



# PUBLIC MEETING AGENDA

**Version:** May 22, 2020

**May 28, 2020, 9:00AM to 10:30AM**

Via Videoconference ([live-streamed to Mayors' Council YouTube Channel](#))

**Chair:** Mayor Jonathan X. Coté      **Vice-Chair:** Mayor Jack Froese

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

<b>9:00AM</b>	<b>1. PRELIMINARY MATTERS</b>	
	1.1. Adoption of agenda .....	Page 1
	1.2. <a href="#">Approval of Minutes (April 23, 2020)</a> .....	2
<b>9:05AM</b>	<b>2. PUBLIC DELEGATES</b> .....	6
<b>9:20AM</b>	<b>3. REPORT OF TRANSLINK MANAGEMENT</b>	
	3.1. CEO Report on Transit Service to Support BC Restart .....	<b>ON TABLE</b>
<b>9:45AM</b>	<b>4. REPORT OF THE JOINT FINANCE AND GOVERNANCE COMMITTEE</b>	
	4.1. <a href="#">Next steps on "Economic Recovery" Investment Plan in 2021</a> .....	7
	4.2. <a href="#">Surrey-Langley SkyTrain Project Update</a> .....	11
<b>10:25AM</b>	<b>5. OTHER BUSINESS</b>	
	5.1. Next Meeting (via videoconference) – June 25, 2020	
<b>10:30AM</b>	<b>6. ADJOURN</b> to closed session	

*Note that Mayors' Council members and Public Delegates will be participating via Zoom videoconferencing. Zoom connection information sent separately via e-mail.*

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

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Minutes of the Public Meeting of the Mayors' Council on Regional Transportation (Mayors' Council) held Thursday, April 23, 2020 at 9:00 a.m. via videoconference.

### PRESENT:

Mayor Jonathan Coté, New Westminster, Chair  
Mayor Jack Froese, Langley Township,  
Vice-Chair  
Chief Ken Baird, Tsawwassen First Nation  
Mayor Neil Belenkie, Belcarra  
Mayor Malcolm Brodie, Richmond  
Mayor Linda Buchanan, North Vancouver City  
Councillor Craig Cameron, West Vancouver  
(alternate)  
Mayor Bill Dingwall, Pitt Meadows  
Mayor George Harvie, Delta  
Mayor Mike Hurley, Burnaby

Mayor Mike Little, North Vancouver District  
Mayor Doug McCallum, Surrey  
Director Jen McCutcheon, Electoral Area A  
Mayor John McEwen, Anmore  
Mayor Ron McLaughlin, Lions Bay  
Mayor Mike Morden, Maple Ridge  
Councillor Alison Morse, Bowen Island  
Mayor Richard Stewart, Coquitlam  
Mayor Rob Vagramov, Port Moody  
Mayor Val van den Broek, Langley City  
Mayor Darryl Walker, White Rock  
Mayor Brad West, Port Coquitlam

### REGRETS:

Mayor Kennedy Stewart, Vancouver

### ALSO PRESENT:

Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat  
Geoff Cross, Vice-President, Transportation Planning and Policy, TransLink  
Kevin Desmond, Chief Executive Officer, TransLink

### PREPARATION OF MINUTES:

Carol Lee, Recording Secretary, Mosaic Writing Group

### CALL TO ORDER

Chair Jonathan Coté declared that a quorum was present and called the meeting to order at 9:04 a.m. and reviewed the process that will be used for voting during the virtual meeting.

### 1. PRELIMINARY MATTERS

#### 1.1 Adoption of the Agenda

*Draft agenda for the April 23, 2020 Public Meeting of the Mayors' Council on Regional Transportation, version dated April 20, 2020, was provided with the agenda material.*

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

That the agenda of the April 23, 2020 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

## 1.2 **Approval of Minutes (February 27, 2020)**

*Draft minutes of the February 27, 2020 Public Meeting of the Mayors' Council on Regional Transportation was provided with the agenda material.*

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

That the minutes of the February 27, 2020 Public Meeting of the Mayors' Council on Regional Transportation be adopted, as presented.

**CARRIED**

## 2. **REPORT OF TRANSLINK MANAGEMENT**

### 2.1 **Update on COVID-19 Response and Recovery**

*Presentation titled "Item 2.1 – TransLink Management Report: Update on COVID-19 Response & Recovery", was provided with the agenda material.*

Kevin Desmond, Chief Executive Officer and Geoff Cross, Vice President, Transportation Planning and Policy, TransLink, and Michael Buda, Executive Director, Mayors' Council on Regional Transportation Secretariat, jointly led the review of the presentation provided with the agenda material and highlighted:

- The unfortunate necessity to reduce service and announce temporary layoff of employees on April 20, 2020
- The service reductions announced during the week of April 20, 2020 are the first phase of the COVID-19 response
- Premier John Horgan has been vocal in his pledge to assist TransLink as it scales back up during the Recovery Phase
- Three discrete phases of COVID-19 response planning:
  - Acute Phase
  - Recovery Phase
  - Rebuilding Phase
- Acute Phase:
  - Magnitude of the financial challenge
  - Emergency scale-down
  - Mission to serve essential trips and essential workers to ensure that the region continues to function
  - Transit capacity reduced to 70% to support operator and public health and safety
  - Large service reductions are required to slow the rate of revenue loss
  - Timing for the implementation of service reductions announced on April 20, 2020
  - Challenge of matching ridership with the reduced capacity and physical distancing requirements
  - Other actions to address the financial challenge:
    - Deferring non-essential capital projects
    - Deferring 2020 Major Road Network (MRN) operations, maintenance and rehabilitation funding
    - Scaling down of non-service operating expenditures
    - Drawing on critical reserves
- Recovery Phase:
  - Recovery Phase will begin when physical distancing measures begin to ease:
    - There are uncertainties regarding the demand for transit service during this phase

- Pace and timing of transit service scale-up will follow public health guidance around distancing and reopening of the economy
- The reopening of the post-secondary school sector is critical
- Four plausible recovery scenarios and associated revenue shortfall anticipated under each scenario:
  - Scenario 1: "Quick Recovery" - Physical Distancing Ends Canada Day, then 12 Months Recovery
  - Scenario 2: "Lasting Impacts" - "Lasting Impacts" Physical Distancing Ends Canada Day, then 48 Months Recovery
  - Scenario 3: "Hibernation" - Physical Distancing Ends in 12 Months, then 12 Months Recovery
  - Scenario 4: "Paradigm Shift" - Physical Distancing Ends in 18 Months, then 48 Months Recovery
- Loss of \$75 million per month during the Acute Phase, with cost savings of \$25 million, resulting in a financial gap of \$50 million per month:
  - Senior government relief is needed to fill the gap during the Acute Phase and to keep TransLink viable
- Rebuilding Phase:
  - The need to manage losses in 2021 and beyond
  - The financial impact of COVID-19 will also be significant in 2021
  - The Acute Phase will leave TransLink's reserves depleted and the next Investment Plan will need to replenish and rebuild the reserves by:
    - Rebalancing investments and scaling operations to match financial capacity
    - Accessing new stimulus funding and augment own revenues
    - Assessing existing and future capital projects
- Next steps:
  - Continue work with the Province of BC on funding for the Recovery Phase and developing a plan for the Rebuilding Phase
  - Support the Province of BC's call to the Government of Canada for a national approach to public transportation relief funding
  - Support the Federation of Canadian Municipalities (FCM), Canadian Urban Transit Association (CUTA) and local community leaders who are calling for emergency relief funding to keep Canada's cities moving.

Discussion ensued on:

- The data and factors considered in deciding where service reductions will be implemented
- The short and long-term impacts of the COVID-19 on future capital projects will be dependent upon on the pace and timing of transit service scale-up during the Recovery Phase and the stimulus funding provided by senior government during the Rebuilding Phase
- The need to receive signals from the Provincial Government by June 2020 that near normal transit service will be allowed to resume in the fall 2020
- Suggestion to consider reducing office and management staff to offset the service reductions required in the next stage of the Acute Phase:
  - Senior management is focusing on the re-imagining of the TransLink organization
- Management is working with the bargaining units to consider mechanisms to reinstitute front door boarding to allow fare collection on buses to resume, while continuing to protect the health and safety of the operator:

- Many of the bus riders are currently paying through passes or transfers to the gated system.

**It was MOVED and SECONDED**

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

**CARRIED**

**3. OTHER BUSINESS**

**3.1 Next Meeting**

The next Public Meeting of the Mayors' Council was scheduled for May 28, 2020.

**4. ADJOURNMENT**

There being no further business, the April 23, 2020 Public Meeting of the Mayors' Council on Regional Transportation was adjourned to a Closed Session at 9:59 a.m.

Certified Correct:

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Mayor Jonathan X. Coté, Chair

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Carol Lee, Recording Secretary  
Mosaic Writing Group

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Gemma Lawrence, Coordinator, Mayors' Council Secretariat  
**DATE:** May 22, 2020  
**SUBJECT:** **ITEM 2 – Public Delegate Presentations**

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**RECOMMENDATION:**

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

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**PURPOSE:**

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

**BACKGROUND:**

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

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

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

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

**DISCUSSION:**

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

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Geoff Cross, VP Transportation Planning & Policy  
**DATE:** May 22, 2020  
**SUBJECT:** **ITEM 4.1 – Next Steps on 10-Year Investment Plan**

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## RECOMMENDATION

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

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## PURPOSE

This briefing note proposes a path forward for delivering the next investment plan.

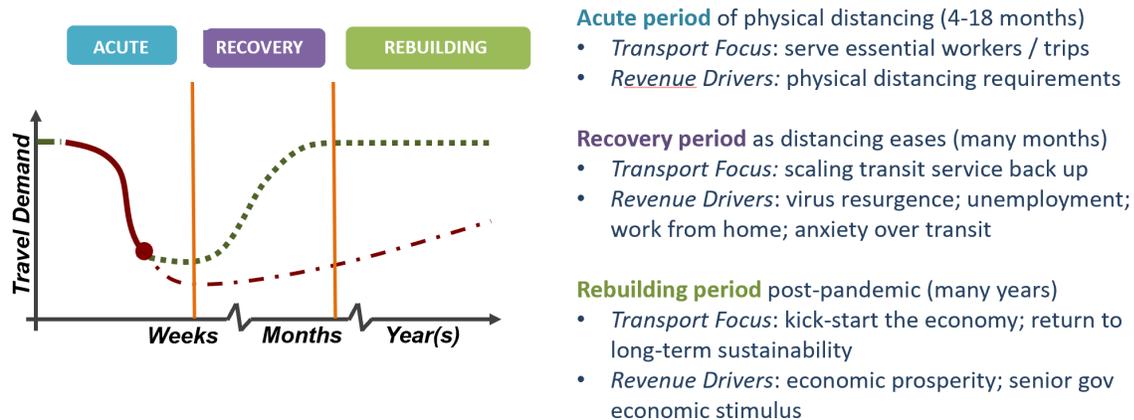
## BACKGROUND

At their April 2, 2020 meeting, the Mayors' Council voted to:

Ask the Board to terminate the Phase Two Update Plan process, and ask staff to report back at the next meeting with:

- a. A progress report and next steps on TransLink's proposal to senior governments for COVID-19 emergency relief;
- b. A workplan to develop the next 10-Year Investment Plan, framed as an "Economic Recovery Plan."

At the April 23, 2020 meeting of the Mayors' Council, Management presented information on the three discrete phases of COVID-19 Response Planning:



On May 6, 2020 the Province laid out BC's Restart Plan which outlines a process to ease physical distancing requirements and re-open the economy in four phases. Phase 1 corresponds with the Acute Period above. Phase 2 and 3 correspond with the Recovery Period above. Phase 2, beginning on May 19, will permit most economic activity but under enhanced health and safety protocols with the goal of moving our communities from 30% of previous social contact to no more than 60% of previous social contact. If transmission rates remain low, Phase 3 would begin anytime between June to September and most remaining economic activity would be permitted but under continued enhanced health and safety protocols that aimed to maintain 60% of previous social contact for the foreseeable future.

The Provincial Health Officer will signal the transition into Phase 4 conditional on at least one of the following: "community" immunity, broad successful treatments, wide vaccination. The Province reports that we are "most likely, but not definitely, up to 18 months away from development, to manufacturing, to mass immunization."

Until the pandemic ends and we move into Phase 4, which roughly corresponds to the Rebuilding Period above, enhanced health and safety protocols, including distancing requirements, will remain in place. Some activities will continue to be prohibited such as those requiring large gatherings (e.g. conventions, concerts) as well as international tourism.

## **DISCUSSION**

### *Acute Period Planning*

At the April 23, 2020 meeting of the Mayors' Council, Management described the financial challenges facing TransLink as a result of COVID-19. With stringent physical distancing measures introduced by the Provincial Health Officer in mid-March, travel demand declined substantially and, along with it, TransLink revenues from transit fares and fuel sales tax. Monthly revenue losses have been totalling \$75M.

To offset these losses, management outlined plans to reduce expenditures by about \$25M per month, through a combination of measures including:

- deferring some capital projects;
- deferring 2020 operations, maintenance and rehab funding for the Major Road Network;
- scaling down non-service operating expenditures, and;
- a 35% reduction in transit service hours, including full suspension of service on 65 bus routes and frequency reductions on all services.

The Provincial announcement on the Restart Plan for May 19, coincided with the date that the service reductions would have been fully implemented. This which would have made it unfeasible to safely and effectively serve the anticipated increase in demand. As such, the Province and TransLink entered into an agreement to suspend the additional service reductions and continue to work on a comprehensive solution to address the major financial impacts that TransLink has incurred due to the COVID-19 pandemic.

### *Recovery Period Planning*

As the Provincial Health Officer (PHO) eases distancing requirements starting on May 19<sup>th</sup>, TransLink and the Province's objective is to ensure good and sufficient transit service is available to accommodate the corresponding increase in travel demand. This recovery phase will be a crucial period for TransLink to welcome back customers, get back on a more stable financial footing, to support a re-opening and recovering economy.

One of the key challenges for transit during this period, though, is that the physical distancing requirements associated with enhanced health and safety protocols have reduced the functional capacity of transit vehicles. On March 23, TransLink introduced measures to limit passenger numbers to approximately 30% of regular vehicle capacity. Combined with the service cuts being implemented through May, capacity on the transit system will be well below 20% of normal.

Although transit ridership through this acute period has been at about 20% of normal, crowding is still occurring on many routes and by late March pass-ups were becoming more frequent. By late April, just under 10% of all bus trips were experiencing pass-ups – compared to a regular pass-up rate of 3% during 2019.

TransLink and BC Transit are actively working with the Province to develop health and safety plans to protect employees, customers and the general public and accommodate more demand for travel. This will include increasing the current 30% capacity guidelines for vehicles.

While there is a need to increase service hours and capacity as travel demand returns, the specific pace and duration of the recovery is uncertain. TransLink will need to be nimble to respond and adapt over the next 3-6 months as the region transitions into Phase 2 and Phase 3 of BC's Restart Plan.

#### Rebuilding Period Planning

Although the date at which we move into Phase 4 (pandemic ends) is highly uncertain, as pandemic restrictions are eased and economic activity resumes, the federal government has already signalled its intention to channel infrastructure funds as a way to stimulate the economy, especially with shovel-ready infrastructure projects that can quickly get started and get people back to work.

In terms of priorities for senior government funding to support transit in Metro Vancouver:

- the first priority is to address the immediate emergency and help keep transit service on the road to support the continued functioning of our region during this pandemic;
- the second priority is to help replenish our reserves which will have been depleted following many months of sustained revenue loss during through the pandemic;
- the third priority is to think about funding new capital projects and programs that could help to stimulate the economy and meet mobility needs.

Management recommends that until we know what financial support we can expect from senior government to help offset losses, replenish reserves, and fund new projects – we should wait to begin work on the next Investment Plan, framed as an economic recovery plan.

The second requirement for initiating the next Investment Plan is having some greater stability in our revenue tools and having some reasonable ability to forecast future financial capacity. This will be a challenge in the current context of high uncertainty but should become more achievable as we move into the fall.

The next Investment Plan will be developed through the following initial steps:

- Develop revised forecasts for financial capacity over ten-year period;
- Review timing of any planned “expansion” projects; when the project is needed based on updated forecast transit demand;
- Evaluate and prioritize projects to fit within available financial envelope, and;
- Confirm eligibility and suitability for candidate projects to be considered for stimulus funding.

This analysis of the suitability of projects must be completed in the new context of the 10-Year Investment Plan period. The financial deficit incurred in the early stages of the plan period due to COVID-19 impacts will need to be balanced out over the ten years of the Plan. It will be key for the Mayors' Council and the Province to collaborate on ways for TransLink to raise new sustainable regional revenues over this period in order to replenish our depleted reserves and be able to continue to support a growing region moving forward.

Table 1. April Forecasts of 2020/2021 Revenue Shortfall for Four Scenarios

	<b>Scenario 1: Quick Recovery</b>	<b>Scenario 2: Lasting Impacts</b>	<b>Scenario 3: Hibernation</b>	<b>Scenario 4: Paradigm Shift</b>
<b>Acute period of physical distancing</b>	Ends on Canada Day	Ends on Canada Day	Ends in 12 months	Ends in 18 months
<b>Economy re-opens</b>	12-month recession	48-month depression	12-month recession	48-month depression
<b>Approximate total (full impact period)</b>	<b>-\$710M</b>	<b>-\$2,070M</b>	<b>-\$1,370M</b>	<b>-\$3,250M</b>
<b>Approximate total (in 2020)</b>	<b>-\$570M</b>	<b>-\$650M</b>	<b>-\$680M</b>	<b>-680M</b>
<b>Approximate total (in 2021)</b>	<b>-\$120M</b>	<b>-\$660M</b>	<b>-\$630M</b>	<b>-\$885M</b>

Prior to the COVID-19 pandemic, the Mayors' Council directed Management to develop and evaluate potential new regional funding sources. The funding principles established pre-COVID will likely need to be re-visited to consider the added challenges related to the pandemic and assess the desired balance of funding from potential new regional revenue sources, existing revenue sources, and senior government funding.

## **NEXT STEPS**

In the coming weeks and months as BC and many other provinces begin to re-open their economies, our region should have greater clarity on what financial support we can expect from senior government as well as a window into how the economy might fare over the coming year or two. Once we have successfully addressed emergency operating funding, and replenished our depleted reserves, TransLink will then be in a position to turn its attention to leveraging any additional economic stimulus funding to develop the next Investment Plan as outlined in this memo.

**TO:** Mayors' Council on Regional Transportation  
**FROM:** Geoff Cross, VP Transportation Planning & Policy  
**DATE:** May 21, 2020  
**SUBJECT:** **ITEM 4.2 – Surrey Langley SkyTrain Project Update**

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## RECOMMENDATION

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

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## PURPOSE

To provide an update on the Surrey Langley SkyTrain Project.

## BACKGROUND

On April 2<sup>nd</sup> the Mayors' Council voted to terminate the Phase Two Update Plan process due to the impacts of the COVID-19 pandemic. On May 1<sup>st</sup>, the Joint Regional Transportation Planning Committee received a verbal update on the status of the Surrey Langley SkyTrain (SLS) project.

## DISCUSSION

### *Status of SLS business case and procurement preparation*

The SLS business case was submitted to senior government in January of this year. The business case describes the project to Langley and makes a specific funding request for Stage 1 to Fleetwood. Both governments continue to review the business case; they are aware of a request to approve the project before the end of May. A verbal update on the status of work surrounding SLS was provided at the May 1<sup>st</sup> Joint Finance Committee and is summarized in Table 1 below.

**Table 1. Surrey Langley SkyTrain project status**

<b>Item</b>	<b>Completion date/status</b>
Business case submitted to Provincial and Federal Governments	Submitted in January 2020
Government review of business case	Underway, expected completion in Spring/Summer 2020
Compensation agreement	In draft; awaiting final direction from the Mayors' Council
Procurement documents complete	Expected as early as July 2020
Third-party agreements	Negotiations underway
Environmental screening and 3 <sup>rd</sup> round of engagement	Assessing engagement options compliant with COVID-19 health guidelines

Considering the COVID-19 crisis there are several outstanding issues that must be addressed for the SLS project to advance.

***Originally the SLS project was to be advanced under the “Phase Two Update” Investment Plan***

Prior to the COVID-19 pandemic, this Surrey-Langley SkyTrain project was the primary impetus for the Phase 2 Investment Plan Update. This plan was targeted for approval in July 2020 and included the compensation agreement as a key input in June 2020. However, following the onset of the COVID-19 pandemic in March 2020 it was decided that delivering a Phase Two Investment Plan update in July was no longer feasible due to uncertainties in projecting future revenues.

***The pandemic has forced TransLink to consider a new path to approval for SLS and several key questions must first be addressed***

The pandemic is adversely impacting TransLink’s finances and much work will be required before TransLink will be able to develop and approve the next Investment Plan: once the longer-term economic and public health situation begins to stabilize and becomes more clear, the agency will need to reset its projected revenues and expenditures over the ten-year period, confirm available senior government funding, recapitalize its depleted reserves and re-prioritize its entire existing capital plan.

For SLS to advance amidst these uncertainties, three outstanding issues must be addressed:

1. Can SLS Stage 1 to Fleetwood move forward outside the context of an Investment Plan (which is legislatively required for any projects over \$50M)? If not, when can we bring forward a new Investment Plan?
2. Will the cost-share formula for this project be affected by the potential Senior Government COVID-19 relief package?
3. Do the region and Province remain committed to approving this project and going to procurement in 2020 or will this timeline be delayed?

TransLink is working with the Province on answering the first two questions. From initial conversations and previous experience, staff believe there is a low probability of receiving legislative relief on the requirement for an Investment Plan to approve the project. If so, the timing for a new Investment Plan is likely fall 2020.

The Province and TransLink are examining options to increase the senior government cost-sharing formula for major projects as a component of a senior government relief package. This would have the effect of reducing the region’s capital share and free up resources to address the challenge. If this happens, the business case will need to be updated prior to Treasury Board approvals with the Province and Federal Government.

**Despite the uncertainty of the pandemic, the project’s business case is still sound;** SLS is a crucial addition to the region’s transportation system to support regional growth in the decades to come. The business case is already with senior government and the scope could readily scale with additional funding. However, it is fiscally prudent to wait until the nature and magnitude of emergency relief and stimulus programs is more certain.

Staff will continue to engage the Board and Mayors’ Council, through the Joint Finance and Governance Committee, for direction on project approval decision timing and conditions.