatives to improve service quality, flexibility, and customer care. These initiatives respond directly to customer feedback and evolving service expectations. Actions include investments in booking and dispatch software, enhanced operator training, facility planning for fleet modernization and electrification, and coordination with provincial partners.

To enable implementation, Management recommends continuing to partner with a specialized third-party provider under a modernized agreement with strengthened performance and accountability standards for the delivery of HandyDART service.

The recommendation is informed by:

- a detailed HandyDART Delivery Model Review conducted by Mott MacDonald,
- extensive stakeholder engagement including customers, operators, elected officials, labour and other advocacy groups, and
- alignment with provincial priorities outlined in the Minister of Transportation and Transit's mandate letter.

Management concludes that maintaining a partial contracted delivery model offers the best balance of customer experience, financial sustainability, maximizing service availability, and operational feasibility, while avoiding the risks and costs associated with transitioning to an in-house model.

PURPOSE

The purpose of this report is to seek Board approval of Management's recommendation for endorsement of the HandyDART Customer-First Plan and associated enabling actions, including contracting with a specialized delivery partner for the service delivery. In accordance with the Board Governance Manual, it is subject to Board review and approval, as it involves a transit service operating agreement for custom transit services.

BACKGROUND

HandyDART services are vitally important to many community members who rely on it to get around the region. HandyDART remains one of TransLink's top-performing services, with high customer satisfaction (8.8 on a 10-point scale) and operational reliability (99.6% of requested trips delivered with 91% on time performance in 2024). However, there are always opportunities to improve how we deliver our services.

Initiated in March 2024, the HandyDART Delivery Model Review evaluates how HandyDART service is delivered and by whom. The goal is to align service delivery with evolving customer needs, organizational priorities, and industry best practices. Under the current delivery model, TransLink, Coast Mountain Bus Company, and a specialized third-party operator (currently Transdev Canada), each have responsibilities. Service delivery is via dedicated vehicles and taxis to enhance availability and cost-effectiveness.

A Multiple Account Evaluation framework was developed alongside key stakeholders to assess three future delivery models across key criteria: customer experience, financial sustainability, adaptability, organizational feasibility, and implementation feasibility. Engagement with customers, caregivers, frontline staff, and advocacy groups confirmed that trip availability and reliability are top priorities.

At the June 25, 2025, Board meeting¹, Management committed to expanding the review to develop a comprehensive HandyDART strategy, in recognition that the main drivers of customer experience are separate from the delivery model. This strategy aims to enhance an already strong customer experience by addressing improvement opportunities identified through engagement. It also incorporates consideration of the Minister of Transportation and Transit's mandate letter. To ensure service continuity, the Board authorized Management to negotiate an extension of the current HandyDART operating contract.

DISCUSSION

Key activities completed since the June update include:

Development of the HandyDART Customer-First Plan

Management developed the *HandyDART Customer-First Plan*, which provides a comprehensive overview of the service's evolution and future direction. The Plan outlines guiding principles for HandyDART service anchored in TransLink's Customer Promise. The plan explores customer needs, highlighting the diversity of users and their desire for more spontaneous travel and situates HandyDART within the broader context of accessible transit provided by TransLink.

¹ Management inadvertently commented that Transdev Canada issues Compass passes to retirees; rather, Transdev Canada has been provided with information by TransLink on how to operationalize this should they chose to do so.

The plan identifies seven transformation areas:

- aligning services with customer needs,
- offering more flexible travel options,
- improving reliability and convenience during rides,
- modernizing the fleet,
- enhancing peace of mind through better communication and safety measures,
- improving the quality of care, and
- strengthening customer connections.

To support implementation, enabling actions include:

- contracting a specialized delivery partner using a modernized contract with strengthened performance standards, particularly for non-dedicated service providers,
- investments in software and data systems,
- forming a multi-disciplinary coordinated internal HandyDART team with dedicated resources to implement the transformation,
- securing long-term facility leases or purchases to support fleet needs and future electrification, and
- coordination with BC Transit and the Ministry of Transportation and Transit on related initiatives.

The plan concludes with a vision for an inclusive, flexible, and financially sustainable future for HandyDART. The full plan is attached to this report in Attachment 1.

HandyDART Delivery Model Review

To support development of Management's recommendation, consulting firm Mott MacDonald prepared a report assessing delivery models. The Board has been engaged throughout the Delivery Review process, including on evaluation criteria and options development. Since June, Mott MacDonald has considered and evaluated the considerations outlined in the Minister of Transportation and Transit's mandate letter, which was released after the review was initiated.

The Delivery Model Review was intended to understand the current model and to evaluate trade-offs between alternatives. This included:

- assessment of existing service and delivery model, including engagement with stakeholders,
- development of potential delivery model options, informed by range of alternatives operated by other agencies,
- review of common delivery model practices by peers,
- establishing a Multiple Account Evaluation, with input from key stakeholders, to support decision-making by comparing options across multiple key criteria, including five accounts and 17 criteria, and
- evaluation of the options against those criteria and objectives to identify trade-offs between options.

The Delivery Model Review identifies trade-offs and was used by Management to develop the recommendations in this report. The full HandyDART Delivery Model Review by Mott MacDonald is attached as Attachment 2 to this report. The findings include:

- All three shortlisted models have benefits; no model outperforms across all objectives.

- A fully in-house model would be most expensive, with no direct benefits to the customer experience. Some amount of contracting is most cost-effective.
- A fully in-house model performs highest in organizational sustainability, related primarily to public trust and future electrification. However, the review noted that these could be improved through contract mechanisms.
- A Split Structure with Modernized Contract delivery model performs highest in ease of implementation and transition.
- The Fully In-house and Split Structure with Additional Functions In-house delivery models perform lowest in terms of implementation and transition. This is due to fact that both would require creating significant new management structures and specialized functions related to on-demand custom transit, for which TransLink does not currently have the capacity.
- The performance of each model does not vary materially across the other objectives of flexibility and customer experience.

Engagement

The HandyDART Customer-First Plan is informed by input from customers, stakeholders, and staff gathered through many channels, including formal engagement on the HandyDART Delivery Model Review completed between July and December 2024. This engagement included:

- Workshops/focus groups with
 - HandyDART User Advisory Committee
 - HandyDART unionized full-time operators and call-centre staff
 - Healthcare organizations
 - Accessibility advocates
 - Senior's advocates
 - Caregivers
 - CMBC Access Transit staff
 - HandyDART management
- Telephone survey with 100 HandyDART users
- Meetings and briefings with:
 - ATU Local 1774 and national leadership
 - Save Our HandyDART Coalition
 - HandyDART unionized casual operators

In 2025 there have been follow up meetings, briefings and/or correspondence with most of the above groups. Meetings have also been held with the Vancouver & District Labour Council, Mayors' Council, Transdev, and the Minister of Transportation and Transit.

This work also draws on customer and stakeholder feedback received through past efforts such as the HandyDART Modernization engagement (2021), as well as ongoing initiatives such as annual customer performance surveys, the HandyDART Application and Registration project, and direct feedback received through the call centre, travel training events, and correspondence to Management and the Board of Directors.

Themes raised in these ongoing engagements reflected what was heard in the formal engagement period, with the addition of concerns raised about the transparency of the process. Key themes of customer and stakeholder feedback that informed the HandyDART Customer-First Plan include:

- desire for increased service, improved reliability and operational efficiency as top customer priorities for service improvements,
- concerns about customer experience and taxi service quality consistency,
- perceptions of workforce capacity, and concerns regarding training and safety,
- dissatisfaction with booking wait times and demand for technology upgrades and integration,
- desire for increased accountability and performance transparency,
- perceptions on operational impacts of the service model and desire for in-house service delivery, primarily from operators and some stakeholder groups, and
- integration and implementation considerations to minimize disruptions.

An engagement summary on the HandyDART Customer-First Plan is available in Attachment 3, detailing who was engaged, feedback mechanisms and themes, and how specific feedback informed the initiatives in the Plan.

Consistent with Provincial Priorities:

The HandyDART Delivery Model Review assessment in combination with the HandyDART Customer-First Plan finds that maintaining the current split structure approach with a modernized contract is most consistent with the mandate issued to the Minister for Transportation and Transit that transit services are “delivered in a way that is cost-effective for taxpayers, responsive to the concerns of transit riders, and not duplicative of administration.”

The HandyDART Delivery Model Review finds that maintaining contracted operations is the most cost-effective option for taxpayers, particularly for the on-road specialized delivery of service. The Review found that bringing the service fully in-house would result in higher administrative costs and higher operating cost per trip, thereby requiring a higher tax-payer subsidy per trip. In addition to operating impacts, as TransLink does not currently operate a paratransit service in-house, there would need to be hiring of exempt staff with the expertise to manage an operation directly to provide the service effectively. A period of transition and learning the operations would also drive some costs. Numerous initiatives within the HandyDART Customer-First Plan will further drive cost-effectiveness of the service. These include better managing demand through an enhanced application and eligibility process, and improved operational efficiency through enhanced software, new vehicle types, and improving taxi service delivery. Providing some trips by taxis is important for meeting customer demand and for financial sustainability; without taxis, over 271,000 trips would have been denied last year. The 2024 average cost per trip of service is \$64 on a dedicated HandyDART vehicle and \$27 on a taxi. In 2024, 23% of trips today have been provided by taxis, which is low compared to peer systems which report rates of 30% to more than 50%.

HandyDART’s responsiveness to transit rider concerns is best supported by continuing to improve on the current delivery model. The Delivery Model Review found satisfaction with the current service is high, although there are areas for improvement identified in the Customer-First Plan. Transit rider needs are best met through advancing the initiatives that directly respond to customer input, which are controlled by TransLink. The current partially contracted service model would allow the delivery of this plan by enabling Management to focus on those initiatives supported by the expertise of a specialized provider. An in-house model would slow the implementation of the plan by diverting time and attention to standing up a new operation at TransLink. Maintaining and enhancing taxis as

part of HandyDART service is essential to continue meeting top rider priorities related to trip availability, travel time and on-time performance in line with practice in peer regions.

The in-house delivery model is assessed to have a greater risk of administrative duplication relative to models with contracting. Specialized third-party operators offer training, standard operating procedures, and policies developed from experience across multiple operations, while TransLink and Coast Mountain Bus Company do not have existing experience with point-to-point, on demand service and would be required to develop this expertise under an in-house model. Shifting to an in-house model risks a deterioration of service for some time while the internal expertise is developed. Software-based enhancements to the application, booking and scheduling processes may enable some administrative efficiencies under any delivery model.

HandyDART Employee Experience

Management requested information from Transdev Canada on its initiatives to enhance the employee experience, particularly following the 2024 labour disruption. The company reports a turnover rate in 2024 of 10%, which is lower than Coast Mountain Bus Company's Community Shuttle operators who operate similar vehicles and have similar licensing requirements. Transdev Canada was recently recognized as a Great Place to Work with 85% of staff reporting they feel valued.

HandyDART employees receive 100% employer-paid benefits, sick and vacation time entitlements, access to the Municipal Pension Plan, and no split shifts. A HandyDART operator's hourly wage is \$36.06, which is \$0.83 more than a CMBC Community Shuttle operator. Under BC labour law there are succession protections to ensure bargaining unit employees are not at risk of losing their jobs if their employer changes.

Over the past year, Transdev Canada has advised that they have introduced regular labour-management meetings, interactive town halls, and depot-based "You Ask, We Did" boards to improve transparency and communication. A new internal newsletter and website provide timely updates and recognition. To support development and performance, the employer launched a Learning Management System, a driver incentive program, and regular manager ride-alongs. A tenure recognition program is also in place, with one employee recently celebrating 50 years of service. Operational improvements include the rollout of driver-centric scheduling software and telematics systems to enhance safety and flexibility. Benefit administration is being transitioned to on-site staff to improve support.

Financial Considerations

As noted in the Mott MacDonald HandyDART Delivery Model Review, a fully in-house model is the most expensive model for HandyDART service delivery, based on information gathered from peer agencies and provided by CUTA. In addition to operating impacts, no TransLink entity currently provides paratransit services and as a result, there would need to be hiring of exempt staff with the expertise to manage an operation directly to provide the service effectively. In addition, it can be expected that during transition and a learning curve, there is likely to be additional operating costs for operating the HandyDART service in-house.

It is also typical for unions to bargain for parity for wages, benefits and other working conditions that exist in other collective agreements across an organization. If HandyDART was brought in-house to be provided by an entity in the TransLink Enterprise, and if the bargaining for parity was to occur and

be successful across any or all unions, the additional cost to deliver service across the regional transportation system would be significant.

These factors combined have the potential to increase annual cost to the TransLink Enterprise budget by \$20 million to \$70 million a year. This will grow over time and provides no customer benefit. To address the financial impact of an in-house model, additional funding and/or service reductions would be necessary.

Management's Recommendation

HandyDART service is highly rated by customers (8.8 on a 10-point scale). Management developed a plan to further enhance the service that responds to customer feedback and evolving expectations for this important service. The plan will offer more flexible travel options, improving reliability and convenience, modernizing the fleet, enhancing peace of mind, improving the quality of care, and strengthening customer connections. Implementation of this plan should be our primary focus, and is what meets the needs of our riders.

In considering the review findings and engagement, Management recommends that HandyDART service should remain partially contracted through a specialized service provider (Option 1 in the HandyDART Delivery Model Review). Transitioning to an in-house delivery model would require building an entirely new system, introducing significant financial, operational, and organizational risks, without demonstrable improvements to customer experience. For this reason, most large North American transit agencies rely on specialized third-party providers for paratransit due to their expertise.

The organization's capacity is challenged by delivery of the 2025 Investment Plan including the Rail Expansion Program, bus electrification, modernization of the Compass system, and the largest expansion of bus service in more than a decade. Maintaining a partially contracted model allows TransLink to focus resources on expanding and improving service, including implementing the HandyDART Customer-First Plan, while preserving high customer satisfaction and cost-effectiveness.

NEXT STEPS

If endorsed by the TransLink Board, Management will implement the HandyDART Customer-First Plan and report on progress, and the process to procure a specialized provider would commence in 2026.

ATTACHMENTS

1. HandyDART Customer-First Plan
2. HandyDART Delivery Model Review prepared by Mott MacDonald
3. Engagement Summary
4. Board correspondence re: HandyDART Delivery Model Review from March 27, 2024 to November 25, 2025



HandyDART Customer-First Plan

November 2025

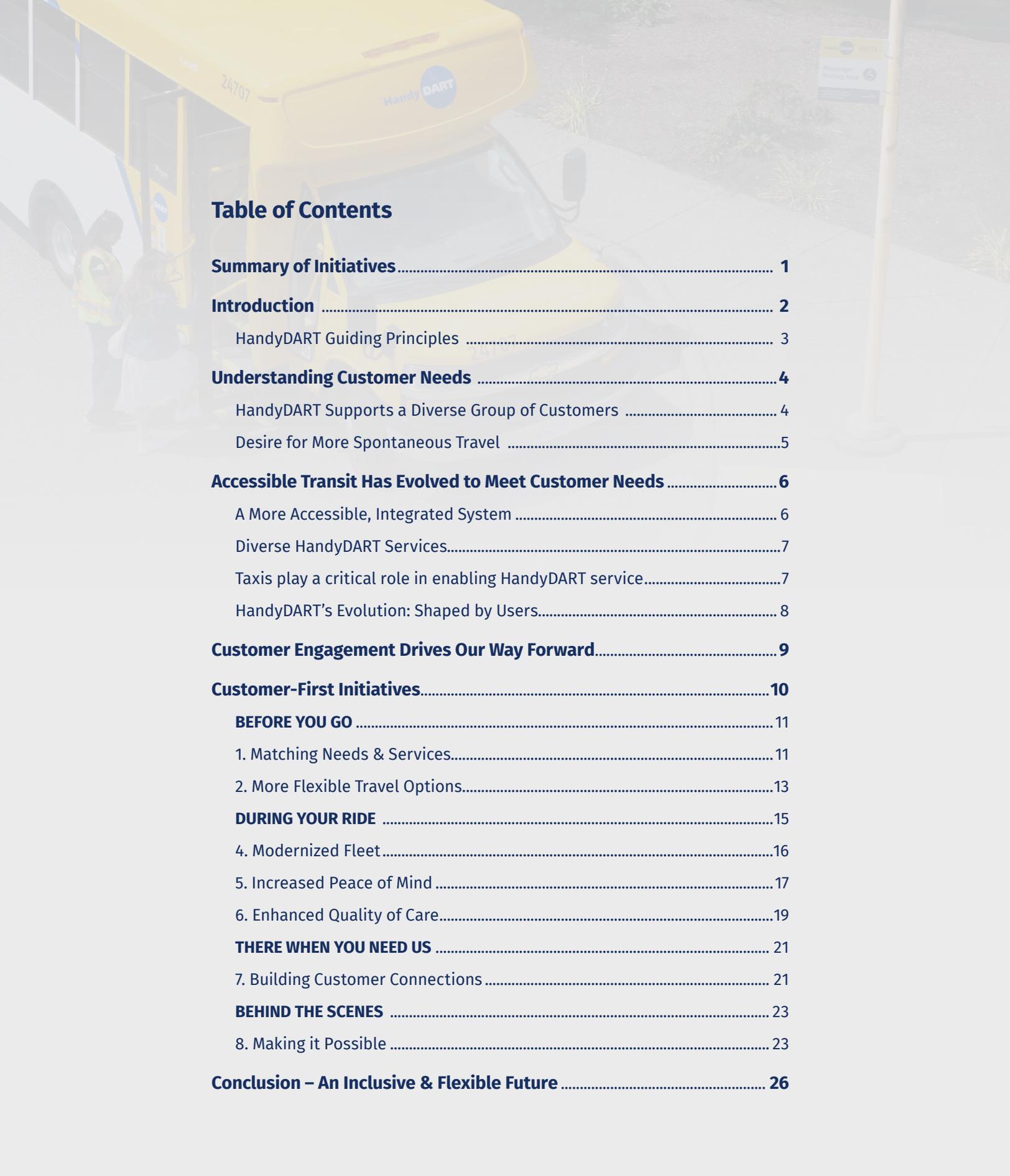


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Summary of Initiatives

SECTION	INITIATIVE	STATUS		
Before You Go	Section 1 Matching Needs & Services	1.1 Simplified Application Process	Planning	
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		1.3 Enhanced, Personalized Travel Training	Planning	
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		2.2 Improved Trip Availability	In Development	
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		3.2 Integrated with Compass Modernization	Research	
	Section 4 Modernized Fleet	4.1 Smaller Vehicles	Planning	
		4.2 Electric Vehicles	Planning	
	Section 5 Increased Peace of Mind	5.1 Improved Real-Time Trip Information	In Development	
		5.2 Timely and Customized Notifications	In Development	
		5.3 Enhanced Visual Identification for Non-Dedicated Service Providers	Planning	
	Section 6 Enhanced Quality of Care	6.1 Expanded Training for Non-Dedicated Service Providers	Planning	
		6.2 Non-Dedicated Service Provider Certification	Planning	
		6.3. Strengthened Accountability	In Development	
	There When You Need Us	Section 7 Building Customer Connections	7.1 Easier to Connect with Us	Planning
			7.2 Improved Customer Feedback Process	In Development
7.3 Evolving the HandyDART Brand			Research	
Behind the Scenes	Section 8 Making it Possible	8.1 Enhanced Internal Capacity	In Development	
		8.2 Specialized Delivery Partners	In Development	
		8.3 Facilities	In Development	
		8.4 Software & Data	In Development	
		8.5 Coordinating with Provincial Partners	In Development	

STATUS LEGEND

Research: exploring range of ideas, to determine which might be worth pursuing
Planning: scoping promising initiatives, includes defining how it will work, timelines, and budgets
In Development: designing and implementing the initiative, including testing



Introduction

HandyDART is TransLink's door-to-door custom transit service for customers who are unable to independently use the conventional transit system due to disability. It's a vital service that connects people to healthcare, work, post-secondary education, errands, and opportunities to stay connected with family and friends.

Today, HandyDART is one of TransLink's most valued services with over 32,000 registered customers. The service continues to earn high marks for customer satisfaction and trip delivery. In 2024, 1.2 million trips were delivered, 91 per cent of which were delivered on time, and, with an 8.8/10 customer satisfaction scores were among the highest of all TransLink services in key areas like ease of booking and overall service quality.

8.8/10

Second highest customer satisfaction score ever recorded (2024)

1,200,000+

Trips delivered (2024)

As the region’s population continues to grow and age, demand for HandyDART services is growing with it. Changing demographics are expected to increase demand for HandyDART services by more than 30 per cent by 2030. Rising demand, shifting demographics, and evolving customer expectations mean we must continue to improve services to support the customer experience. We must also do so cost-effectively so that we can ensure that when people need HandyDART we are able to provide them with a high-quality experience.

The HandyDART Customer-First Plan charts a course for HandyDART’s future, building on past engagement and updated research that helps us better understand who our customers are, why they use HandyDART, and what improvements we can make to service that will support their journey.

Building on the 2007 Access Transit Strategy, which set a long-term vision for the service, and the 2017 Custom Transit Service Delivery Review, which identified opportunities for service improvement, and the 2023 Accessibility Plan actions, which identified accessibility improvements for all TransLink services, this plan also aligns with Transport 2050, the region’s vision for the future of transit and transportation in Metro Vancouver.

The initiatives discussed in this report respond to customer and stakeholder inputs collected during engagement processes in 2021 and 2024, through the ongoing work of the HandyDART User Advisory Committee, and from feedback received from customers through their everyday use of the service. This plan will continue the evolution of HandyDART into a more responsive, cost-effective, and inclusive custom transit service.

HandyDART Guiding Principles

HandyDART service is anchored by TransLink’s Customer Promise: to always put you first – your safety, your time, and your connection to the people and places that matter most.

This plan builds upon this promise and is guided by several core principles:

- **Customer Convenience:** Deliver a flexible and adaptive service that effectively responds to the evolving needs of customers and the region.
- **Reliability:** Match customers with the most effective trip for their needs, using data and insights to minimize customer wait times and time spent in the vehicle.
- **Safety and Comfort:** Provide every customer with a safe, consistent, and high-quality travel experience.
- **Affordability:** Deliver a cost-effective service, while balancing trip availability and high-quality customer experience.
- **Sustainability:** Explore opportunities to integrate sustainable practices across operations.

Understanding Customer Needs

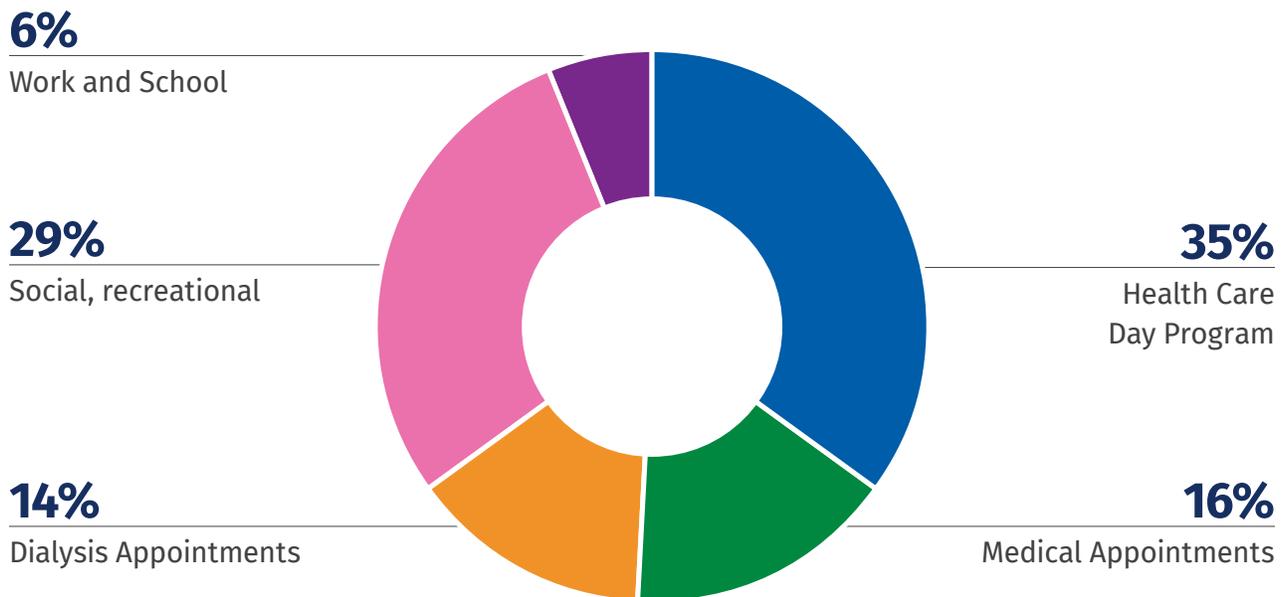
HandyDART customers are a diverse group of individuals with different abilities, from a variety of age groups, genders, and cultural backgrounds. Customers with physical challenges, sensory issues, or cognitive disabilities may need additional assistance to help navigate public transit.

HandyDART bridges these accessibility gaps by accommodating customer needs with a more personalized approach to transit. Trips are supported with individualized trip planning and are delivered using a mix of specialized vehicles, including shuttle buses, vans, and sedans. All HandyDART services are provided by drivers specially trained to support customers with disabilities.

HandyDART Supports a Diverse Group of Customers

With more than 32,000 registered customers, HandyDART connects people with healthcare, employment, education, errands, and opportunities to stay in touch with friends and family. HandyDART customers have varying needs, which means we must offer a range of service solutions to support them.

Figure 1: 2024 HandyDART travel by trip purpose



Knowing who our customers are and why they use HandyDART service helps us better respond with service options that meet their diverse needs.

Health Care Day Program participants make up more than one-third of all HandyDART trips. This group includes two very different age ranges: young adults (ages 20–30) and older adults (ages 80–90). These customers travel an average of three times per week and book the highest number of subscription trips to attend day program locations. Approximately one third of these customers require handoff to a caregiver.

Social, recreational, and business activities are the next most common reasons for HandyDART trips. Most of these customers are older adults (ages 80–90), but they also include young seniors in their 60s. About 90 per cent of these trips are on-demand bookings. They average 5.8 km in length, with customers typically travelling three to four times a month to seniors centres, recreational facilities, and shopping districts.

Medical appointments are the third most frequent trip purpose. Most customers are seniors, with demand peaking around age 70. On average, they travel twice a month to medical facilities, and almost all trips are booked on demand.

Dialysis appointments are the fourth segment of trips, and second largest source of subscription trips. Most customers are in their mid-70s and travel twice a week to dialysis treatment centres. These trips make it possible for patients to receive recurring life-sustaining medical treatment, while continuing to live in the community.

Work and school trips make up the final segment. These customers are mostly young adults aged 20–30. They travel one to two times per week, usually over longer distances to post-secondary institutions and employment districts. Bookings are evenly split between subscription and demand trips.

Desire for More Spontaneous Travel

Over the past five years, customer travel patterns have undergone noticeable shifts. Subscription trips (e.g., pre-booked and recurring) have decreased by 10 per cent in favour of on-demand trips (one-time appointments or events that do not recur regularly). HandyDART customers have also told us that they want the freedom to travel more spontaneously.

The growing demand for flexible travel has implications for scheduling and routing HandyDART vehicles, as it necessitates accommodating more varied schedules and travel patterns.

Supporting this desire for more spontaneous travel means that ensuring the accessibility of all TransLink's services will be key to meeting the shifting needs of customers.



Accessible Transit Has Evolved to Meet Customer Needs

In 1980, HandyDART was launched with a small fleet of lift-equipped shuttle buses. From the beginning, HandyDART has been operated by specialized providers with demonstrated expertise in delivering paratransit services and customers have played an integral role in the service's evolution.

The introduction of HandyDART went beyond providing specialized services for people in wheelchairs. Over time, all of TransLink's services — bus, SeaBus, SkyTrain, and West Coast Express — were redesigned to be more accessible.

A More Accessible, Integrated System

By 2008, every vehicle in the fleet could be used by customers using mobility devices such as wheelchairs. Change didn't stop there, our 2023 Accessibility Plan covers key initiatives in four action areas that help further TransLink's commitment to make the entire transit system accessible and welcoming to people of all ages and abilities.

In addition to accessible vehicles and stations, TransLink offers additional support

for independent travel such as sighted guide assistance and tap-free fare gate access at SkyTrain stations. Most recently, braille and tactile signs have been added to all bus stops, and a new public washroom has opened at Metrotown Station. These efforts help make conventional transit an option for more customers.

Many customers need door-to-door service for every trip. Others only need it occasionally, such as for medical treatments or during extreme weather. Once registered, customers keep their HandyDART status regardless of the frequency with which they take either HandyDART or conventional transit, which makes it easy to integrate the use of many different kinds of transit based on customer need.

With accessibility enhancements in place across the rest of the transit system, HandyDART is increasingly a solution to bridge accessibility gaps and connect customers to fast and frequent conventional transit services, while continuing to serve customers who require door-to-door service.

Diverse HandyDART Services

Meeting diverse customer needs is about more than just supporting a connected, integrated transit system. It also means offering a range of service types within

HandyDART to best support customers on their journey.

One of the ways HandyDART meets this need is by using both dedicated shuttles and non-dedicated taxis. HandyDART taxis are a critical aspect of HandyDART service delivery, ensuring customers can get to their destination. Taxis are arranged, at no additional cost to the customer, if a HandyDART shuttle is unavailable due to high periods of demand, traffic delays, or other circumstances such as to accommodate some larger mobility devices that requires a taxi with a wheelchair ramp.

Taxis play a critical role in enabling HandyDART service

In 2024, 1.2 million HandyDART trips were delivered. But, without taxis, more than 271,000 trips would have been denied in 2024 alone.

Leveraging taxis to support paratransit service delivery is common industry practice. Other major transit systems across North America also rely on taxi services to support their custom and paratransit services. For example, Montreal relies on taxis for the vast majority of their paratransit trips, and Calgary uses taxis for about 55 per cent of trips.

All HandyDART taxi drivers are required to maintain the same standard of care as HandyDART shuttle operators. Only approved companies and drivers who complete specialized training for serving customers with disabilities are permitted to provide HandyDART taxi trips.

TransLink recognizes that taxis may not be the right fit for all customers due to medical or mobility requirements; the HandyDART team works with customers and their caregivers to find the vehicle options that best suit their needs.

HandyDART's Evolution: Shaped by Users

Pre-1980	▶ Transportation services for people with disabilities offered by charitable organizations, such as Easter Seals.
1980	▶ Dedicated paratransit service for people with disabilities began, overseen by Urban Transit Authority (now BC Transit) and operated by third party service providers.
1999	▶ TransLink was established and took over responsibility for all public transit services in Metro Vancouver, including HandyDART.
2005	▶ Customer and community input for TransLink's Access Transit Strategy, including from the Committee to Promote Accessible Conventional Transit (ComPACT).
2007	▶ Access Transit Strategy adopted by TransLink Board, supported by ComPACT. Included direction to streamline HandyDART service delivery from 8 contracts, establish Access Transit Office and Users' Advisory Committee to ensure ongoing user input into decision-making.
2008	▶ Access Transit User Advisory Committee established, building on ComPACT's legacy of user and stakeholder input in creating accessible transit.
2009	▶ HandyDART service delivery streamlined from 8 contracts and service areas to one service provider
2010	▶ First annual HandyDART customer survey and report
2013	▶ Introduction of taxis on HandyDART to meet rising customer demand for the service. Resulted in drastic decrease in trip denials.
2016	▶ Custom Transit Service Delivery Review commenced with dedicated stakeholder advisory committee
2017	▶ Custom Transit Service Delivery Review and 28 recommendations adopted by TransLink Board.
2019	▶ Custom Transit Service Delivery Review recommendations implemented, including dedicated HandyDART User Advisory Committee established, first HandyDART Service Performance Review developed, and Travel Training program introduced.
2021	▶ HandyDART Modernization Program development and customer and stakeholder engagement.
2021	▶ Implemented age-based fare discounts and Compass on HandyDART initiatives from HandyDART Modernization Program.
2022	▶ Adoption of Transport 2050, the region's vision for the future of transit and transportation in Metro Vancouver.
2024	▶ Customer, operator, and stakeholder engagement held as part of HandyDART Service Delivery Model Review
Today-2025	▶ HandyDART Customer First Plan developed to progress customer priorities

Customer Engagement Drives Our Way Forward

User advisory groups and customer engagement have been essential in shaping many of the policies, standards, and technical decisions behind HandyDART over the past decade, and they continue to be critical moving forward.

Some of the key milestones that these groups have helped guide include:

2017: We engaged customers and stakeholders to help shape recommendations for the Custom Transit Service Delivery Review, which focused on ways to improve the service, meet growing demand, and secure ongoing funding. TransLink actioned all of the recommendations from the Delivery Review. One particularly noteworthy outcome was the creation of a standalone HandyDART User Advisory Committee in 2019.

2021: TransLink invited customers and stakeholders to share their views on the HandyDART Modernization Program, which focused on improving customer experience.

2024: We engaged customers, HandyDART employees, and key stakeholders to understand what they value in the service as we embarked on the HandyDART Delivery Model Review.

In addition to these formal project engagements, TransLink has ongoing channels that allow customers and stakeholders to highlight opportunities for improvement including the HandyDART User Advisory Committee, annual HandyDART Customer Service Performance surveys, and the Access Transit Customer Care call centre.

The feedback received through these and other channels along with formal engagement efforts have informed the development of this plan.

Through all our customer and stakeholder engagement, the message has been clear: the service works well, but we can always find ways to improve it. Common themes we have heard from customers and the community include:

- **Increased service availability and flexibility:** Customers have expressed a desire for more trip options and easier bookings.
- **More convenient, reliable service:** Customers have expressed interest in shorter travel durations and less waiting.
- **Taxi quality and care:** Customers have expressed a desire for enhancing taxi service quality and care for those with complex care needs.
- **Customer service:** Customers have expressed a desire to streamline customer service channels and decrease call wait times.

This customer-first approach to HandyDART aims to put this feedback at the forefront and ensure that every service enhancement focuses on improving the customer's experience.



Customer-First Initiatives

Building on what we've heard from customers, their caregivers, and the community, the initiatives outlined in this report will improve the customer experience while ensuring TransLink continues to run an efficient and effective service so that it is available to the growing number of people who need it.

These initiatives respond to evolving customer needs and expectations through an increasingly integrated system, delivering changes in seven key areas:

- **Matching needs and services**
- **More flexible travel options**
- **Convenient and more reliable travel**
- **Modernized fleet**
- **Increased peace of mind**
- **Enhanced quality of care**
- **Building customer connections**

In the coming years, these changes will make HandyDART service more reliable, available, and resilient. Projects are moving steadily from Research (understanding the issue and exploring feasibility), to Planning (setting out how to best achieve project objectives), and then to Development (securing resources, design, and implementation). Customer and stakeholder engagement will continue as part of the individual initiatives within this plan, to ensure they continue to reflect user needs.



BEFORE YOU GO

1. Matching Needs & Services

TransLink is committed to enhancing customer experience by improving how customers apply, qualify, and travel across the network. The initiatives below are designed to align HandyDART services with evolving customer needs while supporting long-term system efficiency.

These initiatives include:

- **A simpler application** that reduces paperwork.
- **A more personalized eligibility and review system** that focuses on individual ability and ensures every application is handled with care.
- **Expanded travel training** to give customers the knowledge and confidence to use HandyDART and conventional transit together.

These changes put customers first, ensuring the service continues to meet a wide range of needs and increasing demand.

1.1 Simplified Application

Customer Benefits:	Convenience, Faster Document
Status:	Planning Phase

Applying for HandyDART will be easier than ever with a new digital experience.

Customers will complete a simplified application online. If preferred, hard copy applications will still be available.

The new application process will emphasize skills and ability over medical diagnosis. There will be no cost for this simplified service, and no need to download or print forms. Once approved, customers can start using HandyDART right away.

1.2 Personalized Eligibility and Review Process

Customer Benefits:	Convenience, Fairness, Accountability
Status:	Planning Phase

After submitting their application, customers may receive an invitation to meet with a TransLink occupational therapist for a personal assessment of how TransLink’s services can best meet their needs. Customers can also choose to see their own medical doctor for their personal assessment.

Every application will be treated fairly and with care. To reduce barriers for individuals who can’t travel independently on the conventional system, certain applications may not require a personal assessment.

New customers who require door-to-door service only in certain situations may qualify for a new type of flexible HandyDART eligibility. This designation will prompt the new booking system to match the customer with the best service option.

All applicants will have the right to appeal eligibility decisions. Appeals will be reviewed by a newly created panel, following a transparent process. Every appeal will be given careful consideration.

1.3 Enhanced, More Personalized Travel Training

Customer Benefits:	Confidence, Flexibility, Faster Travel Time
Status:	Planning Phase

Expanded access to on-system, one-on-one travel training will provide customers with the orientation, information, and confidence necessary to use accessible conventional transit services appropriate to their needs as identified through the application process.

Travel training has proven to be a huge benefit for customers unfamiliar with the transit system. It is currently offered in workshops, virtually, and on the system. Training is also available for staff and volunteers supporting our customer groups. Existing in-person workshops and sessions cover topics such as how to board and exit a bus using a mobility device and how to get assistance on transit. Other tools include our Accessible Transit in Metro Vancouver Guide, available in multiple languages in print or digital, and the Travel Training Videos online.

Customers will have the option to book expanded one-on-one training sessions directly online or over the phone.

2. More Flexible Travel Options

We know that HandyDART customers want more flexible service. The introduction of new booking technology, coupled with select operational changes aim to address this desire, delivering greater convenience, flexibility, and access to the system.

The following sections highlight three initiatives that are at varying stages of planning and development:

- **Online Trip Booking** – enabling 24/7 booking and cancellation of trips online, while maintaining phone-based options.
- **Improved Trip Availability** – using advances in scheduling software to provide increased travel options.
- **Expanded Hours of Service** – extending operating hours later into the evening to better meet customer needs.

Together, these initiatives will modernize how HandyDART customers plan and book their trips, delivering greater convenience, flexibility, and access.

2.1 Online Trip Booking

Customer Benefits:	Convenience, Choice, Time Savings
Status:	In Development

New online services and digital tools will make booking trips faster and more convenient. Customers and their care providers will be able to request a single trip (one-way or return) or set up a series of regular trips using the HandyDART booking page on their browser or through a smart phone mobile app. They will also be able to more easily cancel or modify trips. This service will be available 24/7.

For those who prefer, booking agents will still be available by phone. TransLink will also assess opportunities for using new digital tools to make phone-based trip requests available 24/7.

2.2 Improved Trip Availability

Customer Benefits:	Choice, Flexibility, Time Travel Savings
Status:	Planning Phase

The latest generation of scheduling software will deliver better ride matching and, in turn, increase trip availability. This improvement will build on the trip availability gains previously captured by the 2025 cancellation policy update and will result in more trip availability at time of booking.

In addition, the new software will make it possible to generate additional integrated travel options based on time of travel, destination, customer profile, and travel conditions. Customers requesting door-to-door travel may also receive options for integrated trips combining HandyDART and conventional transit that provide them greater flexibility for when they travel.

Together, these initiatives will give customers more choice with trips that match their needs and abilities through operational efficiency.

2.3 Expanded Hours of Service

Customer Benefits:	Convenience, Accessibility
Status:	Launching soon

To provide greater access to late night travel to all customers with disabilities, HandyDART is expanding hours of operation to offer late-night service. This service hour expansion extends operating hours, with last drop off extending from 12 a.m. to 2 a.m., seven days a week. TransLink will monitor demand and make adjustments as needed.

Following implementation of the booking and dispatch software improvements, TransLink will also assess opportunities to expand the HandyDART booking window. This would be a further response to customer demand for more flexible and spontaneous accessible travel.



DURING YOUR RIDE

3. Convenient & More Reliable Travel

Designed to give customers greater peace of mind, make service delivery more transparent, and ensure HandyDART keeps pace with advances in fare systems and complementary programs, these initiatives are focused on strengthening reliability, accountability, and integration.

The following sections highlight two priority initiatives:

- **Improved Trip Reliability** – using advanced scheduling software to reduce cancellations and optimize routes to avoid congestion and delays.
- **Integration with Compass Modernization Program** – reviewing fares to ensure ongoing equality and further simplifying payments for custom transit.

Together, these initiatives will reinforce HandyDART as a reliable, transparent, and fully integrated service within TransLink’s broader transit network.

3.1 Improved Trip Reliability

Customer Benefits:	Reliability, Peace of Mind
Status:	Implementation Phase

The latest generation of scheduling and dispatch software will include real-time route optimization features to help HandyDART vehicles avoid congestion and unexpected road closures, resulting in more on-time arrivals and faster and more predictable travel times.

For customers this will mean less waiting and less time travelling, and more reliably getting where they need to go, when they expect to be there.

3.2 Integration with the Compass Modernization Program

Customer Benefits:	Convenience, Choice, Comfort
Status:	Review Phase

HandyDART customers already benefit from easy payments through the Compass program and age-based discounts, implemented following requests from customers for easier travel on conventional transit in 2021.

As part of the future Compass Modernization Program, TransLink will review custom and conventional transit fares to ensure fairness and simplified payments for the growing number of customers making trips across

the integrated system. This may include removing fare disincentives that exist for some customers who combine HandyDART and conventional transit trips. The Compass Modernization Program also provides an opportunity to review the TaxiSaver program to understand its usage and how it might be adapted and modernized to support the region’s vision for custom transit.

In the future, HandyDART customers may also not need to show any form of payment when boarding a HandyDART vehicle. Their fare could be linked directly to their booking, and the payment processed automatically in the background, increasing convenience and comfort for users.

4. Modernized Fleet

Changes in customer travel behaviour over the last number of years have resulted in a significant shift towards ‘demand’ trips, leading to less efficient scheduling and fewer passengers on average on board each custom transit trip.

This has resulted in a current fleet sizing and mix that is not aligned with present demand. Historically, the HandyDART shuttles have been our default choice, but advances in trip-matching, brought about by the new booking software, will make it more feasible to deploy a wider mix of vehicles, including smaller vehicles that can be more closely aligned with customer occupancy patterns, operational needs and electrification plans.

Together, these initiatives will help shape the future HandyDART fleet, balancing accessibility, reliability, and sustainability.

4.1 Smaller Vehicles

Customer Benefits:	Time Travel Savings, Convenience, Flexibility
Status:	Planning Phase

HandyDART service is currently provided by a mix of vehicle types, including two sizes of dedicated shuttles as well as a diverse fleet of taxi operated sedans and wheelchair accessible minivans. This diverse fleet mix helps to meet the diverse needs of HandyDART customers.

TransLink will pilot introducing smaller vehicles (e.g. sedans or vans) into the dedicated HandyDART fleet to increase operating efficiency while also improving convenience and comfort for customers who do not need a lift-equipped shuttle. Operating efficiency gains may also translate into increased service availability for customers.

Customer and operator feedback on these smaller vehicles will help inform TransLink’s ongoing fleet renewal decisions

4.2 Electric Vehicles

Customer Benefits:	Sustainability, Comfort
Status:	Planning Phase

Electric vehicles are also anticipated to provide smoother and quieter rides for HandyDART customers.

Customer and operator feedback on the first electric HandyDART vehicles will help inform the overall fleet electrification plan.

5. Increased Peace of Mind

Improving communication, transparency, and trust throughout the HandyDART customer journey will reduce customer waiting times and give them greater peace of mind by providing real-time information, strengthening connections with operators, and ensuring vehicles and drivers are clearly identifiable.

The following sections highlight three initiatives in various stages of development:

- **Improved Real-Time Trip Information** – enabling real-time tracking with estimated arrival times vehicle information for all HandyDART trips.
- **Timely and Customized Notifications** – expanding automated messaging so customers know when their vehicle will arrive and whether to expect a HandyDART shuttle or HandyDART taxi.
- **Enhanced Visual Identification for HandyDART Taxis** – renewing efforts to make HandyDART taxis easier to recognize through branded vests, advance alerts, and, in future, the potential for driver profiles with names and photos.

Together, these initiatives will strengthen customer confidence by making every trip more predictable, transparent, and secure.

5.1 Improved Real Time Trip Information

Customer Benefits:	Peace of Mind, Convenience, Security
Status:	In Development

Through the new software, map-based, real-time vehicle tracking, with an estimated arrival time, will allow customers to better time their arrival at the designated pick-up location.

“Where’s My HandyDART” and “What’s My Vehicle” information will help customers and their caregivers know not only where their ride is, but also what kind of vehicle is picking them up.

Mobile tools also create the possibility of taking it one step further in connecting customers with their HandyDART operators. The new software platform may include opportunities to share information between the two parties before and during travel that will further simplify pickups and drop-offs, such as driver profile photos and customer real-time location.

5.2 Timely and Customized Notifications

Customer Benefits:	Peace of Mind, Convenience
Status:	Planning Phase

Software enhancements and improved real time trip information will enable improvements in the reliability and utility of alerts and notices across all means of customer communication. Automated messages could be delivered via phone call, text, email, or mobile app to provide timely and more accurate notifications of vehicle arrival time and type.

This will also include options for clients to customize their alert preferences, so that they receive the trip reminders and notifications in the way that best helps them prepare for their journey and avoid unnecessary waiting.

5.3 Enhanced Visual Identification for HandyDART Taxis

Customer Benefits:	Peace of Mind, Security
Status:	Planning Phase

To help make HandyDART taxis and their drivers more easily identifiable to customers, TransLink is exploring multiple ways to integrate the brand with taxi services. This will include updated vests with HandyDART branding and visual identity as part of the required taxi driver uniform. The HandyDART taxi uniform will also include any additional identification developed through the HandyDART taxi certification program, such as a photo ID badge. TransLink will also explore opportunities for exterior visual identifiers for taxis vehicles providing HandyDART service.

Once the new booking software is implemented, the website and digital tools will offer “What’s My Vehicle” and “Where’s My HandyDART” in real time. This system may include adding driver profile information including a name and photograph.

6. Enhanced Quality of Care

With roughly one-quarter of HandyDART trips now completed by taxi, it's imperative that there is a consistent, high-quality customer experience across all service providers.

The following section highlights three initiatives in the planning phase that will progress this goal:

- **Expanded Training for HandyDART Taxi Drivers** – enhancing the existing program with new in-person sessions and a modern learning management system (LMS) that delivers interactive modules, real-life customer scenarios, and knowledge testing.
- **HandyDART Taxi Driver Certification** – introducing a formal certification program to recognize successful completion of expanded training, supported with identification materials, with annual recertification required.
- **Strengthened Accountability for HandyDART Services** – expanding taxi performance monitoring and improving public reporting.

Together, these initiatives will strengthen the role of HandyDART taxi within the network and increase accountability across all HandyDART services, ensuring that customers receive safe, comfortable, and reliable service at all times.

6.1 Expanded Training for HandyDART Taxi Drivers

Customer Benefits:	Safety, Comfort, Customer Experience
Status:	Planning Phase

Both HandyDART shuttle operators and HandyDART taxi drivers receive specialized training in passenger assistance, our door-to-door service standard, and disability awareness.

All HandyDART taxi drivers are required to meet the same standard of care as HandyDART shuttle operators. In the past customers have reported inconsistent experiences with HandyDART taxis, and expanded training aims to address these concerns.

A new digital learning management system (LMS) has been rolled out to dedicated HandyDART operators to supplement in person training. This LMS will be expanded to HandyDART taxi operators to provide a full suite of training modules featuring interactive content, customer scenarios, and more robust knowledge tests. This will expand upon the current mandatory training and annual refresher program for HandyDART taxi operators, to keep their specialized knowledge current.

6.2 HandyDART Taxi Driver Certification

Customer Benefits:	Safety, Comfort, Customer Experience
Status:	Planning Phase

A “Service Provider HandyDART Certificate” program will be introduced to officially recognize successful completion of the expanded HandyDART training and testing for taxi drivers.

Those who qualify and maintain their certification through annual re-testing will be registered as Certified HandyDART drivers and issued branded badges and uniforms for easy identification.

This certification will become a requirement to deliver HandyDART taxi service.

6.3. Strengthened Accountability for HandyDART Services

Customer Benefits:	Customer Experience, Comfort
Status:	Planning Phase

We will be renewing efforts to strengthen accountability for HandyDART taxi operators by improving performance monitoring with better data, conducting more audits to ensure quality standard is being met, and continuing to prioritize strong positive performance and behaviour, while addressing poor performers.

We will be enhancing our annual **HandyDART Service Performance Review** with more detailed data for dedicated and non-dedicated trips enabled by new software, to provide transparency in ridership and performance reporting.

To guide this work, new Custom Transit Service Guidelines will consolidate and refine existing policies and performance measures across operations, service quality, and customer experience, providing greater clarity and consistency in planning and reporting.



THERE WHEN YOU NEED US

7. Building Customer Connections

Simpler access points, better feedback systems, and a refreshed brand identity will help strengthen the customer's relationship with HandyDART. These efforts are designed to make it easier for customers to connect with services, share their experiences, and see their needs reflected in how HandyDART operates.

The following sections highlight three initiatives in various stages of development:

- **Easier to Connect with Us** – creating a single, easy access point for HandyDART information and services, beginning with one phone number and paving the way for integrated system connections.
- **Improved Customer Feedback Process** – enhancing contact channels, surveys, and app features such as Rate My Trip to support faster resolution, recognition of service quality, and better understanding of customer needs.

- **Evolving the HandyDART Brand** – reviewing how the HandyDART identity and service delivery model can evolve to better reflect customer aspirations for independence, flexibility, and full community participation.

Together, these initiatives will ensure HandyDART remains customer-focused, responsive, and aligned with the values of the communities it serves.

7.1 Easier to Connect with Us

Customer Benefits:	Convenience, Time Saving
Status:	Planning Phase

It will be easier for customers to access HandyDART support with a single point of entry to reach information and services. Beginning with reducing the number of contact numbers from five to just one phone number, this approach will make it easier to book trips, get travel support, and provide feedback on HandyDART, while paving the way for future customer service system integrations that deliver a more seamless experience for accessible travel.

Improved customer communications through newsletters and other channels will ensure customers, caregivers, and stakeholders are kept in-the-know about what’s happening with HandyDART service – including the implementation of this plan

7.2 Improved Customer Feedback Process

Customer Benefits:	Performance Improvement, Recognition
Status:	Implementation Phase

While HandyDART service receives very high marks from customers, there are always opportunities for improvement. TransLink’s annual customer survey will continue to gather data separately for the five identified HandyDART trip categories (day programs, social/recreational, medical, dialysis, and work/school) to better understand differences in sentiment and priorities for each.

New software tools for booking and dispatch will enable additional means for customers to provide direct feedback and data to TransLink, such as a “Rate My Trip” feature. Improvements in real-time data will also give employees quicker access to trip information, speed up complaint resolution, and support better customer service.

Direct customer feedback and input from the HandyDART User Advisory Committee is also vital to shaping and improving HandyDART service quality for all categories of customers. We will continue to engage these groups as well as customers, their caregivers, and other key stakeholders where appropriate in all custom transit improvement initiatives.

7.3 Evolving the HandyDART Brand

Customer Benefits:	Customer Experience, Flexibility
Status:	Review

TransLink’s HandyDART custom transit service is going through major change, transforming and modernizing, while also becoming part of a more integrated accessible transit system. Customers have shared that the current service name “HandyDART” is dated and carries with it negative connotations that are inconsistent with TransLink’s values and commitments to equity and inclusion.

A review of the HandyDART brand will examine how TransLink can continue to evolve the delivery of accessible services in a way that best serves customers and the community.



BEHIND THE SCENES

8. Making it Possible

To support the successful delivery of the customer initiatives outlined in this report, TransLink must undergo change behind the scenes. While these efforts may not be visible to our customers, they are necessary to enable the suite of customer improvements contained in this plan. All of the internal initiatives within this section are currently in development.

8.1 Enhanced Internal Capacity

Customer Benefits:	Matching Needs & Services, More Flexible Options, Convenient & Reliable, Modernized Fleet, Increased Peace of Mind, Quality of Care, Customer Connections
Status:	In Development

HandyDART is a critical transit service that is undergoing significant changes in technology and operating practices to better support the customer experience. TransLink will enhance our internal capacity to both manage the day-to-day HandyDART service and oversee its transformation. Key to this will be bringing together staff working on custom transit into a more coordinated HandyDART team, with dedicated resources to guide the transformation program.

8.2 Specialized Delivery Partners

Customer Benefits:	More Flexible Options, Convenient & Reliable, Modernized Fleet, Increased Peace of Mind, Quality of Care
Status:	In Development

To enable the improvements outlined in this plan, TransLink will continue to work with partners to deliver HandyDART service and adapt operations to align with customer initiatives.

A modernized contract emerged in the HandyDART Delivery Model Review as the most viable option for the organization to deliver the most trips for customers and deliver on their needs. We will continue to engage a specialized service provider through a modernized contract, to leverage expertise in custom transit operations and modernization. This approach will include strengthened performance standards, particularly for non-dedicated service providers, to ensure high service standards are met while remaining cost-effective.

8.3 Facilities

Customer Benefits:	Convenient & Reliable, Modernized Fleet
Status:	In Development

TransLink will make investments in HandyDART facilities to support growth, ongoing operations, and planned improvements. Long-term HandyDART operating facility leases or purchases will be

secured to ensure business continuity and mitigate the risk of future cost increases. Facilities will support existing custom transit fleet needs as well as planned fleet initiatives such as electrification and introduction of a more varied dedicated fleet.

8.4 Software & Data Systems

Customer Benefits:	Matching Needs & Services, More Flexible Options, Convenient & Reliable, Modernized Fleet, Increased Peace of Mind, Quality of Care, Customer Connections
Status:	In Development

TransLink will continue to invest in HandyDART software and data systems to support ongoing service operation and the planned transformation of booking, scheduling and dispatch, and application processes.

We will engage a best-in-class software provider to deliver a proven modern custom transit software solution. TransLink will work with this provider to adapt this system to our unique needs and build the necessary integrations with existing TransLink digital systems (such as Compass fare payment system, and our customer alerts and notification system). Data management and reporting tools will be developed to take full advantage of enhanced business intelligence opportunities.

8.5 Coordination with Provincial Partners

Customer Benefits:	Matching Needs & Services, Convenient & Reliable, Increased Peace of Mind, Quality of Care, Customer Connections
Status:	In Development

TransLink will continue to work with provincial partners in areas of shared interest to advance HandyDART initiatives outlined in this plan.

BC Transit’s Custom Transit Strategy identifies a number of similar themes, such as taxi performance, reviewing TaxiSaver usage, and considering custom transit branding. TransLink will continue to collaborate with BC’s Ministry of Transportation and Transit, particularly as relates to passenger transportation licensing and planned enhancements to training and standards for HandyDART taxis.



Conclusion – An Inclusive & Flexible Future

The HandyDART Customer-First Plan is a comprehensive guide to transform custom transit in Metro Vancouver.

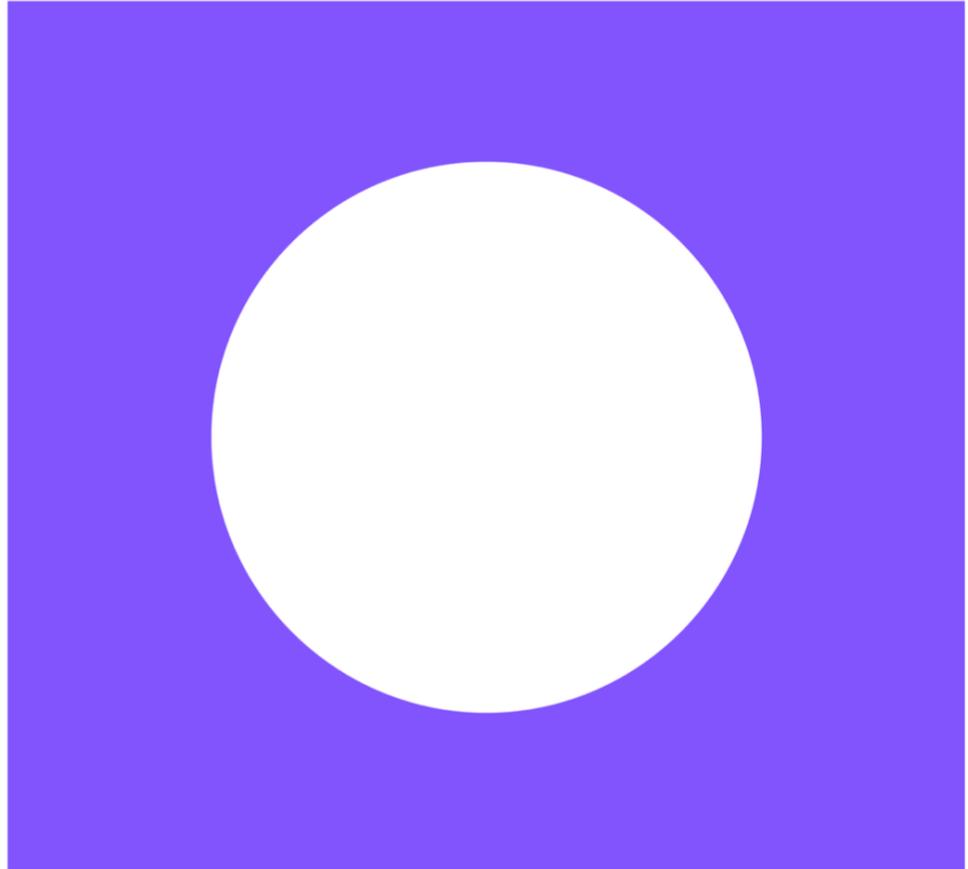
Delivering on customer priorities identified through engagement, and grounded in TransLink’s customer promise, identified through engagement, the initiatives outlined span seven key focus areas: application and eligibility, trip booking and scheduling, reliability and integration, fleet renewal, communication and transparency, operator training, and customer engagement. Together they work to deliver a transit service that is more reliable, flexible, and inclusive.

This strategy recognizes that the demand for accessible transit will continue to increase as the region’s population ages and mobility needs become more nuanced. By combining advances in technology, service design, and customer engagement, HandyDART will be

better equipped to deliver safe, dependable service today while preparing for the needs of tomorrow.

Achieving a modernized service is not a single project, it’s an ongoing process. The initiatives described in this report set a clear direction for a HandyDART system that is seamlessly integrated with the broader transit system, strengthened by customer input, and responsive to the changing needs of the community. With continued investment and collaboration, HandyDART will remain a cornerstone of inclusive transit – ensuring mobility, independence, and connection for thousands of people across the region for decades to come.





HandyDART Delivery Model Review

Project Report

November 2025

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HandyDART Delivery Model Review

Project Report

November 2025

Document reference: 514101201

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Executive Summary

What is HandyDART?

HandyDART is TransLink’s specialized transit service, offering door-to-door trips for individuals who are unable to use conventional public transit without assistance due to physical, sensory, or cognitive disabilities. The purposes of HandyDART trips are diverse, including work and school commutes, medical appointments and day programs, and social opportunities and errands.

What is the HandyDART Delivery Model Review?

The HandyDART Delivery Model Review focused on assessing who delivers each function that makes up the HandyDART service. The review was undertaken to ensure that HandyDART service continues to meet user needs while aligning with TransLink’s long-term goals. The Delivery Model Review complements the Customer First Plan and other ongoing initiatives that together aim to modernize the HandyDART service.

This review does not consider customer eligibility or information technology required to support the delivery of HandyDART services, as these aspects of the service are being considered separately. This review does not consider when non-dedicated vehicles (i.e. taxis) are used to deliver trips or the type of vehicles that make up HandyDART’s dedicated fleet.

Methodology

The Delivery Model Review was undertaken through five phases of analysis:

- **Phase 1** - understanding the existing HandyDART delivery model, and identified opportunities to enhance customer experience
- **Phase 2** - review of service delivery models used by other specialized transit services in North America, illustrating a range of models that are currently in use.
- **Phase 3** – development of service delivery model options for the HandyDART service were developed. Different combinations of ownership over functions and responsibilities of specialized transit services were considered, using insights from earlier phases, resulting in eight service delivery model options as a ‘long-list’ of options for evaluation.
- **Phase 4** - a Multiple Account Evaluation (MAE) framework was produced, with evaluation accounts informed by the Phase 1 findings and input from customers and other stakeholders. Criteria and measures were defined, and the eight service delivery model options from Phase 3 were evaluated to shortlist to three options for more detailed evaluation.



Figure 1 Existing HandyDART Service Delivery Model

- **Phase 5** was the final phase of the project and involved synthesizing the outputs of the previous phases and feedback collected through internal and external engagement to draw out key differentiators of each model and trade-offs associated with each.

Engagement of customers and operational stakeholders was undertaken at multiple points during the project to solicit input on the current delivery model, the evaluation framework and the evaluation of each alternative delivery model.

HandyDART Today

HandyDART currently operates under a split-service delivery model, with responsibilities divided between TransLink/Coast Mountain Bus Company (CMBC) and a third-party Service Provider. The functions that make up the HandyDART service are described in Appendix A1. A summary of who delivers each function is shown in Figure 1.

Possible Alternative Delivery Models

Consultants and TransLink staff worked together to develop alternative service delivery model options for HandyDART. They considered various combinations of function ownership and responsibility.

North American specialized transit operations using delivery models like the models identified were reviewed. The experience of peer agencies was used to thoroughly understand many of the opportunities and challenges associated with those delivery models. This understanding strengthened the evaluation of the models, including their relative suitability for HandyDART.

Evaluation Process

A robust Multiple Account Evaluation (MAE) framework was developed and included five accounts as shown in Figure 2. Criteria and measures for each account were also defined. The MAE framework was endorsed by the TransLink Board of Directors in September 2024.

The eight service delivery model options from Phase 3 were evaluated using the MAE. After the preliminary evaluation, the eight options were shortlisted to three which were put through a more detailed evaluation (Figure 3).

The shortlist was endorsed by the Board in October 2024 and includes the following three options:

- **Option 1: Split Structure with Modernized Contract**¹ is in line with the existing delivery model, whereby a single Contractor (in Figure 8-1 below) is providing a comprehensive set of HandyDART-related functions, consistent with the functions that the contractor currently delivers.

As TransLink always reviews and adjust contracts during renewal periods, this Option assumes that the contract would be modernized to improve service and contractor performance.

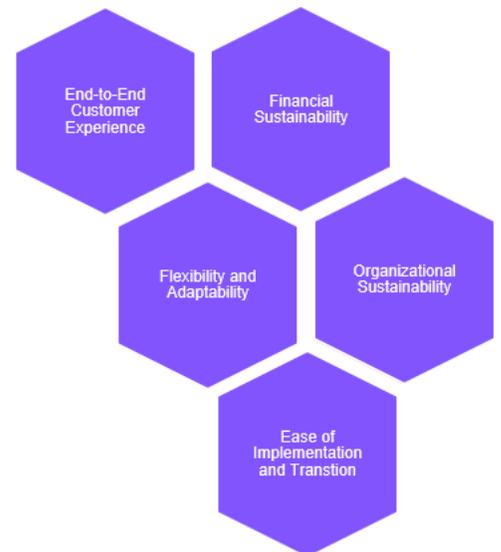


Figure 2 Evaluation Accounts

¹ In the engagement materials and previous reporting, Option 1 was labelled as **Option 1: Modernized Contract**. “Split Structure” has been added during the writing of this report to more clearly identify this option, which is most similar to the existing delivery model, is a split-structure.

- **Option 2: Fully In-House**² represents a paradigm shift in how HandyDART is delivered. In this option, all functions are brought in-house. The specifics of how and where within the organization these would be delivered was deferred to staff to examine.
- **Option 3: Split Structure with Additional Functions In-House**³ provides an ‘in-between’ alternative that brings additional (but not all) functions in-house. The functions that would remain with a service provider would be trip delivery and fleet maintenance. Options 3A and 3B from the preliminary evaluation were combined for the purpose of short-listing, as these options were very similar, with the primary difference being whether trip delivery and associated fleet maintenance is managed by one or multiple service providers. In Figure 8-1, the asterisk represents that one than more contractor is possible.

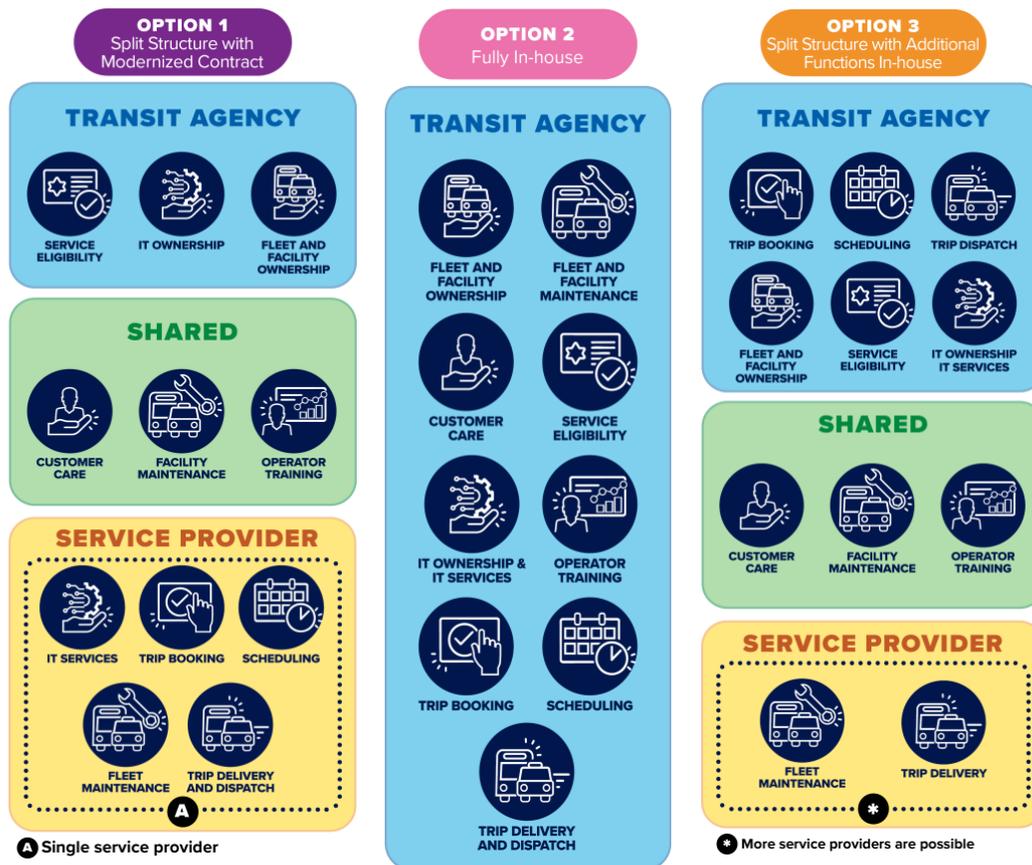


Figure 3 Finalized shortlisted options

Delivery Model trade-offs/ strengths & weaknesses

² In the engagement materials and previous reporting, Option 2 was labelled as **Option 2: In-house**. The name has been updated during the writing of this report to acknowledge that all three Options involve some functions delivered in-house by the TransLink enterprise.

³ In the engagement materials and previous reporting, Option 3 was labelled as **Option 3: In-House Operations + Limited Delivery Contract(s)**. The name has been updated during the writing of this report to more clearly demonstrate the different categories of delivery models (as introduced in Section 5).

Phase 5 involved synthesizing the outputs of the previous phases and feedback collected through internal and external engagement to complete a trade-offs assessment of the three delivery model options. The radar plot below (Figure 4) demonstrates how each option was evaluated to perform across the evaluation accounts. There is no one option that consistently scores highly across all the accounts. This is not surprising as in different contexts and under different priorities, some model options would score better than others. The peer agency review findings highlight differences between organizations, explaining why certain models are more suitable in specific scenarios. For TransLink and HandyDART, the choice of service delivery model hinges on the priorities set by the TransLink Board.

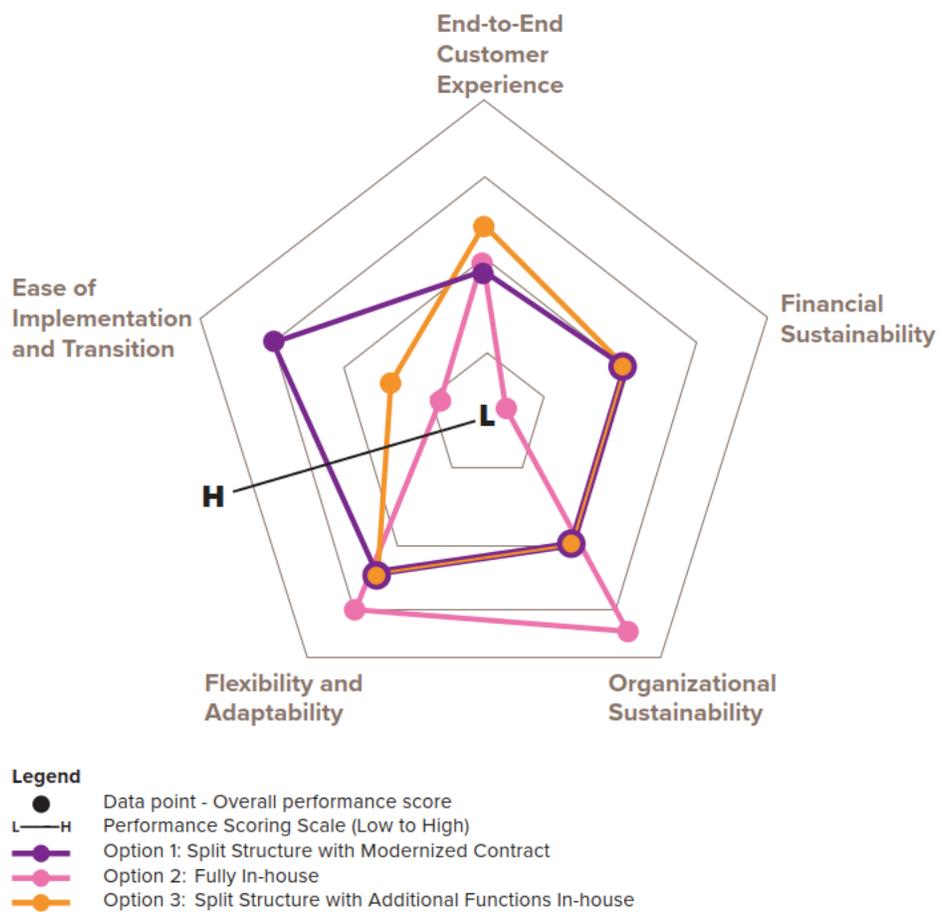


Figure 4 Comparison of trade-offs between options

Summary

Figure 9-1 shows:

- Option 1 represents the least change, thus it performs well in Ease of Implementation and Transition. It also performs well in Financial Sustainability.

- The trade-off for these benefits is the forgoing of opportunities to improve Public Trust and less Flexibility and Adaptability to respond to future corporate policy direction such as stronger integration to the conventional service.
- Option 2 would provide greater Public Trust, and some improvement in Flexibility and Adaptability to implement future policy directions.
 - The trade-off is that it would require significant change to bring the service fully in-house and will carry the greatest financial cost.
- Option 3 requires some change to bring key elements in-house, but less change than Option 2. It performs well in Financial Sustainability (equivalent to Option 1) and provides some improvement to Customer Experience (namely, improved travel time and on-time performance).
 - The trade-off for this benefit is the forgoing of opportunity to improve Public Trust and improved Flexibility and Adaptability (like Option 1) while also introducing complexity in Implementation and Transition (similar to Option 3).

It is not surprising to note that in different contexts and under different priorities, some model options could perform better than others. The peer agency review findings highlight differences between organizations, explaining why certain models are more suitable in specific scenarios. For TransLink and HandyDART, the choice of service delivery model hinges on the priorities set by the TransLink Board of Directors.

Conclusion

While this Delivery Model Review provides important insights into who should deliver HandyDART services, it represents just one component of a broader decision-making process. It is important to recognize that the quality and sustainability of HandyDART service will be shaped not only by the chosen delivery model but also by a range of other levers and decisions—many of which are outlined in the HandyDART Customer First Plan.

Program design, implementation strategies, and operational choices will also influence outcomes and are critical to achieving long-term goals. As such, a comprehensive implementation strategy with appropriate resourcing is recommended to support a smooth transition and ensure success for all customers and stakeholders.

1 Introduction

HandyDART is TransLink’s specialized transit service⁴, designed for transit riders who are unable to navigate conventional public transit due to disability. HandyDART offers door-to-door trips. Some of these trips are provided by dedicated HandyDART vehicles and drivers, while others are provided by commercial taxis, referred to as “non-dedicated” vehicle trips. A review of HandyDART’s delivery model has been undertaken to account for evolving challenges that include changing travel patterns due to the COVID-19 pandemic, labour shortages, an aging population, and the impending expiration of the current service delivery contract. During the course of the study, the Government of British Columbia identified a priority to ensure that provincial transit services – beginning with HandyDART - are being delivered in a way that is cost effective for taxpayers, responsive to the concerns of transit riders, and not duplicative of administration.

The HandyDART Delivery Model Review focused on assessing who delivers each function that makes up the HandyDART service. The review was undertaken to ensure that HandyDART service continues to meet user needs while aligning with TransLink’s long-term goals. Conducted by a team that included consultants Mott MacDonald and Left Turn Right Turn, the Delivery Model Review complements the Customer First Plan and other ongoing initiatives that together aim to modernize the HandyDART service.

This review does not consider customer eligibility or information technology required to support the delivery of HandyDART services, since both of these aspects of the service are being considered separately. This review does not consider when non-dedicated vehicles are used to deliver trips or the type of vehicles that make up HandyDART’s dedicated vehicle fleet. This report documents the outputs of the project from Phase 1 to 5.

In **Phase 1**, the project focused on understanding the existing HandyDART delivery model. The team captured a rich collection of experiences with HandyDART and identified opportunities to enhance customer experience through assessment of data and engagement with staff, stakeholders and customers. This phase became fundamental to later evaluating and comparing alternative service delivery model options.

In **Phase 2**, a review of service delivery models used by other specialized transit services in North America was conducted. These models were chosen to represent the range of models that are currently in use. Key characteristics relevant to the TransLink organization and its customers were documented to highlight lessons learned and insights from each of the systems. These insights assisted the team in evaluating the range of models for suitability in HandyDART’s own context.

In **Phase 3**, service delivery model options for the HandyDART service were collaboratively developed by consultants and TransLink staff. Different combinations of ownership over functions and responsibilities of specialized transit services were considered, using insights from earlier phases, including a thorough understanding of the current HandyDART model, industry trends, best practices, and peer agency reviews. Eight service delivery model options were established and became the ‘long-list’ of options for evaluation in the subsequent project phase.

In **Phase 4**, a Multiple Account Evaluation (MAE) framework was produced and finalized through collaboration with TransLink Staff. The evaluation accounts were informed by the Phase 1 findings and input from customers and other stakeholders. The accounts are:

⁴ The term specialized transit is the prevalent term employed in Canada, and is the one employed by the Canadian Urban Transit Association. In BC, the term “custom transit” often is used in place, while in some other parts of Canada and in the United States the term “paratransit” is used.

- End-to-End Customer Experience;
- Financial Sustainability;
- Organization Sustainability;
- Flexibility and Adaptability; and
- Ease of Implementation and Transition.

Criteria and measures were defined under the accounts with TransLink staff collaboration. The eight service delivery model options from Phase 3 were evaluated using the MAE. After the preliminary evaluation, the eight options were shortlisted to three options, which were subject to more detailed evaluation.

Phase 5 was the final phase of the project and involved synthesizing the outputs of the previous phases and feedback collected through internal and external engagement. This synthesis included highlighting the key differentiators of each model and trade-offs associated with each.

While this Delivery Model Review provides important insights into who should deliver HandyDART services, it represents just one component of a broader decision-making process. TransLink governs the HandyDART service, which includes developing policies, service standards, performance metrics and budgets. Regardless of the outcome of the delivery model review and the identified differences of each model, TransLink retains authority over the administration and operation of the HandyDART service. This central role ensures that any future enhancements or adjustments to HandyDART's delivery will align with the organization's broader strategic objectives and commitments. It is also important to recognize that the quality and sustainability of HandyDART service will be shaped not only by the chosen delivery model but also by a range of other levers and decisions—many of which are outlined in the HandyDART Customer First Plan.

2 How HandyDART is Delivered Today

Understanding the existing HandyDART delivery model and its evolving context provided the foundation for the Delivery Model Review. This groundwork informed the criteria for preliminary and detailed evaluation, the review of alternative service delivery models, and the trade-offs between service delivery model options. Concurrent with the Delivery Model Review, TransLink is developing a more comprehensive plan to introduce a range of improvements for customers. Drafts of those strategies were also considered in the finalization of the Delivery Model Review.

HandyDART is TransLink's specialized transit service, offering door-to-door trips for individuals who are unable to use conventional public transit without assistance due to physical, sensory, or cognitive disabilities. The purposes of HandyDART trips are diverse, including work and post-secondary commutes, medical appointments and day programs, and social opportunities and errands.

HandyDART's last review of its policies and service delivery model was completed in 2017. Since then, several factors have prompted a re-evaluation of the service delivery model. These include:

- Changing travel patterns due to the COVID-19 pandemic,
- labour shortages,
- an aging and growing population in the region,
- the opportunity to integrate of conventional and custom transit systems,
- the increasing use of non-dedicated vehicles for HandyDART users, and
- the introduction of Access for Everyone as articulated in *Transport 2050* – TransLink's 30-year Transportation Strategy, which calls for a transportation system that is convenient, reliable, safe, comfortable and carbon-free.

The impending expiration of the contract with the current service delivery contractor has further necessitated this assessment. Conducting a review of the delivery model is one aspect of addressing these evolving challenges and will help TransLink continue to effectively meet the needs of its HandyDART users.

2.1 Current Service Delivery Model

TransLink governs the HandyDART service, which includes developing policies, service standards, performance metrics and budgets. Today, HandyDART operations are delivering through a split service delivery model, with certain functions handled by the TransLink Enterprise (including TransLink and Coast Mountain Bus Company (CMBC)), others by a third-party contractor (referred to as "the Service Provider"), and some functions shared between both parties.

- Functions provided by the TransLink enterprise are: service eligibility, IT ownership and fleet and facility ownership.
- Functions provided by the Service Provider are: trip delivery and dispatch, trip booking, scheduling, IT service and fleet maintenance.
- Functions that are a shared responsibility of TransLink and the Service Provider are: customer care, operator training, and facility maintenance.

Definitions of each of these functions are presented in *Appendix A.1 – Glossary of Functions of Specialized Transit Service*. Figure 2-1 illustrates who currently delivers each function. Definitions of each of these functions are presented in *Appendix A.1 – Glossary of Functions of Specialized Transit Service*.



Figure 2-1 Existing HandyDART Delivery Model

The Engagement Program for this phase of the project (i.e., Round 1 of engagement) included a telephone survey of 100 HandyDART customers, and two workshops. One workshop was with the HandyDART Users' Advisory Committee and second was with a group of external stakeholders and advocacy organizations. Engagement was conducted to introduce the project's objectives and expected outcomes and understand participants' experiences with the current HandyDART service.

By engaging with all the groups listed above, Phase 1 of this project identified important opportunities to enhance the customer experience, which are listed below. Note that some of these opportunities are not directly affected by the delivery model.



On-time and reliable service

In 2023, HandyDART met its on-time performance target, with 91% of trips arriving within the 30-minute pick-up window (the target is 90%). However, 20% of customers identified on-time arrival as needing improvement, and it had the lowest satisfaction rating. Workshops and

surveys highlighted on-time performance as top of mind for customers, with 80% of respondents rating it as very important.



Taxi service

TransLink currently utilizes taxis as non-dedicated services to supplement its dedicated service. Customer and stakeholder engagement revealed concerns about taxi services, especially the lack of consistency of service quality including door-to-door service. Customers responding to the customer telephone survey echoed these sentiments with 59% stating they would prefer to wait for a dedicated HandyDART vehicle rather than take a taxi at their preferred time.

Compared to dedicated HandyDART drivers, taxi drivers continue to receive lower ratings for their ability to assist passengers with disabilities. The overall service on taxis scored 7.8 in the 2024 Customer Service Performance Review. While this score is only slightly lower than the 8.8 score given to dedicated service in the same study, there is still some room for improvement. A discussion of TransLink’s approach to non-dedicated service usage and a high-level summary of industry practices is provided in *Section 4 – A Discussion on Non-Dedicated Services*.



Trip length

Workshops with HDUAC and stakeholders revealed that trip length is a key concern, with perceptions of longer travel times and ineffective routing software contributing to circuitous routes. Travel time was a top 10 complaint in 2023. Reducing trip lengths and optimizing routing will be an important consideration in improving the service but is not a function of the delivery model.



Call wait times

Reducing call wait times is also important for improving customer experience. Many HDUAC members and stakeholders identified long wait times to speak with booking agents as a major challenge. 60% of telephone survey respondents emphasized the importance of shorter booking wait times, and it was the second most selected improvement opportunity in the 2023 Customer Service Report.

For additional details on the engagement feedback, refer to *Appendix A.2 – What We Heard: Engagement Summary*.

Phase 1 provided a foundational understanding of the existing HandyDART delivery model. The insights gained from Phase 1 also informed the creation of the Multiple Account Evaluation (MAE) framework. The high-level accounts and criteria were informed by the mission and objectives of TransLink, while identifying the relevant KPIs informed the measures within the criteria. See *Section 6 – Defining What is Important* for more details on the MAE.

3 Delivery Model Insights from Peer Agencies

Peer agencies in Canada and the U.S. were reviewed to understand the variations in service delivery model functions and identify potential lessons learned and implications for TransLink's HandyDART. Agencies were selected to illustrate the variety of potential delivery models and are not indicative of what is more common or successful. They vary in service delivery functions (e.g., in-house operations versus contracted service delivery), agency size, service area coverage, governance structure, organizational structure, and evidence of piloting various programs and initiatives.

Interviews were conducted with agency staff for six of the systems, followed by the submission of data and document requests to gather further insights. These were selected through discussion with staff, to garner information regarding a wide array of models. The reviewed peer agencies and the key differentiators for each selected service delivery model are outlined below:

- **(Boston) Massachusetts Bay Transportation Authority (MBTA) The Ride:** MBTA was selected as one of two US examples because it operates specialized transit service across a large region covering 58 municipalities. MBTA has various in-house central operations functions, including service eligibility, booking, scheduling and dispatching. On-road services are delivered through multiple service providers.
- **Calgary Transit Access:** Calgary Transit was selected due to its similar scale of operations. It operates in-house administration and fleet maintenance, with a substantial number of trips provided by contracted service providers. The organization recently underwent corporate reorganization, pooling operational resources between conventional and specialized transit services.
- **Durham Region Transit (DRT) Specialized Services:** DRT was selected as its model more closely resembles TransLink. Service eligibility is provided in-house. Scheduling and reservations are shared responsibilities alongside a service provider that is operating both their specialized service, as well as their on-demand transit operations.
- **Edmonton Transit Service (ETS) DATS:** ETS was selected due to its similar scale of operations. The organization provides a portion of trips through in-house service delivery, while non-dedicated services are provided by contracted taxi companies.
- **Maryland Transit Administration (MTA) Maryland Mobility:** MTA was selected due to its scale and operations across a larger region. The agency has limited in-house functions and uses contracted service providers to support central functions as well as on-road delivery.
- **Toronto Transit Commission (TTC) Wheel-Trans:** TTC was selected due to the scale of its operations. The organization has multiple key functions in-house, while on-road delivery is split between an in-house operations and service delivery partners

Other agency models were discussed through the project and supported by desktop research. Due to project constraints, interviews were not conducted. These included:

- **BC Transit:** BC Transit provides specialized transit in 28 rural and urban communities across the province. BC Transit contracts service operating companies to provide specialized service in each community. These operating companies are responsible for service eligibility, reservations, scheduling, dispatch and on-road service delivery. BC Transit manages the contracts and is responsible for service and asset planning as well as monitoring of key performance indicators.

- Montreal (STM): STM has key operating functions in-house, including service eligibility, scheduling and reservations. Previously, they served a small percentage of trips (10-20%) through in-house services, and the remaining through a mix of contracted services. As of Summer 2025, on-road service delivery is being delivered through multiple contracted service delivery providers. There is insufficient information to determine the distribution of trips delivered through dedicated or non-dedicated services.
- York Region Transit (YRT): YRT operates with in-house eligibility, reservations, scheduling, dispatch and road supervision. YRT on-road service delivery is provided through a single contract. Of note, YRT is one of the few agencies that does not use non-dedicated services, as their dedicated contractor delivers 100% of trips.

The peer agency review focused on six functional component categories shown in Table 3-1. Each peer agency provided insight about how the functional components are delivered. These components informed the identification of the building blocks that together make up a service delivery models (Section 5).

Table 3-1 Peer Agency Review Framework

Functional Components Categories	Delivery Model	Customer	People	Scheduling	Assets	Technology Systems
Components	<ul style="list-style-type: none"> • Delivery Model Overview • Contract Management • Governance • Customer Satisfaction • Areas of Improvement 	<ul style="list-style-type: none"> • Customer registration <ul style="list-style-type: none"> – User Eligibility • Customer Feedback <ul style="list-style-type: none"> – Gathering Feedback – Reviewing Feedback – Implementing Feedback 	<ul style="list-style-type: none"> • Operator Experience • Operator Retention 	<ul style="list-style-type: none"> • Booking Procedures • Types of Booking • Wait Times • Trip Cancellations • Trip Delivery • Trip Scheduling 	<ul style="list-style-type: none"> • Facility Ownership • Facility Maintenance • Fleet Ownership • Fleet Maintenance 	<ul style="list-style-type: none"> • IT Hosting

The below figure depicts the variations in service delivery functions for the interviewed peer agencies (Figure 3-1). Note that information was not provided by all peer agencies about all functional components shown in Table 3-1.

Table 3-2 How Peer Agencies Deliver Services

Peer Agency	Transit Agency (In-House)	Service Provider
(Boston) MBTA The Ride	<ul style="list-style-type: none"> • Service eligibility • Trip booking • Scheduling • Operator training • Customer care 	<ul style="list-style-type: none"> • Trip Delivery (multiple contractors) • Asset management and maintenance <ul style="list-style-type: none"> – Fleet owned by MBTA
Calgary Transit Access	<ul style="list-style-type: none"> • Service eligibility • Trip booking • Scheduling 	<ul style="list-style-type: none"> • Trip Delivery (multiple contractors complementing in-house services)

Peer Agency	Transit Agency (In-House)	Service Provider
	<ul style="list-style-type: none"> ● Operator training ● Customer care ● Trip Delivery (in-house supported with multiple contractors) ● Asset management and maintenance (shared responsibility) ● Facility owned and maintained by CT (shared responsibility) 	<ul style="list-style-type: none"> ● Asset management and maintenance (shared responsibility) ● Facility owned and maintained by CT (shared responsibility)
Durham Region Transit Specialized Services	<ul style="list-style-type: none"> ● Service eligibility ● Customer care ● Scheduling (shared responsibility) ● Trip booking (shared responsibility) 	<ul style="list-style-type: none"> ● Operator training ● Asset management and maintenance ● Trip delivery ● Scheduling (shared responsibility) ● Trip booking (shared responsibility)
(Edmonton) ETS DATS	<ul style="list-style-type: none"> ● Service eligibility ● Trip booking ● Scheduling ● Operator training ● Customer care ● Trip Delivery (in-house supported with multiple contractors) ● Asset management and maintenance (shared responsibility) 	<ul style="list-style-type: none"> ● Trip Delivery (multiple contractors complementing in-house services) ● Asset management and maintenance (shared responsibility)
(Maryland) MTA Maryland Mobility	<ul style="list-style-type: none"> ● Trip Delivery (in-house supported with multiple contractors) ● Customer Care (shared responsibility) ● Service Eligibility (shared responsibility) ● Fleet Ownership 	<ul style="list-style-type: none"> ● Trip Delivery (multiple contractors complementing in-house services) ● Service Eligibility ● Trip Booking ● Scheduling ● Asset management and maintenance ● Customer Care (shared responsibility) ● Service Eligibility (shared responsibility)
(Toronto) TTC Wheel-Trans	<ul style="list-style-type: none"> ● Service eligibility ● Trip booking ● Scheduling ● Asset management and maintenance ● Trip Delivery (in-house supported with multiple contractors) ● Customer Care (shared responsibility) ● Operator Training (shared responsibility) 	<ul style="list-style-type: none"> ● Trip Delivery (multiple contractors complementing in-house services) ● Customer Care (shared responsibility) ● Operator Training (shared responsibility)

The following summarizes relevant common practices in the Canadian transit industry, drawing on the peer review as well as the consultant team experience:

- Specific functional components are frequently delivered in-house by the transit agency. These are: service eligibility, booking, scheduling, dispatch, and customer service. TransLink provides service eligibility in-house, customer care, facility maintenance, and operator training as shared functions, and the remainder are solely through the service provider.
- Like TransLink, most agencies contract out some or all the on-road service delivery functions to dedicated service delivery providers. The most common practice among larger agencies is to rely on service delivery partners as part of a blended model; some portion of on-road service is provided through in-house resources and some portion delivered through strong partnerships with dedicated service providers. There are also some examples of larger agencies relying exclusively on service providers.
- Where agencies leverage service providers for on-road service delivery, this is most commonly done through distinct contracts with one or more providers. The contracts can be procured on a rolling basis, or through a single procurement process to procure all the services contemporaneously. It is uncommon to have a single service provider for all on-road service delivery for large agencies.
- Nearly all agencies use non-dedicated vehicle trips to supplement dedicated vehicle trips. These non-dedicated vehicle trips are provided by taxi companies or other service providers. Non-dedicated trips help agencies to manage resources, maintain on-time performance, and maintain financial efficiency. Furthermore, there is a large variation on the extent to which agencies distribute trips to non-dedicated service delivery partners. This is explored further in *Section 4 – A Discussion on Non-Dedicated Services*.

The peer review was used to inform the identification of the building blocks that together make up a service delivery model and further, the potential delivery models for HandyDART (*Section 5 – Building Blocks of a Service Delivery Model*), . Insights from peer agencies were also used to compare and evaluate the potential delivery models, using the MAE framework (see *Section 6 – Defining What is Important*).

4 A Discussion on Non-Dedicated Vehicle Trips

The service delivery model options discussed in this report all have an underlying assumption that non-dedicated vehicle trips will continue to supplement trips provided by dedicated vehicles, whether they are provided by a Service Provider or in-house resources. This section provides a high-level discussion on TransLink's current approach to the use of non-dedicated vehicles and how it compares to practices in the industry. Finally, a discussion on emerging trends is also presented for TransLink's consideration.

4.1 Current Usage of Non-Dedicated Services and Benchmarks

Transit agencies supplement specialized transit trips in certain instances with additional transportation services, typically delivered by taxi companies or other service providers. These trips are called “non-dedicated” vehicle trips because the fleet used and the operators assigned are *not* dedicated to the agency providing specialized transit services. The operator and vehicle may deliver a transit agency trip and then switch back to its regular for-hire business. Conversely, dedicated vehicle trips refers to the fleet and operators that are solely servicing the specialized transit trips.

In the case of HandyDART, the dedicated vehicle trips are all delivered by the HandyDART Service Provider, and non-dedicated trips are dispatched by the Service Provider to a local taxi company under contract to TransLink. Note that some transit agencies also employ vehicles available to consumers (e.g. sedans or vans) to exclusively provide specialized transit trips. For example, a taxi company may have a contract to dedicate vehicles and drivers to specialized transit who do not engage in their regular for-hire business.

There are various reasons agencies use non-dedicated vehicle trips, and often, it is a mix of these that dictate their usage:

- Capacity management, including when the dedicated fleet of vehicles cannot keep up with demand for trips. Note that in some jurisdictions, including Ontario and Manitoba, accessibility legislation can also limit the number of trip denials⁵, thus requiring non-dedicated services to accommodate trip requests that can't be provided using dedicated vehicles.
- Maintaining continuity of service, especially when dedicated vehicles are limited, such as in times of traffic delay or when there are mechanical issues with vehicles. Non-dedicated vehicles are utilized to ensure customers are provided with on-time service.
- Geographic challenges and spatial constraints, for example servicing locations that are far away from typical trip demand, or locations that dedicated vehicles cannot access due to size and turning capabilities.

Dedicated Services – Service delivered by vehicles dedicated exclusively to transportation of specialized transit customers. This can include in-house or contracted service providers operating the vehicles exclusively for the use of the transit agency.

Non-Dedicated Services - Service delivered by vehicles *not* exclusively dedicated to the transit agency; at various points in the day the vehicle may be transporting other customers (not on behalf of the specialized transit service). The most common example is a taxi that delivers trips for the specialized transit service at one point in the day, and at other points (before, after, or in-between) it for-hire trips to the public.

⁵ Ontario (AODA IASR 72. (1)) and Manitoba (AMA ATSR 39), the first Canadian provinces with Accessible Transportation Standards, both explicitly state that providers cannot 'limit the availability of specialized transportation services to persons with disabilities' through policy or practice. Other provinces, including BC, have not yet released their transportation standards.

- Cost reduction, since non-dedicated services typically cost an agency less on a cost per trip basis⁶.
- Other factors such as:
 - Collective Bargaining Agreements (CBAs) that limit dedicated trips during certain days or times (e.g., no split shifts, holidays schedules)
 - Accessibility legislation that limits number of trip denials and requires non-dedicated services to accommodate trip requests.
 - Mobility device limitations in dedicated vehicles that taxis can better accommodate.
 - Certain passengers that can only ride in taxis.
- Cross-Boundary Transportation: Non-dedicated vehicles can bridge service gaps when passengers need to travel across different jurisdictions.
- Transfers: Non-dedicated vehicles can sometimes facilitate smoother transitions between different modes of transportation.

The practice of using non-dedicated services is commonplace across all medium and large specialized transit services, including HandyDART. Relative to most peers, HandyDART had a lower percentage of non-dedicated vehicle trips in 2022 and 2023, based on data reported in the CUTA Factbook (see Figure 4-1 below).

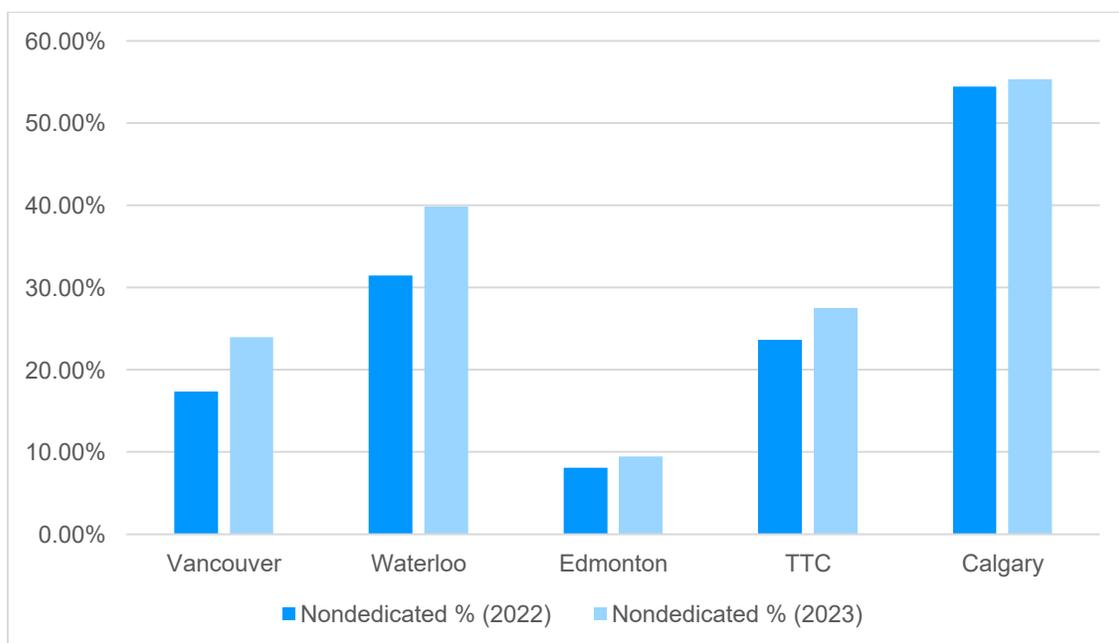


Figure 4-1 Percentage of Overall Eligible Trips provided by Non-dedicated Services (Source: 2023 CUTA Factbook)

A high-level review revealed that HandyDART applies the following general approach to the use of non-dedicated trips:

⁶ As per CUTA reporting, in 2023, HandyDART’s dedicated and non-dedicated services were approximately \$30/trip and \$55/trip respectively.

- Contractual service requirements including but not limited to on-time performance, trip accommodation and time on-board, often require the Service Provider to dispatch taxis in place of dedicated vehicles. The decision to dispatch a taxi in place of dedicated HandyDART vehicle lies with the Service Provider.
- Trips are assigned to non-dedicated vehicles when they cannot be fit into the service schedule. This can occur when dedicated HandyDART vehicles are unavailable due to high demand, traffic delays, operator availability or other circumstances.

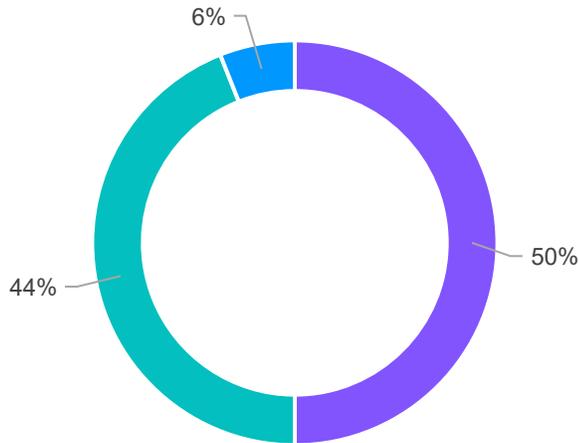
HandyDART has experienced an increase in the use of taxis over the past years. This is largely due to the following reasons:

- Non-dedicated vehicles have been utilized to provide service during non-peak times where dedicated vehicle operators are not available. This is due to collective bargaining agreement limitations that prevent HandyDART operators from doing split shifts or during holidays or vacations where there is limited operator availability.
- An increase in demand trips and decrease in subscription trips have led to more usage of non-dedicated vehicles. Subscription trips are recurring trips where customers pre-book certain trips that occur consistently at the same time to the same destination. Typically, pooling subscription trips in dedicated vehicles is an effective scheduling practice. However, changes in travel during the COVID-19 pandemic have resulted in a significant decrease in subscription trips. This means that the efficiency of using dedicated vehicles has dropped, and non-dedicated vehicles are being used to provide more efficient services.
- Software system limitations have also made it difficult to optimize the scheduling of dedicated vehicles.

While non-dedicated services are essential and provide substantial benefits, customers do not rate them as highly as dedicated services (as noted in *Section 2.1 – Current Service Delivery Model*). This is not only true for HandyDART but is common in the industry for customer satisfaction to be lower for non-dedicated vehicle trips compared to trips by dedicated vehicles and operators.

It is worth noting that recent 2024 HandyDART Customer Satisfaction Survey results showed that when it comes to choosing between traveling in a taxi or waiting longer for a HandyDART dedicated vehicle in the event of delays, respondents were fairly evenly divided (Figure 4-2). This suggests that while some customers put a high value on a HandyDART dedicated vehicle trip, some customers also value the availability of service over the type of vehicle that provides it. It appears that a balance is needed.

This trend is common across jurisdictions; customers have strong preferences for service delivery types, and there is value in having a mix of dedicated and non-dedicated options both to improve efficiency and to improve service availability. Given its critical role in delivering HandyDART, it is assumed that any future delivery model will continue to include non-dedicated services and should be considered in any future implementation plan.



- Take a HandyDART bus even if you have to wait for one to be available
- Get a taxi at your preferred time
- Don't know

Figure 4-2 Wait to Take HandyDART When Available vs. Get a Taxi at Preferred Time (Source: HandyDART 2024 Customer Service Performance Report)

4.2 Usage of Non-dedicated Vehicle Trips: Common Industry Practices vs Best Practices

Table 4-1 summarizes practices related to the usage of non-dedicated vehicle trips based on the review of peer agencies (Section 3) and enhanced by the consultant team’s industry expertise. The table highlights peer practices and industry trends, showcasing effective processes, systems and contracts.

Table 4-1 Effectiveness of peer and industry practices

Peer practices and industry trends		Effective processes, systems and contracts
Overall	<ul style="list-style-type: none"> ● Limited or no strategy for usage of taxis. Utilizing taxis when dedicated vehicles are at capacity. ● Utilizing previous year taxi expense as baseline budget, without data analysis completed to inform decisions around budget. 	<ul style="list-style-type: none"> ● Monitoring demand and adjusting the use of taxis to optimize the use of specialized transit fleet. ● Undertaking periodic reviews of trip data to evaluate effectiveness of taxis. ● Utilizing trip data to inform if taxi budget needs to be adjusted.
Time of day	<ul style="list-style-type: none"> ● Taxi usage tends to be spread across all hours of operation. 	<ul style="list-style-type: none"> ● Focused on: <ul style="list-style-type: none"> – Short peak periods to reduce denials and limit need for fleet expansion.

Peer practices and industry trends	Effective processes, systems and contracts
Types of Trips <ul style="list-style-type: none"> Utilizing taxis in areas where a specialized transit vehicles can't navigate or don't fit. 	<ul style="list-style-type: none"> Early morning and late evening to reduce or eliminate need for dedicated services during low-demand⁷ periods. Utilizing taxis in areas where a specialized transit vehicles don't fit. Focus non-dedicated services to support longer trips that are harder to pool (point to point with low connectivity with other trips), which often would be more in remote areas.
Customer Profile <ul style="list-style-type: none"> Do not allow customers to ask for non-dedicated vehicles. Typically limited to ambulatory customers. 	<ul style="list-style-type: none"> Do not allow customers to ask for non-dedicated vehicles. Promote accessible vehicles within non-dedicated service to support ambulatory and non-ambulatory customers.
Delivery Partner <ul style="list-style-type: none"> Any local service provider can "sign up" or become eligible for delivery. 	<ul style="list-style-type: none"> Some form of procurement process to encourage a more competitive and formal process. Contract requirements as well as incentives or subsidies to ensure wheelchair-accessible vehicles are available. Contract is renewed annually with limited guaranteed minimum number of trips, allowing for adjustments in service volume based on demand. The agency is able to assign trips based on continued strong performance.
Training <ul style="list-style-type: none"> Requiring specific training in taxi contract. Conducting customer surveys to understand specific areas of training improvements among taxis. 	<ul style="list-style-type: none"> Agency provided training for taxi drivers. Assigning more trips to taxi companies that have better training programs and achieve better performance.

4.3 Emerging Concepts

Beyond the practices outlined in the previous section, the transit industry is seeing substantial change in how specialized transit services are delivered. Some of these changes have direct impact or relate to the provision of non-dedicated vehicle trips. The following are some of these concepts that TransLink may consider in its approach to providing non-dedicated vehicle trips:

- System-to-system integration – many agencies are in the process of investing time and budget to integrate their scheduling and dispatch system directly into the dispatch system for their non-dedicated trip providers. TransLink is considering an upgrade to the scheduling software as part of the HandyDART Customer First Plan. Software updates could allow for better monitoring and enforcement of trips provided, leading to increased accountability and an improved customer experience. These integrations can also enable broader service enhancements, such as real-time callouts to customers when their non-dedicated vehicle is approaching. Transit agencies can leverage this by either requiring, or giving preference to, providers that utilize a dispatch system that can be integrated with the agency's system.
- Family of Services – many agencies are integrating their specialized transit and conventional systems into a broader "Family" of services. TransLink is also in the process of doing so through the development of new eligibility processes (including eventual introduction of conditional eligibility) and planned procurement of new

⁷ Low-demand periods typically lend themselves to poor service efficiency for dedicated services as it becomes difficult to "connect" multiple customer requests into single schedules. During these periods it is increasingly common for customers to get a vehicle to themselves.

scheduling software that will support planning of integrated trips⁸. Agencies that have begun to roll out Family of Services (FOS) have experienced significant challenges where non-dedicated services are involved. Successful FOS rollout requires new procedures (e.g. how to support a customer if a SkyTrain station elevator is not working, safely using bus loops to drop-off and pick-up customers). For dedicated service operators, additional training is typically provided to support the integration; it is more challenging to deliver the training effectively to operators of non-dedicated service who also are less commonly delivering FOS trips. These challenges can be mitigated with limited contracts and strong training and enforcement requirements of non-dedicated service providers.

- Transportation Network Companies (TNC) – a small number of US specialized transit services (e.g., Denver RTD, Washington’s WMATA) have started to utilize TNCs (e.g., ride-hailing services) to provide non-dedicated services. In some cases, these come from built-in integration between their scheduling software and the TNC⁹. These examples are very early days and there is little data and information available to validate if the performance and customer experience compares favourably to traditional partnerships with taxi companies. Specific questions to consider with TNCs would be how to ensure training requirements are met with a fluctuating/gig workforce.

The above comparison (Table 4-1) shows the difference between the use of non-dedicated vehicle trips as a reaction to gaps in services provided by dedicated vehicles, and a more deliberate and proactive use of non-dedicated vehicles to efficiently augment dedicated vehicle trips. This comparison shows that there are opportunities to better utilize non-dedicated vehicles to complement dedicated vehicle trips, regardless of delivery model, to enhance customer satisfaction.

Not all suggestions may be feasible, possible, or appropriate for HandyDART, and alternative solutions may exist which are not listed here. The effectiveness of these best practices will depend on the deliberate identification of challenges best suited to be solved by non-dedicated vehicles and the creation of processes, systems, and contracts tailored specifically to HandyDART. TransLink should therefore consider how to apply these and other industry best practices to improve HandyDART non-dedicated services, irrespective of the delivery model chosen.

⁸ An integrated trip would typically involve a customer using HandyDART to reach a bus stop or SkyTrain station, and then seamlessly transfer to the conventional service for the remainder of the trip. A HandyDART vehicle could be waiting for the customer at the other end of the conventional portion of the trip.

⁹ <https://www.uber.com/en-CA/newsroom/uber-transit-and-trapeze/>

5 The Building Blocks of a Service Delivery Model

Eight service delivery model options for the HandyDART service were developed in Phase 3 through a collaborative effort between the consultant team and TransLink staff. This process was informed by the outcomes of previous project phases such as a comprehensive understanding of the existing HandyDART service delivery model, industry trends, best practices case studies, and a review of contextually relevant peer agencies. Customers, through the HandyDART Users' Advisory Committee, and stakeholders, also had the opportunity to comment on the delivery model options.

The 'building blocks' of a service delivery model are the several functions and responsibilities of a specialized transit service. The functions and responsibilities that are common across organizations and were considered in this project are presented in Figure 5-1. More information about these functions is found in Appendix A1: Glossary of Functions of Specialized Transit Service.

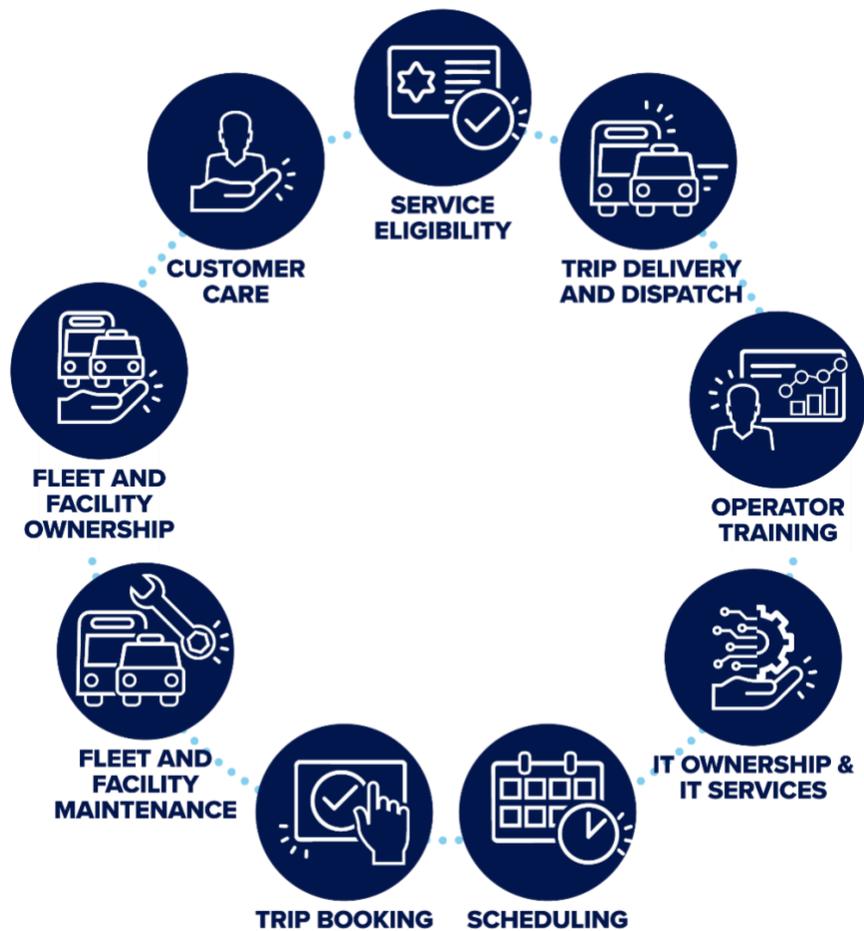


Figure 5-1 Functions and responsibilities of a specialized transit service.

Service delivery models are differentiated from each other by how these functions and responsibilities are divided among parties such as a public agency and service provider(s) or shared between those parties. Broadly, there are three different types of delivery models, which are described below:

- **In-House:** All ownership and functions including operations and maintenance are conducted in-house. For example, Grand River Transit (Waterloo, Ontario) is responsible for all functions of MobilityPlus, the region's specialized transit service. This type of model exists among smaller and medium-sized specialized transit services, and is uncommon among larger services.
- **Turnkey:** All ownership and functions including operations and maintenance are outsourced to one or more Service Providers. This is the delivery model used by some smaller services but is not readily found among larger communities.
- **Split Structure:** Ownership and functions are divided between the agency and one or more Service Providers. Some functions may be shared between both. This is the most common delivery model amongst larger, complex specialized transit services. Within this category, there are many variations including the extent of the in-house functions and how many service providers are engaged. HandyDART is currently operated under a split structure.

To be able to consider a service delivery model for the HandyDART service, several options needed to be developed. First, service delivery model development involved consolidating the outcomes from Phase 1 and 2 of the project:

- The existing HandyDART delivery model (Phase 1). This is important for the delivery model development because the existing HandyDART delivery model can be used as a baseline for comparison, while also ensuring that future models are contextually relevant.
- Findings from the peer agency review (Phase 2) are used to illustrate how different delivery models are implemented by similar organizations. This was helpful for the delivery model development as the review provided valuable insights about the strengths and weaknesses of different delivery models.

Second, the consultant team drew on industry expertise and completed a supplementary industry scan to identify current trends, best practices and innovations in specialized transit service delivery. This involved considering various service models and their effectiveness in different contexts, while also identifying successful strategies and operational efficiencies that could be adapted to enhance the service delivery models for HandyDART.

Building on the three service delivery types and specific functions noted above, a preliminary list of eight service delivery model options were developed for consideration. The distribution of ownership and functions are an important driver behind the development and distinction of various model options. Table 5-1 summarizes the distribution of functions across the model options.

Table 5-1 Summary of functions across delivery model options

Options /Functions	Option 1: Split Structure with Modernized Contract	Option 2: Fully In- House	Option 3A: Split Structure – In-House with Additional Functions In- house	Option 3B: Split Structure – In-house Operations with Additional Functions In- house + Multiple Contractor Trip Delivery	Option 4: Split Structure – Introduce Multiple Contractors	Option 5: Split Structure – Multiple Contractors with In- House Booking (Decentralize d services)	Option 6A: Turnkey – Single Contractor + Centralized	Option 6B: Turnkey – Multiple Contractors + Decentralized
Service Eligibility	In-House	In-House	In-House	In-House	In-House	In-House	Contracted	Contracted
Customer Care	Shared	In-House	Shared	Shared	Shared	In-House	Contracted	Contracted
Operator Training	Shared	In-House	Shared	Shared	Shared	Shared	Contracted	Contracted
Trip Booking	Contracted	In-House	In-House	In-House	Contracted	In-House	Contracted	Contracted
Scheduling	Contracted	In-House	In-House	In-House	Contracted	Contracted	Contracted	Contracted
Fleet Ownership	In-House	In-House	In-House	In-House	In-House	In-House	Contracted	Contracted
Facility Ownership	In-House	In-House	In-House	In-House	In-House	Contracted	Contracted	Contracted
IT ownership	In-House	In-House	In-House	In-House	In-House	In-House	Contracted	Contracted
Fleet Maintenance	Contracted	In-House	Contracted	In-House	Contracted	Contracted	Contracted	Contracted
Facility Maintenance	Shared	In-House	Contracted	In-House	Contracted	Contracted	Contracted	Contracted
IT Services	Contracted	In-House	Contracted	In-House	Contracted	Shared	Contracted	Contracted
Trip Dispatch	Contracted	In-House	In-House	In-House	Contracted	Contracted	Contracted	Contracted
Trip Delivery	Contracted	In-House	Contracted	Contracted	Contracted	Contracted	Contracted	Contracted

Once the options were developed, the next step was to determine the unique considerations of each to help differentiate them. These options are described in Table 5-2. A graphical representation of the model options can be found in *Appendix A.3 – Long-list Delivery Model Descriptions*.

Table 5-2 Delivery Model Options

Model	Unique Considerations
Option 1: Split Structure with Modernized Contract	This option would have a similar structure to how HandyDART is delivered today, which is a mix of in house, contracted and shared functions. The new contract seeks to address issues by modernizing TransLink Enterprise involvement over certain shared functions (customer care and operator training).
Option 2: Fully In-House	All functions are brought under TransLink’s ownership and responsibility.
Option 3A: Split Structure with Additional Functions In-house	TransLink has ownership and responsibility for a greater number of functions. Relative to the existing model, this entails bringing additional functions in-house, including trip booking, scheduling and dispatching. Trip delivery and facility/fleet maintenance remain contracted to a single contractor.
Option 3B: Split Structure – with Additional Functions In-house + Multiple Contractor Trip Delivery	Similar split of functions to Option 3A, except allowing for multiple contractors to provide trip delivery.
Option 4: Split Structure – Introduce Multiple Contractors	Ownership and responsibility for TransLink is consistent with the current model, however, the contracted functions are split across different contractors. A primary contractor would be responsible for scheduling, dispatching, fleet maintenance and trip delivery. Separate contractors would be responsible for each of the following: trip booking, facility maintenance, IT services.
Option 5: Split Structure – Multiple Contractors with In-House Booking (Decentralized services)	TransLink has ownership and is responsible for eligibility, trip booking, customer care and contract administrations. Multiple service delivery providers are contracted and assigned to different geographic areas to deliver services. The contractors are responsible for scheduling, dispatching and maintaining their own fleets and facilities.
Option 6A: Turnkey – Single Contractor + Centralized	All functions and ownership are contracted out to one contractor, with TransLink overseeing contract administration.
Option 6B: Turnkey – Multiple Contractors + Decentralized	All functions and ownership are contracted out. Out-sourced services are undertaken by multiple contractors, assigned by zone. Eligibility is undertaken by one contractor.

The eight delivery model options formed the long list of options that were evaluated in the next phase of the project.

6 Defining What is Important

This section provides an overview of the evaluation approach to evaluate the service delivery models (presented in Section 5). The Multiple Account Evaluation (MAE) framework, including the accounts, criteria and specific measures, was workshopped between the consultants and TransLink staff, and then refined through customer and stakeholder engagement.

6.1 Multiple Accounts Evaluation

Multiple Account Evaluation (MAE) is a methodology used to support decision makers with complex decisions by organizing and evaluating alternatives. It offers a collaborative framework to understand how well different options meet objectives, providing a roadmap for planning, analysis and consultation. An MAE is intended to support decision-makers by illustrating trade-offs between options so that decision makers have a fulsome understanding of the options. For this project, no weighting was applied because it is not intended to produce a score nor an answer. This method was used to compare the eight delivery model options.

It is our understanding that an MAE approach was a request from stakeholders, which was then reflected in the study design.

6.2 Accounts, Criteria and Measures

The following high-level accounts were established for the HandyDART Delivery Model Review. Each account is further defined in terms of criteria and measures.

- End-to-End Customer Experience
- Financial Sustainability¹⁰
- Organization Sustainability
- Flexibility and Adaptability
- Ease of Implementation and Transition

Table 6-1 details the evaluation accounts and criteria established for the MAE. These were developed through extensive consultation with the HandyDART Users' Advisory Committee and external stakeholders. In the summer of 2024, the Delivery Model Review was introduced to these groups and workshops were held to inform the accounts and criteria. The workshops included small group discussions designed to identify what aspects of HandyDART service are important to these audiences and how these aspects could be represented and measured within the MAE.

Subsequently, the MAE accounts were endorsed by the TransLink Board. The criteria were refined into associated measures that would be used to evaluate specialized transit service delivery models. In Fall 2024, the same users and stakeholders had the opportunity to comment on how the measures were being applied to the delivery models being considered.

¹⁰ The Financial and Organizational Sustainability Account, which was the subject of early consultation and reporting, was split into two accounts at the Detailed Evaluation stage: Financial Sustainability and Organizational Sustainability. This was done to more clearly illustrate the evaluation of the models across these measures. It was determined that financial and organizational measures are sufficiently distinct and should, therefore, not be combined under one account. For simplicity, these accounts are shown separately throughout this report.

Table 6-1 Multiple Account Evaluation – Accounts, criteria and measures

Account	Criteria (objective)	Measures (objective)
End-to-End Customer Experience	Travel time (minimize)	<ul style="list-style-type: none"> • Average time spent on board a vehicle (minimize) • Adherence to trip duration standards (maximize)
	Customer satisfaction (maximize)	<ul style="list-style-type: none"> • % of customers satisfied with the service (maximize)
	On-time performance (maximize)	<ul style="list-style-type: none"> • % of trips on-time (maximize)
	Customer safety (maximize)	<ul style="list-style-type: none"> • Number of safety incidents (minimize)
	Ease of booking (maximize)	<ul style="list-style-type: none"> • Booking wait time (minimize) • % of bookings through self-service options (maximize)
Financial Sustainability	TransLink subsidy per trip (minimize)	<ul style="list-style-type: none"> • Dollar subsidy per trip (minimize)
	Operating expense (minimize)	<ul style="list-style-type: none"> • Transportation expense/ passenger trip (minimize) • Transportation expense/ hour (dedicated) (minimize) • Net operating cost/ trip (minimize)
Organizational Sustainability	Operator experience/retention (maximize)	<ul style="list-style-type: none"> • Operator turnover (minimize)
	Ease of transition to low carbon or carbon free transportation (maximize)	<ul style="list-style-type: none"> • Time and complexity required to transition to low carbon or carbon free fleet (minimize)
	Public trust (maximize)	<ul style="list-style-type: none"> • Number of public reports/ dashboards (maximize)
Flexibility and Adaptability	Flexibility to adapt to changes in policy (maximize)	<ul style="list-style-type: none"> • Complexity of implementing changes in policy (minimize)
	Ease of integration with conventional services (maximize)	<ul style="list-style-type: none"> • Number of successfully delivered integrated trips (maximize)
	Flexibility to adapt to changes in demand (maximize)	<ul style="list-style-type: none"> • Ability to scale drivers and administrative staff (maximize)

Account	Criteria (objective)	Measures (objective)
Ease of Implementation and Transition	Flexibility to respond to disruptions (maximize)	<ul style="list-style-type: none"> ● Ability to scale fleet capacity (maximize) ● Time taken to respond to disruptions and continue service (minimize)
	Required changes to HandyDART facilities (minimize)	<ul style="list-style-type: none"> ● Cost required to implement changes (minimize) ● Time required to implement changes (minimize)
	Required changes to TransLink staff resources (minimize)	<ul style="list-style-type: none"> ● Changes in resource requirements (minimize)
	Need for new/additional training to transition to new model (minimize)	<ul style="list-style-type: none"> ● The need for additional staff training (minimize)

6.3 Investment Sifting and Evaluation Tool (INSET)

The MAE was captured in INSET, Mott MacDonald's Investment Sifting and Evaluation Tool. INSET supports decision-making by making scores and their rationale transparent and automatically normalizing scoring. A total of 23 measures (as set out in Table 6-1) were included in INSET to determine which delivery model options best meet the objectives of the project.

INSET

INSET is a decision support process that manages information on different options and evaluates them against each other, to determine a preferable solution and support the decision-making process. The tool represents a simple, flexible, replicable, and transparent method for successful evaluation of options. The figure below illustrates the different considerations/functions of INSET.



Each measure was assigned a score on a three-point scale of low, medium, or high to represent how that delivery model would achieve the measure compared to all of the other delivery models. In the case where all delivery models would achieve a measure equally well (in other words, it was determined that the differences in delivery model would not impact the achievement of a particular measure), all delivery models were assigned a score of “medium.”

INSET assigned numerical scores to the three points on the scale and then mathematically combined the scores for each measure that made up an account. This normalization process ensured that the combined score for each account could be directly compared to the combined scores for each of the other accounts no matter how many measures were contained within them.

This process resulting in a transparent and objective measurement of how each model performed relative to the other models, in each of the five accounts. The results clearly articulate the trade-offs between delivery models. For example, one model might score the best for End-to-End Customer Service, but might score the least for Ease of Implementation and Transition. These trade-offs will help decision-makers to select the preferred delivery model.

7 Preliminary Evaluation and Shortlisted Options

This section includes an overview of the preliminary evaluation that was undertaken. The purpose of the preliminary evaluation was to undertake an MAE analysis to narrow down the eight delivery model options to determine the top scoring models. These shortlisted model options were then taken forward for further analysis in the more detailed evaluation.

7.1 Preliminary Evaluation Methodology

The preliminary evaluation was conducted by the consultant team with input from TransLink staff. Multiple workshops were held with staff with responsibility for planning, operations and financial management to co-evaluate how the model options would evaluate against various measures. This collaborative preliminary evaluation process, considered all prior customer and stakeholder input, peer agency review findings, and TransLink’s own experience in delivering HandyDART services. It was important that key personnel specialized in operations, planning and finance were engaged to ensure the right knowledge and expertise was in the room for fruitful and efficient discussion. Table 7-1 summarizes staff engagement according to MAE criteria.

Table 7-1 TransLink staff engagement

Account	Criteria (objective)	Operations	Planning	Finance
End-to-End Customer Experience	Travel time (minimize)	✓		
	Customer satisfaction (maximize)		✓	
	On-time performance (maximize)	✓		
	Customer safety (maximize)	✓		
	Ease of booking (maximize)	✓		
Financial Sustainability ¹¹	TransLink subsidy per trip (minimize)		✓	✓
	Operating expense (minimize)		✓	✓
Organizational Sustainability	Operator experience/retention (maximize)	✓		
	Ease of transition to low carbon or carbon free transportation (maximize)		✓	
	Public trust (maximize)		✓	

¹¹ The Financial and Organizational Sustainability Account was split into two accounts at the Detailed Evaluation stage: Financial Sustainability and Organizational Sustainability. This was done to more clearly illustrate the evaluation of the models across these measures. It was determined that financial and organizational measures are sufficiently distinct and should, therefore, not be combined under one account. For simplicity, these accounts are shown separately throughout this report.

Account	Criteria (objective)	Operations	Planning	Finance
Flexibility and Adaptability	Flexibility to adapt to changes in policy (maximize)		✓	
	Ease of integration with conventional services (maximize)	✓		
	Flexibility to adapt to changes in demand (maximize)		✓	
	Flexibility to respond to disruptions (maximize)	✓		
Ease of Implementation and Transition	Required changes to HandyDART facilities (minimize)		✓	✓
	Required changes to TransLink staff resources (minimize)	✓		
	Need for new/additional training to transition to new model (minimize)		✓	

7.2 Preliminary Evaluation Results

The preliminary evaluation of each of the models shown in Table 5-2 was undertaken using the MAE. Options 1, 2, 3A and 3B were shortlisted for reasons presented in Section 8. A summary of why the other models were discounted from the shortlist is outlined below:

- Option 4: Split Structure – Introduce multiple contractors**– This model scored ‘medium’ relative to other models. The structure of this model has functions distributed to multiple ‘specialized’ contractors, which means it scored well in addressing customer needs. However, there are complexities with having multiple contractors carrying out different functions, including managing the contract, communication between contractors, integrating family of services trips and responding to disruptions. As this model scored ‘medium’ across the accounts compared to other levels, it was concluded that this model would not be taken forward to the shortlist. Option 1 and 2 do not introduce multiple contractors and thus were seen to have less complexities with management.
- Option 5: Split Structure – Multiple contractors with In-House booking (decentralized services)** – This model scored low across all accounts due to having multiple contractors, and the added complexity of managing these across different geographies. This model was removed from further consideration based on these factors. Option 1 and 2 do not introduce multiple contractors and thus were seen to have less complexities with management.
- Option 6a: Turnkey – Single contractor and centralized** - This model has the benefit of all functions being undertaken by one contractor, and therefore considered to score well in terms of flexibility and adaptability and ease of implementation. This model scored low for end-to-end customer experience because of TransLink’s reduced control and visibility over customer service. Additionally, this model scored low for organizational and financial sustainability as some of the capital costs are with the contractor, and the risk will be priced into the contract which will drive up costs. These are not expected to be the case for the shortlisted options. Meanwhile, Option 2 scored highly organizational and financial sustainability given all functions would be brought in-house, giving TransLink great control and oversight.

- **Option 6b: Turnkey – Multiple contractors and decentralized** – Similar to Option 4 and 5a, this model scored low in terms of customer experience and organizational and financial sustainability due to having multiple contractors, and the added complexity of managing these across different geographies. TransLink also has reduced control and visibility over customer service. Conversely, Option 1, 2 and 3s were scored to bring greater customer experience due to more functions being brought in-house with fewer contractors involved (noting there are no contractors for Option 2).

7.3 Shortlisted Options

Based on the Preliminary Evaluation, the following delivery model options were evaluated to be the top performing, and this shortlist was prepared for detailed evaluation.

The shortlist includes the following three options:

- **Option 1: Split Structure with Modernized Contract**¹² is in line with the existing delivery model, whereby a single Contractor (in Figure 8-1 below) is providing a comprehensive set of HandyDART-related functions, consistent with the functions that the contractor currently delivers.
 - Functions provided by the TransLink Enterprise are: service eligibility, IT ownership and fleet and facility ownership.
 - Functions provided by the Service Provider are: trip delivery and dispatch, trip booking, scheduling, IT service and fleet maintenance.
 - Functions that are a shared responsibility of TransLink and the Service Provider are: customer care, operator training, and facility maintenance.

As TransLink always reviews and adjust contracts during renewal periods, this Option assumes that the contract would be modernized to improve service and contractor performance.

- **Option 2: Fully In-House**¹³ represents a paradigm shift in how HandyDART is delivered. In this option, all functions are brought in-house. The specifics of how and where within the organization these would be delivered was deferred to staff to examine.
- **Option 3: Split Structure with Additional Functions In-House**¹⁴ provides an ‘in-between’ alternative that brings additional (but not all) functions in-house. The functions that would remain with a service provider would be trip delivery and fleet maintenance. Options 3A and 3B from the preliminary evaluation were combined for the purpose of short-listing, as these options were very similar, with the primary difference being whether trip delivery and associated fleet maintenance is managed by one or multiple service providers. In Figure 8-1, the asterisk represents that one than more contractor is possible.

The finalized shortlisted delivery model options are shown in Figure 8-1.

¹² In the engagement materials and previous reporting, Option 1 was labelled as **Option 1: Modernized Contract**. “Split Structure” has been added during the writing of this report to more clearly identify this option, which is most similar to the existing delivery model, is a split-structure.

¹³ In the engagement materials and previous reporting, Option 2 was labelled as **Option 2: In-house**. The name has been updated during the writing of this report to acknowledge that all three Options involve some functions delivered in-house by the TransLink enterprise.

¹⁴ In the engagement materials and previous reporting, Option 3 was labelled as **Option 3: In-House Operations + Limited Delivery Contract(s)**. The name has been updated during the writing of this report to more clearly demonstrate the different categories of delivery models (as introduced in Section 5).

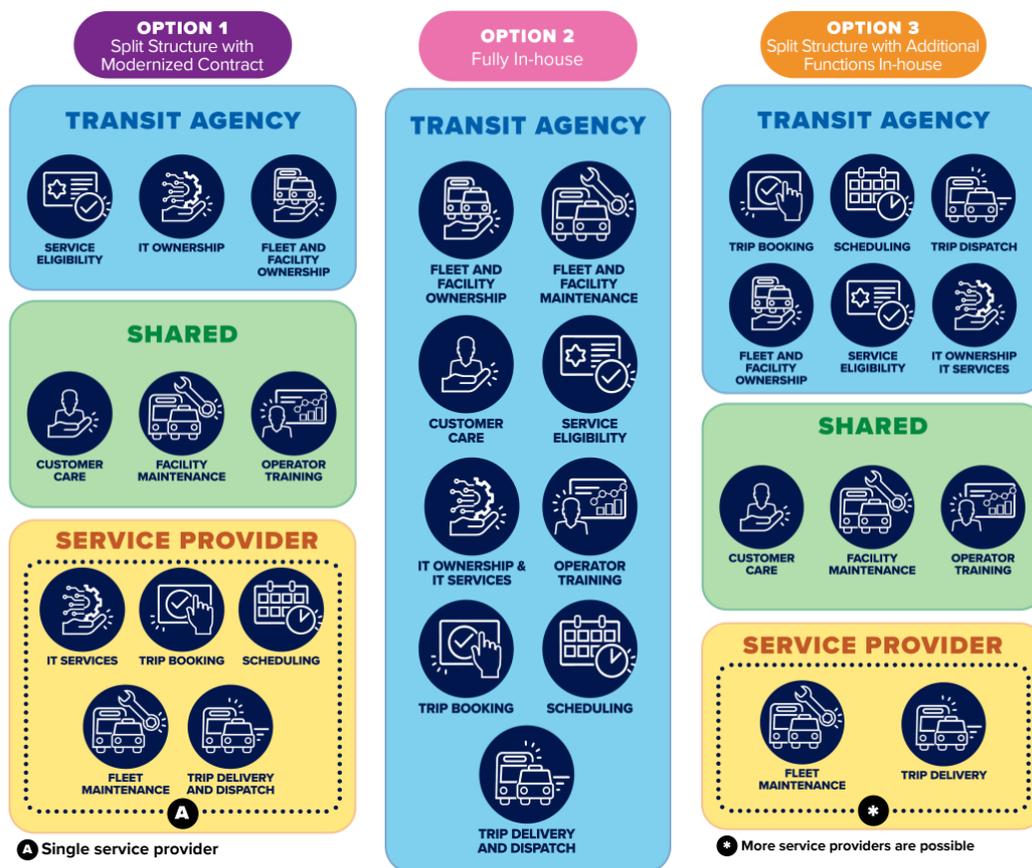


Figure 7-1 Finalized shortlisted options

8 Detailed Evaluation of Service Delivery Models

This section summarizes the detailed evaluation, which expanded on the preliminary assessment, providing a more in-depth qualitative assessment of each shortlisted option. The detailed evaluation also involved stakeholder engagement and considered feedback provided by TransLink staff.

8.1 Detailed Evaluation Methodology

The detailed evaluation focused on comparing the options according to how they would achieve each measure in the MAE accounts, which are unweighted (that is, all accounts have an equal influence). The evaluation results indicate relative performance of one model compared to the others. It is important to note that this Delivery Model Review is just one part in the decision-making process to decide on an updated HandyDART delivery model. There are other elements such as program design and implementation decisions that will impact the performance of the various options.

The detailed evaluation of each measure was based on the consultant team's professional expertise and the information available from the following sources, where applicable:

- **Peer Agency Review Report:** Findings from the review of peer agency models (Phase 2). Figure 8-1 details which Peer Agencies are considered the shortlisted options. This report was used to reference some of the measures that were discussed during the peer interviews. Note that not all measures were discussed since the MAE measures were not finalized at the time of the peer interviews.
- **Peer Data Request:** List of measures that were not covered in the peer review that were tabulated and emailed to peer agencies as a request to fill out to support this project (e.g. operator turnover, % bookings through self-serve options).
- **Canadian Urban Transit Association (CUTA) statistics:** 2023 CUTA factbooks that summarize operational and financial statistics for custom/specialized transit agencies across Canada (e.g. dollar subsidy per trip, cost per trip)
- **Online Desktop Review of Peers:** Review of peer agency websites and available board/council reports to inform some of the measures that are publicly available (e.g. number of published reports, customer satisfaction)
- **Review of TransLink documents and materials** (E.g. 2017 Custom Transit Service Delivery Review, operating manuals, draft HandyDART Customer First Plan) to ensure alignment.
- **Customer and Stakeholder Engagement:** Solicit customer and stakeholder views on the benefits and challenges associated with the shortlisted options (discussed further in Section 8.2).

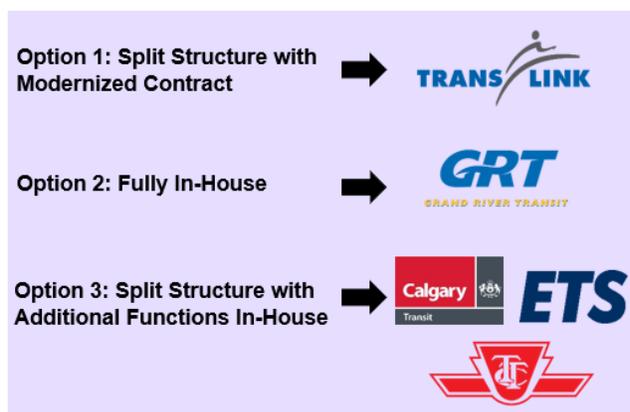


Figure 8-1 Agencies with Similar Models

In some cases, no further analysis was possible as additional data or peer information to perform a detailed analysis was unavailable. In these cases, the evaluation for these measures referred to the preliminary

qualitative evaluation conducted in the project (e.g. measures such as complexity in implementing policy changes, successful integrated trips), as well as further discussion with a broader set of stakeholders.

Evaluation was also informed through meetings and workshops with TransLink and CMBC staff to provide expertise in planning, operations, financial management, and delivery of transit services. Feedback gathered through these engagements was used to support scoring and performance rationale associated with different measures.

For this round of evaluation, the Financial and Organizational Sustainability account was disaggregated (into Financial Sustainability and Organizational Sustainability Accounts) to more clearly illustrate the evaluation of the models across these measures. It was determined that financial and organizational measures are sufficiently distinct and should, therefore, not be combined under one account.

8.2 Customer and Stakeholder Engagement

Following the first round of engagement that included workshops with the HDUAC, stakeholders and advocates plus a customer telephone survey (discussed in Section 2.1), the consultant team conducted a second round of engagement with the HDUAC and external stakeholders in December 2024. The objectives of this December 2024 engagement were to present the shortlisted options and solicit feedback on the benefits and challenges of the shortlisted delivery model options. Feedback was used by the consultants to support and/or revise performance rationale for the measures.

The following sessions formed the December Engagement Program:

- Amalgamated Transit Union (ATU Local 1724) Leadership Meeting – December 6, 2024
- HandyDART Staff Focus Groups (call centre operators, schedulers, and drivers) – December 10, 2024
- Stakeholders and Advocates Workshop – December 10, 2024
- Non-unionized HandyDART Staff Workshop – December 11, 2024
- HandyDART Users' Advisory Committee Meeting – December 11, 2024
- Casual Unionized HandyDART Staff Meeting (call centre operators and drivers) – December 16, 2024.

The results of the engagement sessions were used to inform the detailed evaluation of the shortlisted options. Documentation of the outcomes of this round of stakeholder engagement are presented in *Appendix A.2 – What We Heard: Engagement Summary*.

8.3 Detailed Evaluation Results

The results of the detailed evaluation of the shortlisted delivery model options are shown in Figure 8-2. Results shown are unweighted (that is, all Accounts have an equal influence). Ensuring that the accounts, criteria and measures are unweighted enables a balanced outcome of the evaluation. The Evaluated Performance shading indicates how each option compares to the other option, according to each account. The range reflects the overall performance of criteria that have multiple measures. The remainder of this section summarizes the differences and similarities of the delivery models across the five accounts.

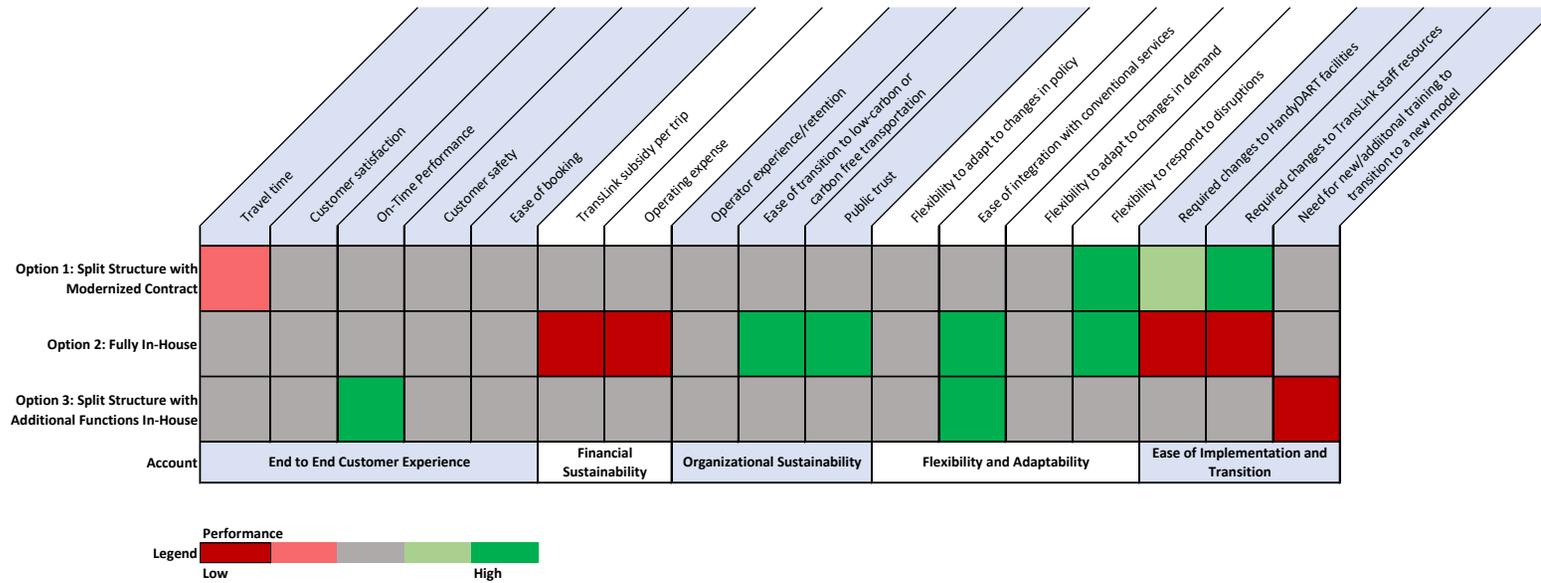


Figure 8-2 Detailed Evaluation – Overall Results

The rationale behind the scoring of the measures within each criteria and the overall MAE results are detailed in the following sections.

8.3.1 End-to-end Customer Experience

This account relates to the end-to-end customer experience delivered by HandyDART.

The following table shows how each delivery model option was evaluated against each of the unweighted measures.

Table 8-1 End-to-end Customer Experience - overall theme/account and measure scores

Measures	Travel time (minimize)		Customer Satisfaction (maximize)	On-time performance (maximize)	Customer safety (maximize)	Ease of booking (maximize)	
	Average time spent on board a vehicle (minimize)	Adherence to trip duration standards (maximize)	% of customers satisfied with the service (maximize)	% of trips on-time (maximize)	Number of safety incidents (minimize)	Booking wait time (minimize)	% of bookings through self service options (maximize)
Option 1: Split Structure with Modernized Contract							
Option 2: Fully In-House							
Option 3: Split Structure with Additional Functions In-house							

Evaluated Performance



Low

High

Summary of rationale:

The three delivery models were evaluated to score similarly across most of the measures in this account.

The following rationale discusses the measures where all three models are equally moderate in their scoring:

- All models score equally in their ability to adhere to trip duration standards. This is because regardless of the delivery model, the service must meet minimum requirements set by TransLink.
- All models score equally in relation to improving customer satisfaction. This is because customers are generally satisfied with dedicated services, and all models would be expected to continue using non-dedicated vehicle trips in a similar fashion (any change to how non-dedicated vehicle trips are dispatched would be the result of parallel work and is not dependent on delivery model).
- All models score equally in the ability to minimize safety incidents. This is because safety will always be the most important priority for TransLink whether the service is in-house or through setting of strengthened KPIs in future Service Provider contracts.

- All models score equally in the ability to reduce customer’s booking wait time. Based on discussions, it was determined that improvements to wait times are based on resource availability and technology capacity and this was deemed consistent across all delivery models.
- All options score equally in the ability to increase the number of bookings through self-service options, such as booking trips online. This is because the set up of self-serve options would be undertaken by TransLink in all delivery models.

The differences in performance across the options are related to average time spent on board and percentage of trips on time. Specifically:

- Average time spent on board: Option 1 scores lowest in this measure compared to other options because it assumes that service providers have commercial incentives to maximize cost savings. This may lead to service providers not prioritizing minimizing the average time spent on board beyond the minimum required KPIs in the contract. It should be noted that in-house operations (Option 2) may not always have the financial or operational ability to prioritize minimizing the time spent on board. Examples include having the need to balance other metrics such as denial rates and on-time performance, which may conflict with the goals of minimizing time spent on board. While there is a lower risk of an agency with in-house operations not prioritizing this metric, there are situations where it may be the case.
- Percentage of trips on time: Option 3 scores highest in this measure than other options because it provides some opportunities to assign more service to better-performing service providers in a scenario where there are multiple service providers.

However, staff noted that these differences can be improved through contract mechanisms. Therefore, all options score similarly across measures with respect to end-to-end customer experience, with minor variations.

8.3.2 Financial Sustainability

The financial comparator analysis utilized data available from the CUTA factbook for agencies that correspond to the different models as referenced above (Figure 8-1).

This account measures the financial sustainability of the services delivered by HandyDART. The following table shows how well each delivery model option evaluates against each of the unweighted measures.

Table 8-2 Financial Sustainability- overall theme/account and measure scores

Criteria	TransLink subsidy per trip (minimize)	Operating expense (minimize)		
		Transportation expense per hour (dedicated) (minimize)	Transportation expense per passenger trip (non-dedicated) (minimize)	Net operating cost per trip (minimize)
Measures	Dollar subsidy per trip (minimize)	Transportation expense per hour (dedicated) (minimize)	Transportation expense per passenger trip (non-dedicated) (minimize)	Net operating cost per trip (minimize)
Option 1: Split Structure with Modernized Contract				
Option 2: Fully In-House				
Option 3: Split Structure with Additional Functions In-house				

Evaluated Performance



Summary of rationale:

Option 1: Benchmarking of costs based on available data from peers showed that Option 1 falls in the middle of the operating costs incurred by peers with a similar model. There was limited data available to suggest that capital costs would be different across the three models. Therefore, option 1 scores moderately with respect to financial sustainability.

Option 2 scores the lowest in financial sustainability compared to other options. This model is expected to be more expensive due to the higher anticipated operating costs, primarily administrative costs, associated with bringing the service fully in-house. Benchmarking against peers also confirmed that an in-house option tends to be more costly than other options.

Option 3 scores moderately in terms of financial sustainability. This is because of the assumed competition across multiple delivery partners which could improve cost per hour to deliver dedicated trips compared to other options. Benchmarking against peers also confirmed that this model structure tends to be the less expensive. However, this benchmarking does not account for the potentially higher expenses that could come with bringing parts of the operation in-house. Savings from competitive delivery service providers may not be enough to offset these additional costs. Thus, a moderate score was established.

Overall, Options 1 and 3 are similar in their moderate scoring across the cost measures considered. Option 2 scores the lowest compared to others on financial sustainability.

8.3.3 Organizational Sustainability

This account measures the organizational sustainability of the services delivered by HandyDART. The following table shows how well each delivery model option evaluates against each of the unweighted measures.

Table 8-3 Organizational Sustainability - overall theme/account and measure scores

Criteria	Operator experience/ retention (maximize)	Ease of transition to low carbon or carbon free transportation (maximize)	Public trust (maximize)
Measures	Operator turnover (minimize)	Time and complexity required to transition to low carbon or carbon free fleet (minimize)	Number of public reports/ dashboards (maximize)
Option 1: Split Structure with Modernized Contract			
Option 2: Fully In-House			
Option 3: Split Structure with Additional Functions In-house			

Evaluated Performance



Summary of rationale:

Options 1 and Option 3 score moderately across all measures in this account. Due to fleet maintenance being undertaken by the service provider, the transition to electric is expected to be more challenging due to potential additional costs and training requirements. In terms of public trust, as some data will be dependent on the service provider in both models, it may result in challenges in the confidence in the accuracy and easy access of data. However, this may be improved through contract mechanisms.

Option 2 scores highest in terms of organizational sustainability compared to other options. Fleet maintenance being undertaken by TransLink could present fewer barriers to transitioning to an electric fleet compared to other models because expertise from the maintenance of electrical conventional vehicles could be used. This lowers the complexity that Option 2 will face in transitioning to a zero emission fleet compared to other options. However, when it comes to the time it will take to transition, all options score the same. This is because electrification will be a gradual process and electrification of the HandyDART fleet has already been identified in TransLink's Zero emissions planning as among the last elements of the fleet to transition. Any fleet transition will be dependent on a robust fleet mix analysis that would include the service provider as a key stakeholder.

A consistent message from customers and stakeholder was the desire for increased trust in the HandyDART service, but the ability for each delivery model to maximize the public's trust was a challenging metric to measure. While the number of public reports provides an indication of how well an option can support the development of accurate and reliable reports, other key factors such as public confidence in staff, in-house vs contracted structure has nuances that was difficult to assign scoring to. With respect to public reports, an in-house model is assumed to offer TransLink more direct access, visibility and control of all data and an ability to nimbly adjust reporting in reaction to changing public interest. Thus, it is expected that there will be both greater confidence in the information as well as greater flexibility in what and how to present publicly.

Through consultation with customers and stakeholders, the consultant team heard consistently that there was a higher trust in TransLink to deliver an improved service with an in-house model compared to a model that included one or more service providers.

It is noted that Section 35 of the B.C. Labour Relations Code stipulate that if there was a change in service providers, that any collective bargaining agreement in force would continue as if no change had occurred, along with the employees covered under it. This means that regardless of the delivery model option chosen, existing staff must be transferred to the service provider (whether inhouse or contracted). As such, the ability to retain staff was assessed by comparing the resignation rates of existing HandyDART staff to that of other in-house conventional services. This comparison showed that there was little difference in retention rates. As such, retaining staff was not seen to be a key differentiator between models.

Overall, Option 2 scored highest in organizational sustainability compared to options 1 and 3.

8.3.4 Flexibility and Adaptability

This account measures the ease of implementation and transition of the recommended model. The following table shows how well each delivery model option evaluates against each of the unweighted measures.

Table 8-4 Flexibility and Adaptability - overall theme/account and measure scores

Criteria	Flexibility to adapt to changes in policy (maximize)	Ease of integration with conventional services (maximize)	Flexibility to adapt to changes in demand (maximize)		Flexibility to respond to disruptions (maximize)
	Complexity of implementing changes in policy (minimize)	Number of successfully delivered integrated trips (maximize)	Ability to scale drivers and administrative staff (maximize)	Ability to scale fleet capacity (maximize)	Time taken to respond to disruptions and continue service (minimize)
Option 1: Split Structure with Modernized Contract					
Option 2: Fully In-House					
Option 3: Split Structure with Additional Functions In-house					

Evaluated Performance



Summary of rationale:

The following rationale discusses the measures where the models score equally:

- The complexity of implementing changes in policy was identified to not vary across the models. All options would require union consultations and process changes, which can take time. In Option 1 and Option 3, contract negotiations are required. However, in Option 2, staff consultations are required. As such, all options score moderately in this measure.
- The ability to scale drivers and administrative staff was considered to be similar across the models overall, with slight variations in the application. In Option 1 and Option 3, there is the risk that the service provider might minimize driver resources to save costs. Meanwhile, for Option 2 it can be time consuming to increase resources due to long processes around obtaining funding and hiring. As a result, regardless of which option is implemented, the ability to scale drivers and administrative staff will be difficult.
- No difference was identified in the ability to scale fleet across all models. For all options, fleet ownership would be undertaken by TransLink. It is recognized that this ownership can hinder scaling efforts due to the lengthy processes involved in securing funding. Therefore, all options score moderately in this measure.

The options were found to be different in their ability to maximize the number of successfully delivered integrated trips and minimize the time taken to respond to disruptions and continue service. Specifically:

- Ability to maximize the number of successfully delivered integrated trips: Options 2 and 3 score higher than option 1 due to the expectation that in-house scheduling and dispatch will make it easier to integrate trips with conventional services.

- Time taken to respond to disruptions: Option 3 scores lower than Options 1 and 2 because it was considered more challenging to respond to disruptions due to there potentially being multiple service providers to communicate with and action a response.

On balance, the overall scoring with respect to flexibility and adaptability is similar for all options.

8.3.5 Ease of Implementation and Transition

This account measures the ease of implementation and transition of the recommended model. The following table shows how well each delivery model option evaluates against each of the unweighted measures.

Table 8-5 Ease of Implementation and Transition - overall theme/account and measure scores

Criteria	Required changes to HandyDART facilities (minimize)		Required changes to TransLink resources (minimize)	Need for new/additional training to transition to new model (minimize)
	Cost required to implement changes (minimize)	Time required to implement changes (minimize)	Changes in TransLink resource requirements (minimize)	The need for new/additional training to transition to new model (minimize)
Option 1: Split Structure with Modernized Contract	Grey	Green	Green	Grey
Option 2: Fully In-House	Red	Red	Red	Grey
Option 3: Split Structure with Additional Functions In-house	Grey	Grey	Grey	Red

Evaluated Performance



Summary of rationale:

Across all three options, the transfer of facilities will require further review. Currently, the existing service provider subleases one of the facilities, and how this would transfer under any new model would need to be examined. Through this analysis, it will be important to examine the opportunities to find cost efficiencies that may arise from using smaller depots.

Option 1 scores highest in the ease of transition and implementation account compared to other options. This option was deemed to have notable ability in minimizing the time required to implement changes to key facilities, fleet and technology. This is because time taken to transfer to a potentially new service provider is expected to be minimal compared to other options. In terms of changes to TransLink resources and need for additional staff training, some slight changes may be expected with increased contract administration, but this option represents the smallest step change from the existing model when compared to the other options. Overall, Option 1 is considered to be most similar to the current HandyDART delivery model structure, and therefore, limited changes are expected to be required.

Option 2 scores lowest in this overall account due to the extensive impact on many measures and change management required. The cost and time to bring all functions in-house is expected to be much higher due

to the complexities of bringing the service into a large public institution, including the need to develop new training programs and materials instead of having access to modules developed by a company with established programs in other jurisdictions.

Option 2 and 3 involve bringing more functions in-house, and, therefore, score lower across this account compared to Option 1. Both Option 2 and Option 3 are expected to require increased TransLink resources, but Option 2 would require drivers and maintenance staff to be brought in-house in addition to administrative staff (hence Option 2 scoring lower than Option 3 in this measure). There is the risk that exempt staff may not transfer to the new model, potentially creating resource gaps that will need to be addressed. It is also anticipated that setting up a management structure in-house will be complex and require significant change management to successfully update workflows, working environments, reporting and compensation. Additional resources and training would be initially needed for setting up and operating in-house functions. This might include expanded sensitivity training for customer service personnel working with individuals with disabilities, as well as training on specialized transit service functions and operations. For example, specialized transit service scheduling is very different than fixed route service scheduling and requires niche training to develop expertise.

Option 3 scores better across the account compared to Option 2 in most measures, while scoring lowest in its ability to minimize the need for new and additional training to transition to a new model. This model may need additional processes, resources and training to manage the complexities of contract management, especially if multiple trip delivery service providers are involved. This may include changes in scheduling and trip brokering (the distribution of trips across multiple service providers), operational processes and ensuring consistency in training. If multiple service providers are involved, allocation of work to these multiple service providers would need to be determined, potentially assigning trips based on efficiency, different geographical areas, time of day and types of trips. Potential challenges also include coordinating training schedules, maintaining uniform training standards, and ensuring all service providers adhere to the same protocols. Finally, the design and allocation of facilities and technology will add further complexity to Option 3 if multiple service providers are involved. Although there are many challenges in option 3, these challenges are more prevalent in the case of multiple service providers. If only a single service provider is involved, implementation will be not as challenging.

Overall, Option 1 scores highest in the ease of implementation account compared to other models. Option 2 scores the lowest and option 3 scores moderately across most measures in this account.

8.4 Provincial Government Direction

In early 2025, Premier David Eby provided a mandate letter to Minister for Transportation and Transit Mike Farnworth. The letter includes the expectation that the Minister *ensure that ... provincial transit services are being delivered in a way that is cost-effective for taxpayers, responsive to the concerns of transit riders, and not duplicative of administration, by reviewing the private delivery model for provincial transit systems starting with handyDART.*¹⁵

This section provides commentary here about how this evaluation aligns with Provincial interests:

1. Is cost-effectiveness for taxpayers
2. Is responsiveness to concerns of transit riders
3. Is not duplicative of administration

While the evaluation of the HandyDART delivery model was underway and the evaluation framework was created prior to this interest being shared with TransLink, it is prudent to provide commentary here about how this evaluation aligns with Provincial interests.

¹⁵ Minister Farnworth Mandate Letter, January 16, 2025. https://www2.gov.bc.ca/assets/gov/government/ministries-organizations/premier-cabinet-mlas/minister-letter/mandate_letter_mike_farnworth.pdf

Cost-effectiveness for taxpayers aligns closely with the Financial Sustainability account (Section 8.3.2). This analysis shows that Options 1 and 3 both outperform Option 2. Cost efficiency is often the result of market competition (e.g. multiple providers competing for a service contract) and is backed up by evidence available from other specialized transit services referenced in Section 8.3.2. Furthermore, the cost of bringing the service in house (Option 2), will result in significant administrative costs. The Service Delivery function represents the largest cost of HandyDART, and contracting this function enables TransLink to seek the best value via regular procurement cycles.

Responsiveness to the concerns of transit riders was assessed through the End-to-end Customer Experience account (Section 8.3.1). This analysis shows that all three models were evaluated to perform similarly across most measures.

The most significant concerns of transit riders, based on engagement and customer surveys, are on-time and reliable service, consistency in taxi experience, trip length, and call wait times. Delivery model options only partially influence these concerns, and there are not meaningful differences between the options in their ability to increase performance on these issues. Other agency choices, irrespective of delivery model choice, are likely to have much greater influence on range of customer experience outcomes. TransLink's HandyDART Customer First Plan provides opportunity to identify initiatives to more directly respond to the concerns of transit riders, including online trip booking, service hours & trip availability, taxi accountability, and contact centre improvements.

Finally, while **reducing duplication of administration** was not explicitly considered in the evaluation of delivery models as part of this analysis, there are few substantive differences in administration needs between delivery model options, and that amount of duplication primarily depend on how any model was implemented. There is some opportunity to reduce duplication through leveraging the experience of specialized custom transit delivery providers – including adapting training materials for local context, utilizing customized efficiency tools, and experience with transitioning to new fleet types. TransLink's HandyDART Customer First Plan could further identify opportunities to reduce duplication in the overall system, including through updated software & processes, focused internal staff efficiencies, and a review of the customer contact system.

9 Conclusion

This section presents an overview of the three service delivery model options, highlighting where they score similarly and differently across the accounts:

- End-to-end customer experience;
- Financial sustainability;
- Organizational sustainability;
- Flexibility and adaptability; and
- Ease of implementation and transition.

Based on the consultant team's analysis, there is not one option that consistently scores highly across all the Accounts. Rather, the results of the analysis do show clear trade-offs between the three model options, which will influence the path forward based on the specific priorities of TransLink. The following sections discuss these trade-offs and provide an overview of considerations for the implementation of the options.

9.1 Commonalities and Trade-offs between Service Delivery Model Options

Commonalities

Many criteria showed similar outcomes across all three options, since the measures were judged to be equally achievable regardless of who delivers the service.

In all options, the TransLink Enterprise will deliver service eligibility, IT ownership and fleet and facility ownership. Likewise, all options include some TransLink involvement in customer care, operator training, and facility maintenance. Other commonalities across all delivery models include:

- Any changes to service eligibility
- Non-dedicated vehicle trips
- Software systems and any software upgrades, including online booking
- Expanded hours of service
- Changes to fleet including vehicle mix and electrification

Many factors that impact customer experience and the other accounts, are not dependent on the delivery model. For example, specific trip performance improvements or new forms of public reporting could be achieved through contract mechanisms or by bringing a specific function in-house under TransLink's direct control. Thus, the trade-offs between delivery models are more focused on specific accounts and a smaller subset of criteria and measures.

Trade-offs

Figure 9-1 comparatively shows how the options performed against the other options in each account. This figure demonstrates that there are trade-offs for each service delivery model option and there is no one option that consistently scores highly across all the accounts.

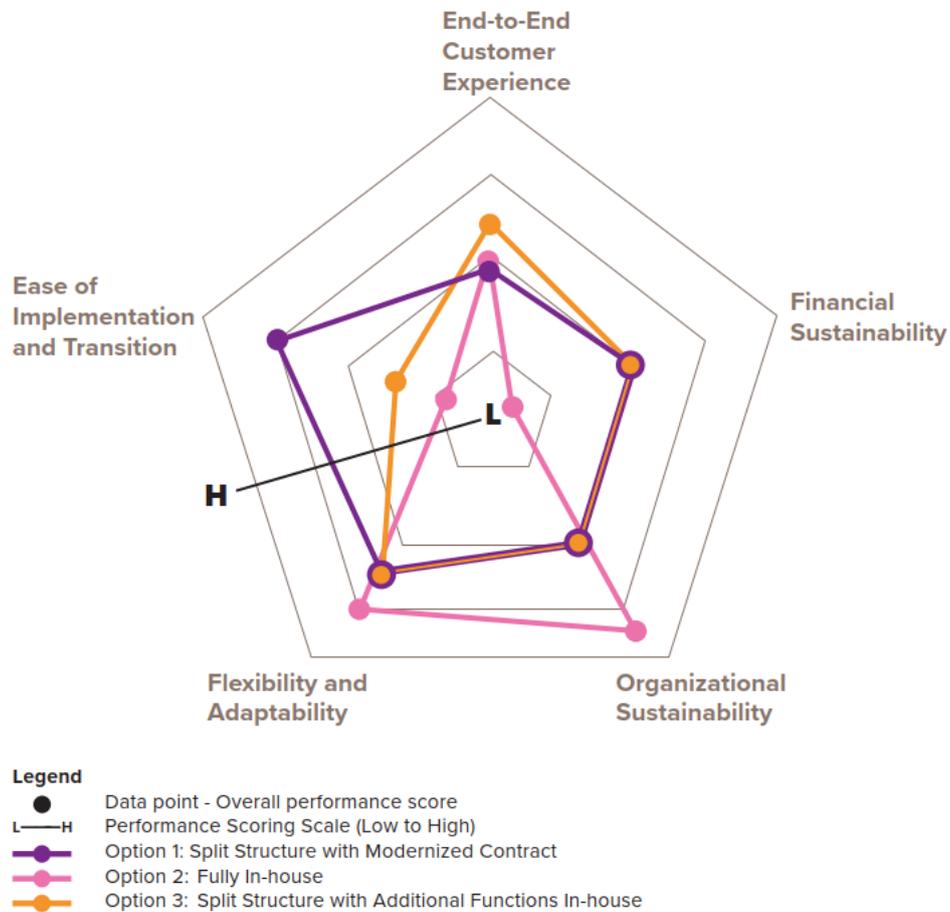


Figure 9-1 Comparison of commonalities and trade-offs between options

Figure 9-1 shows:

- Option 1 represents the least change, thus it performs well in Ease of Implementation and Transition. It also performs well in Financial Sustainability.
 - The trade-off for these benefits is the forgoing of opportunities to improve Public Trust and less Flexibility and Adaptability to respond to future corporate policy direction such as stronger integration to the conventional service.
- Option 2 would provide greater Public Trust, and some improvement in Flexibility and Adaptability to implement future policy directions.
 - The trade-off is that it would require significant change to bring the service fully in-house and will carry the greatest financial cost.
- Option 3 requires some change to bring key elements in-house, but less change than Option 2. It performs well in Financial Sustainability (equivalent to Option 1) and provides some improvement to Customer Experience (namely, improved travel time and on-time performance).
 - The trade-off for this benefit is the forgoing of opportunity to improve Public Trust and improved Flexibility and Adaptability (like Option 1) while also introducing complexity in Implementation and Transition (similar to Option 3).

It is not surprising to note that in different contexts and under different priorities, some model options could perform better than others. The peer agency review findings highlight differences between organizations, explaining why certain models are more suitable in specific scenarios. For TransLink and HandyDART, the choice of service delivery model hinges on the priorities set by the TransLink Board of Directors.

9.2 Factors that Influence Service Delivery Model Performance

This Delivery Model Review is just one element in updating and modernizing HandyDART service. This review focused on assessing who delivers each function that makes up the HandyDART service, but consideration of other HandyDART service components are also underway through TransLink's HandyDART Customer First Plan and other initiatives.

This review does not consider customer eligibility or information technology required to support the delivery of HandyDART services, since both aspects of the service are being considered separately. This review does not consider when non-dedicated vehicles are used to deliver trips or the type of vehicles that make up HandyDART's dedicated vehicle fleet. Together, these initiatives aim to improve the HandyDART service for customers.

Implementation

The performance of any service is largely influenced by the program design and implementation decisions. While the analysis in this report focuses on who delivers HandyDART services, how the services are delivered – the subsequent design of the selected model including development of policies and performance standards — is as important for achieving the goals of the organization.

It is recommended that a detailed implementation strategy be developed, with adequate resourcing to oversee the transition to any new model or service provider. While the type and complexity of decisions that will need to be made during implementation will vary depending on the preferred delivery model, careful implementation planning will help to ensure success for all customers and stakeholders and a seamless experience for customers during and post transition.

Conclusion

While this Delivery Model Review provides important insights into who should deliver HandyDART services, it represents just one component of a broader decision-making process. It is important to recognize that the quality and sustainability of HandyDART service will be shaped not only by the chosen delivery model but also by a range of other levers and decisions—many of which are outlined in the HandyDART Customer First Plan.

Program design, implementation strategies, and operational choices will also significantly influence outcomes and are critical to achieving long-term goals. As such, a comprehensive implementation strategy with appropriate resourcing is recommended to support a smooth transition and ensure success for all customers and stakeholders.

Appendices

A.1 Glossary of Functions of Specialized Transit Service

Service Eligibility	Determination of who qualifies for HandyDART services and on-boarding them into the service. This involves eligibility application processing, overview of assessments, appeals and customer registration.
Customer Care	Support services for registered HandyDART customers and investigation of complaints. Customer service responsibilities include answering phone calls, responding to inquiries and investigating complaints.
Operator Training	Instruction and skill development for HandyDART operators. This involves the development of training materials and requirements and oversight to ensure operators are trained appropriately.
Trip Booking	Receipt and confirmation of requests for service for HandyDART customers. This involves the administrative tasks of taking calls from customers and booking into the system.
Scheduling	The organization of trip requests into operating schedules. This involves scheduling booked trips and assigning it to operators and vehicles.
Fleet Ownership	Funding and procurement of dedicated fleet for HandyDART operations.
Facility Ownership	Funding and procurement (or lease) of facilities used for HandyDART operations. ownership or leasing of facilities.
Fleet Maintenance	Performing maintenance activities on dedicated fleet, including road calls to respond to maintenance issues, cleaning, repairs and preventive maintenance activities.
Facility maintenance	Performing maintenance activities for facilities including cleaning, preventive maintenance activities and required repairs.
IT ownership	Funding, procurement, management and operation various software and systems required for the administration and delivery of HandyDART. This includes booking, scheduling and dispatch software, telephone system, finance system, asset management software, HR/employee software, etc.
IT Services	Support with the use of various systems and software, including set up and administration, troubleshooting and vendor management and managing system life cycles.
Trip Dispatch	Operational tasks involved with real-time oversight of service operations and incident response. This includes tracking status of trips and dealing with no-shows and cancellations, handling operator issues, trip disruptions such as delays and breakdowns and adjustments to operator schedules.
Trip Delivery	Delivery of scheduled customer trips. Includes picking up and dropping off customers at scheduled locations. This involves providing door to door support and helping customers to board and deboard vehicles.

A.2 What We Heard: Engagement Summary

Who We Engaged and How

Round 1 (August 2024) – Introduction and Understanding

The objectives of this engagement were:

- Introduce the project's objectives and expected outcomes
- Understand perspectives on the current HandyDART delivery model
- Solicit feedback on the proposed Multiple Account Evaluation (MAE) framework

The customers and stakeholders who participated in the August Engagement Program were:

- HandyDART Users' Advisory Committee (HDUAC)
- Stakeholders and Advocates (e.g., advocacy groups and organizations providing non-transit services to HandyDART customers selected by TransLink).
- Non-unionized HandyDART staff
- HandyDART customers contacted via telephone survey

Round 2 (December 2024) – Gathering Feedback

The objectives of this engagement were:

- Provide an overview of and update on the project
- Present the shortlist of delivery model options
- Solicit feedback (opportunities and challenges) about the shortlisted delivery model options.

The following seven sessions formed the December Engagement Program:

- Amalgamated Transit Union (ATU Local 1724) leadership meeting
- (2) Unionized HandyDART staff focus groups (call centre operators and drivers)
- Stakeholders and advocates workshop
- Non-unionized HandyDART staff workshop
- HDUAC meeting
- Casual Unionized HandyDART staff meeting (call centre operators and drivers)

Round 1 – What We Heard

HDUAC, staff, stakeholder and advocate insights on HandyDART today

The initial phase of engagement gathered valuable insights from HDUAC members, representatives of stakeholders and advocates, and non-unionized HandyDART staff, pinpointing areas for improvement in the existing HandyDART model to enhance the customer experience. These included:

- **On time and reliable service:** Engagement workshops with the HDUAC and Stakeholders and Advocates revealed that on-time performance (i.e., reliability) is most important service delivery metric to them. It was also noted that unplanned delays/late pick-ups are very disruptive.
- **Trip booking:** Participants within the HDUAC and Stakeholders and Advocates workshops reported long wait times for booking agents, affecting trip reservations, changes, and cancellations. One participant

requested more accessible booking methods, such as online options and language translations. On-demand booking and a web/mobile app would greatly enhance the customer experience.

- **Trip length:** Non-unionized staff and HDUAC members noted that trips have become longer, and routes appear to be less direct or efficient over time.
- **Taxi trips:** The predominant concern raised was regarding taxi service. Participants within the HDUAC and Stakeholders and Advocates workshops were concerned about the level of care provided by taxi drivers compared to drivers of dedicated vehicles. Several participants mentioned that, in their experience, taxi drivers do not provide door-to-door service and are not as well trained compared to dedicated HandyDART drivers.

Customer Telephone Survey

A telephone survey was conducted from September 2 to September 5, 2024, by an independent market research firm. Responses were received from 100 users of HandyDART across Metro Vancouver. It should be noted that this survey took place during job action by the Service Provider's employee union, ATU 1724, which cancelled most HandyDART service. The job action began on September 3, 2024.

Respondents were asked to select service aspects that they consider to "very important" (Figure 1). Better on-time, reliable service was the aspect most selected, selected by 80% of respondents. In addition to better on-time, reliable service, at least 50% of survey respondents selected the following as very important:

- Having more trips available within the current service hours.
- Less time spent waiting on the phone to book a trip.
- Less transfers or connections between vehicles or services when travelling far.
- Use of more HandyDART buses than taxis.
- Increased vehicle comfort.

"Very Important" Service Aspects

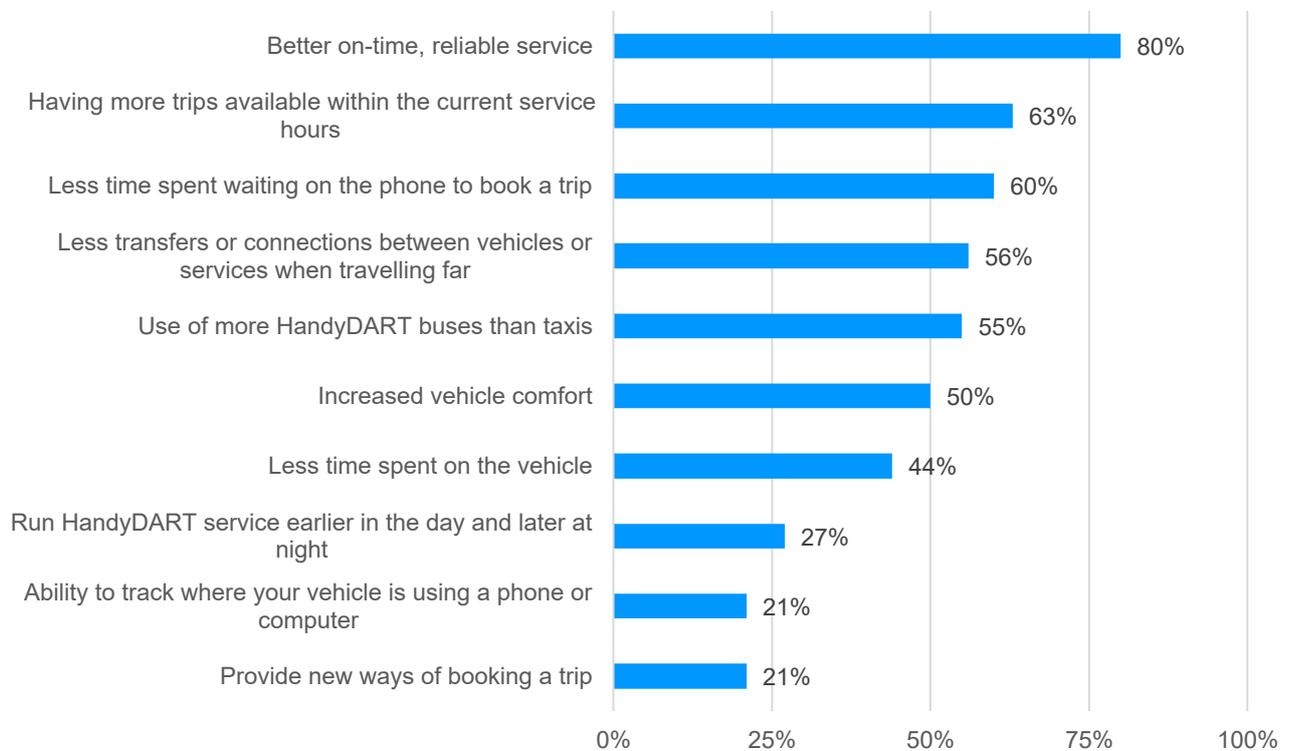


Figure A2-2 "Very Important" Service Aspects

Service Trade-offs

Respondents were also asked to consider trade-offs between different service improvements. Customers expressed preferences for:

- **On time and reliable service:** Better on-time, reliable service over consistent customer assistance by the driver (62% versus 38%).
- **Trip booking:** Having more trips available within the current service hours to running HandyDART service earlier in the day and later at night (76% versus 24%). Improving call wait times to book a trip to providing new ways of booking a trip (e.g., online trip booking) (85% versus 15%).
- **Trip length:** Getting to their destination faster over less transfers or connections between services (e.g., transferring to another HandyDART vehicle or onto the SkyTrain) (57% versus 43%). Waiting for a HandyDART bus over getting a taxi at their preferred time (59% versus 41%).

Round 2 – Feedback on Future HandyDART Delivery Model Options

The second phase of engagement gathered insights during workshops, focus groups and meetings on the three shortlisted delivery model options shown in Figure A2-3 below. This section summarizes the feedback in relation to the Multiple Account Evaluation Framework (MAE) (specifically accounts and criteria). It should be noted that comments were not received on all criteria, and therefore the summary only provides insights on the criteria participants responded to.

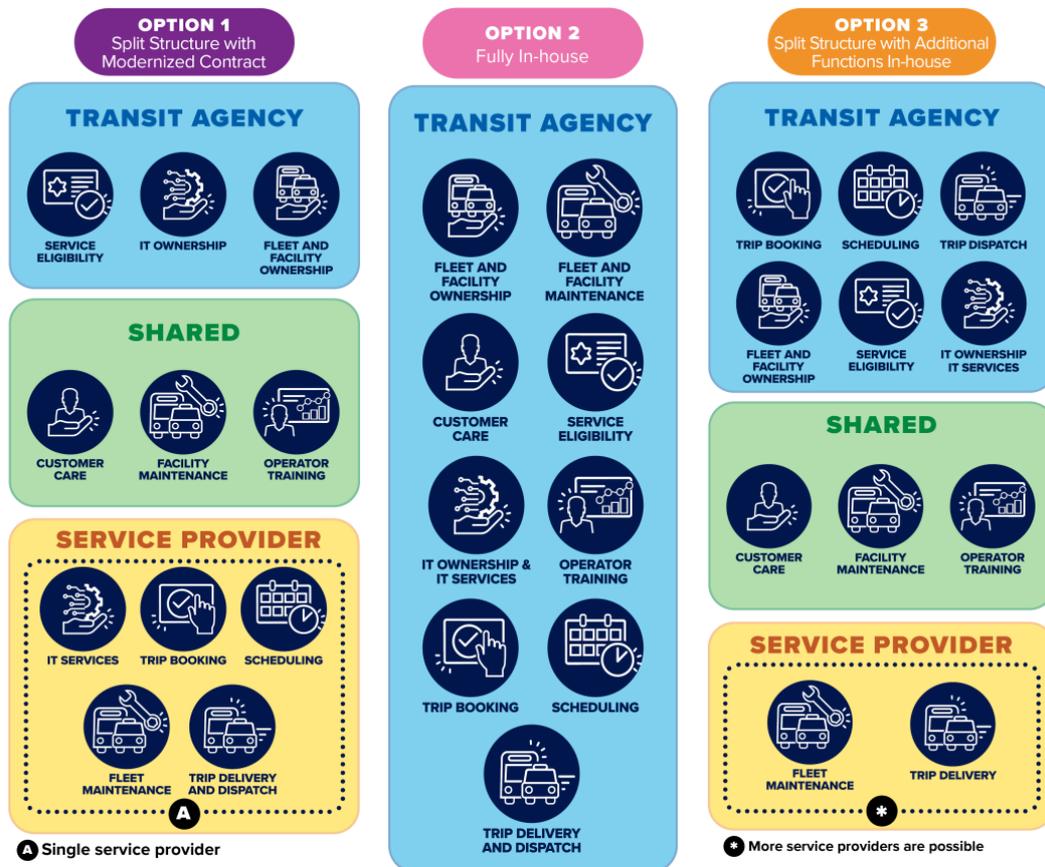


Figure A2-3 Finalized shortlisted options

Customer end-to-end experience

- Travel time:** Participants noted that they perceive that current scheduling is inefficient and could be improved with a fully in-house delivery model (Option 2). It was noted that some customers experience long journey times (over an hour) even for short distances. These sentiments were particularly expressed by union leadership members, unionized HandyDART staff and Stakeholders and Advocates representatives.
- Customer satisfaction:** Participants raised concerns around the current escalation of customer complaints. It was perceived that the current procedure resulted in several unresolved customer issues as the complaints process involved more than one organization. Representatives within the Stakeholders and Advocates workshop also suggested that a fully in-house delivery model (Option 2) could provide a single source of truth and streamline the complaints process. Concerns about the consistency of driver training for multiple contractors under Option 3 were raised in the Stakeholders and Advocates workshop and the HDUAC meeting.
- On-time performance:** Participants raised concerns about accountability and shared goals with Option 3, where scheduling and delivery are separated. They speculated that this scenario could mean that there is no longer a shared goal of meeting KPIs if different groups are doing different functions. These sentiments were particularly strong in the unionized and non-unionized HandyDART staff sessions and the union leadership meeting.

- **Customer safety:** Unionized HandyDART staff expressed concerns about the safety of assigning certain trips to taxis. They reported instances where customers with complex care needs were given taxi trips, which, while more cost-effective, are less capable of providing the necessary service compared to HandyDART operators. Further, it was felt that Option 2 would better address these customer needs in this respect. Option 3 was seen as potentially creating challenges with safety and training between different contractors.

Financial Sustainability

- **TransLink subsidy per trip:** Participants suggested that an Option 2 model could consolidate resources, expertise, and services, potentially being more cost-efficient. This sentiment was particularly expressed by unionized HandyDART staff.
- **Operator expense:** Several different participants, such as HDUAC members, unionized HandyDART staff and union leadership members, suggested that redirecting contractor profits to Option 2 services could be beneficial for customers and service delivery. HDUAC members suggested that Options 3A/B could enable contractors being incentivized to provide a better service for customers, but also in terms of TransLink being able to secure better price from contractors.

Organizational Sustainability

- **Operator experience and turnover:** Participants perceived various existing challenges related to staff recruitment, retention, and turnover. Some participants within the union leadership meeting suggested that Option 2 could possibly improve staff retention as the concept of being brought in-house and employed by TransLink was perceived to boost worker morale, motivation and satisfaction. Additionally, worker utilization was raised as an issue that may be exacerbated by Option 3, as expressed in the non-unionized HandyDART staff session. This is because Option 3 was seen to potentially make work more restrictive by introducing different contractors servicing different service areas.
- **Ease of transition to low carbon or carbon free transportation:** It was noted in the union leadership meeting that multiple contractors under Option 3 could complicate long-term strategic initiatives, such as the electrification of vehicles to see a low-carbon transition. Contractors were perceived to be driven by their own goals and metrics, which could make long-term planning with TransLink difficult. It was suggested that Option 2 for facilities and maintenance would ease long-term planning given the lack of conflicting priorities by having a single organization's overarching goals and values.
- **Public trust:** Various participants suggested that Option 2 model could improve consistency, communication and accountability to the Board and the public, in light of current feelings of a lack of transparency in KPI reporting. Some participants also voiced concern that contractors prioritize commercial interests, prompting favoring for Option 2 for its perceived unified management structure and shared vision and goals.

Flexibility and adaptability

- **Ease of integration with conventional services:** Participants within the unionized staff focus groups noted that better integration with accessible conventional services is crucial and that Option 2 model could facilitate this. It was suggested that TransLink has more resources than any private service provider, which could be used to accommodate trips from HandyDART if required and suitable.
- **Flexibility to adapt to changes in demand:** Participants perceived challenges around recruiting under the current model. Participants noted challenges around getting mobile data terminals installed, which could lead to delays in adding additional fleet. These challenges would be consistent across all models.
- **Flexibility to respond to disruptions:** Union leadership members and non-unionized HandyDART staff noted that multiple contractors in Option 3 could complicate communication from top to bottom during disruptions. Additionally, representatives from the non-unionized HandyDART staff noted that there may

be challenges in operators moving between regions if these regions were under different contracts. It may be more restrictive to work in different regions if a certain contractor is responsible for one region.

Ease of Implementation and Transition

- **Required changes to HandyDART facilities:** It was emphasized in the unionized HandyDART staff focus groups that the transition to an Option 2 model would require minimal changes as the existing model already uses buses and facilities owned by TransLink. Additionally, the transition to Option 2 model could be simple if existing drivers were hired.
- **Required changes to HandyDART facilities:** Participants felt Option 2 model could be more cost efficient with a streamlined structure, due to less management.
- **Need for new/additional training to transition to new model:** Participants felt Option 2 model could result in more planned training for staff.

Other Considerations

Other comments were raised during engagement sessions that do not relate directly to the service delivery model but are still worth noting for customer experience improvements and HandyDART overall.

Some participants also mentioned interest in:

- **Technological enhancements:** Participants in the HDUAC workshop (Round 1) noted the need for technological enhancements such as a location-sharing mobile application to track vehicles and on-demand taxi booking. Additionally, other participants highlighted improvements required to the software's scheduling capabilities to ensure efficient and timely service
- **Accessibility and support:** Participants in the HDUAC workshop (Round 1) called to enhance accessibility and support by providing more language translation and assistance, as well as offering a greater variety of vehicle types. The registration process was noted as needing to accurately identify who can use conventional or taxi supplement services and who should not.
- **Travel convenience:** Participants in the HDUAC workshop (Round 1) focused on improving travel convenience by enabling easier cross-boundary travel for quicker trips without requiring vehicle transfers. Furthermore, outdated mapping will be updated to provide accurate estimates for pick-up times.
- **Call wait times:** Participants discussed call wait times during all Round 1 sessions, however, since this not something that is typically influenced by the service delivery model, these comments have been counted as "other consideration". Participants indicated that wait times to speak with a booking agent was one of the biggest challenges with the current system. The majority (60%) of telephone survey respondents also said that less time spent waiting on the phone to book a trip was very important to them. Staff indicated that call wait times are affected by staffing and service demand that has outpaced hiring.

A.3 Long-list Delivery Model Descriptions

Option 1: Split Structure with Modernized Contract



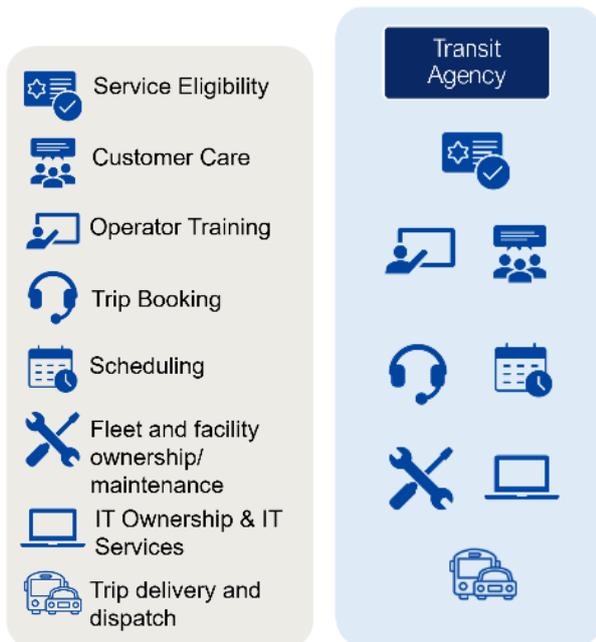
This option seeks to modernize TransLink’s involvement over certain shared functions (e.g., customer care and operator training).

This option would have a similar structure to how HandyDART is delivered today.

As part of the renewal process, look for opportunities to modernize tools for oversight and performance management of contractor. For example, review customer escalation processes.

TransLink would also be more involved in developing operator training content and structure, while contractor delivers the training.

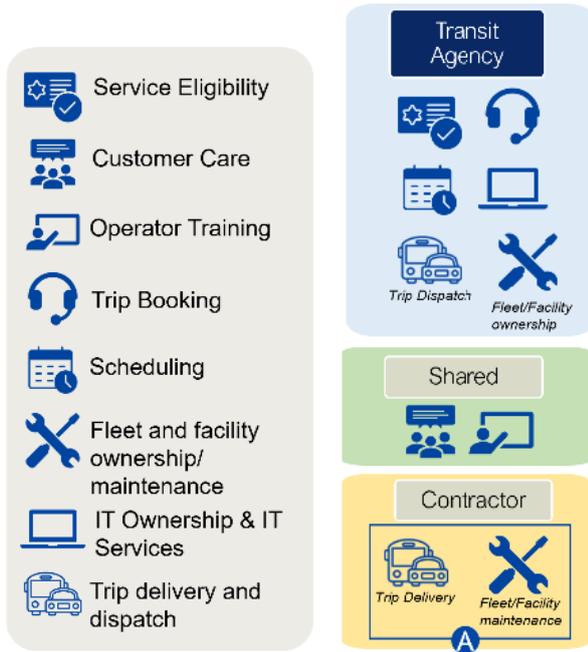
Option 2: Fully In-House



This option seeks to bring all ownership and operations in-house to TransLink.

TransLink would bring all staff and functions in-house and deliver all aspects of the Custom Transit Service.

Option 3A: Split Structure with Additional Functions In-house



This option explores the potential to bring most of HandyDART in-house, and contracting only trip delivery and facility/fleet maintenance to a single contractor.

In addition to eligibility and asset ownership, most operational functions such as trip booking, scheduling and dispatch are brought in-house. IT services to support various systems and devices are also brought in-house.

A single contractor is brought onto deliver trips and maintain fleet and facilities.

Responsibility for customer care and operator training are shared between TransLink and contractor.

Option 3B: Split Structure with Additional Functions In-house + Multiple Contractor Delivery



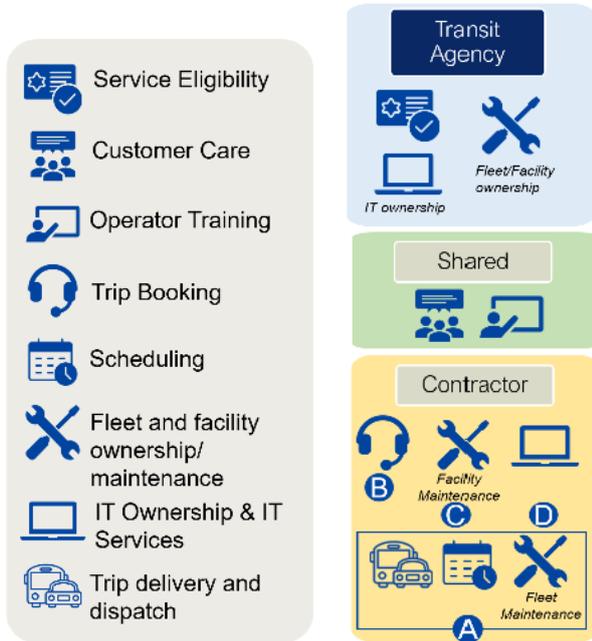
Similar split of functions to the previous option, except allowing for multiple contractors to provide trip delivery.

This option scored well in financial sustainability due to the expected decrease in costs due to the level of competition amongst delivery partners within the same region.

Given the in-house operations, this option makes it easier to change and implement new policies when operations are all in-house.

Responsibility for customer care and operator training are shared between TransLink and contractor.

Option 4: Introduce Multiple Contractors



This option seeks to emulate the current model but distributes the functions currently owned by one single contractor to multiple ‘specialized’ contractors.

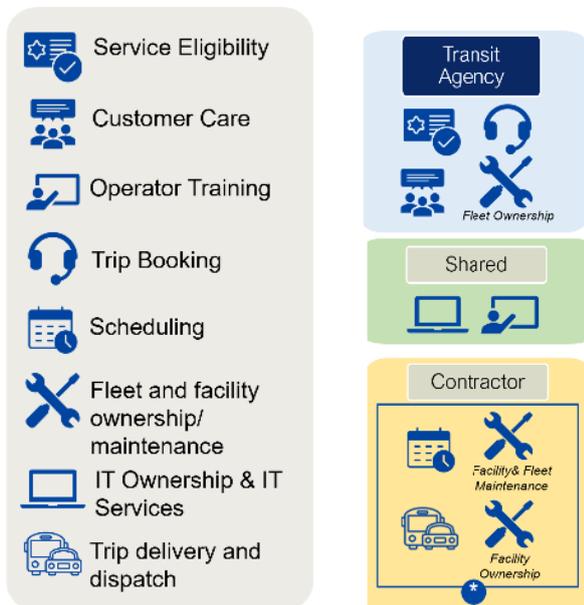
Ownership and responsibility for TransLink is consistent with the current model.

A primary contractor (A) will be responsible for scheduling, dispatching, fleet maintenance and trip delivery.

Separate contractors will be responsible for each of the following: trip booking (B), facility maintenance (C), IT services (D).

Responsibility for customer care will be shared between the contact centre contractor receiving trip bookings (B), the primary contractor who will need to investigate issues (A), and TransLink who will oversee the process.

Option 5: Multiple Contractors with In-House Booking (Decentralized Services)



This option involves TransLink taking on key central responsibilities and contracting multiple providers to deliver services to distinct geographic areas.

Trip booking is brought inhouse. Key functions including customer care, fleet ownership and eligibility remain with TransLink, in line with the existing model.

Multiple contractors are brought on to undertake scheduling, dispatching, fleet and facility maintenance and trip delivery. Facility ownership also falls under the responsibility of various contractors. Each contractor will carry out all out-sourced functions. Contractors will be distributed geographically.

Responsibility for IT services and operator training will be shared between TransLink and respective contractors.

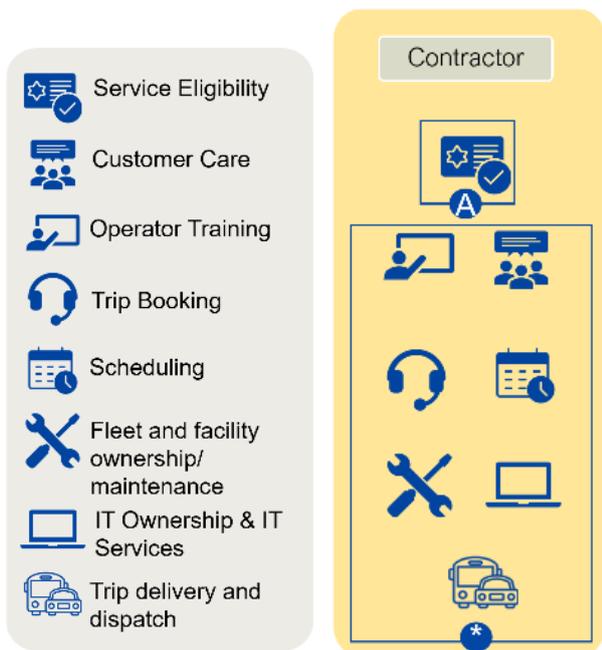
Option 6A: Turnkey Single Contractor + Centralized



This option explores the out-sourcing of all ownership and responsibilities to a single contractor.

TransLink will be responsible for contract administration.

Option 6B: Turnkey Multiple Contractors + Decentralized



Similar to 6A, this option explores out-sourcing all ownership and responsibilities, but to multiple contractors.

TransLink will be responsible for contract administration.

Eligibility will be undertaken by a single contractor.

Multiple contractors are brought in to deliver all other functions. Contractors will be distributed geographically.

HandyDART Customer-First Plan Engagement Summary

November 2025

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Introduction

The HandyDART Customer First Plan is grounded in what we've heard directly from customers and stakeholders. Their ongoing input helps TransLink understand who uses HandyDART, how their needs are evolving, and where improvements can make the greatest impact on accessibility, reliability, and customer experience. This plan has been informed through feedback gathered through structured engagement programs and customer research focused on specific initiatives, as well as through ongoing channels that allow customers and stakeholders to share ideas, raise concerns, and highlight opportunities for improvement. The following sections summarize who was engaged, the mechanisms through which feedback was received, and how these insights contributed to the development of the HandyDART Customer First Plan.

Who we engaged

TransLink has engaged a broad and diverse group of participants to inform the HandyDART Customer First Plan. Gathering perspectives from across this wide range of participants is essential to developing robust, evidence-based recommendations that reflect both the customer experience and the operational realities of delivering accessible transit service in Metro Vancouver. Many of those engaged have been engaged through multiple channels. Engagement has included the following groups, organizations and their representatives:

- HandyDART Customers
- Caregivers for HandyDART Customers
- HandyDART User Advisory Committee (HDUAC)
- Amalgamated Transit Union Local 1724 Leadership
- Amalgamated Transit Union Local 1724 Members
- Vancouver & District Labour Council / Save Our HandyDART Coalition
- HandyDART Riders' Alliance
- Alzheimer Society of BC
- ASK Friendship Society
- BC Poverty Reduction Coalition
- Beulah Adult Day Program
- Black Top Cab
- Blenheim Lodge
- Canadian National Institute for the Blind
- Chilliwack Society for Community Living
- City of Vancouver's Persons with Disabilities Advisory Committee
- Council of Senior Citizens Organizations (COSCO)
- Delta View Care Centre
- Disability Alliance BC
- Fraser Health
- Harrison at Elim Village
- Kyndred Community Living Society
- L'Chaim Adult Day Centre
- LakeView Care Centre
- Langley Pos-Abilities
- Langley Seniors Resource Society
- Louis Brier Home & Hospital
- Maple Ridge Municipal Advisory Committee on Accessibility and Inclusiveness
- New Westminster & District Labour Council
- Physiotherapist Association of BC
- Raven Song Community Health Centre
- Richmond Centre for Disability
- Royal Columbian Hospital Dialysis Unit
- South Vancouver Adult Day Program
- Surdell Taxi
- Surrey Association for Community Living
- Vancouver Coastal Health Renal Unit
- Vancouver Coastal Health
- Vancouver Taxi Association
- VRS Communities Society
- West End Adult Day Care Centre Society
- Yellow Cab

Engagement programs, customer research and feedback channels

TransLink used a broad range of engagement programs, research tools, and feedback channels to guide the development of the HandyDART Customer First Plan. Ongoing collaboration with the HandyDART Users' Advisory Committee, formal stakeholder engagements, and direct input from customers, caregivers, and operators ensures insight into service quality, accessibility, and operations reflects the lived experience of those most impacted by HandyDART service. Together with annual customer satisfaction surveys, regular travel training workshops, and correspondence to the Board, this feedback has shaped the plan's recommended initiatives and ensures that customer experience remains central to decision-making.

HandyDART User Advisory Committee

The HandyDART Users' Advisory Committee (HDUAC) provides advice and guidance to TransLink, Coast Mountain Bus Company, and service contractors on ways to improve HandyDART service for customers. Members are appointed by the TransLink Board of Directors following an open call for applications, with the review process led by current committee members. Half of the voting members of the committee are HandyDART customers or individuals who support, or are from organizations that support, persons with disabilities. The HDUAC meets quarterly to share feedback, discuss system-wide issues, and advise on plans and initiatives affecting HandyDART customers. Members help set meeting agendas and identify priority topics for discussion. Each year, the HDUAC prepares an annual report outlining its activities and recommendations, which is submitted directly to the TransLink Board.

Regular meetings are held approximately four times each year. Additional ad hoc meetings provide opportunities for staff to conduct workshops on specific initiatives, such as the HandyDART Service Delivery Model Review and proposed updates to the registration and eligibility processes.

Since January 2021, the HDUAC has met 21 times. Agenda topics have included:

- Planned Changes to HandyDART Application
- Online Booking
- Extended Service Hours
- HandyDART Supplemental Taxi Service
- Customer Cancellation policies
- Wait List and Cross-Boundary Policies
- Real-Time Information System Feasibility
- Changing Mobility Aid Dimensions
- HandyDART Service Delivery Model Review
- Transdev Operations Updates
- Inclement Weather Protocol and Communications

HDUAC feedback is reflected in nearly all the recommended initiatives in the HandyDART Customer First Plan.

HandyDART Service Delivery Model Review Engagement (2024)

The review of the HandyDART service delivery model included two phases of engagement with stakeholders.

Phase 1: In Spring/Summer of 2024, TransLink sought perspectives on the existing service delivery model; and feedback on draft criteria for a multiple account evaluation (MAE), and the trade-offs between different service improvements.

Engagement included workshops for HDUAC, TransLink, CMBC, and exempt Transdev employees) caregivers, service providers, advocates and labour representatives. A total of 42 participated. A separate briefing was provided to Disability Alliance BC, whose representatives were not able to attend the workshops.

A phone survey with 100 HandyDART customers sought their feedback on trade-offs between different service improvements.

What we heard: Phase 1 identified four important considerations to improve customer experience, including improving on-time performance and reliability, improvements to taxi operator training, reducing trip length and optimizing routing, and reducing call wait times. This feedback was incorporated into the development of the MAE.

Phase 2: In Fall/Winter 2024, TransLink shared the MAE results, a list of delivery model options, and sought feedback to create a short list.

Engagement included 3 workshops with Phase 1 participants (30) and added 2 focus groups for front-line staff: 9 call centre employees and 9 operators (the employer and ATU each nominated half of the participants). Separate briefings were held for ATU leadership (3), casual unionized staff (2), the HDUAC (13), and the Save Our HandyDART Coalition leaders (2).

What we heard: Feedback was primarily used to evaluate service delivery model options, but also identified challenges with scheduling, routing, and the accuracy of performance measures, as well as persistent issues with long booking wait times and customer complaints related to taxi-provided trips. Workforce topics such as training consistency, recruitment, absenteeism, and internal communication were also identified as areas requiring attention to support service quality and staff morale. Participants highlighted the importance of greater accountability, transparent performance reporting, and stronger coordination between HandyDART and other TransLink services. They also noted that future delivery models should enhance flexibility, sustainability, and integration while ensuring smooth implementation and minimal disruption for customers and staff.

Feedback from the HandyDART Delivery Model Review is reflected in the HandyDART Customer First Plan Initiatives 2.1 Online Trip booking, 2.2 Improved Trip Availability, 3.1 Improved Trip Reliability, 3.2 Integrated with Compass Modernization, 5.1 Improved Real-Time Trip Information, 5.2 Timely and Customized Notifications, 6.1 Expanded Training for Non-Dedicated Service Providers, 6.2 Non-Dedicated Service Provider Certification, 6.3

Strengthened Accountability, 8.1 Enhanced Internal Capacity, 8.2 Specialized Delivery Partners, and 8.4 Software & Data.

HandyDART Modernization Engagement (2021)

TransLink sought input on a package of potential updates designed to improve HandyDART customer experience: Compass implementation on HandyDART; updating fares to introduce age-based discounts; updating the registration system; and online booking.

Engagement included a survey (online, by phone or by mail), workshops and a telephone townhall. Participants included HandyDART Users Advisory Committee, customers, care givers, service providers, medical professionals, and advocates for people with disabilities.

A total of 1,645 interactions were tracked during the engagement period, including: over 800 completed surveys; over 100 virtual workshop and telephone townhall participants; over 600 phone calls; and nearly 50 email submissions.

What we heard: Key feedback from customers and stakeholders included:

- Concern about proposed mandatory personal consultation component to HandyDART registration.
- Overall support for Compass on HandyDART; identified barriers for some customers.
- Support for extending age-based discounts to HandyDART.

While Compass was integrated with HandyDART in October 2021, feedback from this engagement is further reflected in the HandyDART Customer First Plan Initiatives 1.1 Simplified Application, Initiative 1.2 Personalized Eligibility and Review Process, and 3.2 Integrated with Compass Modernization.

HandyDART Customer Service Performance Surveys

Since 2010, TransLink has been gathering input annually from customers through telephone surveys conducted by Ipsos interviewing, on average, 500 customers. This customer research evaluates the reported quality of service (both dedicated HandyDART vehicles and taxis), determines reasons for any changes in usage, and identifies areas for improvement. The surveys, along with other performance reporting, help identify what is working well and areas to improve HandyDART service. Customers who have used the service at least once in the past month are asked to rate all aspects of service from booking, pick and drop, reliability, drivers, safety, to cleanliness.

Since 2022, HandyDART's overall service score have been increasing. In 2022, HandyDART scored an 8.5 rating and in 2024, the service scored an 8.8, making it the second highest rated service in TransLink's suite of services.

The 2024 survey also identified on-time arrivals, shorter time windows for pickups, and shorter wait time on the phone as customer priorities for service improvement. Nearly one-quarter of respondents could not name an improvement they felt needed to be made to HandyDART Service.

These survey results are available online.

Feedback from these surveys have influenced many of the initiatives in the HandyDART Customer First Plan, but specifically Initiatives 3.1 Improved Trip Reliability, 5.1 Improved Real-Time Trip Information, 5.2 Timely and Customized Notifications, and 7.1 Easier to Connect with Us.

CMBC Access Transit Customer Care: Call Centre

CMBC's Access Transit Customer Care (ATCC) provides HandyDART customers and caregivers with a call centre for complaints and commendations about aspects of HandyDART service. Calls topics are tracked and the Director of ATCC includes a summary of feedback in an annual report that is presented to the HDUAC. In mid-2022, ATCC refined the report to begin including top feedback topics, and separate tracking of feedback about trips taken by taxi.

Since 2022, the top call topics for HandyDART include:

- Call Centre behaviour
- Operator behaviour
- Scheduling and dispatch
- Late or no-show rides
- Long ride times

The top call topics for taxis include:

- Operator behaviour
- Door to door service
- Late, early, or no show rides

Customer feedback from the ATCC is reflected in the HandyDART Customer First Plan Initiatives 2.1 Online Trip Booking, 2.2 Improved Trip Availability, 2.3 Improved Hours of Service, 3.1 Improved Trip Reliability, 5.1 Improved Real-Time Trip Information, 5.2 Timely and Customized Notifications, 5.3 Enhanced Visual Identification for Non-Dedicated Service Providers, 6.1 Expanded Training for Non-Dedicated Service Providers, 6.2 Non-Dedicated Service Provider Certification, 7.1 Easier to Connect with Us, and 7.2 Improved Customer Feedback Process.

HandyDART Application and Registration Update (Ongoing)

Since 2021, TransLink has continued to engage stakeholders on implementing the Board of Directors' direction to modernize and improve the HandyDART application process. This has included process mapping, planning work and service design to develop application processes, a draft appeals process, and revised application form.

Engagement has primarily been through the HDUAC, with additional engagement with medical professionals who are involved in the current HandyDART application process and medical verification.

HandyDART Application Project Advisory Working Group: In Fall 2023, TransLink engaged an advisory group composed of people who are an approval authority on the HandyDART application form. This included social workers in hospital and care home settings, licensed nurses, a physician, physiotherapists, and others, who provided input on proposed

application processes, and advised on skills and abilities to assess whether someone can use transit independently.

HDUAC: The HDUAC has been engaged regularly since 2021. This has included multiple opportunities for TransLink to share updates on how implementation planning has progressed, and to get lived experience feedback on specific “pain points” in the existing process, a proposed expedited application process, and a potential appeals process.

Service design exercise: To identify customer-centric improvements for the new application process and form, TransLink undertook a service design activity in 2023. This consisted of one-on-one interviews about their application experience with 6 new customers and organizations that support applicants, and testing of prototype application material with 18 customers. The resulting customer journey maps and insights have been critical in capturing customer and operational requirements.

What we heard:

- Continued support for an updated and more modern application process, including options for online application form.
- A desire for each stage of the application process to be clear, easily understood, and accessible for a range of applicants to complete independently.
- Concern that the new process may take longer for applicants who need access to the service urgently to be approved, and the proposed expedited process may mitigate against this risk.

While this engagement is ongoing, initial themes and considerations from this engagement are reflected in the HandyDART Customer First Plan Initiative 1.1 Simplified Application and Initiative 1.2 Personalized Eligibility and Review Process.

Correspondence with TransLink’s Board of Directors

Members of the public can email TransLink’s Board of Directors at board@translink.ca (which is posted on the corporate website). Submissions are tracked and, depending on the topic, the Board may reply or may direct staff to respond.

From 2021 to spring 2025, the Board received 69 emails from individuals and stakeholders on topics related to HandyDART. The general topics of these emails include:

- Support to bring HandyDART In-House
- Concerns about labour relations and HandyDART operator job action (during the 2024 job action)
- Customer service, scheduling and communication with customers
- Improvements to accessibility or service coverage
- Fare, policy and program requests (such as refund options and BC Bus Pass program)

Since Spring 2025, the Board has received 742 duplicate messages asking to bring HandyDART in-house as part of a write-in campaign, led by the Save Our HandyDART Coalition. An additional 809 duplicate messages were sent to the TransLink CEO during the same campaign. These messages were sent via the ActionNetwork.org campaign tool.

The Board has also received correspondence from the Minister of Transportation and Transit, relaying the letters the Minister has received this fall from local governments in Metro Vancouver.

Correspondence with the Board has informed the HandyDART Customer First Plan Initiatives 1.1 Simplified Application, 1.2 Personalized Eligibility and Review Process, 1.3 Enhanced Personalized Travel Training, 2.2 Improved Trip Availability, 3.1 Improved Trip Reliability, 3.2 Integrated with Compass Modernization, 6.1 Expanded Training for Non-Dedicated Service Providers, 6.2 Non-Dedicated Service Provider Certification, 6.3 Strengthened Accountability, 7.2 Improved Customer Feedback Process.

Public Delegations at Board of Directors' Meetings

Members of the public have the opportunity to speak to TransLink's Board of Directors at their quarterly public meetings. By registering with the Corporate Secretary in advance, they can speak on a topic of their choosing for up to five minutes.

Since 2020, 16 individuals, including advocates, customers, and HandyDART employees, – have spoken to the Board on the following:

- Concerns about mandatory interviews in proposed registration and eligibility process
- Desire for employee and retiree benefit parity for HandyDART and CMBC employees
- Desire for investment in HandyDART infrastructure, permanent HandyDART facilities, and low carbon fleet
- Concerns about HandyDART service delivery and objection to use of taxis for trips
- Desire for improvements to timeliness of pick ups, high staff turnover

Speakers' feedback is shared with staff and, depending on the topic, the Board can direct staff to follow up with the speaker.

Travel Training

TransLink introduced the Travel Training program in 2018 to help passengers with diverse abilities to better access the region's multimodal transportation and transit system. In partnership with community groups throughout the region, TransLink provides virtual and in-person informational workshops for seniors, newcomers and people with disabilities to assist with independent travel. The program also has activations at major community events. To date in 2025, the Travel Training program engaged over 8500 participants through over 100 workshops and community events.

Travel Training provides a consistent venue to participants to seek information and provide feedback on TransLink's multimodal transit services, including buses, SkyTrain, SeaBus and HandyDART.

Common themes in feedback received at travel training events include:

- Challenges with scheduling multi-zone trips
- Long booking wait times
- Concerns over rider support related to taxi trips
- Concerns with accountability and response over customer feedback

- Language barriers for customers where English is not their first language
- Concerns over flexibility on changing bookings (on demand service)
- Assumptions that HandyDART provides single-passenger rides
- Assumptions that HandyDART is a service for all seniors 65+

Feedback heard in the travel training program is reflected in the HandyDART Customer First Plan Initiatives 1.3 Enhanced Personalized Travel Training, 2.1 Online Trip Booking, 2.2 Improved Trip Availability, 5.1 Enhanced Visual Identification for Non-Dedicated Service Providers, 6.1 Expanded Training for Non-Dedicated Service Providers, 6.2 Non-Dedicated Service Provider Certification, 6.3 Strengthened Accountability, 7.2 Enhanced Customer Feedback Process, and 7.3 Evolving the HandyDART Brand.

HandyDART Van Pilot Project Engagement (2020)

Customers and drivers participated in a pilot project examining the suitability of operating smaller vehicles for HandyDART. The feedback gathered was used to assess customer and operator experience with two vehicle types used to deliver HandyDART trips.

Engagement included a viewing of the two vehicle models for HDUAC members and HandyDART operators, and phone surveys with 33 customers, who had travelled in the vehicles during the pilot period.

What we heard: Evaluation by customers and drivers identified one model as viable, but requiring different configurations as it was challenging for ambulatory clients to enter and exit. Information gathered during this pilot will inform future work as different vehicle typologies have been brought to market since.

This feedback is reflected in the HandyDART Customer First Plan Initiative 4.1 Smaller Vehicles.

Key insights from engagement

TransLink has heard valuable feedback from a broad range of stakeholders about their experiences using the service. Participants have shared insights into what is working well and where improvements are needed to enhance accessibility, reliability, and customer satisfaction. This input provides a strong foundation for identifying opportunities to improve the HandyDART customer experience.

The key themes of customer and stakeholder feedback that were captured for the HandyDART Customer First Plan are:

- **Service Reliability and Operational Efficiency:** Service reliability remains the top priority for HandyDART Customers and stakeholders. Customers, staff, and stakeholders consistently identified reliability and scheduling efficiency as critical to improving the overall customer experience. Feedback noted that current scheduling challenges are largely the result of software and system limitations, which can lead to inefficient trip routing and delays. Some also expressed concern that related performance metrics may not fully reflect customer experience. Improving scheduling accuracy, route optimization, and transparency in performance reporting were key priorities identified through engagement.
- **Customer Experience and Taxi Service Quality:** Participants raised ongoing concerns about the quality and consistency of taxi-provided trips, including the level of door-to-door assistance and driver conduct. These issues were linked to lower satisfaction ratings for non-dedicated trips. Strengthened training, service standards, and oversight were viewed as important to ensuring safe, reliable, and equitable service for all customers.
- **Workforce Capacity, Training, and Safety:** Engagement highlighted perceived challenges related to recruitment, retention, absenteeism, and communication that we felt to impact service delivery and morale. Participants emphasized the importance of consistent and structured training for operators and call-centre staff to maintain safety and service quality, as well as improving internal communication and workforce utilization.
- **Booking Wait Times and Technology Integration:** Long call wait times continue to be a significant barrier to customer satisfaction. Participants cited the need for technology upgrades, improved integration between booking and operations, and additional staffing supports to manage demand. Streamlined processes and modernized systems through updated software were viewed as key enablers of a better customer experience.
- **Accountability and Performance Transparency:** Participants highlighted the importance of accurate, accessible, and transparent performance reporting. Clear metrics, consistent communication, and shared goals were seen as essential to improving accountability, decision-making, and public trust in HandyDART service delivery.

- **Perceptions of Service Model and Operational Impact:** A recurring theme from operators and some stakeholder groups was the perception that bringing HandyDART service in-house could improve day-to-day operations by enhancing coordination between scheduling, dispatch, and customer service functions. Participants suggested that a fully in-house delivery model could streamline communication and align operational priorities under a single management structure. Others emphasized that service quality and performance outcomes would ultimately depend on effective management, adequate resourcing, and clear accountability measures—regardless of the delivery model chosen.
- **Integration and Implementation Considerations:** Participants emphasized the need for smooth coordination between HandyDART and other TransLink services, along with thoughtful planning for any potential service delivery transition. Feedback underscored the importance of minimizing disruption, maintaining service continuity, and ensuring staff and customers are supported throughout implementation.

Conclusion

TransLink remains committed to keeping customers and stakeholders at the centre of our engagement. Ongoing engagement is essential to understanding evolving needs, identifying opportunities for improvement, and ensuring that HandyDART continues to deliver safe, reliable, and accessible service. TransLink will continue to prioritize meaningful dialogue through both formal engagement programs—such as workshops, surveys, and advisory committee meetings—and through regular feedback channels that allow customers and partners to share their experiences at any time. This ongoing collaboration ensures that future decisions are informed by the people who know the service best, helping TransLink build a more responsive, inclusive, and customer-focused HandyDART system.

**Letters Received by the TransLink Board of
Directors for HandyDART Service Delivery Review**

March 27, 2024 - November 25, 2025

MINISTER'S MANDATE LETTER FROM THE PREMIER



January 16, 2025

Honourable Mike Farnworth
Minister of Transportation and Transit
Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Farnworth:

Congratulations on your appointment as Minister of Transportation and Transit at a critical time for our province. Serving as a member of the executive council is a privilege and responsibility which I am confident you will fulfill with integrity and a commitment to the people of our province.

British Columbians have trusted us with a mandate to deliver for them in ways that make a tangible difference in their daily lives. They expect us to listen and learn from people of different perspectives – and work together to make things better for everyone.

Specifically, we will tackle the challenges people worry about at the kitchen table:

- **Grow the economy by creating good jobs across British Columbia.** We will collaborate with businesses, workers, and communities to attract investments in both new and traditional sectors as well as emerging sectors of the economy. This approach will bring certainty for business, security for workers, and generate the wealth needed to support the essential services British Columbians rely on.
- **Reduce costs for families** including by helping people access homes they can afford through support for first-time homebuyers, increasing the supply of rental housing stock, and stronger measures to crack down on housing speculation.

.../2

- **Strengthen health care** by expanding access to family doctors and recruiting and training more health professionals, ensuring that every British Columbian can access the care they need, no matter where they live. We will also increase access to addictions treatment and provide help for people whose struggles require intensive supports.
- **Make our neighbourhoods and communities safer** by working with law enforcement and social agencies to address street disorder, crack down on organized crime, and do all we can to ensure repeat offenders stay behind bars.

Our commitment to take action on climate change remains foundational and will be key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples. Advancing reconciliation, implementing the *Declaration on the Rights of Indigenous Peoples Act* and working in partnership with First Nations rights-holders to advance shared interests is the responsibility of every Minister.

Over this mandate I expect you to prioritize making progress on the following:

- In order to protect key services that British Columbians rely on, work with the Minister of Finance to review all existing Ministry of Transportation and Transit programs and initiatives to ensure our programs remain relevant, are efficient, are responsive to the needs of commuters, grow the economy, and help keep British Columbians moving. This is important in the context of current Provincial budget constraints and the priorities of communities in the province.
- Support improvements in BC's road infrastructure balanced with integrated transit opportunities to ensure that people can get home and to work faster, and goods can get to market more efficiently in our province.
- Find ways to support low-income people including seniors and young people in accessing affordable transit.
- Drive the development and expansion of transit across the province and work with communities across BC to find ways to strengthen key rural and intercity transportation services. This includes supporting regional transportation plans such as the Central Okanagan Transit Future Plan and working toward regular local transit along the Sea to Sky corridor.
- Ensure that our provincial transit services are being delivered in a way that is cost-effective for taxpayers, responsive to the concerns of transit riders, and not duplicative of administration by reviewing the private delivery model for provincial transit systems starting with handyDART.

- Work with BC ferries to address administrative costs and ensure affordable, reliable, and sustainable ferry services.
- Identify affordable and efficient opportunities for expansion of SkyTrain, RapidBus, and rail service in the province to meet the transportation and goods movement needs of growing populations.
- Lead work to advance progress on the Broadway extension to UBC, including by working with the federal government, UBC, the City of Vancouver, First Nations, and all relevant government agency stakeholders. Work with the Minister of Housing and Municipal Affairs to advance related government objectives on housing density and identify opportunities to achieve reduced carbon pollution and economic development. Delegate key responsibilities as you are able to the Parliamentary Secretary for Transit to support the extensive coordination and relationship building required by this file.
- Find ways to support taxi and ride hail operators and ensure safe and affordable transportation options for British Columbians.
- Support the Minister of Public Safety and Solicitor General in ensuring safety and efficiency across our public transportation system through partnerships with TransLink, BC Transit, and local governments to permit the use of technology in relation to enforcement of public transportation safety.

To assist you in meeting the commitments we have made to British Columbians, you are assigned a Parliamentary Secretary for Transit whose focus will be to:

- Work with you and the Minister of Housing and Municipal Affairs to identify and champion transit-oriented development sites with local governments, stakeholders, and the private sector in order to maximize success of this initiative.
- Work with you to advance progress on the Broadway extension to UBC, including by building relationships with the relevant contacts in the federal government, UBC, the City of Vancouver, First Nations and all relevant government agency stakeholders. Work with the Minister of Housing and Municipal Affairs to advance related government objectives on housing density and identify opportunities to achieve reduced carbon pollution and economic development.
- Work with you to identify opportunities to improve transit in underserved areas with greatest need, with a goal of connecting communities.

You will work closely together and ensure your Parliamentary Secretary receives appropriate support to deliver on this work.

As you are aware, we have established an accord with the BC Green Caucus that supports our shared commitment to ensuring stable governance focused on delivering progress and tangible outcomes for British Columbians. The commitments in that accord complement the direction in these mandate letters.

As a Cabinet, we will uphold the highest standards of ethics, collaboration, and good conduct in service of the public, and as a Minister of the Crown, you are expected to review, understand, and act according to the *Members' Conflict of Interest Act*. You will establish a collaborative working relationship with your Deputy Minister and the public servants under their direction, who provide the professional, non-partisan advice that is fundamental to delivering on our government's priorities. Your Minister's Office must meet the highest standards for integrity and provide a respectful, rewarding environment for all staff.

The work we have ahead takes place in a profoundly challenging geopolitical environment. Close friends and neighbours to our south are contemplating imposing draconian tariffs on our products that would hurt both Americans and Canadians. Our allies internationally face governmental instability. Hate and racism are on the rise around the world. Artificial intelligence breakthroughs with unclear implications and astonishing potential are announced daily. Global inflation, snarled supply chains, and war are threatening global economic growth and prosperity as well as the transition to a low-carbon economy.

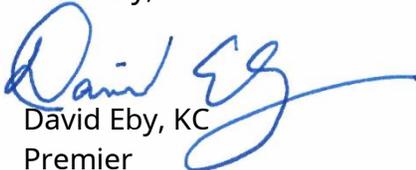
We have an obligation to protect and defend British Columbians, as well as seize opportunities, in these uncertain times.

The good news is that we have everything we need to succeed, and we will succeed. British Columbia's people – our workers, entrepreneurs, business leaders, artists, and innovators – are among the most talented in the world. We are home to world-class educational institutions and public services. Our natural beauty is unmatched, we have internationally envied resources, and we are one of the most diverse places on the planet. Your job is to help us leverage these advantages in perilous times.

Use this mandate letter to guide your work, and do not be afraid to challenge assumptions, or be innovative, bold and aggressive in achieving the goals set out for you and your Ministry by the people of this province.

Thank you for joining me in the work ahead.

Sincerely,


David Eby, KC
Premier

cc: George Anderson, MLA
Parliamentary Secretary for Transit

MUNICIPALITIES



October 21, 2025

Lorraine Cunningham, Chair
TransLink Board of Directors
Metro Vancouver
400-287 Nelson's Court
New Westminster BC V3L 0E7

Reference: 337056

Dear Chair Cunningham:

Re: Letters of Support for Bringing HandyDart In House

I am writing to provide the TransLink Board of Directors copies of letters received by my office from Metro Vancouver governments with respect to TransLink's review of HandyDART service delivery in the region.

As the Board will ultimately determine the service delivery model for HandyDART, I wanted to ensure you were in receipt of this correspondence from local governments as part of the review process.

Sincerely,

Mike Farnworth
Minister

CITY OF SURREY

OFFICE OF THE MAYOR

July 8, 2025

Minister Farnworth
Parliament Buildings
Victoria, B.C.
V8V 1X4

Transmitted by email: TT.Minister@gov.bc.ca

Dear Minister Farnworth:

As Mayor of the City of Surrey, I provide this letter in support of the HandyDART Coalition's mandate to provide in-house transit service to the community members who rely on their service. One of the key goals of Surrey's Age Friendly Action Plan is to foster a supportive, accessible and inclusive environment for all. Seniors and people with a health condition or impairment within our community rely on the compassionate, reliable and safe service that has become synonymous with HandyDART.

HandyDART is recognized as Translink's door-to-door public transit service that uses specially equipped vehicles designed to carry passengers with physical or cognitive disabilities who are unable to use public transit without assistance. In 2021, 156,765 seniors (people aged 55 and older) were living in Surrey, which represents 28% of the total population of 568,320.

Outsourcing the HandyDART operation to a Multinational Company based out of France is a travesty during a time that requires Canadian solidarity. In the last quarter of 2023, 25% of HandyDART service was performed by taxis, which is up from 23% earlier in 2023 and far exceeds TransLink's previous commitment to limit taxi trips to 7% of service.

HandyDART is a crucial infrastructure for some of Surrey's most vulnerable populations and has been unable to provide adequate service levels that meet demand. This failure means that every day, riders are stranded without any safe, reliable means of getting to kidney dialysis appointments, cancer treatments, adult daycare facilities, and other essential services. It also means social isolation for many HandyDART riders.

I appeal to your Ministry to prioritize funding for this crucial public service and support HandyDART being brought in house as a subsidiary of Translink.

Sincerely,



Brenda Locke,
Mayor, City of Surrey

cc: Joe McCann, President/Business Agent ATU local 1724



BRENDA LOCKE
MAYOR

MAYOR@SURREY.CA

604.591.4126

October 2, 2025

The Honourable Mike Farnworth
Minister of Transportation and Transit
VIA Email: TT.Minister@gov.bc.ca

Translink Board of Directors
VIA Email: board@translink.ca

Re: Call for Advocacy to Bring HandyDART in House

At its September 29, 2025 Regular Council meeting, Langley City Council considered correspondence from the President of Amalgamated Transit Union (ATU), Local 1724 requesting Council's support and advocacy to bring HandyDART in house. Council subsequently passed the following resolution:

WHEREAS HandyDART is a vital door-to-door transit service for seniors and people with disabilities who cannot access conventional public transit without assistance;

AND WHEREAS the current outsourced HandyDART model has resulted in long-standing issues relating to service reliability concerns, safety issues, and increased reliance on subcontracted taxi services;

AND WHEREAS the BC NDP committed to bringing HandyDART in-house during the last provincial election, and multiple municipalities across Metro Vancouver have passed resolutions in support of this transition;

AND WHEREAS in 2023, City Council became a signatory to "Save our HandyDART" Coalition's open letter to the province which included a request that the TransLink Board develop and implement a plan to bring HandyDART in-house as a subsidiary of TransLink;

THEREFORE BE IT RESOLVED THAT Langley City Council formally endorse the transition of HandyDART services to a publicly operated, in-house model under TransLink;

AND THAT Council send a letter of support to the TransLink Board of Directors and the Honourable Mike Farnworth, Minister of Transportation and Transit, urging the Government of BC to act on this commitment and prioritize the transition in THIS upcoming provincial budget;

AND THAT this resolution be shared with the Mayors' Council on Regional Transportation and the Save Our HandyDART Coalition

Yours truly,
CITY OF LANGLEY



Paula Kusack
Deputy Corporate Officer

cc: Mayors' Council on Regional Transportation (mayorscouncil@translink.ca)
Save Our HandyDART Coalition (president@atu1724.com)



Office of Mayor Brad West

VIA EMAIL

September 17, 2025

Hon. Mike Farnworth
Minister of Public Safety and Solicitor General
Parliament Buildings
Victoria, B.C. V8V 1X4
Email: TT.Minister@gov.bc.ca

Dear Minister Farnworth,

I am writing to you in support of the HandyDART Coalition's call to bring HandyDART service in-house under TransLink.

HandyDART is a vital service for many of our most vulnerable community members—particularly seniors and residents living with disabilities or health challenges—who depend on accessible, reliable, and compassionate transportation to attend essential medical appointments, adult day programs, and community services. For these riders, HandyDART is not a convenience; it is a lifeline.

Unfortunately, the current contracted model has resulted in increasing reliance on taxis and growing gaps in service reliability. This has left too many people stranded without safe, timely, and dignified transportation. As you know, in the last election the BC NDP committed to bringing HandyDART in-house. Fulfilling this commitment will ensure that service standards are improved, accountability is strengthened, and public dollars are reinvested directly into a public system that puts riders first.

I urge you and your Ministry to prioritize this issue and work with TransLink and local governments to move HandyDART operations in-house. Doing so will demonstrate a clear commitment to equity, accessibility, and inclusion across Metro Vancouver.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to be "BWT", written in a cursive style.

Mayor Brad West



EST. 1873

September 10, 2025

VIA EMAIL

Honourable Mike Farnworth
Minister of Transportation
PO Box 9055
Stn Prov Govt
Victoria, BC V8W 9E2

RE: HandyDART

Dear Minister Farnworth,

On behalf of the Township of Langley, I am writing to express my strong support for the HandyDART Coalition and its call to return this essential service to direct, in-house operation under TransLink. HandyDART is not simply a transportation option—it is a lifeline for many of our residents, particularly seniors and individuals living with health challenges or disabilities.

In the Township of Langley, more than one in five residents are over the age of 55, and many rely on services like HandyDART to remain independent, connected, and able to access medical appointments and community programs.

HandyDART must be strengthened, not weakened. Bringing operations in-house under TransLink would restore accountability and improve service quality, ensuring that vulnerable residents in the Township of Langley—and across the region—can count on safe, reliable, and dignified transportation.

I urge your Ministry to provide the necessary support and funding to protect and improve HandyDART, so that it continues to serve as the vital community service it was intended to be.

Thank you for your consideration and I look forward to hearing from you.

Sincerely,

Eric Woodward
Mayor
Township of Langley
ewoodward@tol.ca



MAYOR KEN SIM

October 28, 2025

Dear Minister Farnworth,

As Mayor of Vancouver, I am writing to reaffirm our commitment to ensuring accessible and dependable transit for residents with mobility challenges and to request your support for bringing HandyDART service in-house under TransLink. This is essential to ensuring that our transit network meets the needs of all who rely on it.

Vancouver's Age-Friendly Action Plan identifies enhancing mobility and creating barrier-free transportation as essential to supporting older adults, people with impairments, and those who are vulnerable. For many in our city, HandyDART is not simply transit. It is a lifeline that connects people to medical care, community support, social interaction, and daily essentials that keep them healthy, independent, and socially engaged.

A growing proportion of HandyDART trips are now completed by taxis, raising challenges around consistency, accessibility, and the level of support required for passengers who need trained assistance. At the same time, too many riders are being left without reliable transportation to critical appointments and supports. This is not aligned with our shared goal of reducing barriers and preventing social isolation.

Bringing HandyDART in-house as a TransLink-operated service would strengthen oversight, improve accountability to riders, and ensure decisions about service delivery are guided by public interest. It would also advance the priorities of the Age-Friendly Action Plan by reinforcing a transit system that supports dignity, independence, and community participation for seniors and people with disabilities.

I am asking for your leadership in prioritizing the funding and policy direction required to support this transition. Vancouver is ready to work closely with you, TransLink, and regional partners to ensure that HandyDART continues to reflect the values of inclusion, safety, and accessibility that guide our public transit system.

Thank you for your attention to this matter and for your ongoing commitment to equitable mobility across Metro Vancouver.

Sincerely,

A blue ink handwritten signature of Mayor Ken Sim.

Mayor Ken Sim
City of Vancouver



MAYOR KEN SIM

November 17, 2025

The Honourable Mike Farnworth
Minister of Public Safety and Solicitor General
Government of British Columbia

Dear Minister Farnworth,

I am writing to provide clarification regarding my recent letter sent on October 28th concerning HandyDART service delivery and specifically the concerns raised by members of Vancouver's taxi industry in response to that correspondence.

After further discussion, I want to clearly acknowledge the essential role that taxis play within the broader HandyDART service model. Taxi partners provide critical scalability and flexibility to the system, ensuring that residents are able to access timely transportation, particularly during peak periods or when dedicated HandyDART vehicles are unavailable. This complementary role significantly strengthens service responsiveness and helps meet the growing mobility needs of seniors and people with disabilities across Metro Vancouver.

I also want to recognize the specialized accreditation, training programs, and professional standards that taxi drivers must meet before being assigned to HandyDART related trips. Many drivers in this program support passengers who require assistance, and they do so with skill, care, and dedication. Their contributions are meaningful, appreciated, and form an important component of the accessible transportation network in our region.

The intent of my earlier letter was not to diminish the professionalism of taxi drivers or the value of their service. Rather, it was to highlight our shared priority: ensuring that older adults and our most vulnerable residents have reliable, accessible, and consistent transit options when they need them. This commitment remains the City of Vancouver's central focus.

As HandyDART demand continues to increase, it is important that the overall system, across all participating service providers, delivers the level of predictability and accessibility required by passengers who depend on it for medical appointments, essential supports, and community participation.

I appreciate the opportunity to clarify this matter and reaffirm the value that taxis bring to the HandyDART program. Our goal remains ensuring that seniors, people with

disabilities, and vulnerable residents across Vancouver have dependable access to the transportation they rely on.

Thank you for your attention and for your continued leadership on accessible transportation.

Sincerely,



Mayor Ken Sim
City of Vancouver

LOCAL ORGANIZATIONS
AND ADVOCACY GROUPS



May 13, 2025

ATTN: Kevin Quinn (Kevin.quinn@translink.ca) CEO, TransLink
CC: the Hon. Mike Farnworth (TT.Minister@gov.bc.ca)
Minister of Transportation, Government of British Columbia
and TransLink Board of Directors

I am writing on behalf of the BC Poverty Reduction Coalition to add our coalition's collective voice to the growing wave of support for the transition of HandyDART services towards full public control.

HandyDART is recognised by disabled community members as life-saving. Drivers are trained in accessibility needs and offer door-to-door service to riders, which provides crucial mobility and access to community. Tens of thousands of Metro Vancouver residents rely on HandyDART to get to medical appointments, adult daycare centres, and other essential services.

The current privatized, patchwork system places riders and workers in unnecessary precarity. Sub-contracting to under- or untrained taxi services leads to unreliable service provision and an unacceptable level of unpredictability for riders. Shifting HandyDART to an adequately funded public service model would ensure dignity for riders and the team that makes this service possible.

[Local leaders across the Lower Mainland](#) have voiced support for bringing HandyDART in-house for good reason. Under Transdev's operation, HandyDART has become known for myriad safety problems, unreliable service quality, and poor working conditions for drivers. [TransLink's own CEO noted in 2024](#) that the current review process is "a great opportunity to take a deeper look at how we can better deliver for our HandyDART users". Now is the time for that delivery to come through.

Additionally, Minister Farnworth's mandate letter cites HandyDART's current model as a top priority for review. Now is the time to reaffirm the provincial government's commitments to align this crucial piece of our transportation system as a cost-effective, reliable, and functional public good.

I look forward to your continued support of dignified transportation throughout our province. On June 25, I urge you to vote to bring HandyDART under public control.

Kindly,

Sacia Burton
Digital Media Manager
BC Poverty Reduction Coalition



Council of Senior Citizens' Organizations of BC

Representing seniors in British Columbia since 1950

www.coscobc.org

May 21, 2025

The Hon Mike Farnworth, Minister of Transportation and Transit,
TT.Minister@gov.bc.ca

Mr. Kevin Quinn, CEO, Translink, kevin.quinn@translink.ca

Dear Minister Farnworth and Mr Quinn

Re: Bringing HandyDART inhouse to Translink

I am writing on behalf of the Council of Senior Citizens' Organizations of BC (COSCO BC) to add the voice of our 80,000 members from more than 60 affiliated groups located in all parts of BC to support the transition of HandyDART services to full public control.

HandyDART is recognized by seniors living in our communities as an essential component of ageing in place. Drivers are trained in accessibility needs and offer door-to-door service to riders, which provides crucial mobility and access to our community. Tens of thousands of Metro Vancouver residents as well as those in other parts of the province rely on HandyDART to get to medical appointments, adult day programs, and other essential services. Keeping older adults connected to their communities reduces social isolation, improves overall health and thereby reduces demands on our health care system.

The current privatized patchwork system puts riders and workers at risk. Sub-contracting to under- or untrained taxi services leads to unreliable service provision and an unacceptable level of unpredictability for riders. Shifting HandyDART to an adequately funded public service model would ensure dignity for riders and provide more attractive working conditions to recruit and retain the trained drivers who make this service possible.

Local leaders across the Lower Mainland have voiced support for bringing HandyDART in-house for good reason. Under Transdev's operation, HandyDART has become known for myriad safety problems, unreliable service quality, and poor working conditions for drivers. TransLink's own CEO noted in 2024 that the current review process is "a great opportunity to take a deeper look at how we can better deliver for our HandyDART users". Now is the time for that delivery to come through.

President • Leslie Gaudette • 604-630-4201 • pres@coscobc.org
PO Box 26036, RPO Langley Mall, Langley, BC, V3A 8J2

Additionally, Minister Farnworth's mandate letter cites HandyDART's current model as a top priority for review. Now is the time to reaffirm the provincial government's commitments to align this crucial piece of our transportation system as a cost-effective, reliable, and functional public good.

COSCO BC members look forward to your continued support of reliable, accessible, and dignified transportation for older adults and persons with disabilities in all parts of this province who are unable to use regular transit.

On June 25, I urge you, as Translink Directors, to vote to bring HandyDART under public control.

Yours very sincerely

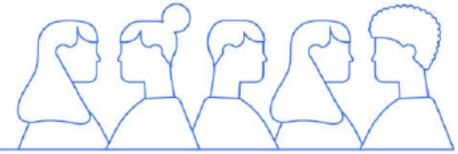
Leslie Gaudette

President, Council of Senior Citizens' Organizations of BC

cc.

TransLink Director Lorraine Cunningham, lcunningham@ppa.gc.ca
TransLink Director Jennifer Chan, Jen.Chan@providencehealth.bc.ca
TransLink Director Darlene Hyde, [REDACTED]
TransLink Director Gordon Harris, harris@harrisconsults.ca
TransLink Director Stephen Howard, board@translink.ca
TransLink Director Tracy Redies, tredies@scienceworld.ca
Translink Director Andrea Reimer, andrea.reimer@citizenandrea.ca
TransLink Director Harpinder Sandhu, board@translink.ca
TransLink Director Allan Seckel, [REDACTED]
TransLink Director Mayor Brad West, westb@portcoquitlam.ca
TransLink Director Mayor Malcolm Brodie, mayorandcouncillors@richmond.ca

President • Leslie Gaudette • 604-630-4201 • pres@coscobc.org
PO Box 26036, RPO Langley Mall, Langley, BC, V3A 8J2



June 4th, 2025

The Honourable Mike Farnworth, M.L.A.,
Minister of Transportation and Transit
Province of British Columbia
Via Email: TRAN.Webmaster@gov.bc.ca

Mr. Kevin Quinn, CEO
TransLink
Via email: info@translink.ca

TransLink Board of Directors
TransLink Head Office
400–287 Nelson's Court
New Westminster, BC V3L 0E7
Via Email: board@translink.ca

Dear Minister Farnworth, Mr. Quinn, and Members of the TransLink Board,

The Centre for Family Equity is writing to express our strong support for transitioning HandyDART to a fully public, in-house delivery model at an upcoming vote on the matter. We urge you to seize this critical opportunity to address long-standing issues under the current privatized model and to ensure that HandyDART delivers safe, reliable, and dignified transportation for riders—while also providing stable, family-supporting jobs for workers.

The Centre for Family Equity addresses family poverty in British Columbia through an intersectional lens, with a focus on gender equality, racial equity, and disability justice. Our work is grounded in community-led research, legal reform, and public policy development, and shaped by parent and caregiver members with lived experience of poverty throughout BC including many who are impacted by living with disabilities. As part of our advocacy for equitable and inclusive public systems in BC, we support affordable, accessible, and family-friendly transit systems—especially for children, youth and families disproportionately impacted by systemic barriers including solutions such as Get on Board and Transit for Teens.

Our members who rely on HandyDART services have consistently shared troubling experiences with the current service. Chronic staffing shortages, inconsistent service quality, safety concerns, and labour disputes are not isolated issues—they are symptoms of a contracting model that lacks accountability and prioritizes cost-cutting over care and safety.

Ensuring access to safe, quality, dependable mobility is crucial for those who face transportation barriers to access health care, education, employment, and community life. During this time of

economic uncertainty, bringing HandyDART in-house is a necessary and strategic step that will improve service quality and invest in BC-based, public-sector jobs.

We urge the Province's continued leadership in exploring the insourcing of other outsourced transit services in BC. Privatization of public transit not only harms service users and workers—it drains public resources and undermines our local economy. Publicly funded and operated transit ensures that our transit systems remain a public good, with community accountability, responsiveness, and economic benefits that remain in BC communities.

We urge you to vote in favour of bringing HandyDART in-house and taking this important step toward stabilizing and expanding a service so vital to the health, well-being and thriving of all who use it.

Sincerely,



Viveca Ellis
Executive Director,
Centre for Family Equity

Cell: 604-366-1008
Email: viveca@centreforequity.ca



✉ info@best.bc.ca
🌐 www.best.bc.ca
📷 @bestmobility
📍 #312 Main St, Vancouver, BC V6A 2T2

Jun 11, 2025

To:

TransLink Board of Directors
400 - 287 Nelson's Court
New Westminster, BC V3L 0E7
board@translink.ca
TT.Minister@gov.bc.ca

Re: Bring HandyDART in-house under TransLink

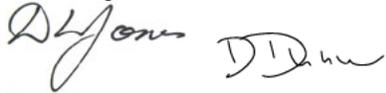
Dear TransLink Board and Minister Farnworth,

We are writing as Co-Chairs of the Seniors Transportation Advocacy Committee (STAC). STAC is hosted by Better Environmentally Sound Transportation (BEST) and United Way BC Healthy Aging as part of their joint *Seniors on the Move* systems-change project. STAC's focus is on raising awareness about the unique barriers seniors face in accessing transportation. Recognizing that such barriers are also experienced by others in the community, STAC collaborates with various groups to identify and support the implementation of effective solutions. Through our collective efforts, STAC aims to empower seniors and individuals with disabilities to ensure their voices are heard, ultimately fostering a more inclusive transportation system that enhances quality of life for all British Columbians.

We are encouraged by the ongoing discussion about the future of HandyDART. This service is vital for improving mobility for individuals with transportation difficulties—including many seniors, whose numbers continue to grow. Importantly, people with disabilities also rely heavily on HandyDART, and many have been deeply affected by ongoing issues with the service. Inconsistencies, abrupt changes without notice, and differences in how HandyDART operates from city to city have created confusion and made trip planning needlessly difficult. These disruptions negatively impact the independence, well-being, and ability of users to participate fully in their communities.

On June 25th, we urge you to safeguard the future of this essential service by voting for a fully public delivery model. We strongly encourage you—especially at this pivotal moment in Canadian history—to do the right thing and bring HandyDART back in-house, to Canadian hands, preferably under the control of TransLink.

Sincerely,



Douglas Jones & David Dunne

Co-Chairs - Seniors Transportation Advocacy Committee (STAC)

Cc: BeverleyP@uwbc.ca (United Way Healthy Aging)

Renate.Sitch@translink.ca (Prov WG member)

Chris.Chan@translink.ca (Prov WG member)

Dan.Levitt@gov.bc.ca (Seniors Advocate)

George.Anderson.MLA@leg.bc.ca (Parliamentary Secretary for Transit)

About BEST (Better Environmentally Sound Transportation)

BEST is a nonprofit organization dedicated to promoting sustainable, accessible, and active transportation options across British Columbia. Through our programs, we empower communities to choose healthier, greener ways to move.



Attn: Translink Board of Directors

CC: Kevin Quinn, TransLink CEO, Sarah Ross, Director System Planning, Translink and Honourable Mike Farnworth, Minister of Transportation.

Dear Translink Board Members,

RE: HandyDART Service Delivery Model

We are writing today to call on the TransLink Board of Directors to ensure HandyDART riders, workers, and all stakeholders are appropriately consulted prior to the consideration of recommended service delivery models.

Regrettably, we can only be deeply concerned about the lack of transparency seen throughout the current process. To date, no official timeline for the current review process has been made available to the public by TransLink. No mechanism for meaningful public or stakeholder input has been provided. No information about the recommendations that will come forward, or the rationale behind them, has been shared.

Significant concerns about the current contracted-out delivery model have been raised by HandyDART riders. The workers who deliver these services every day have long called for the service to be brought in-house and we know there is strong public support for this call. Seniors' groups, disability rights organisations, the labour movement, mayors, city councils, and community groups have all echoed the call for contracting in.

Contracting out is a failed experiment which has led to over-reliance on taxi trips, increased trip cancellations and refusals, employee dissatisfaction, and challenges in recruitment and retention. Given the current global climate and economic uncertainty, bringing this service in house would support buy Canadian efforts and bring stability to a critical public service.

We note that there remains only one public meeting of the TransLink Board in this calendar year. It is not known whether a decision should be expected at that time. However, it is widely anticipated that it will be forthcoming soon. Yet, to-date, the views and experiences of riders, workers, and stakeholders have not been heard.

We are therefore calling on the TransLink Board to host an open public hearing on the HandyDART service delivery model prior to any decision being made.

Failing to hear and consider all sides of the issue, and all relevant experiences, would be an abdication of due diligence on behalf of the Board. It would lend credence to criticism of the lack

of transparency and accountability inherent in TransLink's structure. The TransLink Board's decision on this matter can demonstrate care and respect for the voices of the communities TransLink serves, or it can reinforce the perception that the current structures are in urgent and dire need of reform, replacement, or abolition.

To be sure, we will call upon the provincial government to keep their election promises and intervene in the event of a harmful decision that disservices and disenfranchises our community being taken without consultation and behind closed doors and will hold them publicly accountable if they fail to do so.

We look forward to your response.

Sincerely,

Save Our HandyDART Campaign

WRITE-IN CAMPAIGN EMAILS
RECEIVED THROUGH
ACTIONNETWORK.ORG

THIS IS A SAMPLE

- 749 individual letters received by TransLink Board members between May 12, 2025 and November 25, 2025.
- 816 individual letters received by TransLink CEO, Kevin Quinn between May 12, 2025 and November 25, 2025.

From: [REDACTED]
To: [Lorraine Cunningham](mailto:Lorraine.Cunningham); Jen.Chan@providencehealth.bc.ca; dhyde@bcrea.bc.ca; harris@harrisconsults.ca; INFO@URBAN-LAND.CA; tredies@scienceworld.ca; andrea.reimer@citizenandrea.ca; [REDACTED]; allan.seckel@worksafebc.com; allan.seckel@icbc.com; aseckel@bchousing.org; allanseckel@bchousing.org
Subject: Bring HandyDART In House!
Date: September 6, 2025 12:58:48 PM

TransLink Board of Directors,

Dear TransLink Board, CEO Quinn, and Minister Farnworth:

I am writing as a concerned member of the Metro Vancouver HandyDART community to urge you to do the right thing by HandyDART riders and workers, and support bringing the service under fully public control. We know that the TransLink Board will be voting on this matter, and that the BC NDP made a campaign promise to insource this service. Now is the time for both TransLink and the Province to finally do something about the crises at Metro Vancouver HandyDART by bringing it home under TransLink.

Our community of riders and workers have been pushing to insource HandyDART for more than a decade because we are sick of the safety issues, staffing shortages, chaotic mismanagement, labour unrest, and lack of accountability that have plagued its contracted delivery model.

Last year, the BC NDP pledged to support insourcing HandyDART during their campaign, and indeed, this commitment was repeated in Minister Farnworth's mandate letter. We urge you, Minister, to follow through on this commitment. TransLink should not be pouring our taxpayer dollars into foreign companies' profits.

To CEO Quinn and the TransLink Board, we urge you to safeguard the future of this vital service, and vote for a fully public delivery model. We will not abide yet another decade of labour unrest, deteriorating service quality, and safety issues.

Please do the right thing, and support bringing Metro Vancouver HandyDART in-house under Translink.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

TAXI COMPANIES



Yellow Cab Company Ltd.

1441 Clark Drive, Vancouver, B.C. V5L 3K9
Admin. Office: 604-258-4700 Fax: 604-258-4717 Taxi Line: 604-681-1111

November 12, 2025

To
Translink Board
Translink Mayors Council
Mayor Malcolm Brodie
Mayor Brad West
Mayor Linda Buchanan
Mayor Eric Woodward
Mayor Nicole MacDonald

Re: Protecting Accessible Transportation and the Survival of BC's Taxi Industry

Dear Mayors Council and TransLink Board Members,

We write on behalf of Yellow Cab Company Ltd., representing hundreds of drivers who deliver door-door accessible transportation every day to seniors and people living with disabilities across Metro Vancouver.

For decades, both BC Transit and TransLink have relied on contracted operators to deliver HandyDART service, a model that works precisely because it combines public oversight with specialized expertise and private investment. What the public may not realize is that licensed taxis are an essential part of this system, providing flexible, on-demand capacity that prevents trip denials, supports emergencies, and ensures no client is left waiting when they need a ride most. TransLink itself has clearly explained how taxis are integrated into the system.

Despite this, the Amalgamated Transit Union is lobbying to bring HandyDART operations fully "in-house," claiming contracted and taxi-delivered trips compromise safety and service quality. These claims are not supported by current evidence or operational experience.

The Facts Tell a Different Story

- Independent User Survey (2024): TransLink commissioned an independent survey of 500 HandyDART users, 77 per cent of whom had taken trips by taxi. Overall satisfaction with HandyDART was equivalent to publicly delivered SeaBus service, while taxi-specific trips scored on par with conventional transit, with year-over-year improvements in on-time performance and driver assistance.

- **Professional Training and Oversight:** All taxi drivers performing HandyDART trips receive standardized accessibility and passenger-assistance training developed with the Justice Institute of BC and the Vancouver Taxi Association. The training includes disability support, mobility-device handling, and securement. Non-compliance results in immediate removal from HandyDART dispatch lists. Services are monitored through formal contracts, reporting, and audits.
- **Accessibility Investment:** The provincial levy on ride-hailing trips funds expansion of wheelchair-accessible taxis through the Passenger Transportation Accessibility Program (PTAP). Taxi companies have invested heavily in vehicles with ramps, securement systems, and low floors. Those assets must be used — not idled — to serve the very passengers they were designed to help.
- **Efficiency and Value:** The current mixed-fleet model is customer-focused, efficient, and accountable, allowing every dollar to go toward more trips and better service rather than bureaucracy or overhead.

In 2025, HandyDART has fulfilled 99.8% of all ride requests, an achievement made possible through its strategic partnership with taxi providers, which expands service capacity for the most vulnerable, in particular, at peak travel times (when the dedicated HandyDART service is at full capacity). Without this partnership, hundreds of thousands of customer trip requests for essential transportation would go un-answered each year.

Currently, 24% of HandyDART trips are provided by taxis, significantly lower than in comparable systems such as Calgary (55%) and Toronto (28%).

What's at Stake if HandyDART Is Brought In-House

- Reduce total trip capacity and increase wait times for vulnerable clients.
- Erode service coverage in outlying communities and outside peak hours.
- Waste public investment in accessible vehicles and training programs.
- Raise costs for taxpayers without improving performance.
- Endanger the survival of local taxi companies, many family-owned and deeply rooted in our communities.

Our Request

1. Affirm support for the current HandyDART mixed-fleet model,

2. Reaffirm the Province's commitment to PTAP and to using the accessible fleet capacity taxi operators have built.

3. Convene a joint industry roundtable with TransLink, BC Transit, taxi companies, HandyDART and accessibility advocates to ensure the system remains flexible, safe, and customer-centred.

We are proud of the role our drivers play in keeping British Columbians moving safely and with dignity. We ask for your leadership in protecting this model and the communities it serves from unnecessary disruption.

Thank you for your attention and your continued support of inclusive transportation in British Columbia.

Sincerely,

Carolyn Bauer
General Manager, Yellow Cab Company Ltd.



CC:

Premier David Eby

Mike Farnworth, Minister of Transportation and Infrastructure

Brenda Bailey, Minister of Finance

BLACK TOP & CHECKER CABS



101 – 1355 Vernon Drive Vancouver, BC V6A 3V4
Tel: (604) 681-3201#3 | www.btccabs.ca

November 13, 2025

To

TransLink Board
TransLink Mayors' Council
Mayor Malcolm Brodie
Mayor Brad West
Mayor Linda Buchanan
Mayor Eric Woodward
Mayor Nicole MacDonald

Re: Protecting Accessible Transportation and the Survival of BC's Taxi Industry

Dear Mayors' Council and TransLink Board Members,

I write on behalf of Black Top & Checker Cabs, representing hundreds of professional drivers who deliver door-to-door accessible transportation every day to seniors and people living with disabilities across Metro Vancouver.

For decades, both BC Transit and TransLink have relied on contracted operators to deliver HandyDART service — a model that works precisely because it combines public oversight with specialized expertise and private investment. What the public may not realize is that licensed taxis are an essential part of this system, providing flexible, on-demand capacity that prevents trip denials, supports urgent travel needs, and ensures no client is left waiting when they need transportation most. Please also TransLink itself has repeatedly confirmed how taxis are integrated into and essential to the HandyDART system.

Despite this, recent lobbying efforts by the Amalgamated Transit Union call for HandyDART operations to be brought fully “in-house,” based on claims that contracted and taxi-delivered trips compromise safety and service quality. These claims are not supported by evidence or real operational outcomes.

The Facts Tell a Very Different Story

- **Independent User Survey (2024):** An independent TransLink-commissioned survey of 500 HandyDART users revealed that 77% had taken taxi-delivered HandyDART trips. Overall satisfaction matched public SeaBus ratings, and taxi-specific trips performed on par with conventional transit — with year-over-year improvements in reliability, assistance, and customer service.
- **Professional Training & Oversight:** All taxi drivers delivering HandyDART trips must complete standardized accessibility and passenger-assistance training developed with the Justice Institute of BC and the Vancouver Taxi Association. Non-compliance results in immediate removal from HandyDART dispatch.
- **Accessibility Investment:** Through the Passenger Transportation Accessibility Program (PTAP), taxi operators have invested heavily in accessible vehicles equipped with ramps, securement systems, and low-floor designs.
- **Efficiency and Value:** The current mixed-fleet model is cost-effective and customer-focused — ensuring public funds go toward more trips and better service rather than increased administration and overhead.

In 2025, HandyDART fulfilled 99.8% of all ride requests, a performance made possible only because of taxi providers who expand system capacity — especially during peak periods when dedicated HandyDART resources are fully utilized.

Currently, taxis provide 24% of HandyDART trips, significantly lower than other Canadian regions such as Calgary (55%) and Toronto (28%).

What's at Stake if HandyDART Is Brought Fully In-House

- Reduced capacity and increased wait times for vulnerable clients.
- Loss of flexible service in outlying communities and off-peak hours.
- Wasting millions in accessible vehicle investments made by the taxi sector.
- Higher costs to taxpayers without measurable performance improvement.
- Serious and possibly irreversible harm to local taxi companies — many of which are family-owned, longstanding, and essential to community mobility.

It is important to clarify that accessible service for HandyDART clients is not provided solely by wheelchair-accessible vehicles. A significant portion of HandyDART trips are fulfilled using conventional taxis, which safely and reliably serve clients with diverse mobility needs who do not require a ramp-equipped vehicle.

Our Request

1. Affirm your support for the current HandyDART mixed-fleet model.
2. Reaffirm the Province's commitment to PTAP and ensure accessible taxi fleets are fully utilized.
3. Establish a joint industry roundtable with TransLink, BC Transit, taxi companies, HandyDART contractors, and accessibility advocates.

We are proud of the essential role our drivers play in supporting seniors, people with disabilities, and all who depend on accessible transportation.

Thank you for your attention and ongoing commitment to inclusive transportation across British Columbia.

Sincerely,

Jasbir Singh Nijjar

Jasbir Singh Nijjar
President
Black Top & Checker Cabs

CC:

Premier David Eby

Mike Farnworth, Minister of Transportation and Infrastructure

Brenda Bailey, Minister of Finance

Metro Vancouver BC NDP MLAs

Anne Kang (Burnaby Centre); anne.kang.mla@leg.bc.ca

Rohini Arora (Burnaby East) rohina.arora.mla@leg.bc.ca

Raj Chouhan (Burnaby–New Westminster); raj.chouhan.mla@leg.bc.ca

Janet Routledge (Burnaby North); janet.routledge.mla@leg.bc.ca

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Rick Glumac (Port Moody–Burquitlam); Rick.Glumac.mla@leg.bc.ca

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Ravi Kahlon (Delta North); Ravi.Kahlon.mla@leg.bc.ca

Kelly Greene (Richmond–Steveston); Kelly.Greene.mla@leg.bc.ca

Lisa Beare (Maple Ridge–Pitt Meadows); Lisa.Beare.mla@leg.bc.ca

George Chow (Vancouver–Fraserview); George.Chow.mla@leg.bc.ca

Niki Sharma (Vancouver–Hastings); Niki.Sharma.mla@leg.bc.ca

Mable Elmore (Vancouver–Kensington); Mable.Elmore.mla@leg.bc.ca

Sunita Dhir (Vancouver–Langara); Sunita.Dhir.mla@leg.bc.ca

Christine Boyle (Vancouver–Little Mountain); Christine.Boyle.mla@leg.bc.ca

Adrian Dix (Vancouver–Renfrew); Adrian.Dix.mla@leg.bc.ca

Brenda Bailey (Vancouver–South Granville); Brenda.Bailey.mla@leg.bc.ca

Joan Phillip (Vancouver–Strathcona); Joan.Phillip.mla@leg.bc.ca

Spencer Chandra Herbert (Vancouver–West End); s.chandraherbert.mla@leg.bc.ca

Terry Yung (Vancouver–Yaletown); Terry.Yung.mla@leg.bc.ca

Amna Shah (Surrey City Centre); Amna.Shah.mla@leg.bc.ca

Jagrup Brar (Surrey–Fleetwood); Jagrup.Brar.mla@leg.bc.ca

Garry Begg (Surrey–Guildford); Garry.Begg.mla@leg.bc.ca

Jessie Sunner (Surrey–Netwon] Jessie.Sunner.mla@leg.bc.ca



SURREY METRO TAXI

a division of Guildford Cab (1993) Ltd.

Suite 101-8299-129 Street, Surrey, B.C Canada V3W 0A6
Office: 604-585-8888 | Fax: 604-585-8870

Date: November 21, 2025

To:

TransLink Board
TransLink Mayors' Council
Mayor Malcolm Brodie
Mayor Brad West
Mayor Linda Buchanan
Mayor Eric Woodward
Mayor Nicole MacDonald

Re: Protecting Accessible Transportation & Safeguarding the Future of BC's Taxi Industry

Dear Mayors' Council and TransLink Board Members,

On behalf of Surrey Metro Taxi – A Division of Guildford Cab (1993) Ltd., we are writing to express our deep concern regarding the proposal to bring HandyDART operations fully in-house and to request that you reconsider and revoke support for this transition.

Surrey Metro Taxi represents hundreds of drivers and operators who provide thousands of essential rides each month across Metro Vancouver, including a significant volume of door-to-door accessible transportation for seniors, people with disabilities, and vulnerable residents.

For decades, the Handy DART system has succeeded because it is built on a mixed-fleet model partnership between contracted operators and licensed taxi companies. This model ensures:

- Flexibility in peak times
- Timely service in emergencies
- Full coverage in underserved areas
- Cost efficiency
- Quick scaling during unexpected demand

Eliminating this partnership would undermine a model that has served British Columbians well for more than 30 years.

Facts Supporting the Current Mixed-Fleet Model

1. Customer Satisfaction & Safety : TransLink's 2024 Independent User Survey of 500 HandyDART riders shows:

- 77% of users have taken taxi-provided HandyDART trips
- Service satisfaction equals SeaBus, one of the highest in the transit system

Taxi-provided trips scored on par with conventional transit. This data does not support claims that taxi trips reduce service quality or safety.



SURREY METRO TAXI

a division of Guildford Cab (1993) Ltd.

Suite 101-8299-129 Street, Surrey, B.C Canada V3W 0A6
Office: 604-585-8888 | Fax: 604-585-8870

At Surrey Metro Taxi, all HandyDART-authorized drivers complete:

- Standardized accessibility training (developed with the Justice Institute of BC & Vancouver Taxi Association)
- Securement and mobility-assistance instruction
- Mandatory refresher courses
- On-road audits and continuous performance monitoring

Drivers who do not meet standards are removed from HandyDART dispatch immediately.

2. Significant Accessible Investment

Through the Passenger Transportation Accessibility Program (PTAP), Surrey Metro Taxi has invested heavily in:

- Wheelchair-accessible vans
- Ramps and lifts
- Securement systems
- Special safety features
- Mandatory high-visibility equipment
- Driver certification programs

These investments were made because the province committed to a mixed-fleet model.

Taking HandyDART fully in-house would waste taxpayer-funded accessible resources already purchased and operational.

3. Capacity the System Cannot Replace

In 2025, HandyDART fulfilled 99.8% of all ride requests.

This outstanding performance is possible only because taxis provide essential overflow capacity.

Currently, taxis deliver 24% of HandyDART trips — a far lower percentage than comparable cities:

- Calgary: 55%
- Toronto: 28%
- Ottawa: 40%

Without taxis, thousands of unserved trips would occur every month.

Impact of Bringing HandyDART In-House

If this proposal proceeds, it will:

- Reduce service capacity significantly
- Increase wait times for vulnerable passengers
- Increase operational costs without service improvement
- Strain TransLink's already serious financial deficit
- Leave riders stranded during peak demand
- Eliminate hundreds of jobs in the taxi industry
- Waste millions in accessible vehicle investments
- Threaten the survival of community-rooted, family-run companies like Surrey Metro Taxi



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Office: 604-585-8888 | Fax: 604-585-8870

For Surrey Metro Taxi, These are trained, experienced drivers who have already proven they can deliver quality service.

Our Requests

Surrey Metro Taxi respectfully asks you:

1. Reaffirm your support for the mixed-fleet HandyDART model.

It works, it is safe, and it is cost-efficient.

2. Maintain the Province's commitment to PTAP.

This ensures accessible vehicles continue to serve those they were purchased for.

3. Convene an industry roundtable.

Include TransLink, BC Transit, taxi companies, HandyDART operators, and accessibility advocates to ensure balanced, informed decision-making.

Surrey Metro Taxi is proud of the vital role we play in helping British Columbians—especially seniors and people living with disabilities—travel safely and with dignity. We urge you to protect this model rather than disrupt it. We welcome the opportunity to discuss this further or provide additional detailed information.

Thank you for your leadership and for your commitment to inclusive, accessible transportation across British Columbia.

Sincerely,

Amandeep Gill

Director

Surrey Metro Taxi – A Division of Guildford Cab (1993) Ltd.

CC:

Premier David Eby

Mike Farnworth, Minister of Transportation and Infrastructure

Brenda Bailey, Minister of Finance



NEWTON WHALLEY HI-WAY TAXI LTD.

#107 – 13119 – 84th Ave, Surrey, B.C. V3W 1B3

Ph: 604-581-1111 | Fax: 604-597-8002

www.whalleytaxi.com

Nov 21, 2025

To:

TransLink Board

TransLink Mayors' Council

Mayor Malcolm Brodie

Mayor Brad West

Mayor Linda Buchanan

Mayor Eric Woodward

Mayor Nicole MacDonald

Re: Request to Maintain the Mixed-Fleet HandyDART Model to Protect Accessible Service and Local Industry

Dear Members of the TransLink Board and Mayors' Council,

I am writing on behalf of Newton Whalley Hi Way Taxi Ltd. to respectfully request that you reconsider your support for transitioning HandyDART service fully in-house ahead of the December 3 vote. This decision carries significant implications for service capacity, public finances, and the long-term sustainability of British Columbia's taxi industry.

For decades, taxis have been a critical component of HandyDART operations, currently completing 24–28% of all trips—a substantial increase from previous years. This growth reflects the dependability, professionalism, and specialized training our drivers provide, ensuring seniors and people with disabilities receive timely, dignified, and accessible transportation.

TransLink's 2024 independent survey of HandyDART users confirms that service quality remains high across the system, including taxi-delivered trips. Customer satisfaction, on-time performance, and driver assistance all scored strong results. Taxi drivers performing HandyDART trips undergo standardized accessibility and passenger-assistance training, developed in partnership with the Justice Institute of BC, and are subject to rigorous oversight, performance monitoring, and contractual requirements.

The current mixed-fleet model is not only effective—it is cost-efficient. Taxi-delivered HandyDART trips operate at a significantly lower cost than in-house services, helping TransLink manage budget pressures without compromising service levels. This model is also essential for meeting peak demand and maintaining the system's outstanding 99.8% trip fulfillment rate.

Transitioning HandyDART operations fully in-house would result in:

- Reduced overall trip capacity and longer wait times for vulnerable riders
- Higher operational costs for taxpayers
- Underutilization of provincially funded accessible taxi vehicles
- Severe economic impacts on local taxi companies and the families they support



NEWTON WHALLEY HI-WAY TAXI LTD.

#107 – 13119 – 84th Ave, Surrey, B.C. V3W 1B3

Ph: 604-581-1111 | Fax: 604-597-8002

www.whalleytaxi.com

In contrast, maintaining the mixed-fleet model preserves service flexibility, protects public investment in accessibility, and sustains a workforce that has served the region reliably for decades.

We respectfully request the following:

1. Maintain the existing mixed-fleet HandyDART model that integrates taxi providers.
2. Reaffirm provincial and regional support for the Passenger Transportation Accessibility Program and the accessible taxi fleet it enables.
3. Establish a collaborative roundtable with TransLink, BC Transit, taxi operators, HandyDART providers, and accessibility advocates to strengthen future planning.

Thank you for your time, your leadership, and your commitment to ensuring accessible, equitable transportation for the people of British Columbia. We would welcome the opportunity to provide further information or to participate in future discussions on this matter.

Sincerely,

Gurminder Singh

General Manager

Newton Whalley Hi Way Taxi Ltd.

manager@whalleytaxi.ca

236 - 885 - 8555

DELTA SUNSHINE TAXI (1972) LTD. TSAWWASSEN TAXI LTD.

13425 71A Avenue, Surrey BC. V3W 2L2

Phone: 604 594 1718 Fax: 604 594 1785

Email: manager@deltataxi.com

November 24, 2025

To:

TransLink Board
TransLink Mayors' Council
Mayor Malcolm Brodie
Mayor Brad West
Mayor Linda Buchanan
Mayor Eric Woodward
Mayor Nicole MacDonald

Re: Protecting Accessible Transportation and the Survival of BC's Taxi Industry

Dear Mayors' Council and TransLink Board Members,

We write on behalf of Delta Sunshine Taxi (1972) Ltd., representing hundreds of drivers who provide door-to-door accessible transportation every day to seniors and people living with disabilities across Metro Vancouver.

For decades, both BC Transit and TransLink have relied on contracted operators to deliver HandyDART service—a model that works precisely because it combines public oversight with specialized expertise and private investment. What the public may not realize is that licensed taxis are an essential part of this system, providing flexible, on-demand capacity that prevents trip denials, supports emergencies, and ensures no client is left waiting when they need a ride most. TransLink itself has explained how taxis are integrated into the HandyDART system.

Despite this, the Amalgamated Transit Union is lobbying to bring HandyDART operations fully “in-house,” claiming that contracted and taxi-delivered trips compromise safety and service quality. These claims are not supported by current evidence or operational experience.

The Facts Tell a Different Story

- **Independent User Survey (2024):** TransLink commissioned an independent survey of 500 HandyDART users, 77% of whom had taken trips by taxi. Overall satisfaction with HandyDART was equivalent to publicly delivered SeaBus service, while taxi-specific trips scored on par with conventional transit, with year-over-year improvements in on-time performance and driver assistance.

DELTA SUNSHINE TAXI (1972) LTD. TSAWWASSEN TAXI LTD.

13425 71A Avenue, Surrey BC. V3W 2L2

Phone: 604 594 1718 Fax: 604 594 1785

Email: manager@deltataxi.com

- **Professional Training and Oversight:** All taxi drivers performing HandyDART trips receive standardized accessibility and passenger-assistance training developed with the Justice Institute of BC and the Vancouver Taxi Association. The training includes disability support, mobility-device handling, and securement. Non-compliance results in immediate removal from HandyDART dispatch lists. Services are monitored through formal contracts, reporting, and audits.
- **Accessibility Investment:** The provincial levy on ride-hailing trips funds expansion of wheelchair-accessible taxis through the Passenger Transportation Accessibility Program (PTAP). Taxi companies have invested heavily in vehicles with ramps, securement systems, and low floors. These assets must be utilized—not idled—to serve the very passengers they were designed to help.
- **Efficiency and Value:** The current mixed-fleet model is customer-focused, efficient, and accountable, allowing every dollar to go toward more trips and better service rather than bureaucracy or overhead.

In 2025, HandyDART has fulfilled 99.8% of all ride requests, an achievement made possible through its strategic partnership with taxi providers, which expands service capacity for the most vulnerable—particularly at peak travel times, when the dedicated HandyDART fleet is at full capacity. Without this partnership, hundreds of thousands of essential trip requests would go unanswered each year. Currently, 24% of HandyDART trips are provided by taxis, significantly lower than in comparable systems such as Calgary (55%) and Toronto (28%).

What's at Stake if HandyDART Is Brought In-House

- Reduced total trip capacity and increased wait times for vulnerable clients
- Erosion of service coverage in outlying communities and outside peak hours
- Wasted public investment in accessible vehicles and training programs
- Increased costs for taxpayers without improved performance
- Threat to the survival of local taxi companies, many family-owned and deeply rooted in our communities

Our Request

1. Affirm support for the current HandyDART mixed-fleet model.
2. Reaffirm the Province's commitment to PTAP and to using the accessible fleet capacity taxi operators have built.

DELTA SUNSHINE TAXI (1972) LTD. TSAWWASSEN TAXI LTD.

13425 71A Avenue, Surrey BC. V3W 2L2

Phone: 604 594 1718 Fax: 604 594 1785

Email: manager@deltataxi.com

3. Convene a joint industry roundtable with TransLink, BC Transit, taxi companies, HandyDART, and accessibility advocates to ensure the system remains flexible, safe, and customer-centered.

We are proud of the role our drivers play in keeping British Columbians moving safely and with dignity. We ask for your leadership in protecting this model and the communities it serves from unnecessary disruption.

Thank you for your attention and your continued support of inclusive transportation in British Columbia.

Sincerely,



Mohammed Anwar Ullah
General Manager
GreenCab
Delta Sunshine Taxi (1972) Ltd.
Tsawwassen Taxi Ltd.
t. 604-594-1718
c. 604-365-6473

CC:

Premier David Eby
Mike Farnworth, Minister of Transportation and Infrastructure
Brenda Bailey, Minister of Finance

November 13, 2025

To
Translink Board
Translink Mayors Council
Mayor Malcolm Brodie
Mayor Brad West
Mayor Linda Buchanan
Mayor Eric Woodward
Mayor Nicole MacDonald

Re: Protecting Accessible Transportation and the Survival of BC's Taxi Industry

Dear Mayors Council and TransLink Board Members,

We write on behalf of Surdell Kennedy Taxi Ltd, representing hundreds of drivers who deliver door-door accessible transportation every day to seniors and people living with disabilities across Metro Vancouver.

For decades, both BC Transit and TransLink have relied on contracted operators to deliver HandyDART service, a model that works precisely because it combines public oversight with specialized expertise and private investment. What the public may not realize is that licensed taxis are an essential part of this system, providing flexible, on-demand capacity that prevents trip denials, supports emergencies, and ensures no client is left waiting when they need a ride most. TransLink itself has clearly explained how taxis are integrated into the system.

Despite this, the Amalgamated Transit Union is lobbying to bring HandyDART operations fully "in-house," claiming contracted and taxi-delivered trips compromise safety and service quality. These claims are not supported by current evidence or operational experience.

The Facts Tell a Different Story

- **Independent User Survey (2024):** TransLink commissioned an independent survey of 500 HandyDART users, 77 per cent of whom had taken trips by taxi. Overall satisfaction with HandyDART was equivalent to publicly delivered SeaBus service, while taxi-specific trips scored on par with conventional transit, with year-over-year improvements in on-time performance and driver assistance.
- **Professional Training and Oversight:** All taxi drivers performing HandyDART trips receive standardized accessibility and passenger-assistance training developed with the Justice Institute of BC and the Vancouver Taxi Association. The training includes disability support, mobility-device handling, and securement. Non-compliance results in immediate removal

from HandyDART dispatch lists. Services are monitored through formal contracts, reporting, and audits.

- **Accessibility Investment:** The provincial levy on ride-hailing trips funds expansion of wheelchair-accessible taxis through the Passenger Transportation Accessibility Program (PTAP). Taxi companies have invested heavily in vehicles with ramps, securement systems, and low floors. Those assets must be used — not idled — to serve the very passengers they were designed to help.
- **Efficiency and Value:** The current mixed-fleet model is customer-focused, efficient, and accountable, allowing every dollar to go toward more trips and better service rather than bureaucracy or overhead.

In 2025, HandyDART has fulfilled 99.8% of all ride requests, an achievement made possible through its strategic partnership with taxi providers, which expands service capacity for the most vulnerable, in particular, at peak travel times (when the dedicated HandyDART service is at full capacity). Without this partnership, hundreds of thousands of customer trip requests for essential transportation would go un-answered each year.

Currently, 24% of HandyDART trips are provided by taxis, significantly lower than in comparable systems such as Calgary (55%) and Toronto (28%).

What's at Stake if HandyDART Is Brought In-House

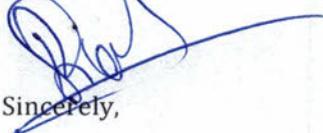
- Reduce total trip capacity and increase wait times for vulnerable clients.
- Erode service coverage in outlying communities and outside peak hours.
- Waste public investment in accessible vehicles and training programs.
- Raise costs for taxpayers without improving performance.
- Endanger the survival of local taxi companies, many family-owned and deeply rooted in our communities.

Our Request

1. Affirm support for the current HandyDART mixed-fleet model,
2. Reaffirm the Province's commitment to PTAP and to using the accessible fleet capacity taxi operators have built.
3. Convene a joint industry roundtable with TransLink, BC Transit, taxi companies, HandyDART and accessibility advocates to ensure the system remains flexible, safe, and customer-centred.

We are proud of the role our drivers play in keeping British Columbians moving safely and with dignity. We ask for your leadership in protecting this model and the communities it serves from unnecessary disruption.

Thank you for your attention and your continued support of inclusive transportation in British Columbia.



Sincerely,

Raman Sidhu
General Manager,

CC:

Premier David Eby

Mike Farnworth, Minister of Transportation and Infrastructure

Brenda Bailey, Minister of Finance