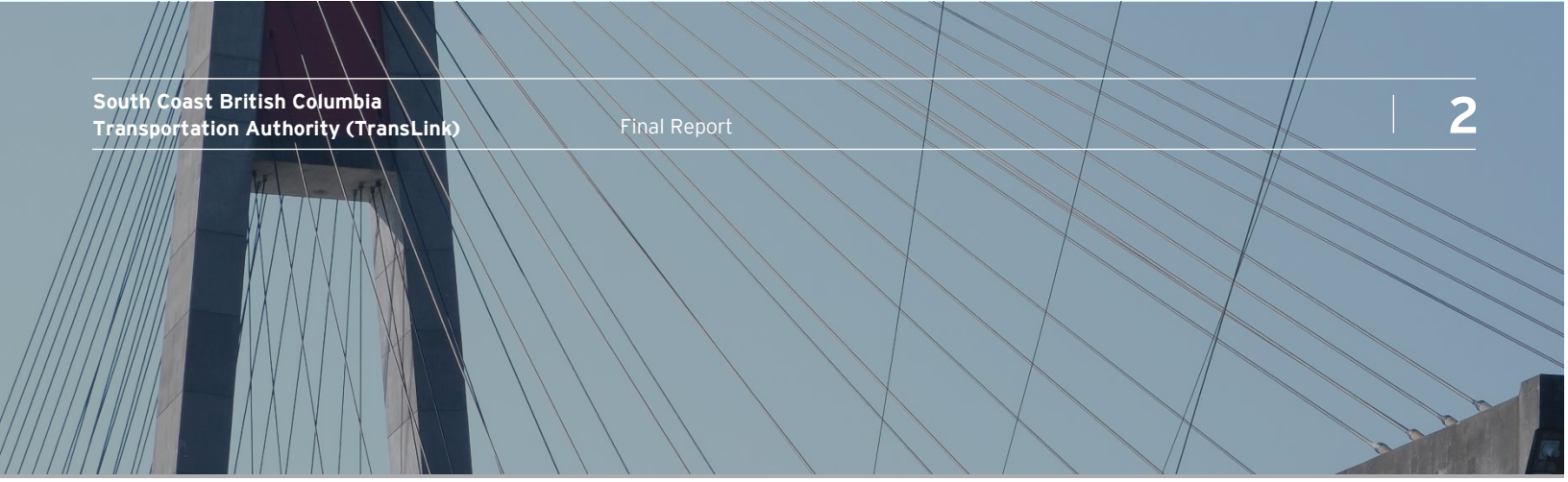
South Coast British Columbia Transportation Authority (TransLink)

Final Report

June 18, 2024

Building a better working world



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1. Executive Summary

The South Coast British Columbia Transportation Authority (TransLink) is the principal transportation authority for Metro Vancouver, covering 21 municipalities, an electoral area, and a Treaty First Nation. TransLink's purpose is to move people and goods in support of the regional growth strategy, provincial and regional environmental objectives, and the economic development of the region.[1]

TransLink is facing increased labour and construction costs which, coupled with lower than pre-pandemic ridership and fare revenue and declining fuel tax revenue, are expected to lead to a funding gap starting in 2026 that will continue to grow progressively as expenditures outpace existing revenue sources. For the years 2026-2033, TransLink has estimated the total funding gap to be $5.3 billion. To close the gap starting in 2026, TransLink will need approximately $670 million per year in additional revenues and/or cost reductions.

Scope

EY has been proactively engaged to provide an independent review of four aspects of TransLink's operations:

1. Review of administrative and operating costs in the following three areas:[2]
   - TransLink Corporate (South Coast British Columbia Transportation Authority), including the shared service costs allocated to the operating subsidiaries;
   - Coast Mountain Bus Company Ltd. (CMBC); and
   - British Columbia Rapid Transit Company Ltd. (BCRTC) including West Coast Express Ltd. (a wholly-owned subsidiary of BCRTC).
2. Review of the estimated costs for BCRTC expansion and operational readiness, specifically:[3]
   - BCRTC's costs associated with opening the Broadway Subway Project (BSP); and
   - BCRTC's costs associated with opening the Surrey Langley Skytrain (SLS).
3. Review of service level planning based upon existing ridership forecasts.
4. Assessment of both the processes used to create operating cost budgets and forecasts as well as the most recent budget and forecast with the objective of commenting on their reliability and expected accuracy.

Approach

EY's approach to performing this review included extensive review of documents provided by TransLink, over 80 interviews and workshops with the TransLink executive and management team, review of external data, and leveraging previous EY experience. The objective of these activities was to identify opportunities for improved efficiency and effectiveness of TransLink's operations.

[1] Section 3 of the South Coast British Columbia Transportation Authority Act.
[2] Metro Vancouver Transit Police and Transportation Property Casualty Company do not form part of the scope of this assessment.
[3] The review excludes the capital costs of the BSP and SLS projects.

Observations for increased efficiency and effectiveness

From the outset of this review, it was apparent that the team at TransLink is dedicated and committed to the organization, with a strong desire to ensure this review is a success. Interviews revealed a culture focused on responsibility to taxpayers, an aim of identifying efficiencies, along with a drive toward continuous improvement. Staff were collaborative and forthcoming with both strengths and weaknesses and leverage a shared commitment to the mission and mandate.

TransLink is on an efficiency journey, having already successfully implemented several initiatives to reduce costs, realize operational efficiencies, improve service, and diversify revenue streams. However, EY identified further opportunities to realize cost savings, improve productivity or mitigate risk, outlined in the following pages.

TransLink has an intricate and unique governance structure. Through the course of this review, there were indications that while the complexity of the TransLink governance model had many benefits, including more robust levels of transparency and accountability, it could also be contributing to inefficiencies for the organization. While the assessment of TransLink's governance model was not in EY's scope, a routine revisiting of the model and the Act by the Province of British Columbia would be a useful exercise to improve operational and organizational efficiency and effectiveness.

Operating Model

The reliance on personal relationships for cross-functional coordination and shared service delivery could be replaced with a more formalized accountabilities to reduce operational inefficiencies.

Simplifying core processes, reducing handoffs, and streamlining approval layers, particularly in budget development, strategic sourcing, and talent acquisition, could enhance decision-making and productivity.

Decision making

TransLink's decision-making has recently been streamlined, reducing the number of executive committees and establishing clear decision-maker roles.

Work is underway to refresh the performance management framework to define the key performance indicators (KPIs) from the broad and deep list of current metrics that TransLink currently tracks for both customer facing services and back-office services, such as Finance and IT.

Efforts to measure benefits and value delivered from initiatives exist however formalizing a consistent approach to initiative evaluation could enable TransLink to more efficiently allocate resources to on-going or future initiatives.

Workforce planning

Recruitment for key roles remains a challenge for the transportation sector, and even more so for TransLink with the planned the system expansion. In response CMBC and BCRTC have both successfully launched apprenticeship programs, addressing short- and medium-term needs.

There is currently no clear ownership for the different components of strategic workforce planning within the enterprise, nor is there adequate workforce data to enable effective analytics. This is critical to support workforce analysis, planning and reporting to align workforce strategies with the business requirements, particularly in light of upcoming system expansion, ageing workforce, and technology changes.

Technology & Data

TransLink is modernizing its technology services, including the development of an enterprise digital strategy and implementation of a new service management platform. The digital strategy is critical to address the issues associated with the current technology suite. This is a complex undertaking that must be addressed, and in doing so will eventually reduce or avoid future costs, improve system performance, and mitigate risk.

EY observed mature data analytics capabilities across the enterprise that have resulted in operational and financial efficiencies. There is potential to further leverage advanced technologies like Artificial Intelligence (AI) and machine learning, if supported by an increase in digital fluency within the organization.

Budget & Forecasting Processes

The budgeting process, while generally accurate and reliable, is labour-intensive and lengthy. Dedicated efforts to reduce the time to prepare, explore activities to automate, and implement an enterprise budgeting tool could further enhance efficiency and reduce the risk of human error.

Bus & Rail Service Delivery

Both CMBC and BCRTC are generally meeting their objectives efficiently when compared with other peer agencies, and as such, there are limited opportunities to reduce costs without impacting service levels. CMBC

consistently exceeds service punctuality and regularity targets.

Analysis of ridership data indicates that opportunities may exist to adjust schedules to align more closely with post-pandemic passenger behaviours.

Asset Management

Both CMBC and BCRTC are transitioning from a reactive maintenance approach to a more planned and preventative maintenance regime to increase efficiency and effectiveness.

Expansion Costs

The method for estimating operational readiness costs for expansion projects is appropriate but could be improved with more regular updates to the Work Back (WBP) and Sustainment Plans (SP).

Overall, TransLink is on a positive trajectory, with many initiatives already in place to address identified areas for improvement.

Opportunities for increased efficiency and effectiveness

EY developed a list of proposed opportunities to address observations, a full list of which is included in Appendix A. Due to the nature and scope of this review, this list is not intended to be exhaustive.

Successful implementation will require investment, either in the form of financial expenditure or the allocation of internal resources. To facilitate prioritization of the opportunities, an estimate of implementation effort and potential benefits has been included.

These opportunities seek to achieve financial savings, improve productivity (which could result in avoidance of future costs), and/or mitigate risk. Opportunities that may result in cost savings will require further validation and scoping by management to refine savings estimates and feasibility.

An extract of the opportunities is included below. A full list can be found in Section 5.

Administrative and operating costs

- **Functional and Entity Responsibility Definition |** Define specific responsibilities across the enterprise for each functional area, enabling clear articulation of duties and minimizing duplication.
- **Enterprise-Wide Performance Management Framework |** Implement a standardized enterprise-wide performance management framework that includes the definition of hierarchical KPIs to be cascaded throughout the enterprise.
- **Benefits Realization Program |** Establish a program to track project and program benefits for both in-flight and completed initiatives, enabling greater oversight of delivery of intended outcomes.
- **Strategic Workforce Planning Capability |** Align talent strategy with future business needs, advance workforce planning maturity, and define accountabilities to prepare for workforce changes and market conditions.
- **Comprehensive HR Data Accessibility |** Facilitate improved workforce planning, decision-making, and risk management with timely, accurate, and complete workforce data.
- **Span of Control Optimization |** Evaluate and standardize resourcing models within Human Resources (HR), Finance, and Business Technology Services (BTS) to correct span of control and organizational layer inconsistencies.
- **Transportation Planning Operating Model Clarity |** Establish effective interaction models between Transportation Planning & Policy and operations to streamline processes and clarify transit planning responsibilities.
- **Digital Strategy and Innovation Roadmap |** Implement a unified digital strategy to prioritize technology adoption, align investments with business goals, improve operational efficiency, reduce risk, drive innovation, and prepare for technological advancements.
- **IT Financial Management Enhancement |** Establish an IT financial management capability to support improved cost tracking, budgeting of technology expenditures, and investment decisions.
- **Service Management & Workflow Optimization |** Accelerate the transition to a modern service management platform, leveraging automated workflow to improve efficiency and service delivery.
- **Maintenance Regime Transition |** Complete the shift to a planned and preventative maintenance approach, utilizing technology for trend analysis and asset condition prediction. Adopt a lifecycle cost estimation method for planning, budgeting, and prioritizing State Of Good Repair (SOGR) works across TransLink.

BCRTC operational readiness expansion costs

- **Operational Readiness Cost Estimate Reporting Standardization |** Implement a structured and regular process for updating and reporting BCRTC's operational readiness costs to Corporate.

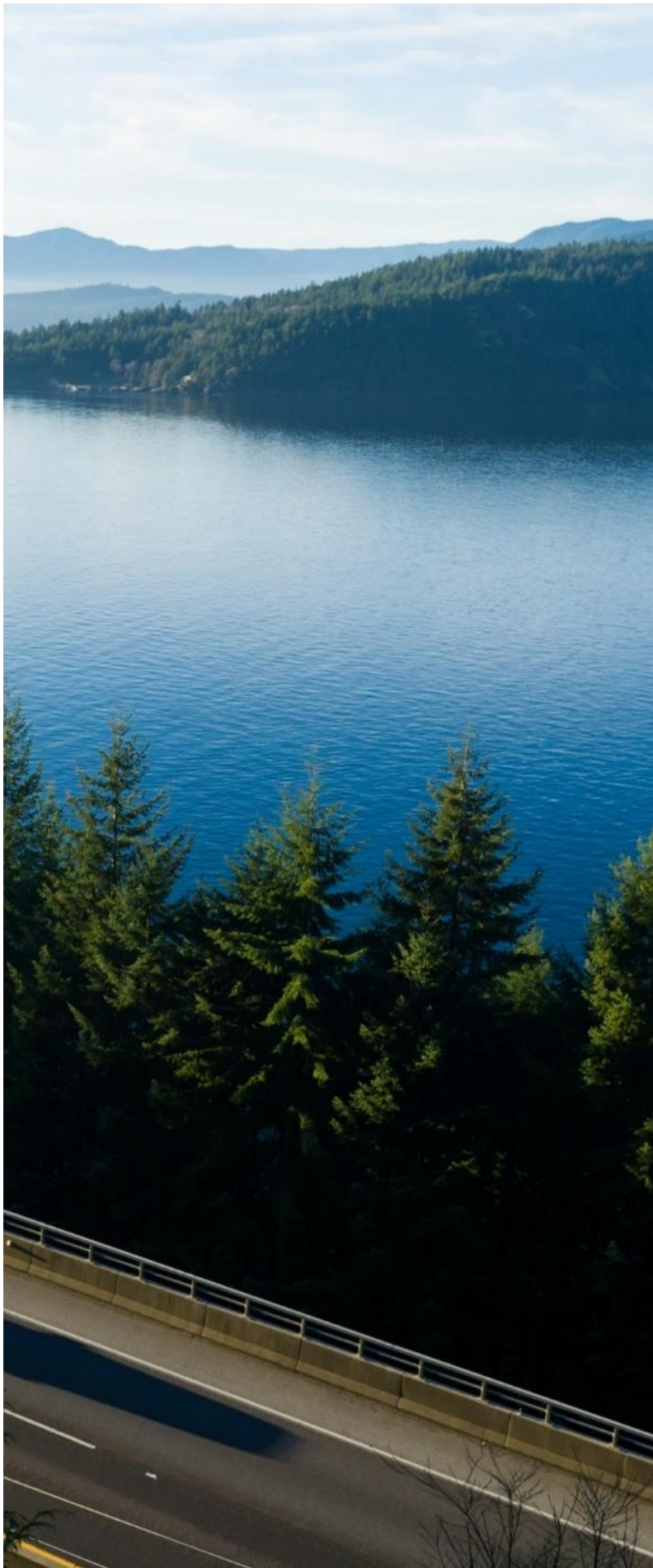
- **Risk Quantification for Budget Contingencies |** Establish a contingency in the operational readiness budgets based on a comprehensive and quantified assessment of TransLink's operational readiness risks for each expansion project.
- **Departmental Headcount Growth Review |** Examine and evaluate the headcount growth assumptions in departments where growth exceeds that of the associated cost drivers.

Budget and forecasting processes and reliability

- **Budget Development Process Optimization –** Streamline the budgeting process to reduce in the overall timeline for budget development from 6-7 months to approximately 5 months and leverage an integrated technology platform to increase reliability of budgets.

Service planning

- **Bus On-Time Performance Targets Review |** Review appropriateness of on-time performance targets and relationship with operating efficiency.
- **Bus Stop Consolidation |** Continue to consolidate bus stops to increase travel speed, reduce run times, and decrease required service hours.
- **Bus Speed and Reliability (BSR) Program Effectiveness |** Enhance the effectiveness of BSR initiatives to fully realize the identified benefits (e.g., greater time savings) based on performance and lessons learned of implemented initiatives.
- **Bus and Rail Schedule Adjustment |** Revise schedules for bus, rail and SeaBus schedules to reflect post-pandemic passenger behaviours.



2. Scope and Approach

2.1 Scope

This report was commissioned by TransLink to provide an independent review of four aspects of its operations:

1. Review of administrative and operating costs in the following three areas:
   - TransLink Corporate, including the shared service costs allocated to the operating subsidiaries;
   - Coast Mountain Bus Company; and
   - British Columbia Rapid Transit Company including West Coast Express (a wholly owned subsidiary of BCRTC).
2. Review of the estimated costs for BCRTC expansion and operational readiness, specifically:
   - BCRTC's costs associated with opening the Broadway Subway Project; and
   - BCRTC's costs associated with opening the Surrey Langley Skytrain.
3. Review of service level planning based upon existing ridership forecasts.
4. Assessment of both the processes used to create operating cost budgets and forecasts as well as the most recent budget and forecast with the objective of commenting on their reliability and expected accuracy.

The review and assessments completed have been wide-ranging, examining four aspects of TransLink's operations. While these evaluations offer insights into TransLink's functions, it is important to note that they do not constitute an audit or operational review of the enterprise. Rather, they serve as targeted reviews aimed at identifying opportunities for enhanced effectiveness and efficiency in the future.

The scope of this project specifically excluded two elements of operating expenses, namely Contracted Services and the Metro Vancouver Transit Police (MVTP).[4] In addition, EY's review did not include the terms of collective bargaining agreements, an assessment of revenue, or a review of capital costs.

Objective

The need for this review was highlighted by TransLink's CEO in a December 2023 meeting of TransLink's Board of Directors as an important part of TransLink's continuous improvement culture and an input into continued work towards establishing a sustainable funding model. This review partially facilitates a common foundational element in establishing a revised funding model by ensuring that TransLink has assessed and addressed potential cost management and operational efficiency opportunities.

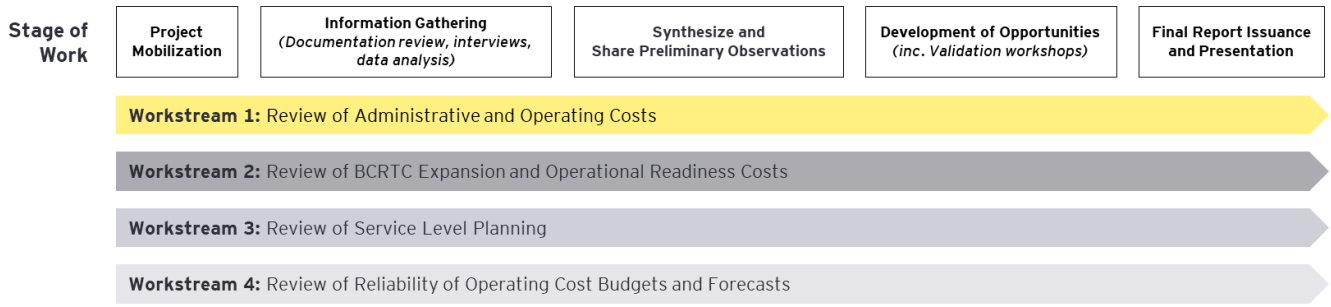
The primary objectives of this review are to understand the existing efficiency and effectiveness of TransLink operations, reliability of estimated costs for BCRTC expansion and operational readiness, efficiency of service planning, reliability of operating cost budgeting and forecasting, and, where applicable, to identify opportunities to increase efficiency and effectiveness.

[4] Contracted Services include services provided by third parties, e.g., the operations and maintenance of Canada Line, West Vancouver Transit, HandyDART, contracted community shuttles, West Coast Express, and Golden Ears Bridge.

2.2 Approach

The approach was to review the operating cost budgets, the reliability of the processes generating the budgets, the efficiency of service planning based on ridership forecasts, and to identify opportunities to improve operational efficiency and effectiveness. The review included a full spans and layers assessment of four shared services; Finance, BTS, HR, and Transportation Planning.[5] EY engaged CPCS Transcom Ltd,[6] to lead the review of the efficiency of service planning. The multi-phased review was delivered across four workstreams, aligned to the scope of the review as shown in Figure 1 below.

Figure 1: Multi-phased review and assessment approach



Each workstream leveraged three key inputs to shape observations and opportunities to enhance effectiveness or efficiency. These included:

- **Documentation review and data analysis** of over 290 documents and data sets to identify opportunities and inform data analysis. The reviews were conducted on the financial, operational, policy, and program data provided by TransLink and on publicly available documents and data.
- **Interviews and validation workshops** with leaders across the enterprise to complement document review and inform the identification and substantiation of opportunities. Interviewees comprised of TransLink executives including leaders from operating companies. Over 80 interviews were conducted during this review.
- **Leading practices** to assess TransLink against similar organizations, or leading practices in policies and processes to identify opportunities to better align with or address pain points.

[5] A "spans and layers" analysis is a method used to evaluate an organization's structure for efficiency and effectiveness. "Spans" refer to the number of direct reports a manager has, while "layers" indicate the levels of management from the top executive to the front-line employees.

[6] CPCS Transcom Ltd. is a consulting firm specializing in transportation.

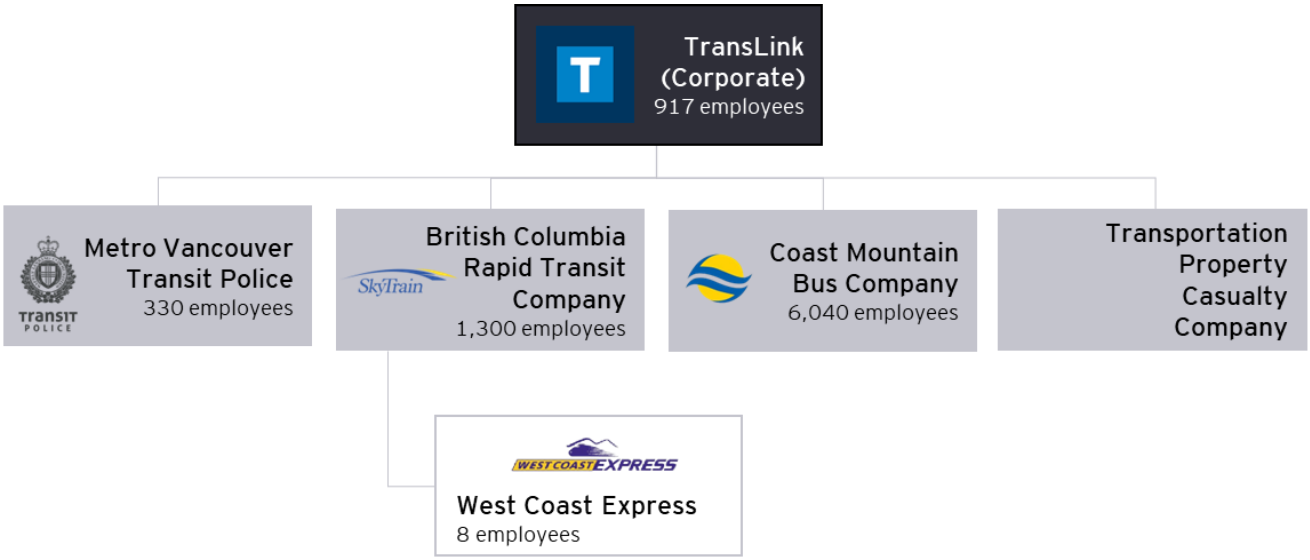
3. Background and Context

3.1 About TransLink

Created in 1999, TransLink is the principal transportation authority for Metro Vancouver, covering 21 municipalities, an electoral area, and a Treaty First Nation. TransLink is responsible for planning, financing, and managing transportation, with services and projects aimed at meeting the transportation service needs of residents, businesses, and visitors. Working alongside municipal authorities, TransLink also oversees the Major Road Network (MRN) and related infrastructure for pedestrians and cyclists. In addition to the existing networks, TransLink has planned network expansions such as the Broadway Subway Project and Surrey Langley SkyTrain project that will transform BCRTC's SkyTrain network.

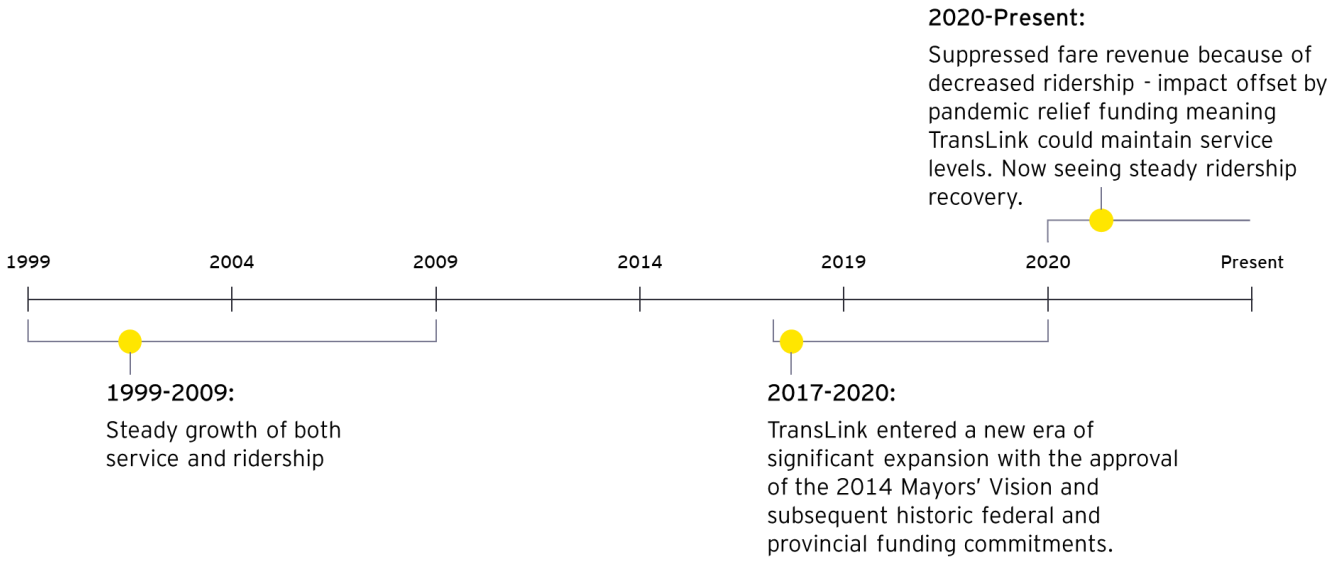
The majority of transit services are delivered through Corporate and the four operating entities. Some services are delivered via contracts with other operating companies.

Figure 2: TransLink and Operating Entities



TransLink has gone through an evolution since its original creation in 1999, from steady ridership growth to significant expansion. Whilst the pandemic impacted ridership levels, service levels remained constant due to pandemic relief funding provided by Senior Government, TransLink is now preparing for future expansion through the SLS and BSP rail expansions, and Bus Rapid Transit. This has resulted in significant growth with respect to TransLink's mandate, headcount, and budget. Figure 3 below outlines a timeline of TransLink's growth and expansion.

Figure 3 - Timeline of TransLink's ridership growth and service expansion



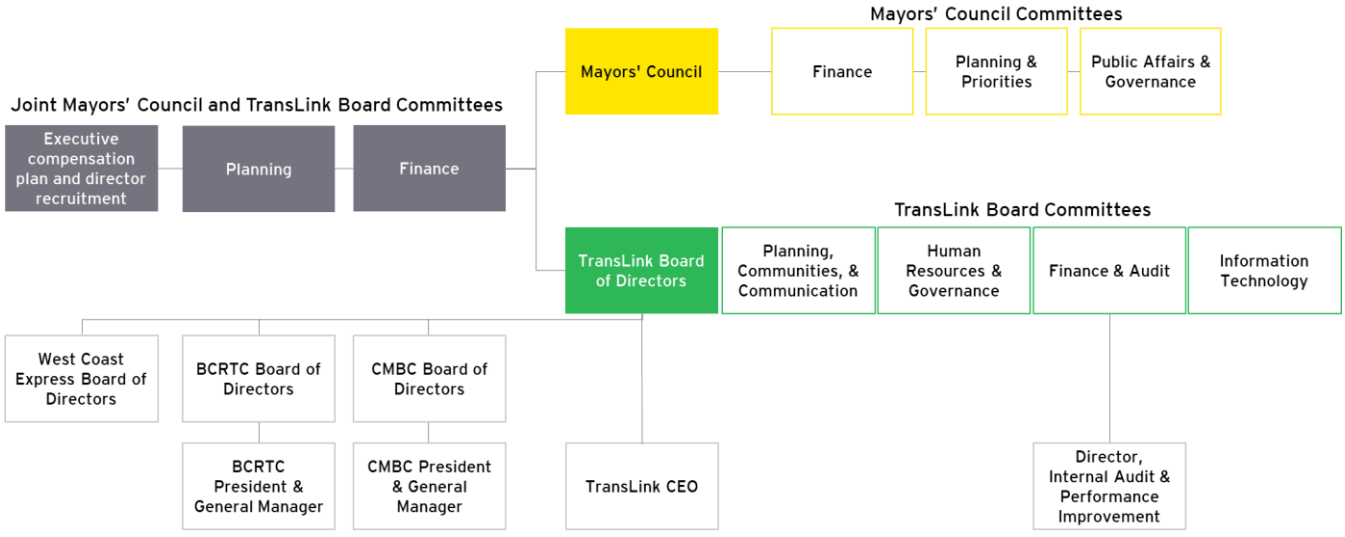
3.2 Governance and Mandate

Formed and governed by the South Coast British Columbia Transportation Authority Act (the Act), TransLink was created to enhance regional transportation coordination, operate and manage a multi-modal transportation network, ensure service delivery, and support regional environmental goals and objectives.

TransLink has an intricate and unique governance structure that was established in the Act and includes a Board of Directors and a Mayors' Council on Regional Transportation. As originally envisioned, the Board of Directors would provide robust strategic oversight over TransLink's operations, and the Mayors' Council would offer strategic long-term regional planning direction for the organization.

A visual representation of the governance structure is included below as Figure 4.

Figure 4: TransLink governance structure



This "made in BC" governance model and the balance between setting strategic priorities and providing operational oversight has provided relative stability and continuity for the organization. In addition, the model provides a very high level of transparency and accountability and represents the significant diversity of the communities that are served by TransLink.

Through the course of this review, there were indications that while the complexity of the TransLink governance model had many benefits, including more robust levels of transparency and accountability, it could also be contributing to inefficiencies for the organization. For example, while the Act sets out separate accountabilities for each governing body, there are also areas which have joint accountability by the two governing bodies. To carry out their duties, there are four standing committees of the Board and three joint committees of the Board with the Mayors' Council, as well as three standing committees of the Mayors' Council, all that require the participation of key TransLink staff. Each of these meetings of governing bodies requires preparation and the generation of reports. A TransLink director attends, on average, 45 governance related meetings in a year, and a Mayors' Council member attends, on average, 35 meetings.

Inefficiencies may arise from insufficient clarity over joint areas of responsibility. Any lack of clarity or competing accountabilities could also make the organization more susceptible to mandate creep and make it less able to steer away from taking on new initiatives and remaining focused on core business.

Elements within any governance model evolve over time as mandates and external conditions shift. While the assessment of TransLink's governance model was not part of this review, EY notes that a routine revisiting of the model and the Act by the Province of British Columbia would be a useful exercise within the context of assessing how TransLink may improve operational and organizational efficiency and effectiveness.

3.3 Further Rail Expansion

Going forward into 2028 is a renewed expansion period including the BSP and the SLS. The BSP is an extension of the existing SkyTrain Millennium Line along the Broadway Corridor. This extension will provide a crucial transportation link, connecting the city's eastern and western neighbourhoods and relieving congestion along this busy corridor. The project is currently under construction, through the Transportation Investment Corporation (TIC) and scheduled to open in Fall 2027.

The SLS project extends the existing SkyTrain Expo Line from King George Station in Surrey to Langley City Centre, covering approximately 16km. This extension provides a high-capacity, reliable, and rapid transit option to serve the growing populations of Surrey and Langley, two rapidly expanding suburban communities. The anticipated in-service date is late 2028.

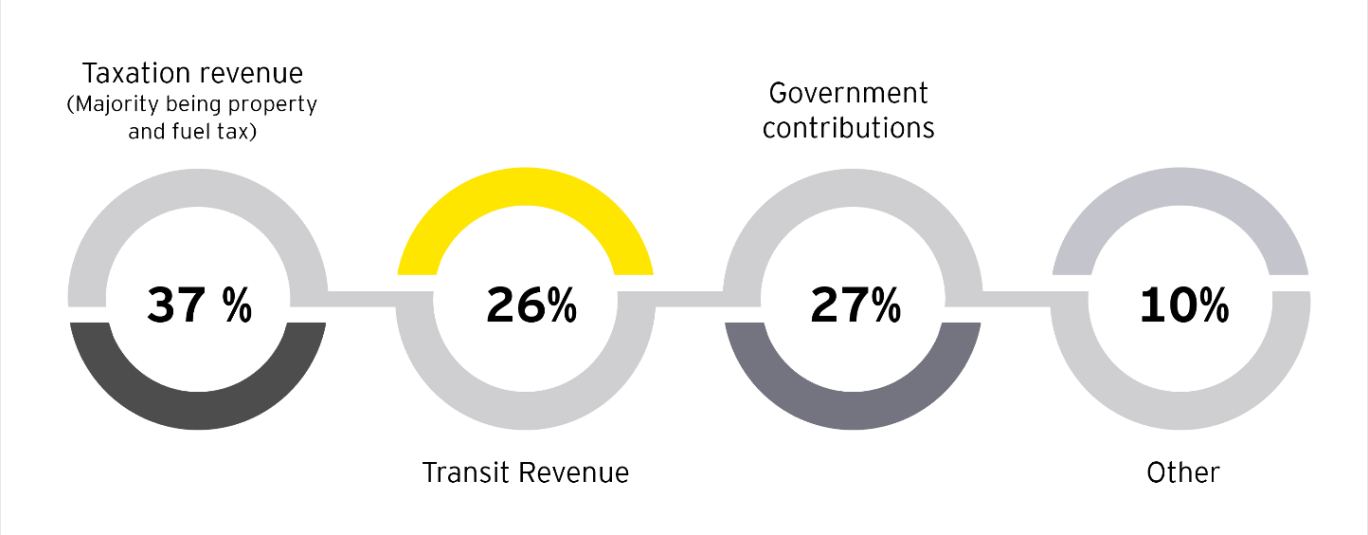
Combined, these projects will transform the SkyTrain network by adding 14 stations (+36%), 21.7 kms of mainline track (+36%) and more than 33 million annual service-kms on the Expo and Millennium Lines (+68%).

Other significant SkyTrain projects include fleet renewal and expansion, procuring more than 200 SkyTrain cars (Mark V), the construction of two new Operations and Maintenance Centres (OMC4 and OMC5) and a new Operations Control Centre (OCC2).

3.4 Financial Overview

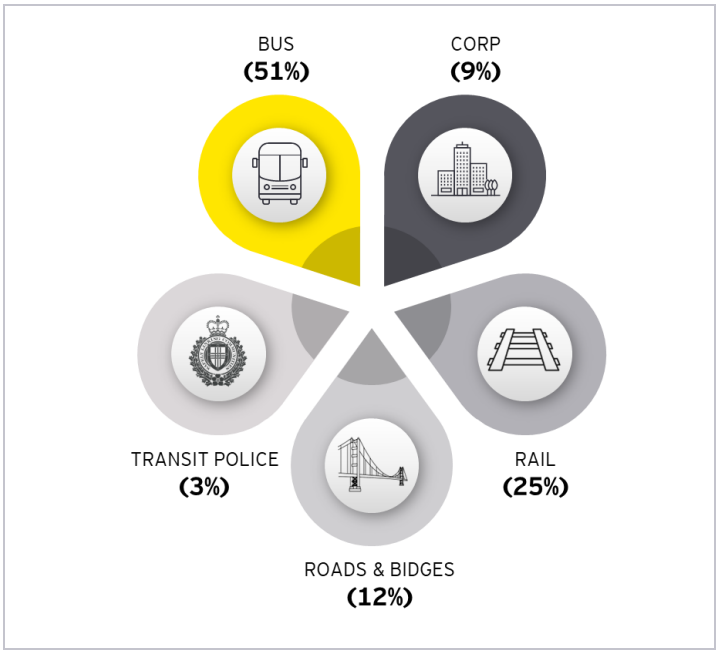
Snapshot of 2023 financials

Total Revenue of $2.6 Billion comprised of:



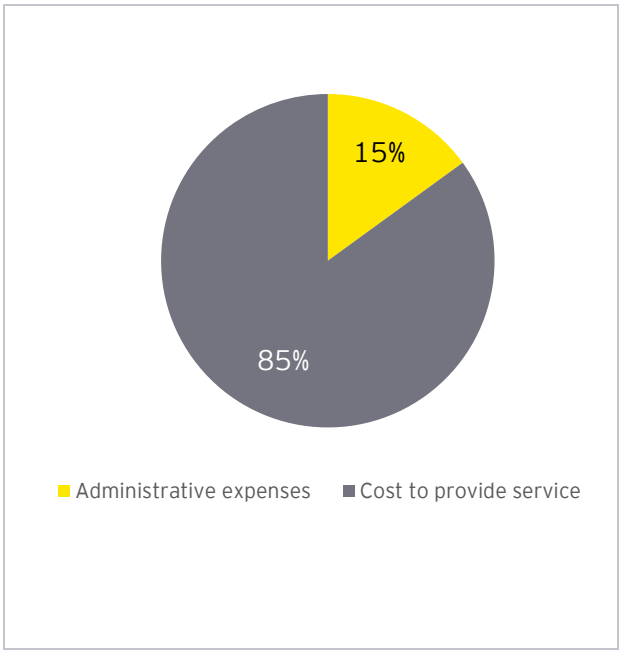
Source: 2023 TransLink Accountability Report, 2023 Actuals

Total Expenses of $2.2 Billion, incurred through:[7]



Source: 2023 TransLink Accountability Report

Expenses broken down by activity segment

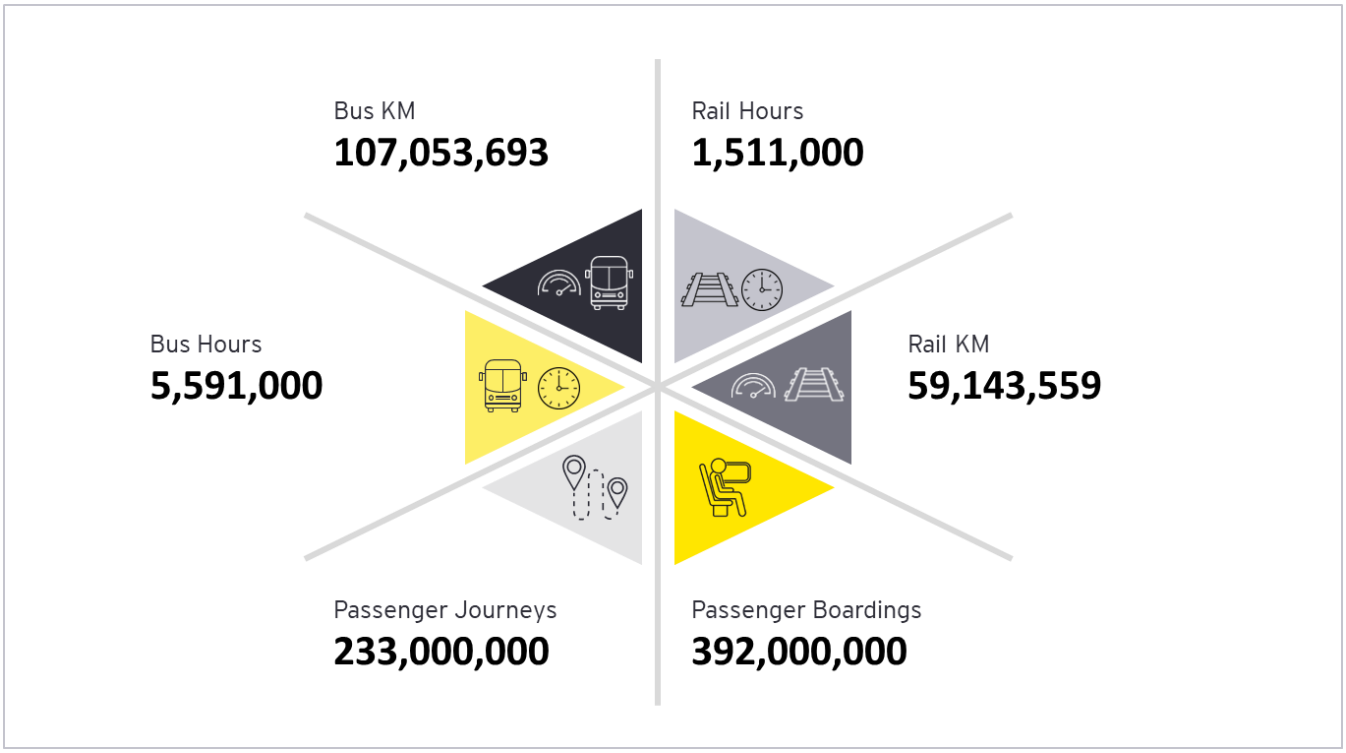


Source: Management Extract of Support Costs from 2024 Budget

[7] Surplus between revenue and expenses is primarily driven by emergency relief government funding recognized in the year it was committed to, in accordance with Public Sector Accounting Standards.

TransLink's % of administrative expenses present favourably in comparison to the agencies serving comparable Canadian populations, as reported by the Canadian Urban Transit Association (CUTA). Although TransLink's administrative costs are still below those of comparable organizations, there has been a rise in expenses. Consequently, it is important for TransLink to carefully monitor these costs and provide clear explanations for the factors contributing to the increases, which may encompass issues like expanding responsibilities, inflationary trends, or the growth of the transportation system.

Transit Service Levels (2023 Actuals)



Source: 2023 Statutory Annual Report, and Management Analysis – Service KM

Financial Trend Analysis

Figure 5: TransLink's categorized annual operating expenses[8]

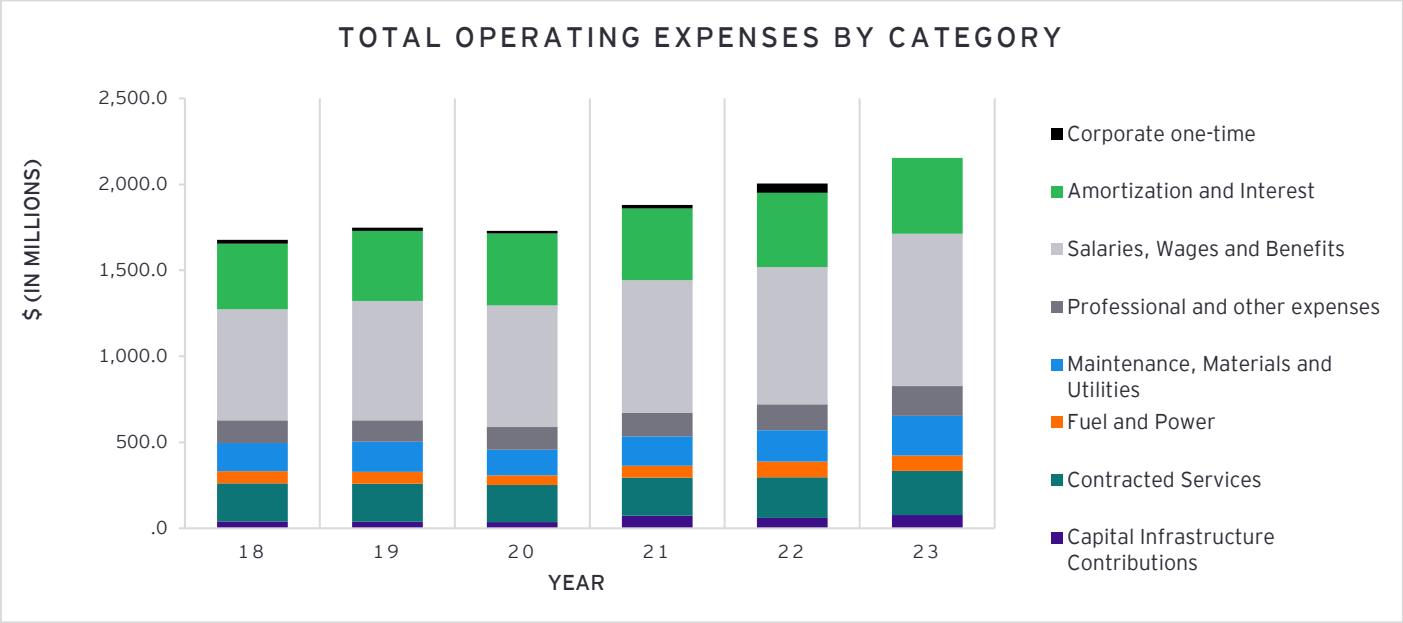


Figure 5 indicates that TransLink's operating expenses (Opex) have increased from 2018 - 2023. The rise in Opex is primarily driven by growth in Salaries, Wages, and Benefits (SWB), which is influenced by both an increase in the number of employees (headcount) and wage increments. This chart has not been adjusted for inflation, which averaged between 0.9% and 6.3% over the period.

A breakdown of SWB increases by entity is included below:

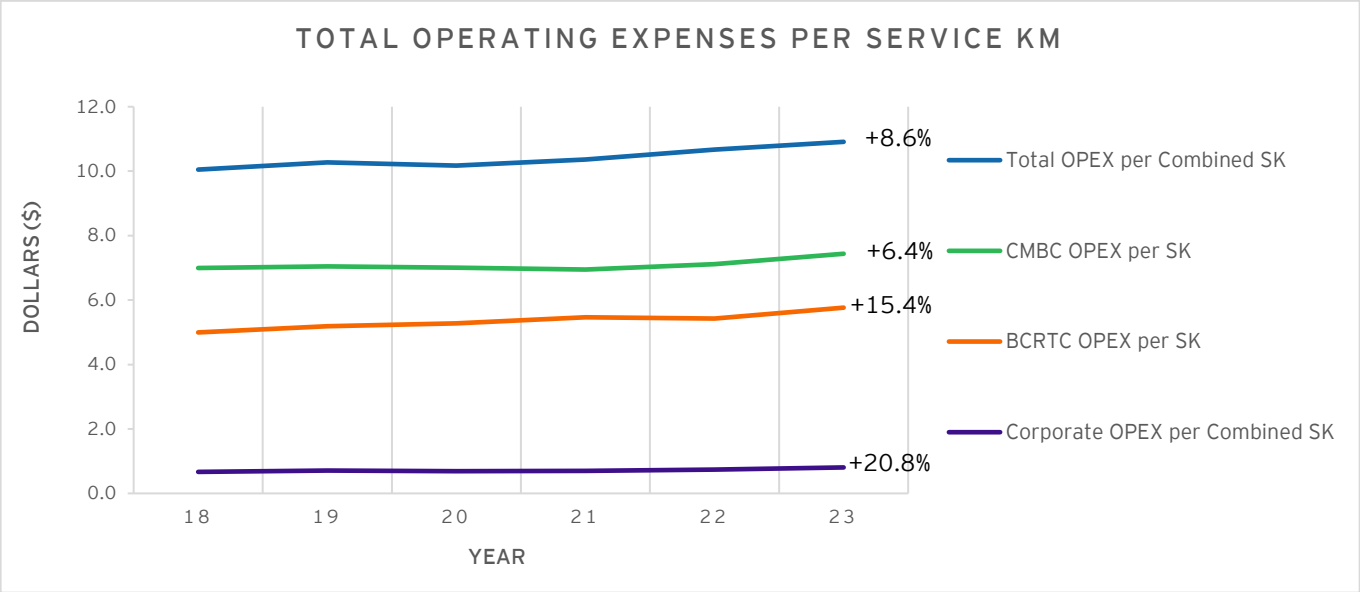
- **BCRTC** - The headcount has increased by 35%, with the majority of new hires in the Maintenance department, specifically within the rail infrastructure and engineering teams. This expansion is a response to the need for servicing ageing infrastructure and to support planned system expansions.
- **Corporate** – The headcount has increased by 32%. Factors contributing to this include planned system expansion, response to growing cyber-security threats and increasing complexity of technology landscape and adjusting the support functions to match the needs of a growing enterprise.
- **CMBC** – The headcount increased by 16%, predominantly in the Operations department. This is due to a gradual increase in service hours, necessitating more operators.

Figure 6, on the following page, shows that despite service km remaining relatively stable, actual operating expenses reflected in 2018 dollars, have increased since 2018 (driven by the SWB growth identified above). The percentage increase (i.e., costs adjusted for inflation) is included in the text on the far right of the chart.[9]

[8] The underlying dataset for each year has been sourced from the divisional breakdown contained in the Statutory Annual Reports from 2018 – 2023.

[9] Consumer price index - Bank of Canada; From January 1, 2019 to December 31, 2023, seasonally adjusted cumulative inflation was 18.8%.

Figure 6: TransLink's change in total operating expenses per service km between 2018 and 2023.[10]



Outlook

TransLink's three main revenue sources are stable or decreasing. Of the three revenue sources:

- Property tax has been and should continue to be a stable source of revenue;
- Fuel tax is beginning to decline and likely will decline at an accelerating rate due to the transition to electric vehicles; and
- Pandemic-driven declines in ridership and lower than previously planned fare rate increases suppressed fare revenue for several years although now approaching pre-pandemic levels.

In terms of expenses, TransLink is facing similar inflationary challenges common to the transportation sector which are driving up the cost of fuel, labour, construction, contracted services, and materials. The 2024 budget estimates:

- a 9% increase in labour costs as a result of cost of living and negotiated contract settlements.
- 16.8% increase in maintenance and utilities for bus and rail, driven by increased cost of parts and additional maintenance required for ageing assets.

Looking ahead, TransLink is preparing for system expansion which will add further operational costs. An analysis performed by TransLink estimates that the increase in expenditures will outpace the growth of existing revenue sources. For the years 2026-2033, based on the scope of the 2024 Investment Plan but excluding other items in the Access for Everyone Plan, the total funding gap is estimated to be $5.3 billion. To fill this gap, TransLink has estimated it needs approximately $670 million per year in new revenues or cost reductions starting in 2026.

[10] The data for operating expenses for each year have been sourced from the Statutory Annual Reports for 2018 – 2023. The service kilometres data for 2018 – 2022 has been sourced from TransLink's Year-End Financial and Performance Reports, and the data for 2023 has been provided by TransLink management.

4. Observations

From the outset of this review, it was apparent that the team at TransLink is dedicated and committed, with a strong desire to ensure the review is a success. Interviews revealed a culture focused on responsibility to taxpayers, a focus on customer service, along with a drive toward continuous improvement. Staff were collaborative and forthcoming with both strengths and weaknesses and leverage a shared commitment to the mission and mandate. The subsequent observations outlined below are areas typical of organizations striving for improvement.

While most observations do not directly impact cost savings, they are potentially impacting productivity. Addressing these areas through implementation of opportunities outlined in Section 5 could lead to long-term cost savings and a more sustainable operational model.

The following pages summarize key themes from EY's analysis across each of the four workstreams.

Operating model

In response to fiscal pressures, TransLink has already successfully implemented a series of cost reduction measures that are projected to yield financial savings. The move of CMBC's head office to available space at Sapperton, TransLink's head office, is expected to save $2 million annually from 2024 onward, totalling $20 million over a decade. Internalizing the design and production of bus operator safety barriers, saved $3.4 million in 2024, and TransLink's use of in-house marketing expertise is reducing the need for external services. Other efficiencies include technology license cost reductions, fleet and fuel management advancements such as transitioning to hybrid vehicles, and operational improvements like the implementation of a days lost reduction project at CMBC, resulting in approximately $5 million in annual savings. Annual savings associated with implemented contract management and competitive bidding practices are estimated at $10-20 million.

Responsibilities related to Finance, HR, Communications, and Transportation Planning exist at both Corporate and in the operating companies. Currently, the effectiveness of coordination across these functions is supported by the strength of personal relationships rather than institutionalized processes. While this has its merits, it may lead to some operational inefficiencies and a reliance on the presence of specific individuals. By adopting a structured framework that emphasizes clear role definition and process formalization, TransLink can build a more robust and efficient operational model that withstands future shifts in personnel.

TransLink could achieve further operational efficiencies by reevaluating and redesigning core processes. The aim would be to simplify processes, reduce the number of handoffs, shorten process lengths, and streamline approval layers. Key areas to examine include the budget and investment plan, talent acquisition and strategic sourcing processes. For example, the current budget development process is lengthy and involves multiple handoffs, which can lead to inefficiencies and the need for additional work when initial assumptions are modified. This complexity highlights the challenges TransLink faces in establishing integrated and adaptable annual budgets and suggests a need for more effective process management and decision-making. Additionally, the requirement for senior leadership approval (CEO, CFO, and VP People & Culture) for new headcount at Corporate is a legacy practice that has been identified for improvement. Addressing these process inefficiencies presents TransLink with an opportunity to enhance productivity and decision-making across the organization, as well as potentially result in cost savings.

TransLink has recently implemented a re-organization of the Strategic Sourcing team transitioning from a functional to a product and service-based category structure. This view enables the team to build end-to-end functional expertise in category-specific areas, for example technical services, technology, and professional services. Nevertheless, the end-to-end sourcing process, from the request for proposals and tender, through to contract execution, was cited as a common pain point with several senior leaders. In response, initiatives are already being designed to simplify contracting, and to streamline the contract management and competitive bidding process.

Decision making

Operational efficiencies are expected because of the recently implemented streamlined decision-making framework. The number of executive committees has been reduced from 15 to 6, and there is now a clear establishment of a single decision-maker. While the new framework is "bedding in", interviews cited common challenges with regards to decision-making ownership. Management will be monitoring the new framework to assess impact on the speed and clarity of decision-making.

TransLink monitors and reports on a wide range and high volume of metrics in areas such as safety, service, and finance. The breadth and depth of the metrics (for example, monthly executive committee reports for BCRTC and CMBC include 115 metrics) are indicative of TransLink's commitment to transparency and accountability. However, there is a need to formalize and cascade KPIs down and out across the enterprise, enhancing capacity to evaluate and manage performance. It is important to note that the Chief Operating Officer (COO) has already commenced work to refresh the performance reporting framework, to streamline performance management and facilitate more focused decision-making and resource allocation.

All capital projects require an approved, up-front business case, however there is an opportunity to formalize the process and accountabilities for assessing achieved benefits against those defined in the business case. On the operating side, TransLink delivers several programs to support its mandate, however, a full inventory of these programs and associated outcomes does not currently exist. For both capital projects and operational programs, there is a missed opportunity to learn from completed projects or programs, to assess why they did, or did not meet intended benefits, and potentially cease program or projects that are not yielding expected results.

Workforce planning

There are efforts to think proactively and creatively to address workforce challenges faced in various parts of the organization. As an example, BCRTC is implementing an apprenticeship program and has implemented a "Control Operators Succession Plan" to address a critical workforce gap. Similarly, CMBC has seen 42 graduates from its mechanic apprenticeship program in 2019-2023. BCRTC and CMBC are actively addressing immediate and medium-term workforce needs. However, there is currently no clear ownership for strategic workforce planning (SWP), which is essential for aligning the workforce with long-term business objectives. SWP considers economic, industry, and labour market trends, as well as technological and demographic shifts, to prepare for future workforce requirements. This is important for BCRTC with the upcoming rail expansion, as well as the ageing workforce.

TransLink currently does not have a comprehensive, reliable view of its workforce data, which limits the ability to perform forecasting, analysis and reporting. Management have commenced a project to replace the HR Information System (HRIS) to enhance organizational workforce planning, decision-making, and organizational risk management through use of timely, accurate, and complete workforce data.

Leaders in shared service functions have clarity on their teams' functional accountabilities and mandates. However, there is an opportunity to optimize the spans of control, being the number of direct reports that a manager has, and layers, being the number of management levels from the top executive to the front-line employees. In doing so, Translink would further enhance efficiency and effectiveness.

Technology & Data

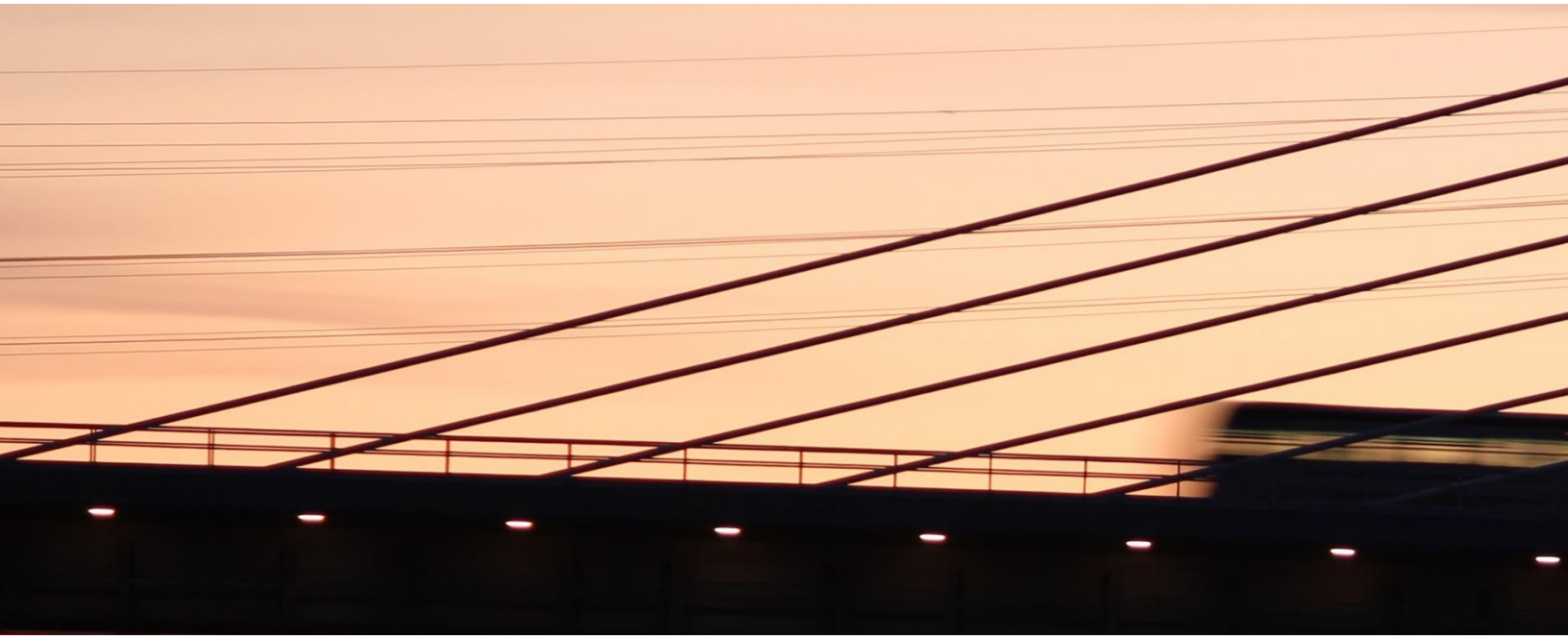
TransLink is on a journey to modernize its technology services, including the development of an enterprise digital strategy to support existing strategies and roadmaps including cybersecurity, resiliency, data, and analytics/business intelligence. The current gap in strategy, governance and BTS capacity constraints has led to some business units acting unilaterally to install technology, which has disproportionate hidden costs, manifested through complex architecture, technical debt, and reactive issue resolution.

EY observed relatively mature data analytics capabilities across the enterprise, yielding both operational and financial efficiencies. For example, a data mart was used to analyse bus service allocation throughout the region to identify underperforming routes. This enabled CMBC to reallocate service hours between bus routes, increasing performance across the system and equating to approximately $1.8 million in cost avoidance. There is potential to build off this expertise to leverage AI, robotic process automation, additional machine learning, and low/no-code solutions more extensively in the organization; however, this requires greater capacity and more digital fluency throughout the business to fully capitalize on these opportunities.

Budget & Forecasting Processes

TransLink's annual budgets are generally accurate and reliable, with minor variances between actual and budgeted operating costs. However, since 2017, there has been a consistent underspend in Capital Contributions for roads and bridges, attributed to delays in spending by municipalities, which calls for improved management of this variance.

The budgeting process itself is labour-intensive and inefficient, relying on numerous individual files that increase the risk of errors and limit the ability to assess the cost impacts of service level changes. The current system is heavily dependent on Excel spreadsheets, which is cumbersome and susceptible to human error. This also makes it difficult to easily implement changes in high-level assumptions. Efforts are underway to automate parts of the budgeting process and seek a new enterprise budgeting platform, which could streamline operations and enhance efficiency.



Bus & Rail Service Delivery

Both CMBC and BCRTC are generally meeting their service objectives in an efficient manner in comparison with peer agencies. A benchmarking of operating cost against vehicle km, vehicle hours, passenger volumes and passenger km indicates that CMBC operates efficiently relative to its peers, and CMBC does comparatively well by serving more passengers with the same resources than other agencies. BCRTC is in the top quartile of performers regarding operating cost efficiency, in part due to driverless trains and simple station designs.

Analysis of CMBC's SeaBus hourly data for 2023 shows that average daily passenger volumes have returned to pre-pandemic levels, however, passenger behaviours have shifted. There are fewer riders from Monday to Friday, but an increase in ridership on Saturdays and Sundays. As a result, there is an opportunity to refine the SeaBus morning schedule to reduce operational and maintenance costs.

TransLink uses service punctuality and regularity as measures for on-time performance for bus services, however CMBC consistently exceeds the minimum standards specified in TransLink's Transit Service Guidelines.

Asset Management

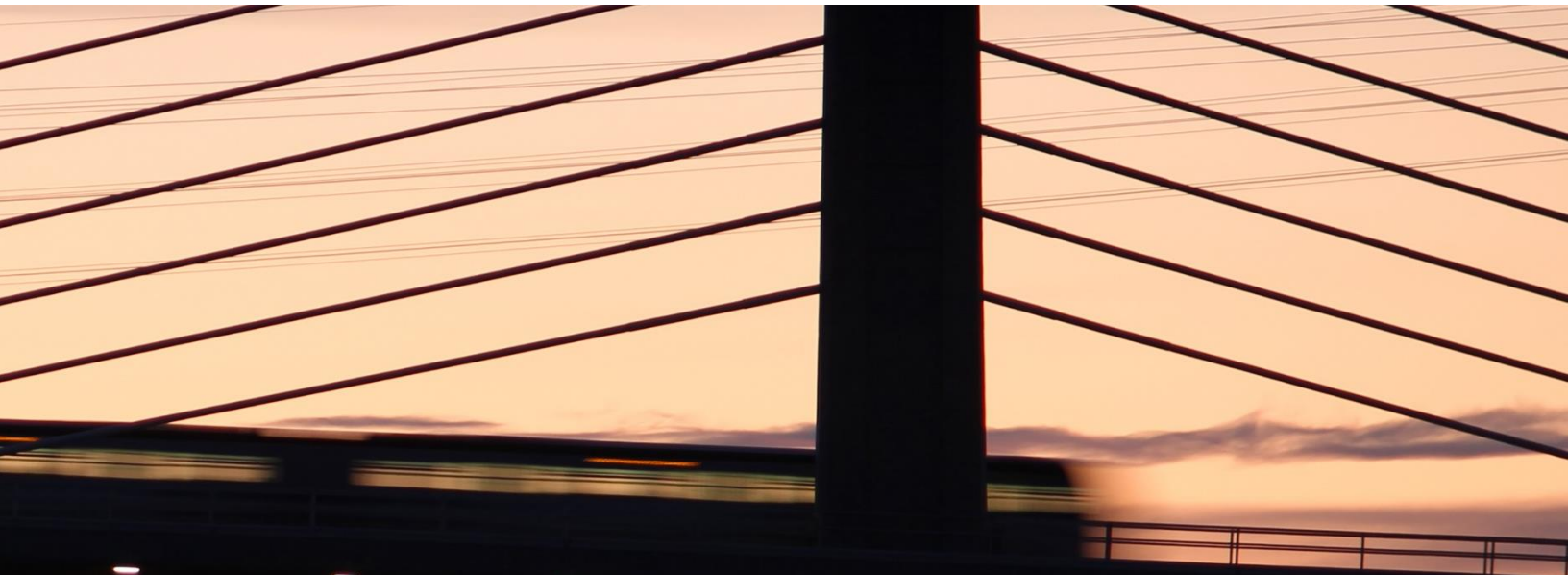
BCRTC and CMBC are transitioning from a reactive maintenance approach, characterized by corrective actions post asset failure or performance degradation, to a more planned and preventative maintenance regime to increase efficiency. This shift aims to enhance efficiency through increased data availability, trend analysis, and predictive condition-based maintenance. Despite the progress, continued effort and investment remain necessary to fully realize the potential efficiencies, particularly for the rail systems. CMBC's current maintenance operations suggest that only about a third of work orders are preventative, indicating a majority are still corrective. Both entities are also modernizing their Enterprise Asset Management (EAM) systems, with BCRTC having implemented a new system in October 2023 and CMBC planning to roll out a cloud-based version in June 2025.

Expansion Costs

BCRTC's method for estimating operational readiness costs for BSP and SLS is appropriate, utilizing Work Back Plan (WBP) and Sustainment Plans (SP) that feed into the annual corporate budget. Costs include estimates for BCRTC labour and materials but exclude costs that are capitalized and attributable to the projects.

Updated costs are incorporated into the annual budget, however formalizing the cadence with which the WBP & SP are updated could enhance accuracy.

As noted in Section 2, EY was engaged to conduct a review of the BCRTC operational readiness costs only, and as such, did not review capital costs associated with the expansion.



5. Opportunities

The observations that have been made during this review have led to the identification of key opportunities for greater efficiency in resource allocation and enhanced accountability for outcomes and services. They have been developed based on the review of detailed documentation and data, an extensive interview and engagement program across the enterprise, and an understanding of leading practices in other organizations. The opportunities were developed and validated with senior management in a series of workshops where the rationale and feasibility for each was tested.

Implementation of the opportunities identified in this report will require an investment, either in the form of financial expenditure or the allocation of internal resources. To facilitate TransLink's decision-making process in prioritizing these opportunities for action, each has been categorized based on the primary benefit anticipated. The categories are as follows:

- **Financial Savings** - Opportunities that are anticipated to result in cost reductions. Where possible, an estimated financial savings range has been provided. It is important to note that there are limited options for achieving financial savings without reducing service levels. The financial savings do not reflect estimated implementation costs.
- **Productivity Improvements** - Opportunities that aim to enhance the efficiency of TransLink's service delivery, processes, or functions. While they may not directly translate into immediate financial savings, increased efficiency could avoid the need for additional expenditures, such as increased staffing in the future. To understand the magnitude of these opportunities, a productivity estimate has been calculated, along with an approximate financial impact based on full-time equivalent (FTE) cost assumptions, where appropriate.
- **Risk Mitigation** – Opportunities to establish or enhance foundational business practices to manage risk and/or improve administrative hygiene. No quantifiable benefits have been attributed to these opportunities.

It is important to note that some opportunities have more than one benefit type, for example, Opportunity A1: Functional and Entity Responsibility Definition, has the primary benefit of risk mitigation in that it addresses the potential functional gaps, while having a secondary benefit of improving productivity through eliminating duplication of effort.

EY has estimated the implementation effort and scale of benefits leveraging TransLink input, previous similar engagements, and experience delivering large scale transformations. The output of this is included in Figure 7 and Figure 8 below. A high-level summary of each opportunity, including a description, implementation effort and benefit is included in Appendix A. Each will require further detailed analysis to validate the assumptions, refine the implementation cost, plan and validate the expected benefits.



Financial Savings

Figure 7: Implementation effort & benefit chart for opportunities associated with financial savings.

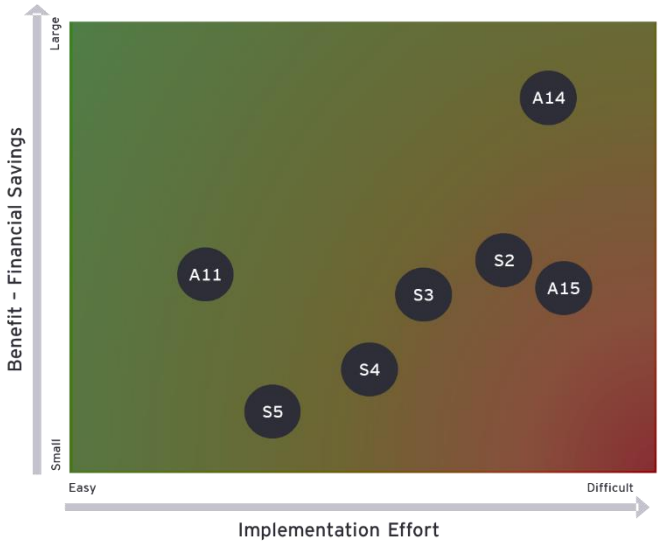


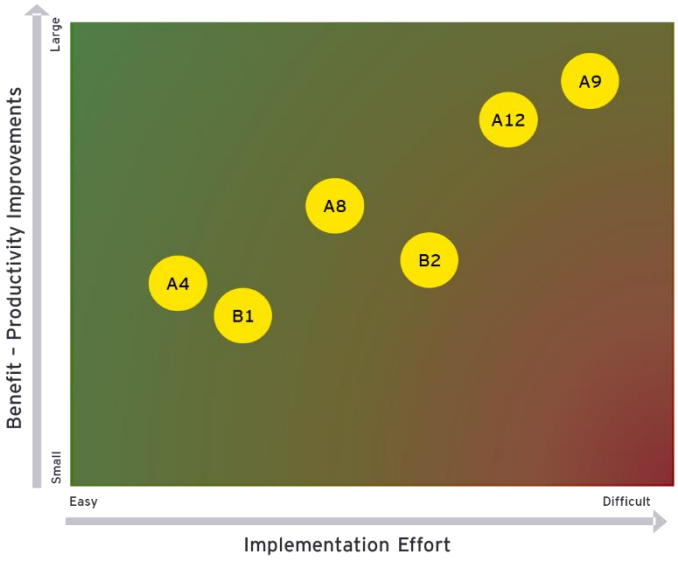
Figure 7 highlights that the largest financial savings are expected to be realized through the continued transition to preventative maintenance (A14). This is complex to implement due to the need for upfront investment, up-skilling of staff, and changes to technology of operational assets. There are additional potential high savings opportunities: Establishment of an IT Financial Management capability (A11) will require hiring of a small number of specialized resources; however, once onboarded and with appropriate access to the required data, the opportunity becomes straightforward to implement. Consolidation of bus stops (S2) could result in financial savings; however, TransLink will require support from the municipalities to implement; and will require careful consideration of impact on customers. Adjusting the SeaBus schedule (S5) would yield financial savings however will have customer service impacts.

#	Opportunity	Benefit
A11	IT Financial Management Enhancement	<$5M
A14	Maintenance Regime Transition	>$15M
A15	Lifecycle Costs Approach Implementation	$5M-$15M
E4	Departmental Headcount Growth Review	Further Analysis Required*
S1	Bus On-Time Performance Targets Review	Further Analysis Required*
S2	Bus Stop Consolidation	$5M-$15M
S3	Bus Speed and Reliability (BSR) Program Effectiveness	10-15% increase in benefits of BSR Program
S4	Monday and Friday Schedule Realignment	<$5M
S5	SeaBus Schedule Adjustment	<$5M

Excluded from prioritization chart

Productivity Improvements

Figure 8: Implementation effort & benefit chart for opportunities associated with productivity improvements.



Most opportunities to enhance productivity require investment to redesign processes and adopt new technology tools. The two largest benefits are from enhancing access to workforce data (A9) and automating aspects of service management (A12) which will release capacity across core HR and IT processes. Although the implementation of these initiatives will affect a significant portion of the enterprise and may be challenging to execute, they are expected to yield substantial benefits due to the current reliance on manual processes and existing capability gaps.

Reducing the budget process timeline from 6-7 months to 5 months (B1) is somewhat challenging to implement in light of the approval steps, however, implementation of a new budget tool at the same time (B2) would further enhance operational efficiencies.

#	Opportunity	Benefit
A4	Strategic Sourcing Process Enhancement	2-4% of procurement function admin effort
A8	Talent Acquisition Process Improvement	5-10% of talent acquisition process effort
A9	Comprehensive HR Data Accessibility	5-10% of HR delivery effort
A12	Service Management & Workflow Optimization	15-25% of service management efforts
B1	Budget Development Timeline Reduction	3-7% of budget development preparation effort
B2	Budget Reliability Enhancement through Technology	5-10% of budget development preparation effort

Risk Mitigation

The following opportunities provide the primary benefit of supporting TransLink to mitigate risk or enhance administrative efficiency. Despite the challenges in estimating the precise effort and benefit of these opportunities, it is important to acknowledge that TransLink has proactively begun to implement several of them, recognizing that the value of these opportunities lies in their contribution to TransLink's long-term stability and effectiveness, which, while not easily quantifiable, is nonetheless critical.

#	Opportunity
A1	Functional and Entity Responsibility Definition
A2	Enterprise-Wide Performance Management Framework
A3	Benefits Realization Program
A5	Strategic Workforce Planning Capability
A6	Span of Control Optimization
A7	Transportation Planning Operating Model Clarity
A10	Digital Strategy and Innovation Roadmap
A13	ERM Modernization
E1	Operational Readiness Cost Estimate Reporting Standardization
E2	Operational Readiness Cost Completeness Assessment
E3	Risk Quantification for Budget Contingencies

Additional detail for each opportunity is provided in Appendix A

Appendix A

OVERVIEW OF OPPORTUNITIES

Overview of opportunities

#	Opportunity	Description	Implementation Effort	Benefit
Administrative & Operating Costs				
A1	**Functional and Entity Responsibility Definition**	Define specific responsibilities across the enterprise for each functional area, enabling clear articulation of duties and minimizing duplication.	**Easy |** Can be executed internally with no external governance or legislative support required. However, the complexity lies in the breadth of the opportunity.	**Risk Mitigation |** Enhanced organizational accountability through clear and simplified definition of responsibilities. Eliminates functional gaps. **Productivity Improvement |** More rapid decision-making, clear lines of accountability, streamlined processes, removal of duplication, improved employee morale, and some release of employee capacity which can be redeployed to areas of greater need or value.
A2	**Enterprise-Wide Performance Management Framework**	Implement a standardized enterprise-wide performance management framework that includes the definition of hierarchical KPIs to be cascaded throughout the enterprise.	**Moderate |** Requires broad stakeholder engagement, including Board and TransLink staff to design a suitable framework. Impacts all business units.	**Risk Mitigation |** Improved focus on key areas that impact performance. **Productivity Improvement |** Management focused on a smaller number of key metrics, reducing effort to create reports and monitor metrics. Improved oversight of trends to support informed decision making and analysis.
A3	**Benefits Realization Program**	Establish a program to track project and program benefits for both in-flight and completed initiatives, enabling greater oversight of delivery of intended outcomes.	**Moderate |** Moderately complex due to the need for consistency across Corporate and the operating companies, as well as being suitable for capital projects and operational programs.	**Risk Mitigation |** Consistent application of lessons learned into current or planned projects and programs to enhance success of initiatives. **Financial Savings |** Potential for long-term savings through project cancellation, avoidance, or more successful delivery as a result of applying lessons learned.
A4	**Strategic Sourcing Process Enhancement**	Set target timelines for contract awards, communicate expectations to buyers and vendors, and reduce senior management escalations to expedite approvals and enhance accountability.	**Easy to Moderate |** Moderately complex initiative, however a review is already underway. As such the timeline to implement could be relatively quick.	**Productivity Improvement |** Faster decision-making could release 2-4% of strategic sourcing administration effort.

#	Opportunity	Description	Implementation Effort	Benefit
A5	**Strategic Workforce Planning Capability**	Align talent strategy with future business needs, advance workforce planning maturity, and define accountabilities to prepare for workforce changes and market conditions.	**Easy to Moderate |** Requires definition of roles and responsibilities and design of core processes across the enterprise. Implementation effort could be reduced through successful delivery of Opportunity A9, which provides the enterprise with enhanced workforce analytics capabilities.	**Risk Mitigation |** Improved understanding and hiring of long-term work-force needs will better equip TransLink for future business needs. **Financial Savings |** Potential for reduced costs associated with turnover, such as recruitment, hiring and training expenses.
A6	**Span of Control Optimization**	Evaluate and standardize resourcing models within HR, Finance, and BTS to correct span of control and organizational layer inconsistencies.	**Moderate |** Requires detailed analysis, including a work activity assessment for administrative staff. This needs to consider the current state and future changes, for example understanding how technology could change the work performed.	**Risk Mitigation |** More equitable distribution of workload, reducing the likelihood of burn out. Improved accuracy of job descriptions. **Productivity Improvement |** Faster decision making, and redistribution of tasks could release capacity or avoid the need to incur future headcount growth.
A7	**Transportation Planning Operating Model Clarity**	Establish effective interaction models between Transportation Planning & Policy and operations to streamline processes and clarify transit planning responsibilities.	**Easy to Moderate |** Requires a review of core processes, however effort to implement is driven by the degree of change to existing processes. Number of stakeholders impacted is limited.	**Risk Mitigation |** Enhanced accountability through clear and simplified definition of responsibilities. Eliminates functional gaps and duplication. Improves coordination across the enterprise. **Productivity Improvement |** Streamlined processes and faster decision making will release capacity across roles involved in the planning process.
A8	**Talent Acquisition Process Improvement**	Refine the talent acquisition process with clear roles, responsibilities, and hand-offs to enhance efficiency.	**Easy to Moderate |** Redesign of the core process could be limited to a small number of stakeholders; however, implementation will be enterprise- wise and require effective communications and change management support. Selection of a new technology tool would further increase the implementation effort; however, this could further increase the productivity benefits and potentially lead to future financial savings.	**Productivity Improvement |** Streamlined processes that reduce manual interventions could release 5-10% of capacity. **Financial Savings |** Lower costs associated with advertising, interviewing, completing reference checks, onboarding, and potentially reduce reliance on external recruiters and contractors. **Risk Mitigation |** A more thoughtful combination of contractors and employees, instead of relying on contractors solely for their rapid availability and ease of engagement.

#	Opportunity	Description	Implementation Effort	Benefit
A9	**Comprehensive HR Data Accessibility**	Facilitate improved workforce planning, decision-making, and risk management with timely, accurate, and complete workforce data.	**Difficult |** Requires significant upfront investment for system, implementation, change management and decommissioning of legacy tool.	**Productivity Improvement |** Use of self-serve features could release 5-10% capacity in HR functions to other value adding activities. **Risk Mitigation |** Improved workforce analytics capabilities to support analysis, decision making, planning, and performance reporting.
A10	**Digital Strategy and Innovation Roadmap**	Implement a unified digital strategy to prioritize technology adoption, align investments with business goals, improve operational efficiency, reduce risk, drive innovation, and prepare for technological advancements.	**Difficult |** Work is already underway to develop a digital strategy, however addressing challenges with current technology suite is a complex undertaking that will require significant investment and effort.	**Risk Mitigation |** Improved planning to address upcoming technology needs. Clear decision-making framework and criteria to increase alignment of technology investments with overarching digital strategy. Enhanced architecture practices to reduce technology risk. **Productivity Improvement |** Reduced efforts spent on addressing issues with technical landscape, enabling BTS resources to dedicate more time to value-adding opportunities. Improved digital literacy across the enterprise. Easier to modernize technology suite, including enhancements and changes to existing services.
A11	**IT Financial Management Enhancement**	Establish an IT financial management capability to support improved cost tracking, budgeting of technology expenditures, and investment decisions.	**Easy to Moderate |** Will require hiring of specialized skillsets and a review of the cost allocation methodology, however impact limited to a small number of stakeholders.	**Financial Savings |** Rationalizing vendors and proactively negotiating contracts typically saves 3-5% of recurring Opex, <$5M.
A12	**Service Management & Workflow Optimization**	Accelerate the transition to a modern service management platform, leveraging automated workflow to improve efficiency and service delivery.	**Difficult |** Requires implementation of new technology solution and redesign of core processes. Most staff will be required to use the ticketing tool and therefore broad change management is required to support adoption. Initially planned for IT services only, this tool could potentially be rolled out to other shared service functions such as Finance and HR.	**Productivity Improvement |** Workflow automation will release capacity. Improved oversight of issues, trends, system and service performance to support work assignment. Due to the manual nature of the current ticketing system, quantification of benefits is difficult, however typically between 15 and 25% of service management efforts can be redeployed to more value-adding activities. Additional analysis is planned as part of the capital project to replace the existing tool. **Risk Mitigation |** Current ticketing tool is end of life and must be replaced.

#	Opportunity	Description	Implementation Effort	Benefit
A13	**ERM Modernization**	Revise the ERM policy and framework to reflect TransLink's risk appetite and standardize risk categories, definitions, and assessments across the enterprise.	**Easy |** Already in progress and the updated policy will be submitted for approval in June.	**Risk Mitigation |** Enhances the ability to anticipate, and/or mitigate risks.
A14	**Maintenance Regime Transition**	Complete the shift to a planned and preventative maintenance approach, utilizing technology for trend analysis and asset condition prediction.	**Difficult |** Complex implementation due to significant upfront investment, change management effort, and continued growth of services and system expansion.	**Financial Savings |** Once fully implemented, predictable and data driven maintenance activities could avoid future costs of more than $15M annually. **Productivity Improvement |** Bundling of activities to reduce the number of ad-hoc reactive maintenance tasks will increase overall functional efficiency.
A15	**Lifecycle Cost Approach Implementation**	Adopt a lifecycle cost estimation method for planning, budgeting, and prioritizing State Of Good Repair works across TransLink.	**Difficult |** Requires effort from TransLink and operating entities, as well as investment into SOGR works. Due to the long timeline to realize benefits, this would be further enhanced by implementation of Opportunity A3, Benefits Realization Program.	**Financial Savings |** Improved prioritization of SOGR works could avoid future costs. Savings are estimated between $5M-15M annually at full implementation. **Risk Mitigation |** Funding is directed to most critical SOGR works.
BCRTC operational readiness expansion costs				
E1	**Operational Readiness Cost Estimate Reporting Standardization**	Implement a structured and regular process for updating and reporting BCRTC's operational readiness costs to Corporate.	**Easy to Moderate |** Complexity is low, but time and resources will be required up-front to establish the approach.	**Risk Mitigation |** Increased accuracy and consistency of cost estimates. More timely oversight of risks and potential impact. **Productivity Improvement |** Reduction in manual effort to develop new templates and cost estimates will release capacity.
E2	**Operational Readiness Cost Completeness Assessment**	Conduct a thorough review of the operational readiness costs throughout the enterprise to ensure completeness.	**Easy |** Requires time and effort from a small number of staff to complete.	**Risk Mitigation |** Reduces risk of budget overruns. Further review is required to identify duplications and gaps.

#	Opportunity	Description	Implementation Effort	Benefit
E3	**Risk Quantification for Budget Contingencies**	Establish a contingency in the operational readiness budgets based on a comprehensive and quantified assessment of TransLink's operational readiness risks for each expansion project.	**Easy to Moderate** | May require external capacity to facilitate quantification of risk and contingencies.	**Risk Mitigation** | Improved budget accuracy. Earlier identification and evaluation of risks.
E4	**Departmental Headcount Growth Review**	Examine and evaluate the headcount growth assumptions in departments where growth exceeds that of the associated cost drivers.	**Easy** | Limited to a small number of employees to implement.	**Financial Savings** | Review and recalibration of expansion related headcount growth could realize potential operational readiness cost savings contingent on further detailed analysis.
Budget and forecasting processes and reliability				
B1	**Budget Development Timeline Reduction**	Streamline the budgeting process to decrease the timeline for budget development from 6-7 months to approximately 5 months.	**Easy to Moderate** | Reduction of process timelines without system implementation will be challenging. TransLink is already exploring options.	**Productivity Improvements** | Potential to release 3 - 7% in budget preparation capacity.
B2	**Budget Reliability Enhancement through Technology**	Improve the accuracy and reliability of budgets by adopting an integrated technology platform that eliminates redundant data entry and reduces the risk and likelihood of errors.	**Moderate to Difficult** | Work is already underway to source a new technology solution, however investment would be required. Implementation would be limited to a subset of staff working on the budget process, as such, a robust, but not as broad, change management and training support would be required.	**Productivity Improvements** | Potential to release 5 - 10% in budget preparation capacity. **Risk Mitigation** | Increased reliability of budget and forecasts.

#	Opportunity	Description	Implementation Effort	Benefit
Service Planning				
S1	**Bus On-Time Performance Targets Review**	Review appropriateness of on-time performance targets and relationship with operating efficiency.	**Moderate |** Will require significant effort at both Corporate and CMBC for further detailed analysis.	**Financial Savings |** Longer-term potential for annual savings, however this is contingent on further detailed analysis
S2	**Bus Stop Consolidation**	Continue to consolidate bus stops to increase travel speed, reduce run times, and decrease required service hours	**Moderate to Difficult |** Requires a joint effort between Corporate and CMBC, as well as external consultation and agreement from municipalities.	**Financial Savings |** If fully implemented, this could increase efficiency of the bus route network by $5M-$15M.
S3	**Bus Speed and Reliability Program Effectiveness**	Enhance the effectiveness BSR initiatives to fully realize the identified benefits (e.g., greater time savings) based on performance and lessons learned of implemented initiatives.	**Moderate |** Dependency on municipal decision-making for some initiatives.	**Financial Savings |** Potential to improve upon existing BSR benefits by a further 10%.
S4	**Monday and Friday Schedule Realignment**	Modify bus and rail schedules on Mondays and Fridays to better reflect post-pandemic transit demand patterns.	**Moderate to Difficult |** Implementation at CMBC is challenging due to constraints with current scheduling system and other constraints. Changing schedules on Mondays and Fridays would also reduce simplicity of schedules for customers. Implementation for SkyTrain would be easier, due to the staffing model and the frequency of service meaning that customers do not rely on schedules.	**Financial Savings |** Reduced bus and rail service hours, resulting in less than $5M of annual savings.
S5	**SeaBus Schedule Adjustment**	Revise the SeaBus weekday morning peak schedule by reducing frequency from every 10 minutes to every 15 minutes.	**Easy to Moderate |** Limited required effort to schedule changes, however customer service impact could pose barriers to implementation.	**Financial Savings |** Reduced service hours resulting in reduction in future spend of less than $5M annually.

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