

TransLink 2017 Accountability Report

# Creating a more livable region



## Our vision

A better place to live,  
built on transportation  
excellence.

## Our Mission

Together, we connect the  
region and enhance its  
livability by providing a  
sustainable transportation  
network embraced by our  
communities and people.

## Our Values

Safety  
Customer Service  
People  
Inclusiveness  
Integrity  
Excellence  
Sustainability  
Accountability



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**Welcome to TransLink’s 2017 Accountability Report**

# This year, we’re trying something new.

We invite you to take a look at our first-ever Accountability Report. Here we provide information on our 2017 performance related to Ridership, Financial Sustainability, Safety and Security, Customer Experience, People, and Environment, holding ourselves accountable for our actions and resources relative to our commitments.

For this report, we have combined information previously communicated in our Annual Report and People Report – bringing together financial performance, people practices, and sustainability – to better reflect our comprehensive performance strategy, and how we make decisions based on an integration of factors. For more in-depth information about TransLink’s financial performance, please see our [2017 Year-End Financial and Performance Report](#), which includes KPMG’s Independent Auditors’ Report on the financial statements.

This report was prepared in accordance with the Global Reporting Initiative (GRI) G.4 Framework, refer to the [GRI Index Table](#) for further information. We have completed a [Materiality Assessment](#) as set forth in the GRI’s Sustainability Reporting Guidelines. We define materiality as the topics or issues most significant to our key internal and external stakeholders, and which reflect our enterprise’s governance and business conduct, as well as our fiscal, environmental, and social impacts (refer to [Listening to our Stakeholders](#)

for information about our key stakeholders). Our Materiality Assessment includes reference to the United Nations Sustainable Development Goals (UNSDGs).

Refer to [KPMG’s Independent Assurance Statement](#) on selected sustainability performance indicators (assured indicators are identified with the symbol ♦).

Read on to find out more about what we accomplished in 2017.

And thanks for taking the ride with us.

**We would like to hear your thoughts on this report.**  
 Send comments and questions to [communications@translink.ca](mailto:communications@translink.ca), tweet us on [Twitter](#), or connect with us on [Facebook](#).



## A Message from the Board Chair

2017 was an unparalleled year for Metro Vancouver's transit authority. Ridership grew by 5.7 per cent and TransLink reached a ridership milestone of 408 million boardings – the highest number ever experienced on the system in a single year. This growth is virtually unheard of in North America, where most cities are experiencing flat or declining transit ridership numbers. This shows that when we invest in transit, we see a direct impact on ridership.

TransLink is a large and complex organization with a broad mandate. As such, it takes many people to make their vision a reality for Metro Vancouver. Working closely and collaboratively with the Mayors' Council and our federal and provincial partners has been imperative in helping us deliver important investments for our region.

As I look back on the past year, there were a number of great successes reflected through the Board's key priorities for 2017.

This was the first year of the implementation of the Mayors' 10-Year Vision, the blueprint for the future of transportation in Metro Vancouver. We supported TransLink's delivery of the largest single-year service increase in nearly 10 years. To uphold the increase in service, TransLink procured new fleet vehicles and embarked on a massive recruitment campaign to hire more than 500 new bus operators.

Ongoing investment in the repair, replacement, and improvement of aging infrastructure across the system in order to keep customers safe, comfortable, and moving across a reliable transit network is equally as important as the expansion of our transit system. Four Expo Line station upgrades were in full swing last year to expand capacity, safety and security, accessibility, and the overall customer experience.

These long-overdue transportation improvements will keep our region moving, increase trip frequency, reduce crowding, and meet the growing demands of Metro Vancouver.

Accessibility on Metro Vancouver's transit system is a top priority for the transit authority. Notably, TransLink became the first transit authority in the world to develop and implement the Universal Fare Gates access program to better serve customers with accessibility needs, through fully-automated, touchless access to the gated transit system. At the close of the year, we accepted TransLink's recommendation for a new HandyDART service provider. With the new provider transitioning into service in July 2018, TransLink will have greater oversight and accountability over the operation, allowing them to provide improved service standards for customers.

Much of the success of the past year would not have been possible without the passion and leadership of TransLink's CEO Kevin Desmond, who has not only made a mark on the region but has also helped to change the public perception of the enterprise.

In 2017, TransLink made major investments in transit and transportation, but our work isn't done. We must continue to build on the momentum of the past year to deliver on our commitment to contribute towards a more liveable region. The Board will continue to work in unison with the Mayors' Council and our provincial and federal partners to ensure that TransLink stays on track to ensure it is transparent, accountable, and manages taxpayer dollars wisely, while efficiently moving people and goods across our vast region.

Sincerely yours,

Lorraine Cunningham  
Chair, TransLink Board of Directors



## A Message from the CEO

Metro Vancouver consistently ranks as one of the most desirable places in the world to live, work, and play. The growing economy, temperate climate, our breathtaking natural environment, and the warmth of British Columbians are constant reminders of this. But as the region continues to grow, so do pressures on roads, bridges, and our transit and transportation system.

As the region's transportation authority, our goal is to make strategic decisions that will create a more livable region for residents for years to come. Last year, we delivered billions of dollars in service improvements to grow and improve the transit system. In 2018, we will continue to deliver a safe, reliable, and efficient transit system, keeping our customers at the core of every decision we make.

Our three corporate priorities for 2018:

- **We will improve customer experience and public support** with our customer-first approach, building trust and confidence in TransLink by focusing on growing ridership, engaging our stakeholders, and delivering the Mayors' 10-Year Vision.
- **We will ensure a state of good repair** by proactively managing and maintaining all assets to improve reliability, optimize lifecycle costs, and enhance the customer experience.
- **We will continue to mobilize the Mayors' Vision** to deliver the capital projects, service expansion, and policy initiatives identified in the Mayors' 10-Year Vision.

One of our first orders of business in 2018 is to reach an agreement between the Mayors' Council and the Province on a plan to fund the regional share for Phase Two of the 10-Year Vision. Closing this funding gap will unlock an unprecedented investment in transit and

transportation. It will mean moving forward with two rapid transit projects, expansion to bus and SkyTrain service that kicked off last year, major upgrades to existing Expo-Millennium Line infrastructure to improve the customer experience, and many more benefits to improve capacity and mobility across Metro Vancouver.

Planning for Phase Two has been underway for years, and TransLink is ready to deliver on these investments that will benefit people across our region. The next step will be to release the Phase Two Investment Plan, which details the spending priorities and the sources of revenue for the program. Later this year, we'll be asking our partners and the public to engage with us on details of the plan before bringing to the Mayors' Council and Board of Directors for final approval.

Engaging our stakeholders will continue to be a major focus throughout 2018. This year, we begin the process of updating our Regional Transportation Plan. We'll be embarking on a broad public engagement approach to ask the region to chart a long-term path forward to meet the growing demands on the transportation system. We'll also continue engaging with our stakeholders on a new fare structure that promotes fairness for more customers, while also being simple and more affordable.

It's been two years since I joined TransLink, and I have never felt stronger about the organization's outlook. I am proud to work for an organization that plays a pivotal role in shaping the future of our region, and I am equally motivated by the desire to meet the needs of our customers, who we serve every day.

At the heart of our organization are our 7,300 employees who work hard every day to serve the public. We know they are more than just a workforce. They are our people – the unsung heroes who rise to the challenge every day to deliver a safe and uncompromising customer service experience, often with little fanfare. I am grateful for their commitment to a greater cause – to serve the public's trust.

2018 is shaping up to be another unprecedented year for TransLink and I look forward to working with the Mayors' Council and our federal and provincial partners to deliver the next phase of much-needed transit and transportation investments for Metro Vancouver.


Sincerely,

Kevin Desmond  
Chief Executive Officer, TransLink

## 2017 Highlights

# An overview of what we were up to in 2017


Here are some highlights of what we've accomplished, from a massive increase in service, to a jump in customer satisfaction.



2017 led to record ridership levels, with

**408 million boardings**

**248 million journeys**



**\$200 million NEW BONDS ISSUED** bringing the total bonds raised in TransLink's name to **\$1.5 billion**.

**CARBON CREDITS SOLD FOR \$1.5 million**

In March 2017, the Federal Government committed **\$2.2 billion towards rapid transit infrastructure projects**.

**Over \$1.1 billion in goods and services** were purchased in 2017 from approximately 831 suppliers. 61% of the suppliers were located in the Lower Mainland, accounting for 54% of the total spend.



**92%** of the total spend was from Canadian suppliers.



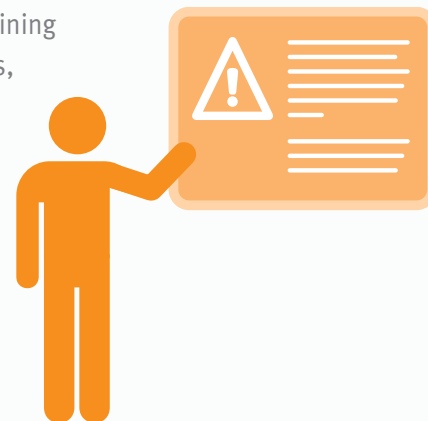
We earned a **WorkSafeBC certificate of recognition (COR)**, for our continual improvements in workplace safety.



The Justice Institute of BC trained a total of 31 enterprise executive, senior management, and emergency management staff in Emergency Management.

### More than 70 crisis de-escalation/mental health awareness sessions

To prevent/reduce violence against transit staff, Transit Police delivered over 70 crisis de-escalation/mental health awareness sessions to transit staff, supervisors and managers (with specialized training to CMBC supervisors, transit security, and SeaBus staff).




In 2017, we delivered the **largest service increase since 2009**. In fact, it was the largest bus service increase since 2010, with a total of:


### 210,000 new bus service hours

This included:

- ↑5% increase in **bus service** hours
- ↑7% increase in **SeaBus service** hours
- ↑17% increase in **SkyTrain service**

We also **expanded service to three new communities** that never had bus service before:

- Clayton Heights
- Morgan Creek
- Silver Valley

**7,369 employees**

With all the new service hours, we needed more shuttle and bus operators, as well as support staff.

**In 2017, we filled 1,400 positions.**



We're proud to report that, for the third year in a row, TransLink was named one of **BC's Top Employers** and one of Forbes Magazine's **"Canada's Best Employers"**. Why all the acclaim? Among other factors, we have an outstanding corporate wellness program: we support employee well-being through fitness programs, fitness testing, and incentive challenges, as well as health education and awareness programs.




In 2017, **Customer Information agents handled approximately 1.5 million calls** (that's around four thousand calls per day.)

**96,882,718 TransLink webpage views.**

TransLink's Social Media team won the American Public Transit Association's **AdWheel Award for Best Marketing and Communications Educational Effort**, for I Love Transit Week.

We received a **customer satisfaction rating of 7.7 out of 10** for our overall system (our highest overall customer service score in five years).

CMBC Bus	7.9
CMBC Community Shuttle	8.1
SkyTrain	8.3
SeaBus	8.6
West Coast Express	8.4
HandyDart	7.7



Revenue fleet **GHGs per boarded passenger decreased by almost 4 per cent** compared to 2016 (even with a service increase).

We maintained **Platinum status** under the American Public Transportation Association's (APTA) Sustainability Commitment.

We began developing a **low-carbon fleet strategy** with the goal of reducing fleet emissions across the region.



There are 2.5 million residents in Metro Vancouver.  
About 80% of residents age 18+ have used transit in  
the last year.

On an average workday, we move  
more than 400,000 people by transit.

Public transit reaches 90%  
of the places where people live  
and work in Metro Vancouver.

We cover Canada's largest transit service area - by far. Our service area spans  
more than 1,800 square kilometres, with a large number of residents.

## Creating a More Livable Region

As Metro Vancouver's regional transportation authority, we are unique in comparison to other North American transit agencies. That's because we are responsible for planning, financing, and managing public transit, in addition to regional roads and bridges. We strategically plan and manage the region's transportation system as a whole – creating and sustaining a transportation system that meets the needs of residents, businesses, and goods movers in a way that protects the environment, and supports the economic and social objectives of the region.

We aim to create a more livable region, by contributing to safe, healthy, and vibrant communities.

To do that, we focus on cultivating safe and healthy walking- and cycling-friendly communities, based around transit. We work to reduce our impact on the environment – lessening the pressure of congestion, air pollution, and greenhouse gas emissions, even as our population grows. And we contribute to a sustainable economy, where our transportation system performs well, so that individuals and businesses can reap economic benefits (e.g., employees can get to work, services can be delivered).

To deliver on our responsibilities, we did a lot of heavy lifting in 2017. It was a massive undertaking, but in doing this work, we are now well on our way to helping create a more livable region.

### Strategic Challenge



Metro Vancouver is one of Canada's most diverse and desired regions to live in, with vibrant communities and a high quality of life. However, over the past decade, as the population has grown, so have our transportation challenges, including overcrowding on our transit system, and congestion on our roads. Living costs are higher, and affordability is a major concern.

The region is expected to continue growing – by more than a million new residents over the next 30 years – and the challenges will increase. As a result, an even greater demand will be put on our transportation system.

As the regional transportation authority, we have a major role to play in addressing this challenge. It is a role that will shape the future of the communities in which we work, play, and live.

## What Guides Us

### Our Regional Mandate

We are guided by our regional mandate: to provide a regional transportation system that moves people and goods, while supporting the growth strategy, environmental objectives, and economic development of the region.



To deliver on our mandate, we have created strategic goals that are driven by:

#### **Regional Transportation Strategy (RTS):**

the region's 30-year plan, which outlines TransLink's critical role in managing a balanced transportation system to achieve regional goals for the environment, the economy, and our society.

- The RTS includes TransLink's role in supporting and delivering these goals, as well as the role of our partners.

#### **Mayors' 10-Year Vision for Metro Vancouver**

**Transportation:** outlines the prioritized transportation investments and initiatives of our region, to advance the goals and actions of the RTS. It includes new transportation services and infrastructure (across all modes) that the region will need over the next 10 years.

- The Mayors' 10-Year Vision is being delivered through a series of investment plans (Phase 1, 2, and 3 Plans) that identify capital and operating expenditures over the next 10 years.

These plans also identify how the expenditures will be funded from established revenue sources. Once approved, an investment plan becomes our financial plan.

### Targets of our Regional Transportation Strategy

By achieving our targets, it will be far more time- and energy-efficient to move people, goods, and services. This will reduce cost and inconvenience, improve quality of life, protect the environment, and support a more prosperous economy.

#### **RTS Target #1**

Make it possible for half of all trips to be made by walking, cycling, and transit.

This is the most affordable and efficient way of achieving our livability, environmental, and economic goals.

#### **RTS Target #2**

Reduce people's driving distances by one-third.

This target depends on the region's success in getting people closer to jobs and services. This will ensure the smooth flow of traffic, and the efficient movement of goods, by minimizing the time and distance that people and goods have to spend travelling. If our homes, workplaces, and services are closer together, it will be easier and more convenient for people to walk, cycle, take transit, and arrange carpooling and car sharing.

## Our Key Corporate Priorities

The three main priorities in 2017 focused on: Ensuring a State of Good Repair, Mobilizing the Mayors' 10-Year Vision, and Improving Customer Experience and Public Support.

### Ensure State of Good Repair

TransLink will proactively manage and maintain all assets in a state of good repair to ensure safety and reliability, optimize lifecycle costs, and enhance the customer experience.

- Continually improve the record of safe and secure operations.
- Invest in the future of rail services.

### Mobilize the Mayors' 10-Year Vision

We will successfully deliver the capital projects, service expansion, and policy initiatives necessary to mobilize the Mayors' 10-Year Vision.

- Deliver regional transportation priorities (planning and delivery).

### Improve Customer Experience & Public Support

With a customer-first approach, we will build public trust and confidence in TransLink by focusing on growing ridership, engaging stakeholders, and delivering the Mayors' 10-Year Vision.

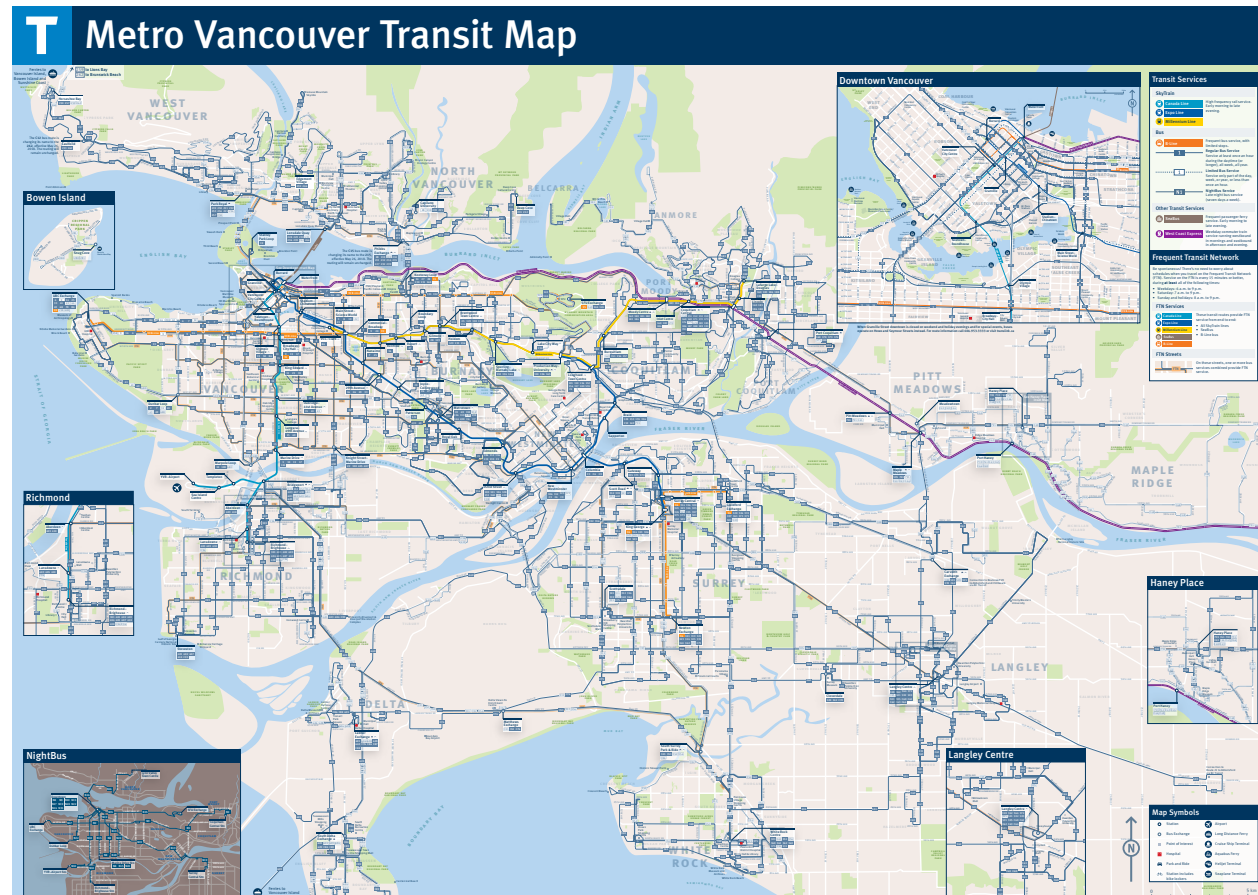
- Improve TransLink's reputation.
- Increase ridership.
- Develop employees.



## About TransLink

### Who We Are

TransLink is Metro Vancouver's public transportation authority. We deliver a wide range of services and programs to meet the transportation needs of 2.5 million people in Metro Vancouver.



Our services and programs include the bus, SeaBus, SkyTrain, West Coast Express, and HandyDART services. We also fund a dedicated Transit Police Force, operate and maintain five of the region's bridges, and, in conjunction with local governments, share responsibility for the Major Road Network, as well as walking and cycling infrastructure. We are responsible stewards of the environmental impacts of our operations. Besides managing transportation demand-management strategies and programs, we

support the region's growth strategy, provincial and regional environmental objectives, and regional economic development.

### Where We Operate

Our regional transportation system spans 21 municipalities, as well as the Tsawwassen First Nation and Electoral Area 'A' (the unincorporated areas of the regional district). Our service area covers more than 1,800 square kilometres – that's over twice the size of Canada's five other largest cities.

## What We Do



**Bridges:** Pattullo, Knight Street, Golden Ears, and Westham Island bridges; as well as the Canada Line bike and pedestrian bridge



**Bus:** More than 228 routes with a fleet of more than 1,594 vehicles, including contracted services. 100 per cent of our transit vehicles and rail stations, and 72 per cent of bus stops, are wheelchair accessible.



**Cycling:** 12 kilometres along the multi-use BC Parkway path, five bike parkades, and approximately 400 bike lockers, as well as cycling projects



**HandyDART:** On-demand transit service for people with disabilities, with more than 309 HandyDART vehicles in our fleet



**Roads:** Operation and maintenance of the 2,370 lane kilometres of the Major Road Network



**SeaBus:** Three passenger-only ferries linking downtown Vancouver and North Vancouver



**SkyTrain:** 79 kilometres of rapid transit and 53 stations on the Expo, Millennium, and Canada lines



**Transit Police:** A dedicated transit police service

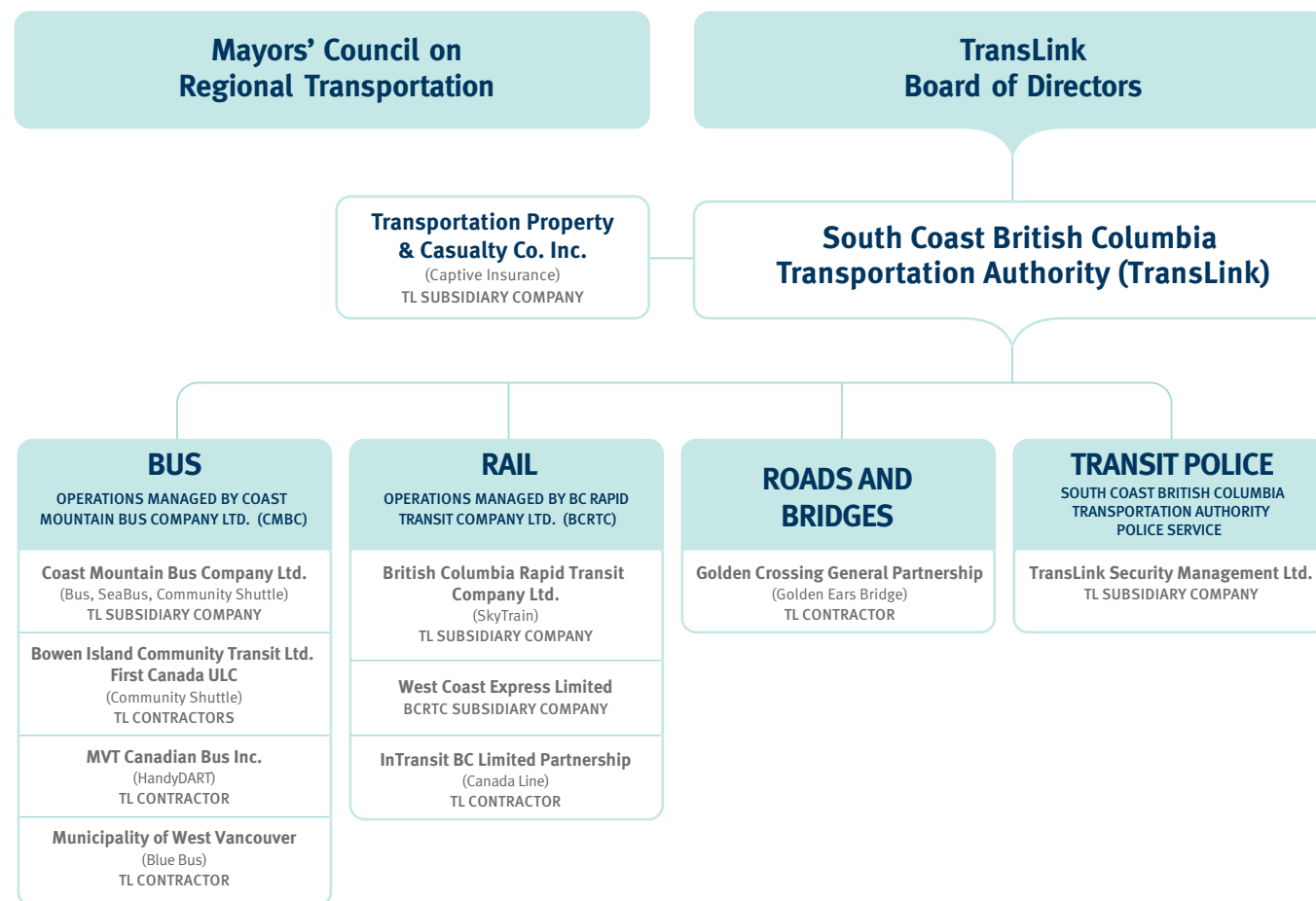


**West Coast Express:** Eight stations along 69 kilometres between downtown Vancouver and Mission

## Our Governance Structure

TransLink's governance structure includes our Board of Directors and the Mayors' Council on Regional Transportation.

### Our Corporate Structure



### Mayors' Council on Regional Transportation

The Mayors' Council consists of 21 mayors from municipalities within Metro Vancouver, the Chief of the Tsawwassen First Nation, and the Electoral Area A representative. The Mayors' Council is responsible for approving TransLink's long-term transportation strategies, 10-year investment plans, changes in Board member remuneration, executive compensation plans, certain short-term fares, and changes in TransLink's customer

complaint and survey processes. The Mayors' Council also appoints independent directors to the TransLink Board.

### Board of Directors

TransLink's Board is made up of seven independent directors, the Chair and Vice-Chair of the Mayors' Council, and up to two individuals appointed by the Province. Together, they oversee TransLink's operations. The Mayors' Council selects the independent directors from a shortlist of candidates



Clockwise from upper left:  
Lorraine Cunningham  
Board Chair  
Larry Beasley  
Jim Chu  
Sarah Clark  
Derek Corrigan  
Murray Dinwoodie  
Anne Giardini, O.C., Q.C.  
Tony Gugliotta  
Karen Horcher  
Marcella Szel  
Richard Walton

identified by an independent five-member screening panel, with one appointee from each of the following: Vancouver Board of Trade, Chartered Professional Accountants of BC, Greater Vancouver Gateway Council, the Province, and the Mayors' Council.

The TransLink Board of Directors is responsible for stewarding the affairs of TransLink; they oversee business conduct, and supervise management. The Board appoints the Chief Executive Officer (CEO), and delegates responsibility to the CEO for the day-to-day leadership and management of the organization. In 2017, TransLink's Board of Directors had three committees: Finance and Audit, Stakeholder Relations and Service, and Human Resources and Governance.

Refer to our Board Governance Manual.

### Senior Executive Team

TransLink's Senior Executive Team brings a diversified set of skills sets to the tasks of planning and managing the region's transportation network.

### Transparency

As a public agency, TransLink is committed to openness and transparency; we consistently and regularly report to the public on our operations, performance, and finances. The public and stakeholders play an integral role in shaping and providing input into TransLink's projects and

plans. Corporate reports are available online.

In early 2017, we launched our TransLink Accountability Centre. Through this website, we track the performance of our transportation systems, as well as customer satisfaction, to see how well we're meeting goals and customer expectations. We also share information on the indicators we use to gauge our progress, guide our decisions, and track our performance in a number of key areas.

### Risk Management

Risk management is an essential practice for responsible governance, strategic business planning, and resource allocation. TransLink's Enterprise Risk Management (ERM) program is a systematic approach to identifying, assessing, and responding to risks that could negatively affect the outcome of our strategic objectives and priorities. Our ERM program is led by our CFO & Executive Vice President, Finance and Corporate Services. It is further embedded across our enterprise by a dedicated risk management group.

Information on financial, operational, environmental, labour relations, and project risk factors are outlined in our 2017 Year-End Financial and Performance Report.

## Listening to our Stakeholders

# We know that communication is key.

We strive to continually engage and educate our stakeholders, to address their priorities and ensure the success of our plans and policies. We know that communication is key: all of our decisions can have significant implications for our communities and the environment, so we consistently and comprehensively consult with the public and our partners on major plans and decisions.

Our stakeholders include the Mayors' Council, Board of Directors, employees, customers, businesses, residents, investors, suppliers, municipal and First Nations partners, provincial and federal government agencies, community members, and non-governmental organizations.



Our approach to stakeholder engagement and public consultation is guided by TransLink's comprehensive [Principles for Public Consultation and Engagement](#). This approach ensures we work diligently to develop a full, inclusive public consultation approach to our plans and projects. We engage our stakeholders and partners through surveys (online and paper), open houses, information sessions, stakeholder workshops, and community events.

Some of our key engagement initiatives in 2017:

### Transit Fare Review

One of our biggest public engagement activities was the Transit Fare Review, which received over 25,000 responses. Customers made it clear that the modifications to distance-based fares must promote ridership, customer experience, and fairness, and must be revenue neutral for TransLink.

### Custom Transit Service Delivery Review

We conducted a substantive engagement effort as part of a review of our Custom Transit Program. As a result of this consultation, we acted on 19 recommendations to improve service to our HandyDART customers. This includes improvements to standards and quality, responsiveness, service delivery, and operations.

In response to customer comments received during our Access Transit Strategy Review, we also began developing an Access Transit Users' Advisory Committee (UAC). They will provide ongoing advice on all TransLink plans, programs, and initiatives, ensuring that accessibility issues are always considered.

### Southwest Area Transport Plan

In preparation of Phase 2 of the Mayors' 10-Year Vision, we also consulted the public in regards to the Southwest Area Transport Plan (SWATP), a review of the transportation network in Richmond, South Delta, and the Tsawwassen First Nation, including important connections to North Delta and other nearby areas. This consultation included:

- **3,192** online surveys
- **96** paper surveys, including 35 in Chinese
- **1,800+** in-person discussions
- **10** community consultations

### New Mobility Forum

In December 2017, we hosted an industry forum of over 100 transportation professionals who are working in "New Mobility", a term for the convergence of transportation trends towards greater integration, personalization, automation, connectivity, electrification, and sharing. As part of the New Mobility Forum, we will launch several new collaboration tools to make it easier for industry, entrepreneurs, and academics to partner directly with TransLink to co-develop, co-fund, and test-bed innovative solutions for a better transportation future.

## Listening to our Stakeholders

### Looking Ahead – Mobility Pricing

The It's Time project is a public engagement and research initiative led by the Mobility Pricing Independent Commission (appointed in 2017 by the TransLink Board of Directors and Mayors' Council). This initiative explores the use of decongestion charging – a form of mobility pricing that adjusts fees based on traffic congestion. As part of their research, the Commission will explore the feasibility of decongestion charging in other cities, and gather feedback from residents and businesses.

The Commission's recommendations are being guided by three key objectives:

- Reduce traffic congestion on roads and bridges across the region, so people and goods can keep moving and businesses can thrive and be competitive.
- Promote fairness to address concerns around the previous approach to tolling some roads and bridges but not others, and to provide affordable transportation choices.
- Support transportation investment to improve the current transportation system in Metro Vancouver for all users.

### Phase Two

The first phase of public engagement began in 2017. Phase two began in early 2018. The Commission provided a recommendation in spring 2018 to the TransLink Board of Directors and Mayors' Council, who will decide on next steps.

### TravelSmart Partnerships

TravelSmart is our Transportation Demand Management (TDM) Program. It encourages people to change their travel behaviours, breaks down barriers, and helps them find more sustainable ways of getting around. It allows us to connect people with travel solutions that fit their lifestyle and motivations, providing environmental, financial, health, and community benefits. TravelSmart combines face-to-face outreach, online support, and strategic partnerships, enabling us to reach out to schools, businesses, seniors, and new immigrants.

Some highlights from 2017:

- **225 TravelSmart presentations** and workshops were delivered to schools, businesses, and groups.
- **Over 4,700 children and adults learned how to bike safely** through cycling education programs. These programs were delivered by various partners, and costs were shared by various municipalities (e.g., Vancouver, Port Moody, Surrey).
- **2,500 seniors were provided with travel training** instruction and tools at sustainable transportation workshops, HandyDART training, and senior events.
- **4,500 newcomers to the region were provided with travel training** and sustainable transportation workshops.

**Want to provide your feedback regarding transportation in the region?**

Join the [TransLink Listens Advisory Panel](#).

## What's Next

### Regional Transportation Strategy

In 2018 we will update our Regional Transportation Strategy (RTS). The updated RTS will set out an approach for accommodating the one million residents and 500,000 new jobs expected to come to the region by 2050. As part of this process, we will be asking the region to chart a long-term plan to meet the growing demands on the transportation system.

### Transit Fare Review

We will continue to engage with our stakeholders on the next phase of our Transit Fare Review. The goal of the Transit Fare Review is to recommend changes to the fare structure, with the aim of promoting an exceptional customer experience where paying for transit is:

- Simple
- Fair
- Affordable
- Helps grow ridership
- Helps improve service by reducing overcrowding
- Maintains revenue from fares to help pay for service

### Four new B-Lines in 2019

In 2019, we will launch four new rapid-service B-Line routes in Metro Vancouver (part of Phase 1 of the Mayors' 10-Year Vision). Proposed new routes will cross through 11 municipalities across the region. TransLink will engage stakeholders on proposed changes to local routes and changes to streets, to make buses faster and more reliable.

### Late Night SkyTrain and Services Review

In response to requests from the public, municipal leaders, police, and other community stakeholders, TransLink will explore the feasibility of providing extended SkyTrain services on Friday and Saturday nights. While it has always been technically possible to operate SkyTrain later at night, it would have a significant impact on our ability to do maintenance. We are, first and foremost, committed to operating a system that is safe and reliable. In 2018, we'll be engaging with stakeholders to consider all implications of extended late night service. These discussions will also include options such as buses, ride hailing, and enhanced taxi service.

### Washrooms on the Transit System

Customers often tell us they would like more washrooms on the transit system. In 2018, we will engage with customers (through our TransLink Listens Panel) to understand key issues, needs, and concerns regarding the provision of washrooms. We will also examine ways in which other transit agencies provide washrooms.

### Pets on Transit

TransLink currently allows dogs and other pets on transit, provided they are brought on board in small carriers. In 2018, TransLink will explore ways of adjusting this policy to better serve our customers. As part of this work, we will research similar efforts of other transit agencies, gather stakeholder feedback, and carefully assess the potential impacts to our operations.



## Ridership



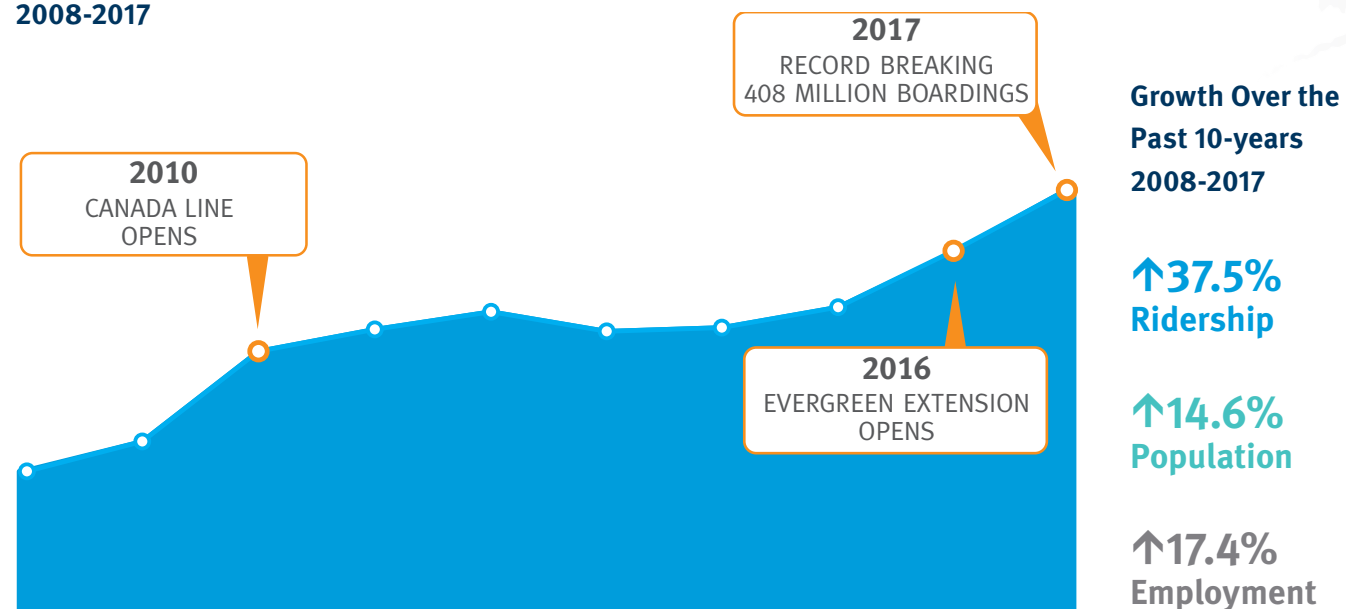
In 2017, ridership reached a record-breaking 408 million boardings.

Ridership is a key way of knowing whether we're meeting our regional mandate to provide a regional transportation system that moves people and goods. Ridership information provides insights into the performance of the transit system: it helps us understand transit demand, and is an accurate measure of whether we're properly doing our job of getting more people to ride transit.

In 2017, ridership in Metro Vancouver reached a record-breaking 408 million boardings, a 5.7 per cent increase over 2016. The number of journeys in the system reached 248 million (another record), an increase of 5.8 per cent over the year before.

This growth demonstrates how investments – such as the Evergreen Extension and the significant boost to transit service as part of the Mayors' 10-Year Vision – are continuing to make transit the preferred option for more people in the region.

### Transit Ridership Growth (Boardings) 2008-2017

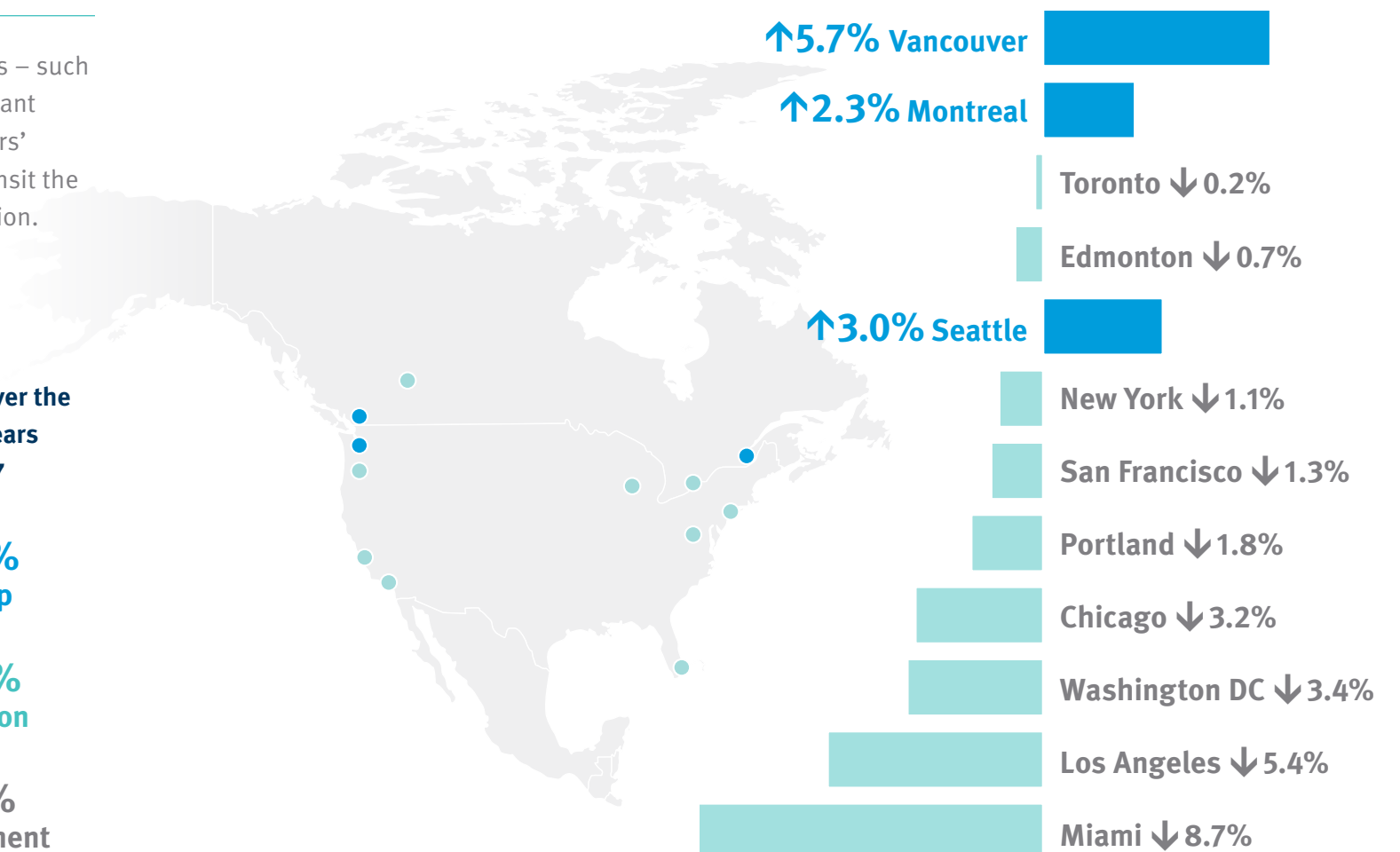


We attribute the exceptional growth in boardings and journeys to a number of factors, including **improved transit service, a strong economy with low unemployment rates, and higher gas prices** (which influenced more commuters to use public transportation). Metro Vancouver's sustained investments in rapid transit over the last 30 years – including the Millennium and Canada lines – have created a record of ridership increases that

are without peer in Canada. In fact, in 2017, Metro Vancouver's public transit ridership growth exceeded the transit growth of any other city in Canada and the US (see chart below).

To maintain our region's track record of livability and prosperity, it is crucial to advance projects – such as the Millennium Line Broadway Extension and the Surrey LRT – in a timely fashion.

### Transit Ridership Change 2016-2017



Source: National Transit Database; APTA 2017 Q4 Ridership Report

## Financial Sustainability



We're financially viable, and make prudent use of our revenue sources.

Transit fare revenues cover approximately 56 per cent of our operating costs; taxation revenue helps supplement the remainder of these costs. Sources of taxation revenue include fuel, property, parking sales, and hydro levy. This revenue is broad and diverse to help us weather a changing economy, and give us the capacity to deliver stable and predictable transportation services.

In addition to our operating revenues from fares and taxation, TransLink receives senior government funding to help cover a portion of our total infrastructure costs (i.e., capital costs). We manage a total asset portfolio valued at approximately \$10 billion, which includes assets leased from the Province (i.e., infrastructure related to the SkyTrain Expo, Millennium Lines, and West Coast Express).

Using our own name and credit ratings, TransLink is currently the only transportation agency in Canada to issue bonds directly through the Canadian debt capital markets, by leveraging our strong AA/Aa2 credit ratings. Therefore, it's vital to maintain high-quality credit ratings on our senior debt, to ensure TransLink can continue to access capital markets in the most cost-effective manner. A combination of a consistently strong credit rating and brand attracts a larger group of investors interested in investing in TransLink. In 2017, we raised a further \$200 million through a bond issuance.

### Revenues

Taxation and transit revenues have grown 10.8 per cent and 19.2 per cent respectively since 2013; these increases helped fund our service expansion. The overall taxation revenue increase of 10.8 per cent since 2013 can be primarily attributed to the legislated 3 per cent growth in property taxes, as well as development growth. The transit revenue increase of 19.2 per cent since 2013 reflects the major service expansion rolled out in 2017, resulting in a ridership all-time record high of 408 million boardings.

Total Revenue (in millions)	2013	2014	2015	2016	2017
Transit	495.6	495.6	511.4	541.6	591.0
Taxation	741.3	744.2	772.7	825.7	821.3
Government Transfers	84.6	90.3	228.9	240.5	166.9
Other Income	122.1	123.7	114.6	544.5*	109.2
<b>TOTAL INCOME</b>	<b>\$1,443.6</b>	<b>\$1,453.8</b>	<b>1,627.6</b>	<b>\$2,152.3</b>	<b>\$1,688.4</b>

\*includes the sale of Oakridge Transit Centre lands.

### Expenses

Operating costs have grown 14.2 per cent since 2013 due to service expansion; there was a noticeable increase in 2017 due to the first full year of operation of the Millennium Line Evergreen Extension. In addition, there were additional operating costs required in 2017 as part of increased service in SkyTrain, Bus, SeaBus and HandyDART modes throughout Metro Vancouver. Depreciation and Amortization have also grown 15.2 per cent over the past five years as a result of newer infrastructure built in the region to support service expansion, like the completion of the Hamilton Transit Center and Evergreen Extension. Net financing costs increased by 5.1 per cent, mainly in 2016 and 2017 as a result of additional borrowing required to fund capital projects.

Total Expenses (in millions)	2013	2014	2015	2016	2017
Operating Cost	1,067.1	1,094.3	1,129.1	1,129.5	1,218.2
Depreciation and Amortization	166.8	161.5	168.3	181.7	192.2
Net Financing costs	172.9	171.1	167.9	172.7	181.8
<b>TOTAL EXPENSES</b>	<b>\$1,406.8</b>	<b>\$1,426.9</b>	<b>\$1,465.3</b>	<b>\$1,483.9</b>	<b>\$1,592.2</b>

### Cost Efficiency

We strive to deliver our services as efficiently as possible. When services are run efficiently and well used, it's easier to keep costs down for both our customers and the taxpayers. We measure cost efficiency per boarding for the conventional system as well as HandyDART trips. We aim to continuously maintain and improve these measures by increasing ridership at greater rates than inflationary and other cost increases.

Cost per Boarding: Conventional System (\$/boarding)



### Operating Cost Recovery

As an indicator of financial sustainability, the operating cost recovery measures the portion of operating costs that are paid for by fare revenue. Efficiency gains and effective service optimization initiatives have resulted in an increase in the cost recovery.

Operating Cost Recovery (percentage of operating costs paid for by fare revenue)



Cost per Trip: HandyDART (\$/Trip)



## Condensed Financial Statements

For completeness of our financial results, we have included the condensed financial statements below. Refer to our [Year End Financial and Performance Report](#) for the full audited financial statements.

### SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Financial Position  
(Expressed in thousands of dollars)

December 31, 2017, with comparative information for December 31, 2016

	December 31 2017	December 31 2016
<b>FINANCIAL ASSETS</b>		
Cash and cash equivalents	\$ 424,010	\$ 252,436
Accounts receivable	120,852	133,736
Loan receivable	310,197	325,313
Restricted cash and investments	780,240	504,295
Investments	60,951	80,917
Debt reserve deposits	32,754	35,049
	<u>1,729,004</u>	<u>1,331,746</u>
<b>LIABILITIES</b>		
Accounts payable and accrued liabilities	269,057	234,522
Debt	2,462,731	2,347,266
Deferred government transfers	1,149,696	941,046
Golden Ears Bridge contractor liability	1,045,557	1,049,021
Deferred concessionaire credit	525,785	549,059
Employee future benefits	130,902	120,147
Deferred revenue and deposits	46,412	35,519
Deferred lease inducements	12,486	12,578
	<u>5,642,626</u>	<u>5,289,158</u>
<b>NET DEBT</b>	<u>(3,913,622)</u>	<u>(3,957,412)</u>
<b>NON-FINANCIAL ASSETS</b>		
Tangible capital assets	4,907,241	4,867,996
Supplies inventory	65,293	61,831
Prepaid expenses	21,403	11,657
	<u>4,993,937</u>	<u>4,941,484</u>
<b>Accumulated Surplus</b>	<u>\$ 1,080,315</u>	<u>\$ 984,072</u>

### SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations  
(Expressed in thousands of dollars)

Year ended December 31, 2017, with comparative information for December 31, 2016

	2017 Budget	2017 Actual	2016 Actual
<b>Revenue:</b>			
Taxation	\$ 833,028	\$ 821,333	\$ 825,670
Transit	558,910	590,964	541,589
Golden Ears Bridge tolling	55,744	29,743	52,116
Government transfers	281,904	166,902	240,533
Amortization of deferred concessionaire credit	23,337	23,274	23,337
Investment income	37,712	50,278	40,567
Miscellaneous revenue	5,464	7,009	6,351
(Loss) gain on disposal of tangible capital assets	149,677	(1,104)	422,183
	<u>1,945,776</u>	<u>1,688,399</u>	<u>2,152,346</u>
<b>Expenses:</b>			
Bus division	838,110	826,089	789,843
Corporate	150,100	136,460	144,870
Rail division	412,924	407,761	363,537
Roads & bridges	199,059	184,351	151,711
Transit Police	37,306	37,495	33,988
	<u>1,637,499</u>	<u>1,592,156</u>	<u>1,483,949</u>
Surplus for the year	308,277	96,243	668,397
Accumulated surplus, beginning of year	504,775	984,072	315,675
<b>Accumulated surplus, end of year</b>	<u>\$ 813,052</u>	<u>\$ 1,080,315</u>	<u>\$ 984,072</u>

## Financial Sustainability

### Investments in Major Capital Projects

In 2017, as outlined in the Mayors' 10-Year Vision, we made significant investments in state-of-good-repair projects and transit capital (e.g., expansions, upgrades). State-of-good-repair investments focused on safety and improvements to the customer experience, including replacement of running rails/railpads, and implementation of 11 of the 20 SkyTrain Independent Review recommendations. Transit capital investments helped support the service expansion, including new and replacement buses, new SkyTrain

vehicles, and construction on a new SeaBus vessel, as well as upgrades to SkyTrain stations and operations/maintenance sites.

In addition, significant progress was made on Phase Two of the Mayors' 10-Year Vision, including:

- Planning and design work for the Millennium Line Broadway Extension and South of Fraser Light Rapid Transit projects
- Negotiating with the Province on funding and delivery of the Pattullo Bridge Replacement Project

This work helped set the stage for the 2018 funding announcement whereby the Mayors' Council and the Province reached an agreement to fund Phase Two of the Mayors' 10-Year Vision, which enables an unprecedented \$7.3 billion in SkyTrain and bus service expansion.

# \$318 million

**INVESTED IN IMPROVING AND EXPANDING THE TRANSPORTATION NETWORK, INCLUDING FLEET AND INFRASTRUCTURE PROJECTS.**

### Economic Benefits to Canadians

We endeavour to ensure the majority of our sourcing occurs within Canada, particularly the Lower Mainland.

In accordance with TransLink's Procurement Policy, TransLink Strategic Sourcing is accountable for the purchasing and leasing of all third-party goods, services, and/or construction works, as required by the organization. When applicable, we include social and environmental criteria in our request-for-proposal process.

In 2017, we purchased over \$1.1 billion worth of goods and services from approximately 831 suppliers. 61 per cent of the suppliers were located in the Lower Mainland, and account for 54 per cent of the total spend. 92 per cent of the total spend was from Canadian suppliers.

Details of amounts paid for supply of goods or services totaling \$25,000 or more are provided each year in our Financial Information Act Filing and Remuneration Report, which is updated every July.

## What's Next

### Phase Two Investment Plan

As we head into 2018 with another Investment Plan on the horizon, TransLink is in a strong financial position. Phase Two of the Mayors' 10-Year Vision includes significant increases to bus and SkyTrain service, as well as construction of two new rapid transit projects that have been in the planning stages for years. Learn more about the [benefits of the Phase Two Plan](#).

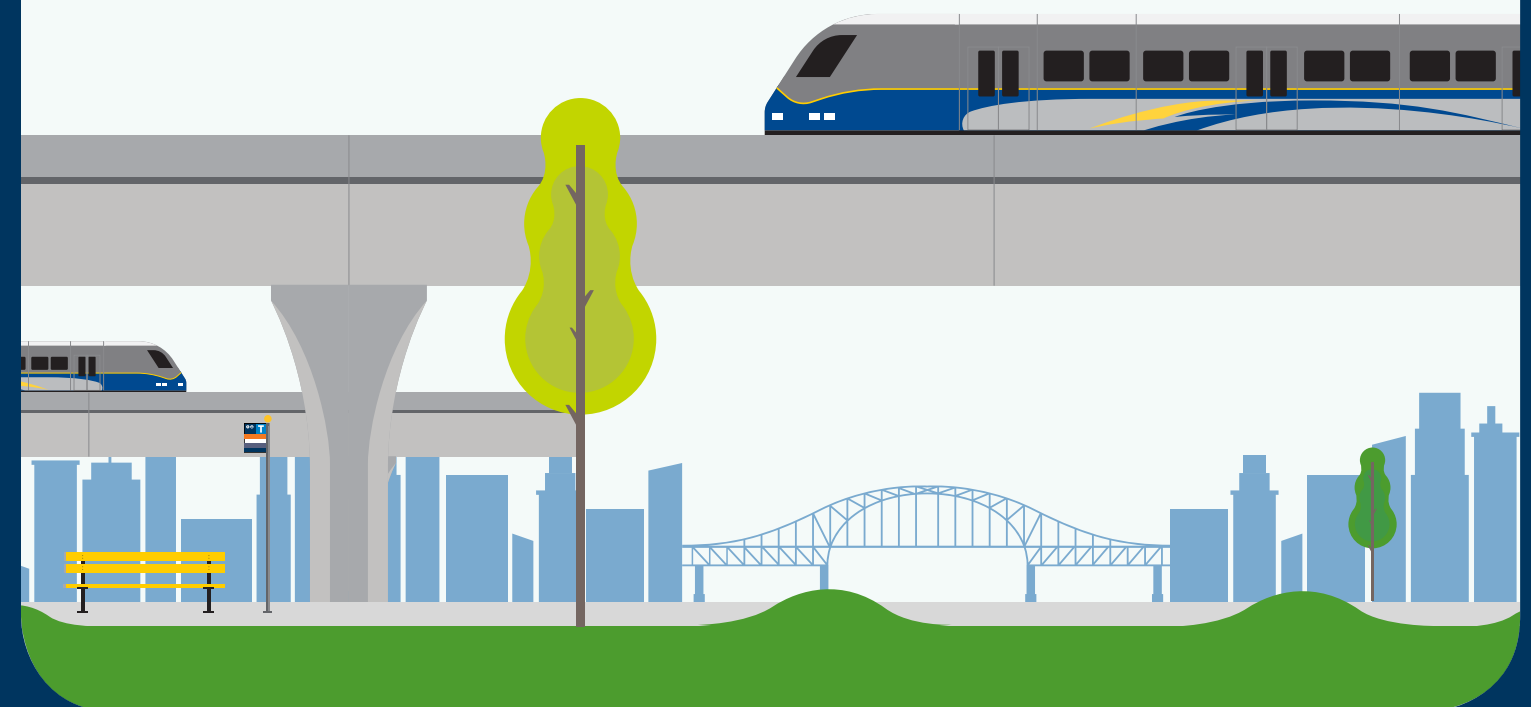
### Capital Projects

Our 2018 Capital Program consists of 66 projects, with a budget of approximately \$487 million; this includes fleet, infrastructure, and technology projects. The 2018 Capital Program is intended to continue the delivery of the Mayors' 10-Year Vision, including improvements to the customer experience, work to keep the overall system in a state of good repair, and final design/

procurement readiness work for the Millennium Line Broadway Extension and South of Fraser Light Rapid Transit projects.

### Green Bonds

The projects committed to in the Mayors' 10-Year Vision – such as the Millennium Line Broadway Extension, South of Fraser Light Rapid Transit project, and improvements in walking and cycling – are aligned with the Green Bond market. We will evaluate the issuance of Green Bonds (i.e., debt securities whose proceeds are used to fund infrastructure projects that offer environmental benefits such as transit, clean energy, or energy efficiency). Issuing a Green Bond would provide us with an opportunity to highlight our commitment to sustainability while broadening our investor diversification.





## Safety and Security



We aim to provide a safe, world-class public transit system.

Safe public transportation is integral to the growth and maintenance of our region. With over 400,000 people traveling on our system every day, our number-one priority is ensuring our customers can travel throughout the region in a safe, sustainable manner, and that they feel secure every step of the way.

We aim to provide a safe, world-class, public transit system, and strive to be prepared for any and all disruptions the system may face.

It's also our job to make sure our employees remain safe and secure while they are at work.

### Our Safety Culture



We maintain the safety and reliability of our infrastructure



We work with developers to ensure projects in and around frequent transit stops and stations are safe.

(We have dedicated TransLink safety professionals for this work).



Transit Police and CMBC Security Services ensure the safety of our customers and property.



We have internal safety programs, including employee safety and barrier protection for bus operators.

Bus operator safety programs guide safety behaviours on the roads.

Emergency preparedness and business continuity programs are in place to respond to major disruptions such as natural disasters, cybersecurity threats, pandemics, or acts of terrorism.

### Creating a safe and comfortable environment for the traveling public

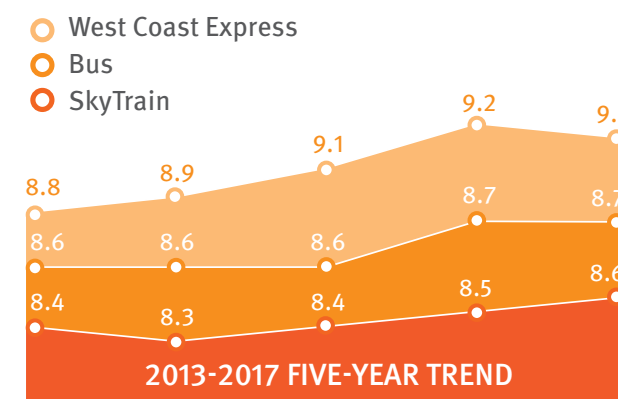
Metro Vancouver Transit Police (Transit Police) is the only dedicated transit police service in Canada. Transit Police is a multi-jurisdictional policing agency that works in partnership with jurisdictional police, TransLink, and other transit community partners. Transit Police is responsible for increasing safety for customers and staff, and reducing victimization by protecting anyone on the system who might be vulnerable.

In late 2013, Transit Police launched the 87.77.77 text line for non-emergency reporting. This allows passengers to discretely communicate directly with operators at the Transit Police 24/7 Operations Communications Centre to report incidents of crime and disorder.

# 2,397

NUMBER OF TRANSIT POLICE SMS TEXT CONVERSATIONS WITH THE PUBLIC IN 2017, A FIVE PER CENT INCREASE FROM 2016

### Customer Perception of Safety on Transit (average rating out of 10)



### Crime Against Persons and Property

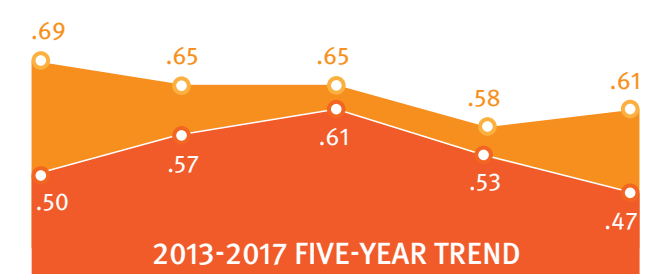
Reducing crime and disorder on transit, and the surrounding communities, is one of several objectives supporting Transit Police's strategic goal of a Safe and Secure Transit System. Transit Police actively monitors crime against persons and property, both on and off transit property where there is a nexus to the transit system.

In 2017, Transit Police continued to focus their efforts on arrests for Criminal Code offences, particularly crimes against persons (e.g., assaults, sexual offences, robberies).

In 2015, in addition to hundreds of arrests for new offences committed on or in relation to the transit system, Transit Police officers made 591 criminal warrant arrests (i.e., for previously committed offences where an arrest warrant has been issued to bring the accused to court). In 2016, the number increased to 704. In 2017, it rose even higher to 837. This dramatic three-year upward trend does not reflect an increase in crime; rather, it demonstrates that Transit Police is doing an increasingly better job at keeping criminals off the transit system, and improving public confidence in the Transit Police.

### Crimes against Properties (per 100,000 boardings)

### Crimes against Persons (per 100,000 boardings)



Crimes against Persons and Properties are defined as crimes handled by transit police, both on and off transit. Properties refers to theft and vandalism of properties.

## Safety and Security

In 2017, Transit Police also undertook the following initiatives:

- They introduced a SeeSay app to help customers discreetly report on non-emergency incidents; it also connects all Transit Police channels. In 2017, the app was downloaded 1,792 times.
- They provided Naloxone training to all front-line Transit Police officers. In 2017, they resuscitated 20 individuals.
- Transit Police and our security teams were vital in keeping the public safe during major public events served by transit, such as the Celebration of Light fireworks, Canada 150, and New Year's Eve.

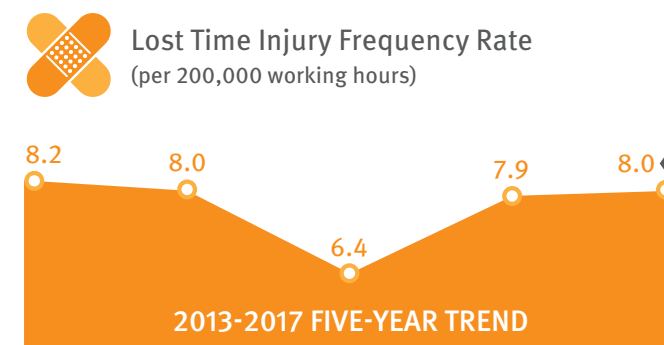
### Employee Outreach to Increase Safety

- To prevent and reduce violence against transit staff, Transit Police delivered over 70 crisis de-escalation/mental health awareness sessions to transit staff, supervisors, and managers; this training has been well-received and is part of an ongoing educational program.
- Transit Police Neighbourhood Police Officers and a Client Services Sergeant worked with CMBC on a coordinated response to customer complaints involving disturbed or mentally ill people on the bus system. This coordinated work will continue to be a Transit Police priority in 2018.
- In 2017, Transit Police presented to hundreds of TransLink enterprise front-line and management staff on the “HOT” principle (Hidden, Obvious, and Typical) and the “See Something, Say Something” campaign.

## Workplace Safety

Keeping employees safe continues to be a key focus for TransLink. The nature of the work we do requires us to have a robust safety program and a strong safety culture. Unfortunately, events do occur, and in 2017, BCRTC received an administrative penalty from WorkSafeBC. A full review was completed, new safety practices were adopted, and BCRTC has developed plans to overhaul its safety management system in 2018. This is why we measure employee safety and we use a safety metric that is industry standard – lost time injury frequency rate (LTIFR). LTIFR is calculated by the number of injuries per 200,000 working hours. In 2017, our LTIFR increased 1 per cent, to 8.0 per cent (from 7.9 per cent in 2016). Due to the relative size of the CMBC workforce, the majority of the safety claims are from CMBC. CMBC made significant progress on the development of its safety management system. In 2017, they achieved a WorkSafeBC Certificate of Recognition (COR) certification for their Health and Safety and Return to Work Programs.

In 2017, there were 105 safety incidents regarding bus operators (compared to 102 in 2016). We are working hard to ensure the safety and security of our CMBC bus operators and in 2018, we will implement operator protection barriers across our bus fleet.



The 2016 figure has been restated to include injuries that occurred in 2016 but were received from WorkSafeBC after our 2016 Annual Report was published. The reported LTIFR data excludes Canada Line operations.

## What's Next

### Safety Protection Barriers

In 2018, we will introduce bus operator safety protection barriers into our entire bus fleet, both new buses and retrofits of existing buses. This will protect both bus operators and customers (an assault on a bus operator could put customers at risk). The project is a unique collaboration between CMBC, their unions, and WorkSafeBC.

### Safety Management System (SMS)

We will implement our enterprise-wide SMS, and establish leading indicators for safety. The project will include an exploration of health and safety technology options to modernize incident and injury management.

### Strategic Challenge



#### Preparing for a Natural Disaster

The major natural hazard risks facing the Metro Vancouver region include earthquakes, floods, and slope instability, many of which are exacerbated by the global threat of climate change. We have a role to play in keeping our customers and employees safe, and in providing transit service that will be required in an emergency. We need to prepare for regional natural hazards. While we've had ongoing emergency preparedness planning, we've increased our focus in the past year and will continue in 2018. We will be updating TransLink's emergency operational model, and establishing an emergency exercise and communications program.



## Customer Experience



Delivering a high-quality customer experience is at the heart of everything we do.

At TransLink, we have made customer experience one of our top enterprise-wide priorities. Delivering a high-quality customer service experience is at the heart of everything we do, and key to creating a more livable region. This means we need to be responsive to customer needs, including our HandyDART passengers, to ensure they are happy with the services we provide.



In 2017, we began developing a Customer Experience Strategy. This is led by a Customer Experience Executive Steering Committee, which provides direction and leadership to the entire enterprise.

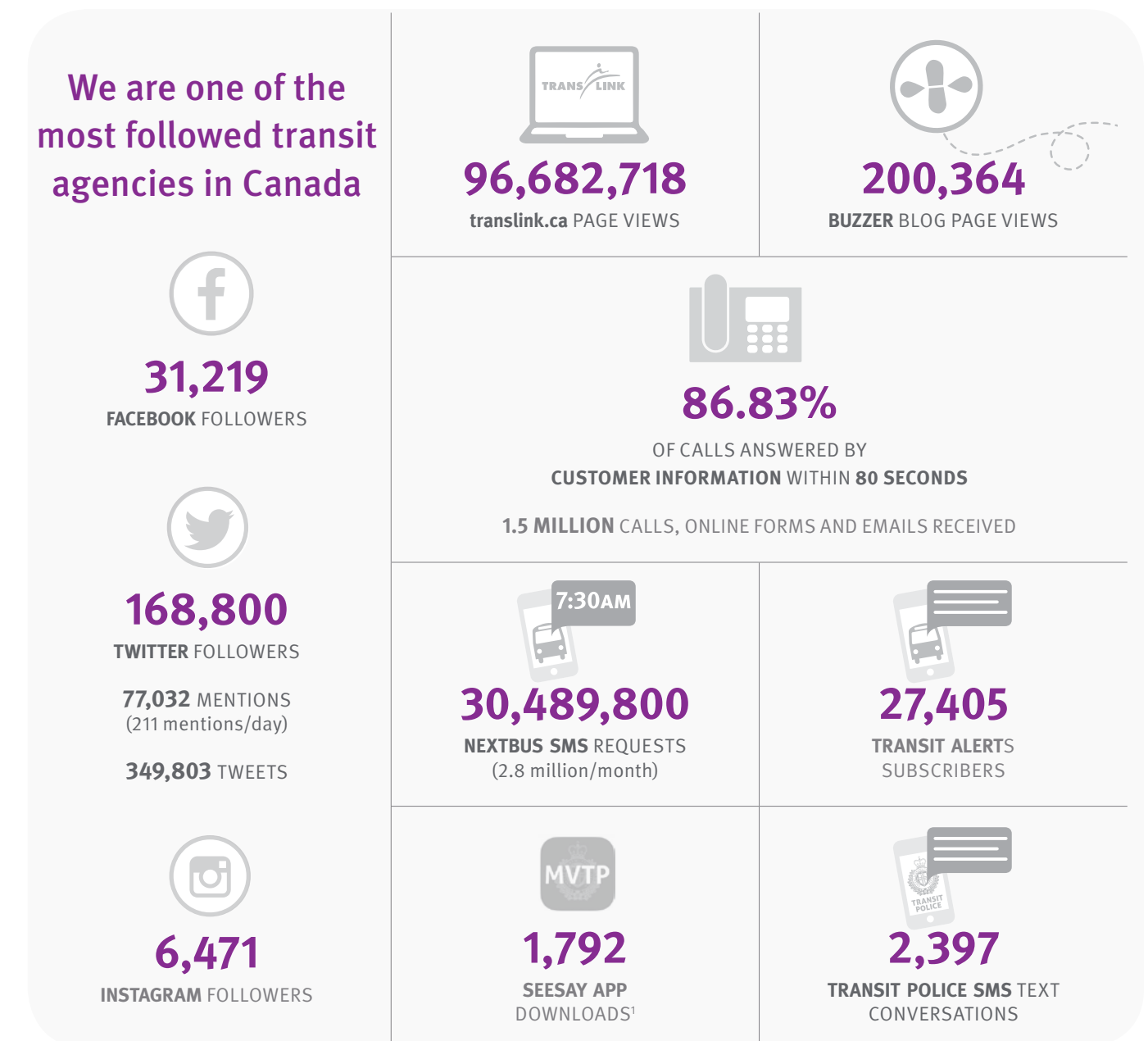
Together, they will manage our customer-first approach, and advise management on initiatives to provide an exceptional customer experience, support TransLink's strategic vision, and leverage positive experience to help grow ridership.

## Customer Communication

We communicate with our customers where they are at, whether it's on transit, online or on the phone, or at our lost property office. In 2017, our Customer Information Centre received 1.5 million calls, online forms, and emails. This equates to approximately 4,000 calls per day.

We track and manage customer feedback through an enterprise-wide tracking, management, and reporting system. Customers can ask a question, complain, give a recommendation, or get information through a variety of channels.

Some of the ways we communicated with our customers in 2017:



<sup>1</sup> Renamed from OnDuty App in 2017

## Customer Experience

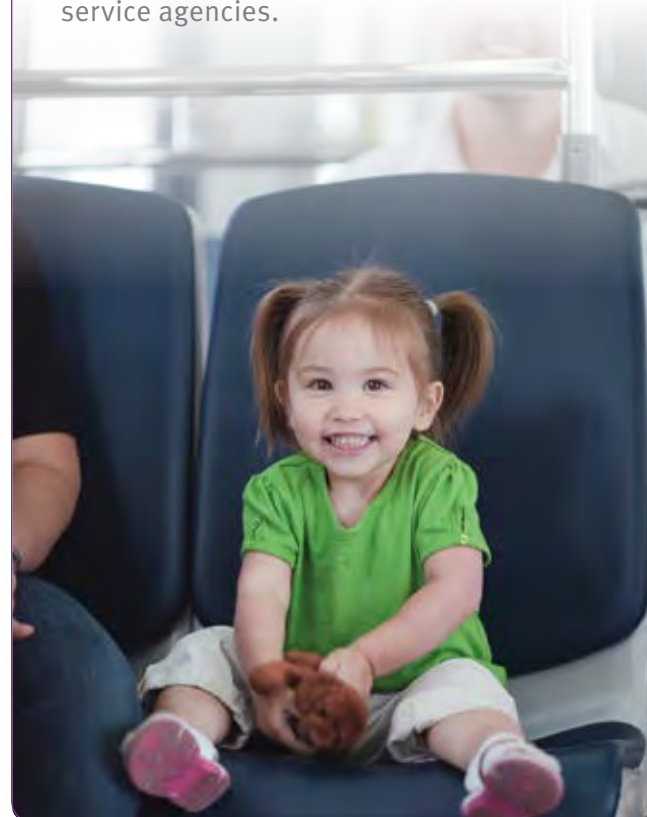
### An Industry First: Universal Fare Gate Access System

We are particularly proud of the fact that we are the first transit authority in the world to develop and implement a Universal Fare Gate Access System. Through this system, now operable across 40 per cent of our SkyTrain service, fare gates have radio frequency identification (RFID) sensors to better serve our customers with accessibility needs. It is part of our commitment to ensuring all customers can independently access the transportation system.



### Compass Card Donation Kiosks

In 2017, five Compass Card donation kiosks were located throughout the system. These donation kiosks allow people to donate new, or semi-used, unregistered Compass Cards. The value remaining on the donated cards is converted into transit passes to help children, families and seniors at United Way-funded social service agencies.



## Customer Satisfaction

Customer Satisfaction is one of our key tools for determining whether we are delivering quality service to our customers, and helps us identify opportunities for improvement. We measure customer satisfaction through quarterly Customer Service Performance Surveys, conducted through a third-party research firm. We also prepare annual updates for TransLink's Board, to stay accountable on how we are managing our customer-experience commitment, and how we are performing against relevant indicators.

In 2017, our Customer Service Performance Survey indicated our highest overall customer service score in five years.

# 7.7/10

**IN 2017, WE RECEIVED OUR HIGHEST OVERALL CUSTOMER SERVICE SCORE IN THE PAST 5 YEARS.**



We attribute this increase to:

- TransLink's largest service increase since 2009
- Continuous efforts to improve customer safety and satisfaction
- Increased communications with customers to provide information and advice about travel plans
- Enhanced public safety and community outreach initiatives through Transit Police
- Accelerated installation of "T" signs and transit information panels to improve wayfinding signage

Based on what we heard during our surveys, we have some areas we can improve on.<sup>2</sup>

These include:

- Frequency of service (Community Shuttle)
- Announcements and explanations of delays
- Staff availability

### Winter Safety Campaign

We introduced a Winter Customer Safety campaign to encourage safety behaviours. As part of the campaign, signs were posted across the bus and rail systems, with messages such as "Plan ahead this winter", "Step Carefully", and "Don't Run for Your Train or Bus".

<sup>2</sup>Scored less than 7.0 for 2017

## Customer Experience

### Customer Complaints

TransLink tracks and manages feedback from customers through an enterprise-wide tracking, management, and reporting system. Most enterprise-wide feedback is handled through the TransLink Customer Relations call centre.

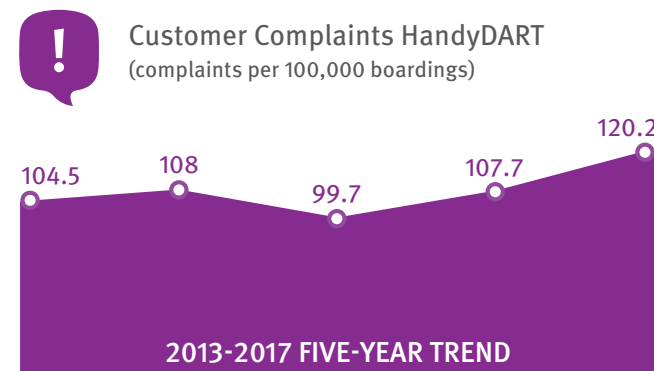
#### Scheduled Transit Service

Complaints per million boarded customers for Scheduled Transit Service decreased by 5.4 per cent in 2017 (over 2016). In 2017, complaints were largely related to track noise following the rail grinding work on SkyTrain in the summer, and service disruptions related to unpredictable and unusual winter weather conditions.



#### HandyDART Service

Complaints per one hundred thousand boarded passengers for HandyDART and contracted taxi service saw an increase of 12.1 per cent over 2016. The main causes for customer complaints were HandyDART operator behaviour and lateness of service (largely caused by traffic congestion and winter weather conditions in the first part of the year). Overall, the number of complaints have increased by 15 per cent over the five-year period, mainly due to an increase in the number of taxi-related complaints.



# 93%

93 PER CENT OF COMPLAINTS WERE CLOSED WITHIN 15 BUSINESS DAYS.

## What's Next

Our goal is to increase overall customer satisfaction, with a score of at least 8.0 by 2019. To do that, we will make progress on a number of initiatives in 2018:

### Customer Experience

- Continue to develop a comprehensive Customer Experience Strategy.
- Improve SkyTrain public announcements and electronic station signage. Streamlining both the customer alert process and technology will allow customers to make more informed decisions.
- Complete the transition of First Canada as the new HandyDART service provider by July 1, 2018. First Canada is well established in the province and has a proven track record of providing quality service to customers in Victoria, Kelowna, Kamloops, and other B.C. communities.
- Improve customer travel information and wayfinding at transit stops and stations.
- Continue to make upgrades to bus stop signs by providing bus route number, name, and unique service type (if applicable). 984 new signs were installed in 2017, and we'll finish the remaining 3,902 signs by December 2018.
- Launch new Customer Information Live Chat. This will allow us to engage in real-time conversations with customers, furthering customer service and convenience.



## Our People



Creating a more livable region takes more than transportation. It takes people.

Our ability to deliver transportation excellence ultimately depends on the skill and commitment of our people, from bus drivers to maintenance workers, transit operators to executives. To provide the very best customer service, and deliver on the Mayors' 10-Year Vision, we need to have staff who are engaged, and have the tools and resources to do their jobs – safely and effectively – every day.



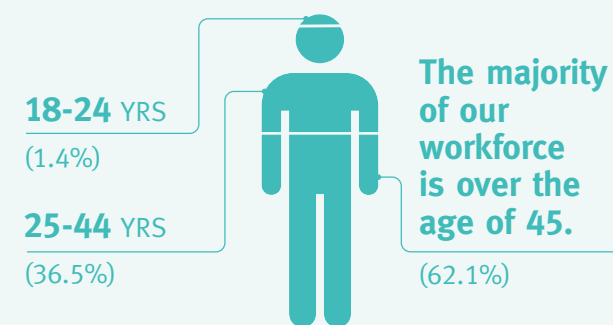
## Snapshot of our Workforce

# 7,369 employees

As of December 31, 2017, TransLink employed 7,369 employees across our four operating companies (BCRTC, CMBC, Transit Police, and WCE).

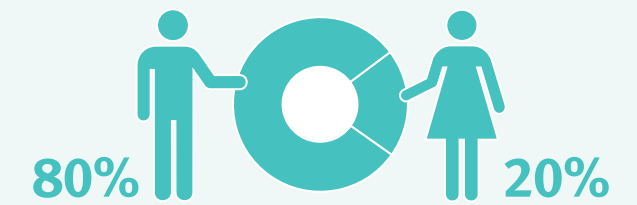
# 3.4% turnover

2017 employee turnover, a 1.9 per cent decrease from 2016.



### Age representation

The majority of our workforce is over the age of 45. 36.5 per cent are 25 to 44 years old, and 1.4 per cent are 18 to 24 years old. With more than 60 per cent of our workforce eligible to retire in the next ten years, succession planning and the development of succession strategies remains an ongoing priority. We address this through identification of high-risk positions, leadership development programs for succession candidates, and talent management.



### Gender representation

Similar to previous years: 80 per cent male, and 20 per cent female. 75 per cent of our workforce is at CMBC. They primarily consist of transit operators and maintenance (trades), which are historically male-dominated fields. We do implement targeted gender-specific campaigns to encourage diversity in the areas under-represented, and will continue to do so in the future.



89 per cent of employees are represented by various unions: Unifor, the Canadian Union of Public Employees (CUPE), the Movement of United Professionals (MoveUP), and the Transit Police Professional Association (TPPA). Each subsidiary negotiates its own collective agreement and is responsible for its own labour relations matters. Three-year agreements have been successfully negotiated between TransLink, CMBC, BCRTC, and their respective unions. Four of the agreements expire in March 2019, and one agreement expires in December 2018. The Transit Police and TPPA reached a four-year agreement, expiring on December 31, 2019.

## Our People

Our success depends on creating an adaptable, socially responsible organization that lives its values, develops its existing employees and partnerships, and attracts new people and opportunities.

We also need to manage health & safety, and promote inclusion and diversity.

Our TransLink Respectful Workplace Policy helps provide a respectful work environment that is free from discrimination, bullying, and harassment. Our TransLink Director and Employee Code of Conduct helps promote honest and ethical conduct across the organization.

### Recruitment

In 2017, we dramatically expanded our fleet and service hours, which made it necessary to expand our workforce. After conducting a major recruitment campaign, we received more than 30,000 resumes (four times the amount we received in 2016). We hired 1,400 people, including 405 conventional transit operators and 122 community shuttle operators. To accommodate the on-boarding and training, our bi-weekly training classes were filled to 100 per cent capacity (they are usually at 50 per cent), and CMBC piloted a first-ever evening training class to accommodate the influx of new hires.

# 1,400

**POSITIONS FILLED IN 2017**

### Internal Communication

Our employees are our greatest asset, and it's essential we maintain good communication with them. They are key stakeholders in our planning processes, and must be kept aware of important information that may impact them.

However, because TransLink and our operating companies constitute a very large and complex enterprise, there is no one perfect way to communicate with employees, especially those working the front lines with customers on the system. Therefore, we communicate with our employees in many ways, including:

- Daily Intranet news articles
- Weekly employee e-newsletters
- Semi-annual Enterprise Leadership town hall meetings
- Monthly Coffee Chat meetings at TransLink, and Coffee Clatches at CMBC
- News bulletins at bus depots, Transit Police offices, and SkyTrain attendant offices

### Developing our People

We invest in a variety of training, leadership development, and health and wellness programs to support our employees. This includes continuous employee development to build internal capacity: we encourage career development conversations, and prioritize internal candidates for opportunities.

Through our Mentoring Program, mentors and mentees across the enterprise can identify learning opportunities that enhance competence levels and skills gaps, contributing to a stronger pipeline of talent. The program is available to all 7,000+ employees.

In 2017, 917 employees attended courses in interpersonal skills, personal development, hard skills, team development, conflict resolution, and management skills.

#### Some highlights in 2017:

##### Career development

We held more than 84 interview coaching and career development coaching sessions.

##### Technology

Organizational Change Management needs were considered for every new technology project, ensuring the workforce was equipped to embrace the new technology.

##### LEAN Academy

More than 300 staff from across the enterprise attended LEAN Academy Training. (Every class was sold out, and there were waitlists.) LEAN is a method

and philosophy of process change, and focuses on eliminating waste to bring value to the customer.

### Employee recognition

CMBC rolled out a new employee recognition program to enable managers to recognize employees for outstanding work.

### Giving Back to the Community

Our employees have a strong connection to the community, giving their time, talent, and resources to bring about lasting change. As beacons for our community, they support many organizations throughout the year on a continuous or one-time basis. Among numerous initiatives, their work includes:

#### United Way Campaign

In 2017, employees at TransLink and our operating companies raised \$295,895 in financial pledges for the United Way of the Lower Mainland.

#### Toys for Tots

For the past 25 years, our employees have donated well over 2,000 toys each year to help make dreams come true for less fortunate children at Christmas.

#### Children's Hospital

We support the Children's Hospital Jeans Day by sporting our jeans, wearing buttons, and collectively raising over \$3,000 each year.

## Our People

### Employee Engagement Survey

Employee input is important to us. We encourage employees to voice their opinions: to tell us what they like, and what needs improvement. We conduct employee engagement surveys and divisional pulse checks to find out what issues matter the most to our staff, and how we can continue to be a great place to work.

In 2017, we conducted our second enterprise-wide employee engagement survey, in partnership with Coast Mountain Bus Company and BC Rapid Transit Company. Our overall engagement score rose to 64 per cent, up from 56 per cent in 2014.

Participation in the survey also rose: we had a 44 per cent response rate (compared to 37 per cent in 2014). Bus drivers constitute the majority of our staff, and work autonomously, making it difficult to reach them via a singular outreach method. To increase participation, we placed hard copies at each transit depot, along with confidential submission boxes. However, we need to work harder to increase the response rate.

# 64%

OUR OVERALL ENGAGEMENT SCORE ROSE TO 64 PER CENT, UP FROM 56 PER CENT IN 2014

Staff noted that teamwork, supervisory level management, and respectful environment were our main strengths. Recognition, feedback, and senior leadership communication were flagged as areas that need the most improvement.

To address their feedback, TransLink, CMBC, and BCRTC have all established employee engagement working committees, with action plan recommendations that will be implemented throughout 2018. Divisional and departmental results were also shared with each area's leadership team, which have been charged with developing area-specific initiatives to boost areas of strength or address areas of weakness. To ensure transparency, we shared the survey results with all employees across the enterprise.

### Our main strengths

- TEAMWORK
- SUPERVISORY LEVEL MANAGEMENT
- RESPECTFUL ENVIRONMENT

### Areas for improvement

- RECOGNITION
- FEEDBACK
- SENIOR LEADERSHIP COMMUNICATION

## What's Next

### Recruitment

- Hire 525 new bus operators in 2018.
- Implement recruitment campaigns throughout the enterprise.

### Employee Development

- Launch a Learning Management System (LMS), an online employee training system that will establish governance standards, set a standard of learning across the enterprise, and develop learning content.

It will also help foster an environment where people feel connected and engaged.

- Expand the TransLink Enterprise LEAN Academy training. This will include LEAN Green Belt certification courses to train candidates in facilitating LEAN continuous improvement projects. To date, over 400 staff have completed LEAN 101 training.





## The Environment



# We are consistently reducing our own environmental footprint.

Our role is to offer alternative transportation options, encourage smart transportation choices for people and goods movers, and, at the same time, reduce our own corporate environmental footprint. We are continually implementing measures to reduce our carbon emissions, including purchasing more efficient transit vehicles, decreasing our reliance on non-renewable fuels, and implementing energy-efficiency projects in our facilities.



As one of only five North American recognized Platinum Level signatories of the American Public Transportation Association's (APTA) sustainability commitments, we have an environmental management approach that:



- Makes sustainability part of our organization's strategic objectives
- Has well-resourced sustainability champions within our organization
- Engages our team members to work toward environmental goals
- Includes an ongoing sustainability inventory of our organizational environmental impacts
- Provides services that contribute to sustainability



### Award for Sustainability Initiatives

In 2017, CMBC received an Environmental Award from RCBC (Recycling Council of British Columbia), for their sustainability initiatives. These include: recycling old uniforms, reducing bus idling time by 35 per cent since 2009, and utilizing a water recycling system for bus washing that reduces water use by 75 per cent.

To support the commitments we've made under APTA, we apply principles of an Environmental Management System (EMS) across our organization. This EMS helps guide informed decision-making, enabling us to provide cleaner, more sustainable transportation choices in the region. Our enterprise-wide Extended Environmental Committee meets monthly to share lessons learned and develop strategies for continual improvement.

### Low Carbon Fleet Strategy



Through a commitment made in the Mayors' 10-Year Vision, we began developing a Low Carbon Fleet Strategy, with the goal of reducing fleet emissions across Metro Vancouver. Through this strategy, we are creating an in-depth analysis of life-cycle costs and GHG emissions for alternative technologies and fuels that are expected to be commercially available in 2020 and beyond. The development of the strategy will continue into 2018.

## The Environment

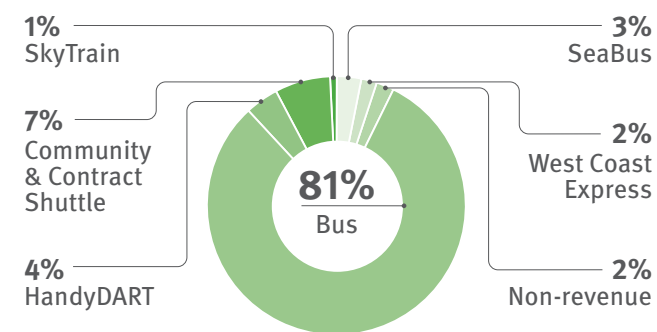
### Fleet Greenhouse Gas Emissions


Transportation accounts for the largest share of greenhouse gas (GHG) emissions in British Columbia. In fact, road-based transportation accounts for more than one-third of all GHG emissions in Metro Vancouver alone. Our fleet makes up over 90 per cent of our GHG emissions, and the main contributor is our buses.

Our total revenue fleet GHG emissions increased by 2.0 per cent from 2016 to 2017. This increase can be attributed to the fact that we added more service hours, and expanded our fleet. To make a direct comparison year over year, we normalize our GHG emissions to boarded passengers. Our emissions per boarded passenger improved by 4 per cent from 2016 to 2017.


In 2017, we measured our non-revenue fleet GHG emissions for the first time, which included our maintenance vehicles and employee carpool vehicles. The GHG emissions from these vehicles accounted for less than 2 per cent of our total fleet GHG footprint (2,227 tCO<sub>2</sub>e).

#### Percentage GHG from Fleet by Division



 Revenue Fleet GHG Emissions (tonnes CO<sub>2</sub>e)




 Revenue Fleet GHG Emissions per Boarded Passenger (grams CO<sub>2</sub>e/boarded passenger)



### Fleet Air Pollutants

We continually track Criteria Air Contaminants (CACs), a group of air pollutants that contribute to regional air quality concerns (e.g., smog). These air pollutants are typically the products of fossil fuel combustion or industrial processes.

We have incorporated a new methodology for calculating our CACs, using actual fuel consumption for each vehicle, versus a fleet average. This results in a more accurate calculation of our CACs. In 2017, our CAC emissions remained constant from 2016; however, ridership and service have increased over the past year. Our CACs will continue to improve, largely because we are replacing older vehicles (e.g., diesel buses) with newer, cleaner vehicles (e.g., diesel-electric hybrids and compressed natural gas buses).

 Revenue Fleet Air Pollutants (tonnes)



A new methodology was used to calculate CACs in 2017, using actual fuel consumption for each vehicle, versus a fleet average. 2017 will be the new baseline year to compare to for future reporting.

### Facilities Energy Consumption

While we continue to implement measures to reduce energy consumption in our facilities, we saw a 15 per cent increase in our consumption in 2017, compared to 2016. The higher energy consumption can be attributed to numerous factors, including: higher fuel consumption due to colder weather, the full operation of our Hamilton Transit Centre (as of September 2016), and seven Millennium Line Evergreen Extension stations (in November 2016).

In 2017, we began energy retrofits at two of our transit centres (Vancouver Transit Centre and Richmond Transit Centre). These projects were partially funded by BC Hydro and FortisBC. In April 2017, we also implemented mechanical, control, and lighting retrofits at the Richmond Transit Centre (RTC). The upgrades at RTC have resulted in a 17 per cent decrease in electrical consumption.

 Energy Consumption Facilities (G)



Excludes Canada Line facilities.

### Anti-Idling Campaign

The staff-led CMBC anti-idling campaign, launched in 2009, continues to deliver results. Since the program's inception, approximately \$5.1 million in fuel costs has been saved, and 12,325 tonnes of CO<sub>2</sub> emissions have been avoided. CMBC's environmental team continues to work with the Maintenance and Operations Department to reduce the amount of idling.

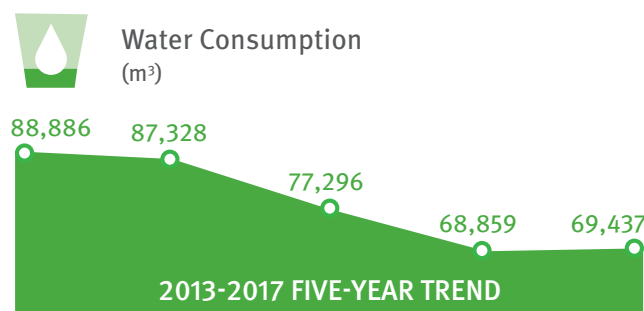
A new methodology was used to calculate CACs in 2017, using actual fuel consumption for each vehicle, versus a fleet average. 2017 will be the new baseline year to compare to for future reporting.

## The Environment

### Water Consumption

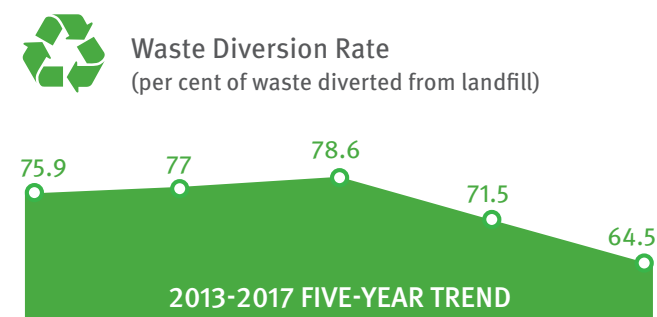
At our operations, potable water is consumed for garage cleaning activities, bus washing, and day-to-day requirements. We track water consumption at our bus operations; in 2018, we will be evaluating ways to track water consumption at our rail operations.

In 2017, water consumption for CMBC increased slightly (<1 per cent) compared to 2016. Over the past five years, water consumption has decreased by 21 per cent. We have implemented a range of conservation measures, including the installation of water filtration systems that recycle water for re-use, and an improvement in our bus wash practices (we voluntarily reduce bus washing by 50 per cent from May to September each year).



### Waste Diversion

We are operating in a region that has lofty goals, such as Vancouver's Zero Waste Goal; this shines a spotlight on our own operations and where we need to improve. We track waste diversion (recycling) at our bus division. Our diversion rate has decreased over the past two years; this can be attributed to a change in the way waste and recycling is recorded by our new waste removal contractor.



## What's Next

### Low Carbon Fleet

We will continue to develop the Low Carbon Fleet Strategy, including a detailed route and infrastructure analysis, and associated lifecycle cost analysis.

### Environmental Management

BCRTC's newly approved permanent Environmental Manager will continue to develop a five-year work plan for an Environmental Management System, based on the ISO 14001 standard. The scope of the plan will include both SkyTrain and West Coast Express facilities.

### Energy Conservation

CMBC and BC Hydro have partnered on an employee energy conservation behavioural campaign, to continue in 2018.

### Waste Management

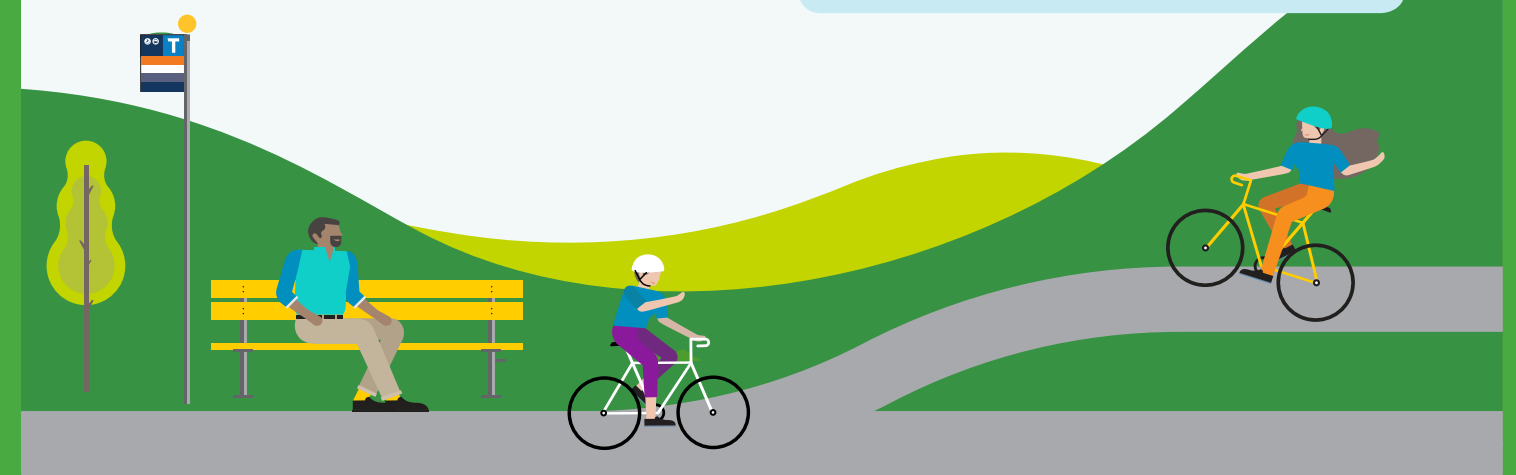
CMBC will conduct waste audits at select locations, and BCRTC will trial a new composting program and education campaign, with the intention of reducing landfill waste.

### CUTRIC Electric Bus Pilot Project

TransLink's electric bus trial is part of a pan-Canadian initiative led by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) that will allow TransLink to explore another way to reduce carbon emissions while providing efficient travel for customers.

The 2.5-year trial will put electric-battery buses on CMBC's Route 100 traveling along Marine Drive through Vancouver, Burnaby and New Westminster. At each end of the route (Marpole Bus Loop and 22nd Street SkyTrain Station), the buses will get a full charge in approximately 4-7 minutes!

Over the course of the trial, we'll collect data on bus and charging station performance, maintenance and the overall customer experience. The trial will provide valuable information for our Low Carbon Strategy, which envisions a future with a zero-emission bus fleet.



## We're excited about our progress.

In 2018, we begin the process of updating our Regional Transportation Strategy. In so doing, we will continue to make strategic, cost-efficient transportation decisions that meet the growing needs of our customers. And, as always, we'll continue to engage with the public, maintain transparency in our finances and decision making, and hold ourselves accountable for our actions.

We're excited about our progress in creating a more livable region – it's a massive undertaking, but we're well on our way. Thanks again for being with us.

### We would like to hear from you.

Please reach out at any time, and give us feedback on how we're doing, and what you'd like to see.

Send comments and questions to [communications@translink.ca](mailto:communications@translink.ca), tweet us on [Twitter](#), or connect with us on [Facebook](#).

## Resources

This report covers the 2017 performance of TransLink and its operating companies in the Metro Vancouver region of British Columbia, Canada. Where data is available, the activities of key service contractors are included to illustrate progress over the last five years.

For more information on TransLink's reports and supporting documents, please see:

- [Audited Financial Statements](#)
- [Materiality Assessment](#)
- [Glossary](#)
- [Update to Phase One of the 10-Year Vision](#)
- [GRI Index](#)
- [Year End Financial and Performance Report](#)
- [KPMG Independent Limited Assurance Report](#)

