

TransLink 2019 Accountability Report



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

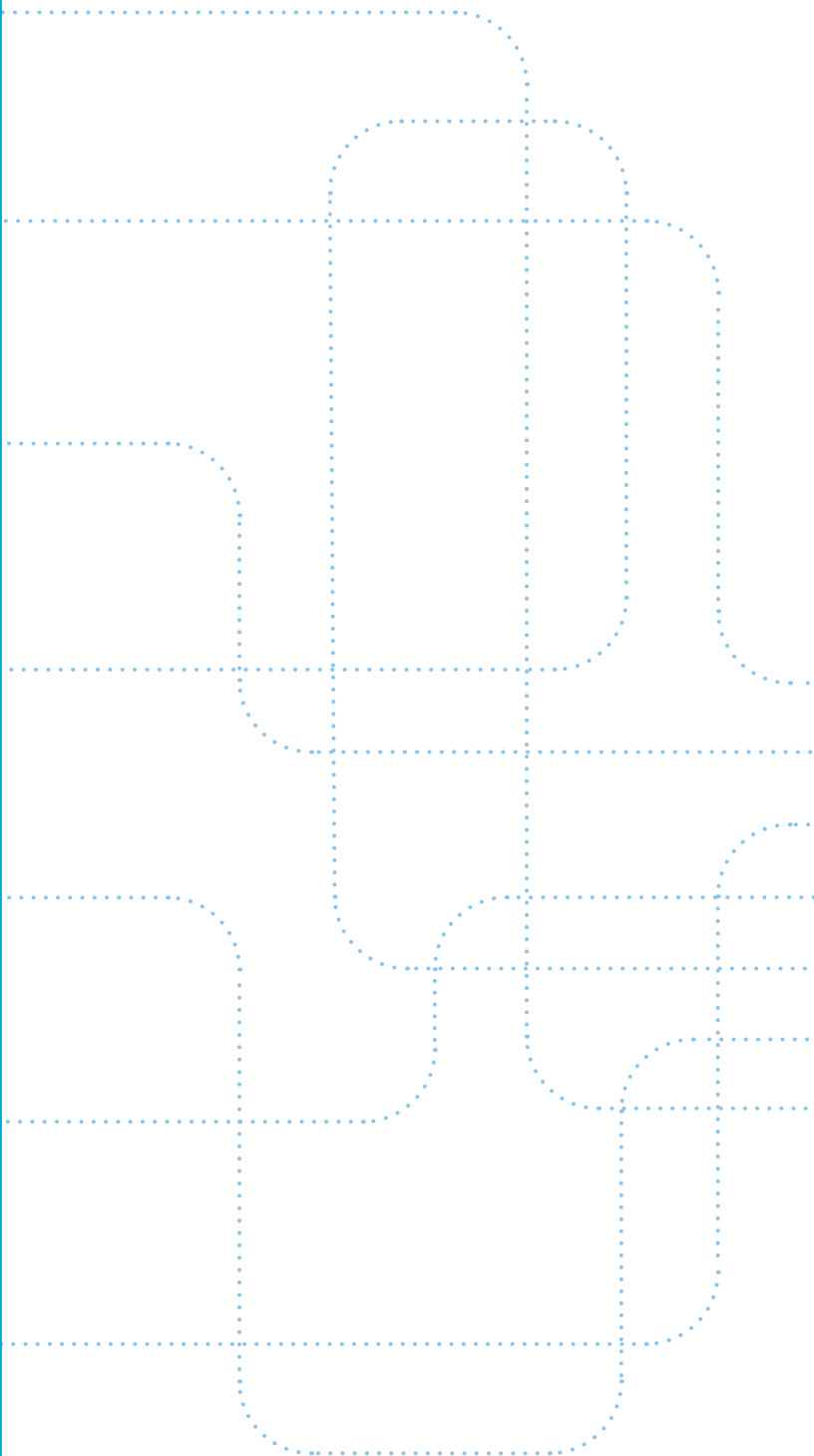









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Welcome to TransLink's 2019 Accountability Report

At TransLink, we have a fundamental responsibility to help people move throughout the region, and foster safe, healthy communities.

Together with our employees, partners, and customers, we work to create and maintain a transportation ecosystem that not only supports people today, but ensures our region remains a vibrant place to live for future generations.

We continuously 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 benefit for years to come.

Through this 2019 report, we're able to assess our performance in the past year – looking at our accomplishments, where we need to make improvements, and how we need to build on our progress.

We would like to hear your thoughts on this report. Send comments and questions to communications@translink.ca, or connect with us on social media using [Twitter](#), [Facebook](#), or [Instagram](#).

Editor's Note: *The contents of this report reflect the year 2019. As this report was in final production, the World Health Organization declared COVID-19 a global pandemic. This unfolding situation casts uncertainty over the future and could lead to significant changes in ridership, revenues, and capital projects in 2020. At the time of publication, TransLink is taking measures to continue providing essential transportation services for our region in the most economically feasible manner possible. For an update on our efforts visit translink.ca/covid19.*

About TransLink

Who We Are

We deliver a wide range of services and programs to meet the transportation needs of 2.5 million people in Metro Vancouver.

These include bus, SeaBus, SkyTrain, Canada Line, 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.

Who We Reach

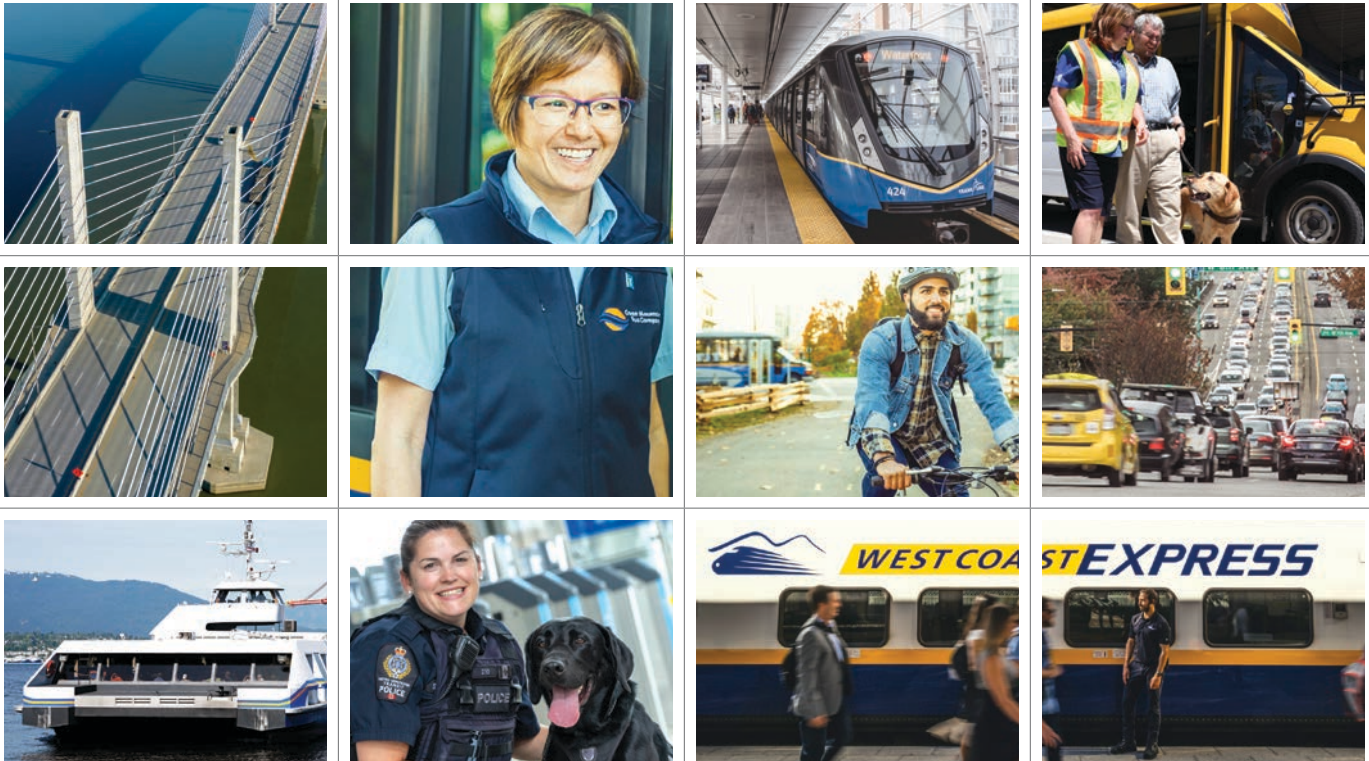
Our stakeholders include customers, businesses, taxpayers, investors, suppliers, municipal and First Nations partners, provincial and federal government agencies, community members, and non-governmental organizations, as well as all residents, tourists, and visitors commuting through Metro Vancouver.

Where We Operate

Our regional transit 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.

TransLink works, operates, and serves on the traditional and unceded territories of 44 Coast Salish First Nations within Metro Vancouver.

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 245 routes with a fleet of more than 1,700 vehicles, including contracted services. 100 per cent of our transit vehicles and rail stations, and 79 per cent of bus stops, are wheelchair accessible.



CYCLING AND WALKING Seven bike parkades and approximately 400 bike lockers, as well as investing in regional cycling infrastructure and routes, and walking to transit.



HANDYDART A door-to-door shared ride service for passengers with physical or cognitive disabilities who are unable to use conventional public transit without assistance; 347 vehicles in our fleet.



ROADS Fund the operation and maintenance of the 2,660 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 The only dedicated Transit Police service in Canada, represented by 183 officers and 73 civilian staff.



WEST COAST EXPRESS 69 kilometres of commuter rail, with eight stations between downtown Vancouver and Mission.

A Message from our CEO and Board Chair

The year 2019 was a pivotal one for TransLink.

Over the course of 12 months, our organization rolled out unprecedented service increases across our system, began a new pilot project with four zero-emission battery-electric buses, and laid the foundation to expand our transportation system.

During Phase 1 of Transport 2050, our team engaged in more than 158,000 conversations at 315 events across Metro Vancouver. Tens of thousands of people joined us at community events, workshops, and online to share their values, concerns, and priorities. We also received a record-breaking 31,682 responses to our Transport 2050 survey.

This public engagement was crucial, because it will guide our next steps as an organization and will help shape our Regional Transportation Strategy for the next 30 years. As our region's transportation authority, we believe we have a duty to listen to the communities we serve, to build relationships with our customers, and ultimately, to understand the economic, environmental, and social impacts of our services.

Every day, nearly half a million people utilize our services. Our customers span across all ages, abilities, genders, and socio-economic backgrounds. Listening to their wants and needs is crucial to the long-term sustainability, viability, and relevancy of our organization.

Within this report, you will learn more about our approach to engaging our stakeholders and some of the key activities that took place in 2019, whether it was public consultations around our game-changing RapidBus service, which hit the streets in January 2020, or the proposed SkyTrain extension into Surrey and Langley, which will fundamentally change our community and provide rapid transit to one of the fastest-growing areas of our region.

You will also learn about our rapidly evolving approach to community partnerships, the initial steps we've taken towards developing an Indigenous Relations Framework, and the creation of our HandyDART Users' Advisory Committee, which will help make our transit system more accessible while enabling customers to provide input and feedback on the services they are receiving.

2019 was a remarkable year for TransLink, which did not go unrecognized by our peers and the broader community. In July, we were honoured to receive the 2019 Outstanding Public Transportation System Achievement Award from the American Public Transportation Association. The award was presented in recognition of our booming ridership growth — which increased 18 per cent from 2016 to 2018, the most of any transit agency in North America — and our record-high levels of on-time performance in 2018.

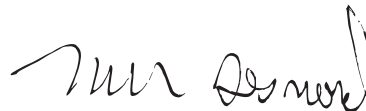
Of course, the past year was not without its challenges. Perhaps most notable among those challenges were two labour negotiations at the end of 2019. Fortunately, we were able to avoid any major impact on our customers. In addition, this report also explores some of our ongoing challenges around recruiting operators and women in the skilled trades, advancing gender balance across our enterprise, and continuing to improve the safety and security of our front-line employees.

In the next 30 years, Metro Vancouver's population is expected to grow by another one million people. Evolving our business to stay ahead of these changing demographics and consumer demands will be the key to realizing our vision: a better place to live built on transportation excellence.

Thank you to our employees across the enterprise for their commitment and hard work in 2019 and to our Board of Directors and the Mayors' Council for ensuring that we stayed on track and recorded another banner year.



Tony Gugliotta
Chair, TransLink



Kevin Desmond
CEO, TransLink



About this Report

This is our third year of integrated reporting.

This 2019 Accountability Report marks our third year of integrated reporting and brings together our financial performance, people practices, and sustainability measures. In this way, we best reflect our comprehensive performance strategy.

We demonstrate how we make decisions based on an integration of factors, holding ourselves accountable for our actions and resources relative to our commitments.

This report covers the 2019 annual 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.

We have primarily written this report for our regional partners and employees, as well as the public, our investors, and the sustainability and transportation communities.

We have prepared this report in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Refer to our [GRI Index](#) for more information.

Our GRI topics are aligned with the United Nations Sustainable Development Goals

(UNSDGs). When reporting on data, we use 2015 as a baseline year, unless otherwise indicated.

We have completed a [Materiality Analysis](#) 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 KPMG LLP's [Independent Assurance Statement](#) on selected sustainability performance indicators. Assured indicators are identified with the symbol (◆) throughout this report.

For more in-depth information about TransLink's financial performance, please see our [2019 Year-End Financial and Performance Report](#), which includes KPMG's Independent Auditors' Report on the financial statements.

2019 Highlights



Engaging our Stakeholders

- Showcased Transport 2050, reaching a record-breaking survey responses (over 31,600)
- Formed a HandyDART Users' Advisory Committee
- Began bus stop accessibility project, including braille and tactile signage
- Initiated Indigenous Relations Framework to support Indigenous relations
- Encouraged sustainable transportation at 72+ events and festivals

TRANSPORT 2050

2019 was a record year for public engagement at TransLink.



Transit Service Performance

- Increased ridership journeys by 3.7% over 2018
- Increased scheduled transit service hours by 1.5% and number of Access Transit trips by 5.0%
- Commissioned 175 new conventional buses, 38 new community shuttle vehicles, 50 new HandyDART vehicles, and 7 new trains with 4 rail cars each
- Introduced a 10-minute weekday service for SeaBus
- Added 8 Canada Line cars

272 million journeys

for both conventional and Access Transit in 2019



Customer Experience

- Took over two million calls from customers
- In BC Business' top-rated brands, ranked #3 with people ages 18-34
- Launched a mobile-responsive website
- Implemented customer information kiosks
- Introduced Compass Mini
- Installed and activated 111 Passenger Information Displays (PIDS) at 14 SkyTrain stations on Expo and Millennium Lines, as well as 94 PIDS at RapidBus bus stops

For the second year in a row, we received our highest customer service score in 15 years.

7.8/10



Safety and Security

- Implemented a more visible “See Something, Say Something” campaign
- Completed training for Transit Police Explosive Scent Detection Dog Teams for conducting security sweeps
- Conducted eight live “Active Assailant” exercises for Transit Police Officers and established a Transit Police threat response protocol



30,000
reflectors
were handed
out as part
of pedestrian
safety initiative.



Financial Sustainability

- Reported a \$333.2 million surplus on a Public Sector Accounting Board (PSAB) basis
- Had 215 active and substantially complete projects in the works, with a final forecasted cost of \$4.6 billion
- Issued TransLink's second green bond for \$200 million

We maintained a
strong credit rating,
demonstrating sound
financial management.



Our People

- Added 1,003 new employees, 595 of which are transit operators
- Developed Strategic People Plan and Roadmap to increase engagement
- Launched MyLearn, an enterprise-wide learning management system
- With our employees' help, raised over \$340,000 for the community through our 2019 United Way workplace campaign
- 245 employees completed LEAN training in 2019



7,986
TransLink
employees



Environmental Sustainability

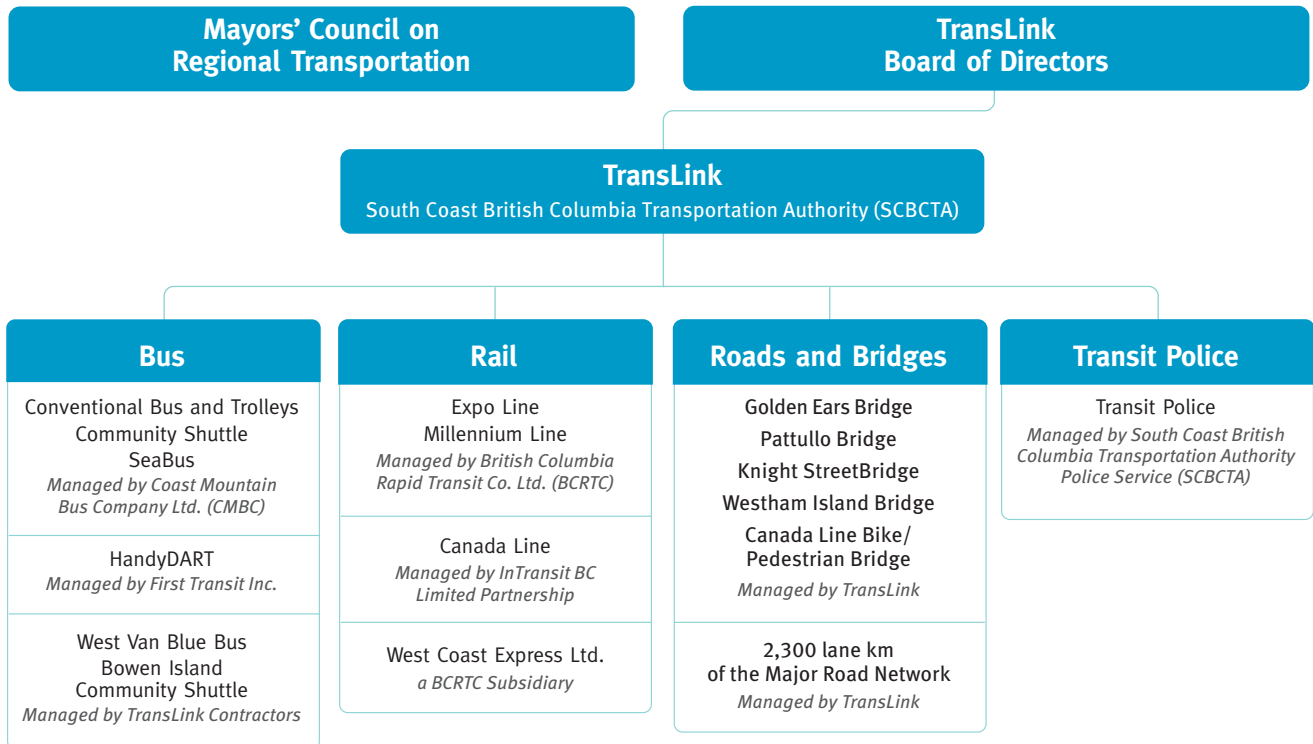
- Decreased our fleet GHG emissions per boarded passenger by 5.0%
- Launched a pilot program with four zero-emission battery-electric buses
- Finalized the Phase 2 Low Carbon Fleet Strategy
- Decreased our facility energy consumption by 2.0%
- Completed lighting retrofit at Richmond Transit Centre and a mechanical retrofit project at Vancouver Transit Centre

We are one of only five
North American
recognized
Platinum level
signatories of the
American Public
Transportation
Association.



Our Governance Structure

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



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

2019 BOARD OF DIRECTORS



First row from left: **Tony Gugliotta**, Board Chair; **Larry Beasley**; **Sarah Clark**; **Jonathan X. Coté**, Mayor of the City of New Westminster; **Anne Giardini**, Vice Chair; **Harj Dhaliwal** Second row from left: **Murray Dinwoodie**; **Jack Froese**, Mayor of the Township of Langley; **Karen Horcher**; **Andy Ross**; **Marcella Szel**

2019 SENIOR EXECUTIVE TEAM



From left: **Kevin Desmond**, TransLink Chief Executive Officer; **Christine Dacre**, TransLink Chief Financial Officer; **Gigi Chen-Kuo**, TransLink General Counsel and Executive Vice President, Corporate Services; **Michel Ladrak**, BCRTC President & General Manager; **Michael McDaniel**, CMBC President & General Manager; **Dave Jones**, Transit Police Chief Officer

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 2019, TransLink's Board of Directors had three committees: Finance and Audit, Planning and Stakeholder Relations, and Human Resources and Governance.

Our Board Governance Manual sets out the roles, responsibilities, and accountabilities of the TransLink Board, the Board Chair, Committees, Chairs, and Directors. It includes a Code of Conduct to guide ethical behaviour and address conflicts of interest.

The Board follows an Annual Board and Committee Calendar to demonstrate their responsibilities and decision-making related to economic, environmental, and social impacts. We provide a corporate sustainability update and report to the Board's Finance and Audit Committee on an annual basis.

Senior Executive Team

TransLink's Senior Executive Team brings a diversified set of skill sets to the tasks of planning and managing the region's transportation network. The team consists of TransLink's CEO, CFO, and General Counsel and EVP, Corporate Services, as well as senior executives from CMBC, BCRTC, and Transit Police. Find out more about our [Executive Team](#).

OUR GOVERNANCE STRUCTURE

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](#).

Through our [TransLink Accountability Centre](#), 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. We have a robust internal audit function that is consistent with governance best practices.

Our Risk Management Policy outlines risk management responsibilities and accountabilities. Risk management 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 [2019 Year-End Financial and Performance Report](#).

DATA SECURITY AND PRIVACY

In 2019, there were no substantiated breaches of customer privacy. No privacy complaints were received from regulatory bodies.

2019 Awards

We're proud to have received the following awards in 2019:

Transit System of the Year



We are humbled that the American Public Transportation Association (APTA) honoured us with the 2019 Outstanding Public Transportation System Achievement Award.

This award was based on a range of criteria, including ridership growth, operational efficiency, maintenance initiatives, customer service, financial management, marketing, and sustainability.

President's Award of Distinction



We were thrilled to be presented with the United Way's most prestigious award.

This award honours individuals or organizations for their extraordinary service and commitment to helping build stronger communities.

One of BC's Top Employers



For the fourth year in a row, we were named one of BC's Top Employers by the *Vancouver Sun*.

This award is based on our defined-benefit pension plans, training opportunities, and LEED-Gold Certified head office.

One of Canada's Greenest Employers



Once again, we were delighted to be selected as one of Canada's Greenest Employers.

This designation, selected by the editors of Canada's Top 100 Employers, recognizes employers that lead the nation in creating a culture of environmental awareness in their organizations.

Transit Police Initiative



The International Association of Law Enforcement Planners presented the 2019 Phil E Keith Project of the Year Award to Transit Police for their Anti Sex Offending on Transit Initiative.

The award recognized Transit Police for making the reduction of sexual offending an operational priority since 2013, and for implementing a multi-faceted campaign that can be applied by other law enforcement agencies.

Marketing Accolades



We were named by the BC Chapter of the American Marketing Association (BCAMA) as a finalist for:

Social storytelling or influencer marketing for our Etiquette campaign (Seth Rogan), Experiential Marketing campaign for our NightBus District, Emerging/Marketing Technology Integration for the Tap to Pay campaign, and Traditional Media for Granville Escalators.

Rail~Volution



In 2019, TransLink was chosen to host the Rail~Volution Conference.

Rail~Volution brought together over a thousand international industry experts, influencers, and thought-leaders to focus on creating more livable communities through transit. This marked the first time the event was held outside the U.S.

What Guides Us

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.

Strategic Planning

To deliver on our mandate, we have created strategic goals that are driven by our Regional Transportation Strategy and the Mayors' 10-Year Vision for Metro Vancouver Transit and Transportation.

Regional Transportation Strategy

The Regional Transportation Strategy (RTS) is the region's 30-year plan. It outlines TransLink's critical role in managing a balanced transportation system to achieve regional goals for the environment, the economy, and our society.

In 2019, we began public engagement to update our existing RTS (Transport 2050). This will set out an approach for accommodating the one million residents and 500,000 new jobs expected to come to the region by 2050.

TARGETS OF OUR REGIONAL TRANSPORTATION STRATEGY

By achieving our targets, we will reduce cost, increase convenience, improve quality of life, protect the environment, and support a more prosperous economy.

RTS Target #1

Make it possible to make half of all trips by walking, cycling, and transit. This is the most affordable and efficient way of achieving our livability, environmental, and economic goals.

RTS Target #2

Make it possible to reduce the distances people drive 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 carsharing. Through the Transport 2050 process, these targets will be updated as part of the new Regional Transportation Strategy.



Mayors' 10-Year Vision for Metro Vancouver Transit and Transportation

The Mayors' 10-Year Vision outlines the prioritized transportation investments and initiatives of our region, to advance the goals and actions of the Regional Transportation Strategy. Launched in January 2017, the Mayors' 10-Year Vision includes new transportation services and infrastructure (across all modes) needed for the long-term growth of our region.

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.

Our current Phase 2 Investment Plan was approved on June 28, 2018.

Our Key Corporate Priorities

Corporate Priorities

The three main priorities in 2019 focused on Maintaining a State of Good Repair, Implementing the Mayors' 10-Year Vision, and Enhancing Customer Experience.

Business Plan (Operating and Capital)

Our Business Plan contains our key objectives and is supported by the following goals: maximizing ridership; encouraging long-term ridership growth; and increasing customer satisfaction, safety, and service reliability.



Engaging our Stakeholders

We listen to and learn from our stakeholders in a variety of ways.

They're key to ensuring we're doing the best job possible and delivering what the region wants and needs – now and in the future.

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

Our stakeholders include customers, businesses, taxpayers, residents, investors, suppliers, municipal and Indigenous partners, provincial and federal government agencies, community members, and non-governmental organizations.

Our Approach

We engage our stakeholders for a variety of reasons, including shaping of regional planning priorities, development of public policy recommendations, service optimization for our customers, and implementation of major capital infrastructure projects. We target stakeholders who are most likely to be directly or indirectly affected by the outcome. That's why we use a variety of tools and techniques to reach people online and in-person.

Our approach to community engagement is guided by TransLink's comprehensive Principles for Public Consultation and Engagement. This ensures we work diligently to develop a full, inclusive public approach to our plans, policies, and projects.



OUR CUSTOMERS GUIDE THE WAY

Understanding what our customers want and need is critical. Before embarking on any new project or service increase, we conduct extensive consultations with customers in our communities. Their feedback guides us in all of our planning activities, and directly influences everything that we do.

ENGAGING OUR STAKEHOLDERS

Public Engagement

2019 was a record-setting year for public engagement at TransLink.

From May to September 2019, we launched Transport 2050, our largest-ever public engagement, to support the development of a new Regional Transportation Strategy. Transport 2050 will set out projects, services, and policies that will keep the region moving over the next three decades.

Through more than 158,000 conversations and 315 events in every Metro Vancouver municipality and in neighbouring communities, people told us about their values, priorities, and ideas.

We received record-breaking survey responses (over 31,600) and over 4,000 ideas for how to improve transportation. We also reached groups we hear from less frequently by engaging low-income groups, seniors, and youth, and by consulting in seven languages and at the PNE Fair.

TRANSPORT 2050

We generated:



158,575 conversations



31,682 survey responses



500+ stakeholder engagements



4,024 ideas

By delivering:



315 events



122 on-system pop-ups



in **7** languages



in **27** municipalities



15 days at the PNE Fair



115,292,249 views

Transport 2050 Engagement Results

Based on the results of our 2050 engagement, people who live, work, and play in the region provided feedback on six key areas:

- 1) Spectacular surroundings** – People highly value Metro Vancouver for its parks, outdoors, and mild weather.
- 2) Location** – People want to be near work, near transit, and have easy access to shopping and other community amenities.
- 3) Valuing of time** – Trip duration and reliability are top commute concerns.
- 4) More and better transit** – Whether people walk, cycle, take transit, drive, or travel another way, the region told us it wants more and better transit options.
- 5) Making it easy and green** – People want the transportation system to be efficient, cost-effective, and environmentally friendly.
- 6) Tackling the tough issues** – People in the region are worried about housing affordability, road congestion, and climate change.

Some key engagement initiatives in 2019:

2019 Transit Network Review – Engaging the public on changes to the transit network, such as two new proposed bus routes, including one in the River District and one connecting Phibbs Exchange and Metrotown. Thousands of customers completed our survey in fall 2019.

Community Area Transport Plans – Identifying strategies for improving transit, strengthening regional cycling connections, and making walking to transit safer and more enjoyable in the communities.

Surrey Langley SkyTrain – Conducting public engagement to extend the Expo Line from King George Station to Langley City Centre. We had a record level of participation, with over 21,000 people completing surveys, and an overall 84 per cent support for the project.

RapidBus (formerly B-Line) – Preparing for the launch of five new RapidBus routes in 2020, and incorporating public feedback from 2018 consultations into the proposed routes and stops.

SkyTrain Consulting – Consulting the public about potential layout improvements on SkyTrain, including sideways seating options, leaning rails for customers who cannot easily sit and stand, and flex areas for customers with mobility devices, strollers, bicycles, and luggage. More than 11,700 people completed our public survey and 350 people attended one of our four SkyTrain station open houses. The feedback will help shape the criteria we use for new SkyTrain cars.

ENGAGING OUR STAKEHOLDERS



Addressing Accessibility Needs

HandyDART Users' Advisory Committee

In 2019, the HandyDART Users' Advisory Committee (HDUAC) was formed as part of a commitment to establish additional ways for HandyDART customers to provide input on the service. This was identified as part of TransLink's 2017 Custom Transit Service Delivery Review which identified recommendations to improve both the quality and availability of HandyDART service.

The purpose of the HDUAC is to provide advice and guidance on HandyDART plans, programs and other initiatives, and advise TransLink on ways to improve HandyDART service. Meeting regularly throughout the year, the committee is composed of 13 TransLink Board-appointed members, and strives to represent a diversity of disability sectors, municipal and regional districts, age groups, genders, and cultures.



Community Outreach and Partnerships

We have a strong community outreach and partnership program, helping us best connect to customers.

In 2019, our community partnerships included those with Tourism Vancouver, YVR Airport, Vancouver Fraser Port Authority, BC Ferries, Vancouver International Marathon Society, ICBC, Downtown Vancouver Business Improvement Association, United Way, Car Free Vancouver Society, TRAMS Historical Vehicle Society, BC Lions, and the IIHF World Junior Hockey Championships.

To help enhance positive customer experiences over the past year, we increased the number of buskers/musicians performing on the transit system from 43 to 69. Two new performance locations were introduced at Metrotown and Surrey Central Stations.

TravelSmart Partnerships

TravelSmart is our Transportation Demand Management Program. It encourages people to change their travel behaviours, breaks down barriers, and helps them find more sustainable ways of getting around.

TravelSmart combines face-to-face outreach, online support, and strategic partnerships, enabling us to reach out to schools, businesses, seniors, and new immigrants.

Some partnership highlights from 2019:

- Support of the Night Bus District Program through in-person outreach and scaled key messages with partners such as entertainment, universities, government, and businesses.
- Work with health authorities, representing 35,000+ employees, to help implement a 15 per cent transit subsidy program for their staff.
- Launch of Dine the Line, a program to encourage locals and visitors to hop on transit and dine at participating culinary destinations.
- For the first time in the Compass era, TransLink piloted 5, 4, and 3-day transit passes for 1,300+ attendees the Rail~Volution conference.

COMMUNITY SUPPORT

Our Charitable Donation Policy and Program formally outlines our charitable efforts to support safe, healthy, and complete communities.

We recognize that access to transit is often an insurmountable barrier for low-income and vulnerable members of the community. Under the direction of our policy, we will invest in initiatives that help overcome barriers to transportation and that allow access to community programs and services. The program also supports institutions and emergency services with retired equipment and fleet vehicles for training purposes.

COMPASS CARD DONATION PROGRAM

Through our Compass Card donation bins, customers can turn in unwanted and unregistered lost & found Compass Cards at key transit and tourist hubs. 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.

In 2019, we made \$90K in Compass products available to United Way under this program.

ENGAGING OUR STAKEHOLDERS



TravelSmart Programs, Partners and Initiatives

- **Distributed 30,000 personal safety reflectors** to transit customers through pedestrian safety campaign.
- Developed partnership with Sport Host BC to ensure we are **encouraging transit use to and from major sporting events**.
- **Partnered with Hockey Canada** during the World Junior Hockey Championship to encourage 350,000 attendees to use transit.
- **Partnered with regional transportation partners**, including YVR, Tourism Vancouver, and the Port of Vancouver.
- Ran the fourth annual **“I Love Transit Week”** in October, to engage youth to celebrate transit.
- **Delivered the #Biketotransit campaign** in association with HUB Cycling, MOBI bikeshare, and BEST.
- **Funded 17 Bike to School courses** that reached 1,892 students.
- **Participated in Bike to School Week**, which attracted over 11,000 students.
- **Sponsored HUB’s Bike the Night**, which attracted 4,450 participants (a 35 per cent increase over 2018), including 53 per cent female participants and 740 children under age 12. A total of 45 local businesses were promoted at the event, a 70 per cent increase over 2018.

Indigenous Relations

Region-wide, TransLink's service area falls within the traditional territories of 44 Indigenous communities, including 11 with Treaty or Reserve lands in the region in which we operate.

TransLink recognizes that, in delivering on our mandate to connect the region and enhance its livability by providing a sustainable transportation network, we have a role to play in supporting reconciliation and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) through the new BC legislation between Indigenous peoples and broader society.

TransLink has initiated development of an Indigenous Relations Framework that will guide and support TransLink's overall Indigenous relations, including policy development, consultation practices, and guiding principles to build and foster meaningful and collaborative relationships with Indigenous communities and urban Indigenous peoples. The following are initiatives that occurred in 2019 to build relationships and increase awareness of Indigenous culture.



National Indigenous Peoples Day on Transit Campaign

From June 17-23, we held a public-facing campaign to acknowledge National Indigenous Peoples Day. We encouraged our customers to participate in the celebrations across the region via transit. Along with Metro Vancouver, TransLink attended two large community events at Holland Park and Trout Lake to celebrate the day with Indigenous peoples.

National Indigenous Peoples Day – Corporate Event

At TransLink's office in New Westminster, we held a company-wide celebration to acknowledge National Indigenous Peoples Day and spread cultural Indigenous awareness throughout the enterprise. The celebration including opening remarks, traditional snacks, and a dance performance.

Orange Shirt Day

Orange Shirt Day is a movement that started in 2013 and is celebrated every year on September 30. It is a day for all Canadians to recognize residential school survivors, and to acknowledge the schools' generations-long impact on Indigenous peoples and communities. In 2019, TransLink provided awareness through social media and the TransLink Town Hall, with an enterprise-wide opportunity to participate in wearing an orange shirt.



Transit Service Performance

To deliver on our strategic priorities, we must offer services and systems that exceed customer expectations.

This includes not only our bus, SeaBus, SkyTrain, Canada Line, West Coast Express, and HandyDART services, but the infrastructure for roads, bridges, bike parkades, and cycling/walking routes. By investing in infrastructure, we maintain a network that will meet Metro Vancouver's present and future needs.

Our Approach

We have a comprehensive approach to our services and systems:

- We keep our assets in good condition, including an ideal future state. Doing so helps ensure we maintain a state of good repair, as well as reliable service.
 - We proactively invest in our system.
 - We focus on having the right processes in place to effectively manage capital projects, in terms of budget, schedule, and quality.
 - We ensure we have the data and tools to help us make informed decisions.
 - We rely heavily on public consultation with our customers to guide our way.
 - We work with our transportation and municipal partners to address external factors that can affect our services, such as congestion, traffic accidents, road works, and track trespass, as well as larger risks such as natural disasters and major health outbreaks.
-





TRANSIT SERVICE PERFORMANCE



Ridership

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: getting more people to ride transit.

453M boardings ↑ 3.5% ♦







272M journeys ↑ 3.7% ♦

IN 2019, JOURNEYS FOR CONVENTIONAL TRANSIT SERVICE AND ACCESS TRANSIT ACHIEVED A RECORD OF 272 MILLION, GROWING 3.7 PER CENT OVER 2018.

Our overall ridership growth over the last several years is much higher than expected, and exceptionally high compared to other transit agencies. Strong ridership growth in 2019 is a result of improved transit service and strong economic growth, with low unemployment. However, ridership growth slowed in the second half of the year following the July 1, 2019 fare increase. Growth was also negatively impacted in November and December by the consecutive labour actions in the Bus and Rail divisions.

In July 2019, average fare per journey increased to \$2.42, which is \$0.07 (3.0 per cent) higher than 2018.

Ridership growth in boardings across all modes in 2019:

 Bus ↑ 3.8%	 Canada Line ↑ 3.1%
 SeaBus ↑ 1.2%	 West Coast Express ↑ 4.9%
 Expo and Millennium Lines ↑ 3.2%	 HandyDART ↑ 5.8%

Service Expansion

As a result of ridership growth over the years, we continued to experience issues with overcrowding. Transit vehicles were often full, with limited capacity for additional growth.

In 2019, we added the following services:

BUS

40,000 TOTAL SERVICE HOURS

We increased bus service by 2 per cent. We made 12 permanent bus service increases to key routes, resulting in over **40,000 total service hours**.

SEABUS

50% HIGHER CAPACITY

For the first time ever, we introduced 10-minute SeaBus sailings during peak hours, with **50 per cent higher capacity** during these times.

EXPO LINE

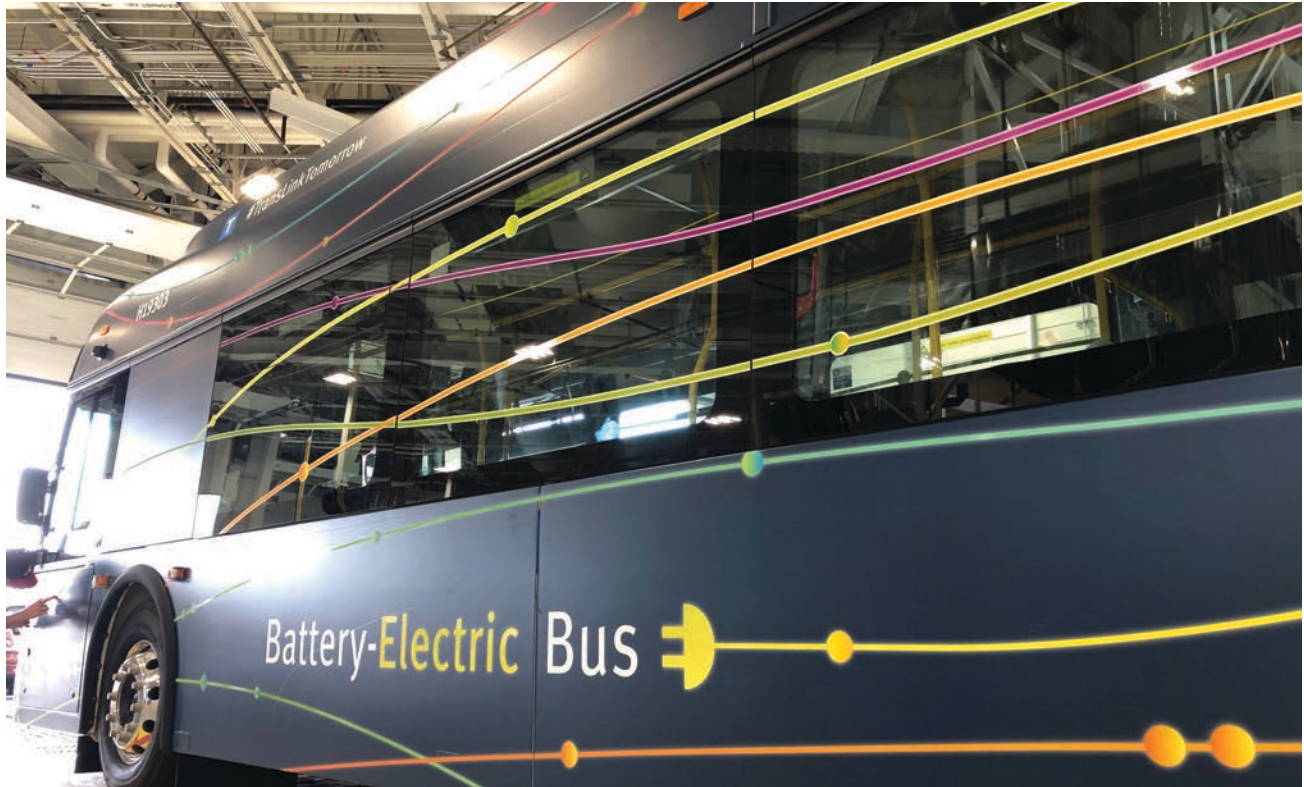
5% HIGHER CAPACITY
We increased capacity by **5 per cent** by adding more cars.

MILLENNIUM LINE

9% HIGHER CAPACITY
We increased peak capacity by **9 per cent** by adding more cars.

HANDYDART

66,424 MORE TRIPS
We dramatically expanded HandyDART service, and exceeded the expansion outlined in the Mayors' 10-Year Vision. 2019 saw **66,424 more trips** delivered over 2018, and a service increase of ~5 per cent year over year.



Fleet Renewal and Expansions

In 2019, we made improvements across our entire fleet. This included:

Bus Replacement and Expansion

Renewing our bus fleet is part of our commitment to keep our system in a state of good repair. Most of our 40-foot and 60-foot buses have a 17-year replacement life, as this life cycle has proven to have the lowest overall cost and practical life for our fleet.

In 2019, we added a total of 175 new conventional buses and 38 new community shuttle vehicles.

We also received vehicles and delivered route training to operators for the launch of four new RapidBus routes (launching in January 2020).

In addition, we began a pilot of four zero-emission battery-electric buses for customers travelling through Vancouver, New Westminster and Burnaby. Besides providing our customers with a smoother and quieter ride, this move brings us one step closer to operating a fleet with 100 per cent renewable energy by 2050.

Following a successful four-month pilot, we began the roll out of 32 double-decker buses to provide a less crowded and more comfortable experience for customers.

Early conceptual and design work began for the Marpole Transit Centre, a new maintenance and storage facility, with parking for 300 buses.

SeaBus

In Spring 2019, a new SeaBus, the Burrard Chinook, arrived in Vancouver. The shipbuilder is currently making final modifications before the vessel is ready for service.

HandyDART

In 2019, we added 50 new HandyDART vehicles. An additional 66,424 trips were delivered in 2019 as compared to 2018, which represents an increase of 5.0 per cent. This is mainly due to the expansion committed to in the Investment Plan.

SkyTrain Expansions

In 2019, we began rolling out 56 new Expo-Millennium trains and the first of 24 new Canada Line cars.

We also commissioned a total of seven new trains with four rail cars each, into full revenue service, bringing the total rail car fleet to 314.

This resulted in a 5.0 per cent capacity increase on the Expo Line and a 9.0 per cent capacity increase on the Millennium Line during peak times.

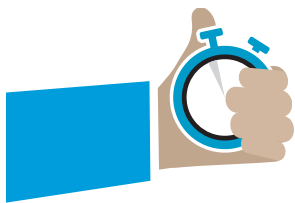
Broadway Subway

In 2019, the provincial government began the pre-construction phase for the Broadway Subway, to ensure integration with the Millennium Line and deliver a successful service launch. Stations will be located at Great Northern Way, Broadway & Main, Broadway-City Hall, Fairview-VGH, South Granville, and Arbutus. The project budget is \$2.83 billion, funded and delivered by the Government of BC, with contributions from the Government of Canada and the City of Vancouver.

Surrey Langley SkyTrain


TransLink worked on a business case for extending the SkyTrain line from Surrey to Langley. It would include an additional 14.3km of line in Surrey, and 1.7km in Langley, with a total of 8 stations.



On-time Performance



We measure service reliability in terms of on-time performance.

In 2019, results varied across the enterprise.

	CMBC¹	80.5%
	SeaBus²	99.6%
	Expo & Millennium Lines³	96.1%

	West Coast Express⁴	96.7%
	HandyDART⁵	87.5%

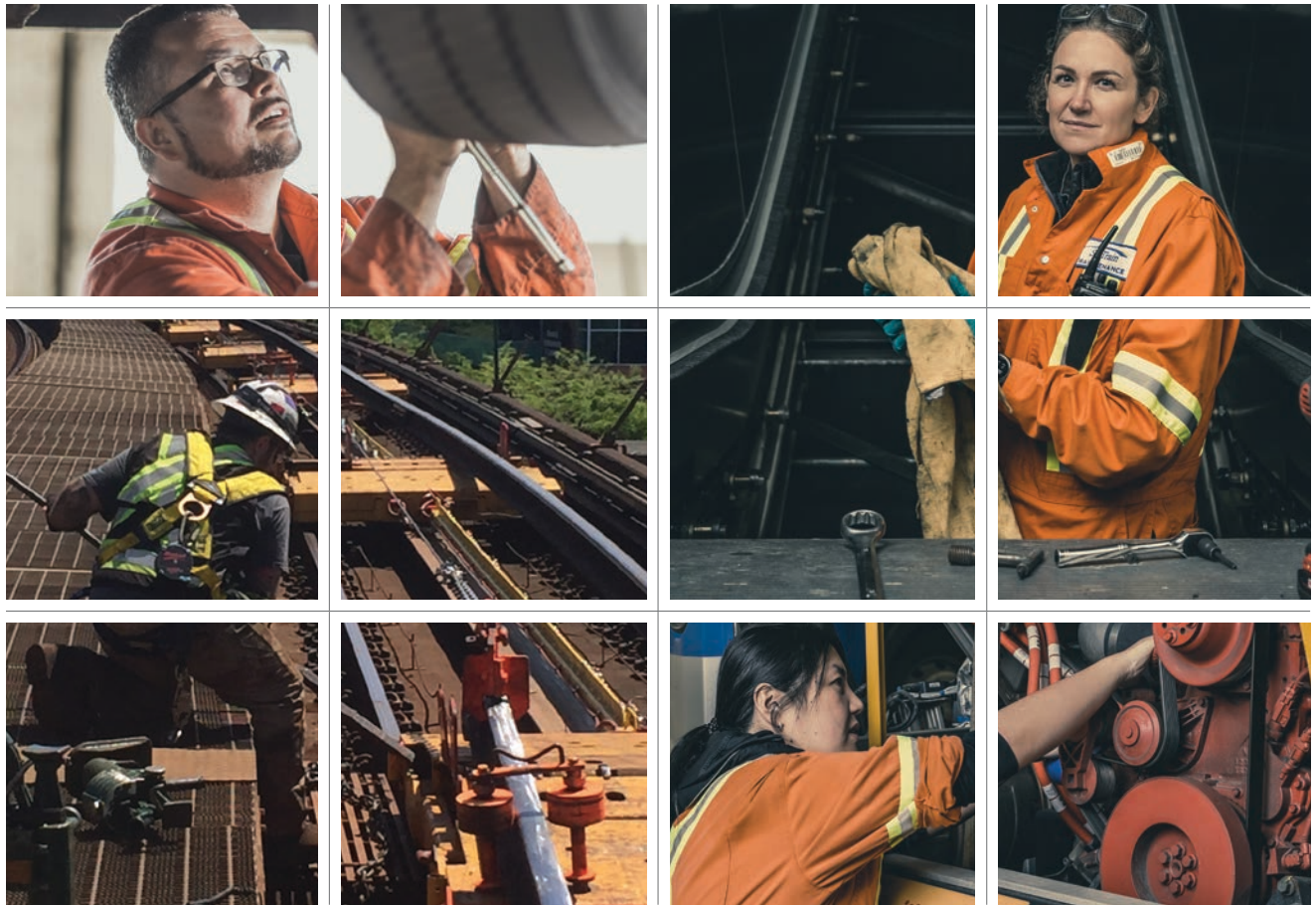
¹ Between 3 minutes late and 1 minute early is considered on-time.

² Delivered hours divided by scheduled hours (excluding extra hours).

³ Headway + 3 minutes. ⁴ Headway + 5 minutes.

⁵ Earlier than and within 15 minutes of scheduled pick-up time.

TRANSIT SERVICE PERFORMANCE



State of Good Repair

To further increase transit services, we need to invest in our Capital Program to upgrade and expand our infrastructure.

Through our TransLink Maintenance and Repair Program, we are making critical investments in aging infrastructure across the system to keep customers safe, comfortable, and moving across a reliable transit network every day. Projects include maintenance and repairs for everything from fleet replacement to major SkyTrain station upgrades.

There are currently 70 active maintenance and repair projects throughout the transit system, representing an investment of approximately \$200 million. Nearly \$250 million in future investments are also planned as part of this integral long-term initiative to maintain and improve our transit network.

Projects include, but are not limited to the following:

SeaBus Seismic and Accessibility Upgrades

Upgrades to the SeaBus terminal will improve safety and accessibility for the more than 17,000 people who ride the SeaBus each day. Upgrades will add seismic resiliency, reduce crowding, and improve customer convenience. Four existing escalators, and one existing elevator, have been replaced and are in service.

Rail Pad Replacement Program

In 2019, we successfully replaced 6.2km of running rail, along with 5,900 rail pad assemblies. Rail pads are attached to the concrete guideway to support the rails that the trains run on. Replacing them helps ensure a smoother and quieter ride for our customers, increases efficiency, and lowers maintenance requirements.

SkyTrain Station Upgrades

We continued upgrading original SkyTrain stations along the Expo Line to enhance accessibility, add new or improved escalators and elevators, modernize infrastructure, and increase safety. In 2019, we completed work at the following stations: Commercial-Broadway, Joyce-Collingwood, and Surrey Central.

To improve customer communications, we also made Passenger Information Displays, CCTV, and PA upgrades at six stations on the Expo and Millennium Lines.

Bus Exchange Upgrades

Upgrades to improve customer experience and safety including the following bus exchanges:

- **Guildford Exchange** – Completed in September 2019 and is in service.
- **Lonsdale Exchange** – In construction.
- **Nanaimo Exchange** – In construction.
- **Phibbs Exchange** – Interim exchange upgrade will be completed in January 2020 and is in service.
- **Marpole Exchange** – Upgraded in 2019 and is in service.
- **UBC Exchange** – Upgraded in 2019 and is in service.

Cycling, Walking and Major Road Infrastructure

In October, TransLink unveiled the finalized list of projects receiving investments from the TransLink Walking, Cycling, and Roads Program. This program invests in infrastructure upgrades and maintenance for pedestrians, cyclists, and drivers throughout the region. 2019's finalized funding list invests more into municipal projects than any previous year.



Customer Experience

At TransLink, customers are at the forefront of everything we do.

Approximately 500,000 people choose transit in Metro Vancouver every day. They span across all ages, abilities, genders, race and ethnicity, and socio-economic backgrounds. About 80 per cent of residents age 18+ have used the bus, SeaBus, or SkyTrain in the last year.

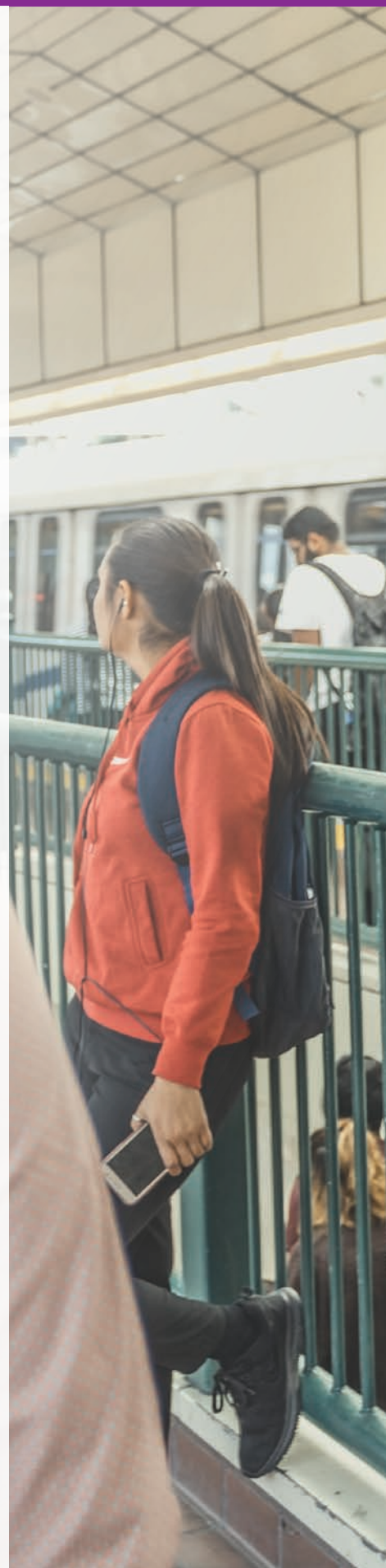
Over the next 30 years, our region’s population is expected to grow by 1 million. This means that an increasing number of people and goods will need to travel on an already-congested transportation network. As a result, we must ensure we deliver infrastructure and services that continue to adapt to changing demographics and consumer demands.

Our Approach

The customer experience is one of our top priorities. Our Customer Promise states:

“To always put you first – your safety, your time, and your connection to the people and places that matter most.”

Our Employee and Customer Experience Executive Steering Committee provides leadership to the entire enterprise, with an employee-led Customer First Committee that provides advice, ideas, and feedback. Reports on Customer Communications and Public Affairs are submitted quarterly to our Board of Directors.





CUSTOMER EXPERIENCE

In 2019, we delivered a number of customer-focused initiatives.

Key highlights included:

Low Floor Shuttles – In October, we brought in 49 low floor community shuttle buses to create a more convenient and accessible experience for our customers. Now, customers with strollers, wheelchairs, or walkers can board from the main door instead of the back. This means our fleet is now fully transitioned.

Compass Mini – In December, we introduced Compass Mini – a miniature Compass Card intended to be attached to keychains or backpacks.

New Modes for Compass Cards – We ran a limited pilot in which Compass Cards are being used to pay for and unlock travel with TransLink, Modo, Evo, and Mobi by Shaw Go. This Shared Mobility Pilot Program is ultimately about providing more choices and more convenience for customers.

Pride Parade – For the first time, we partnered with the Vancouver Pride Society and walked in the Pride Parade, to welcome and celebrate inclusivity and diversity in our community – including our employees and customers. TransLink employees from across the enterprise walked with us.

Transit On-Demand Pilot – We launched a two-month pilot project on Bowen Island to understand how an online, app-based booking tool may be used as a customer interface and provide on-demand transit services. The summer pilot aimed to explore the technical feasibility and customer experience of this new service model. It will help create a framework and provide us with the experience to implement flexible, on-demand transit services in other suburban areas of Metro Vancouver down the line.

LISTENING TO OUR CUSTOMERS



2,195,084
CALLS RECEIVED



2,358
EMAILS



28,156
ONLINE FORMS



40,927
LIVE CHAT
CONVERSATIONS



300,000+
SOCIAL MEDIA
FOLLOWERS



28,300+
TRANSIT ALERT
SUBSCRIBERS



10,000,000+
TAP TO PAY
CUSTOMERS RECORDED



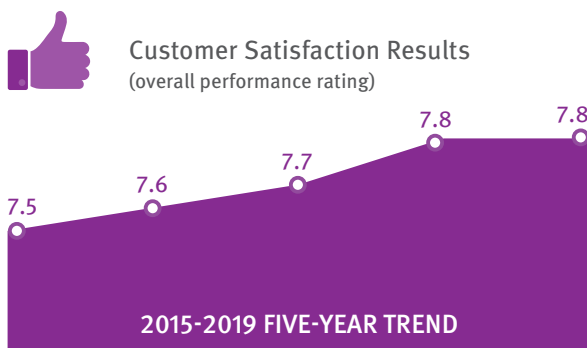
50,702
LOST PROPERTY
CALLS

Customer Satisfaction

Customer Satisfaction is one of our key tools for determining whether we are delivering quality service to our customers, and for identifying 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.

We continue to have high customer satisfaction, which we attribute to continued service expansion and on-time reliable service in 2019, station and signage upgrades that improved the customer experience, and increased safety measures, such as additional Transit Police officers.



Service Scores are ranked between 1-10; anything between 7-10 is considered good-excellent.

Reputation and Trust

We've done a lot of work to build trust in our brand; it's important that taxpayers and transit users in our region have trust in us. Every year, Ipsos teams work with *BC Business* to determine British Columbians' favourite brands. In 2019, we were ranked #23 in their top 70 brands, compared to #24 in 2018. We were particularly pleased to see that we rank #3 with people ages 18-34, a key demographic that uses our services and represents our future customer base.

Ipsos also conducts market research for TransLink, to help us understand how connected people feel to the TransLink brand, and how well TransLink serves their needs. In 2019, we conducted our annual Brand Survey, surveying more than 1,100 residents from communities across the region.

Overall impressions of TransLink were stable in this wave, following improvements in each of the last three years. Over nine out of ten respondents said that TransLink is either "very important" or "somewhat important" to the quality of life and livability of our region. Our highest ratings related to ensuring our system operates safely, and having helpful and friendly front-line staff.

IN 2019, WE WERE RANKED AS
BC'S THIRD FAVOURITE BRAND
AMONG PEOPLE AGES 18-34.



CUSTOMER EXPERIENCE

Customer Communication and Information

We engage with our customers through enterprise-wide tracking, management, and reporting initiatives, including online advisory panels, customer feedback channels, and social media accounts.

In 2019, our Customer Information Centre responded to more than 2.2 million calls, emails, live chats, and online inquiries from customers.

Additional highlights:

New Website – We launched a new mobile-responsive website at the end of October, to offer our mobile customers a more user-friendly, intuitive experience. The new website features New Trip Planner and Next Bus applications, access to Google Trip Planner and rider information.

Customer Communication Upgrades – We installed Passenger Information Displays at seven stations; these include LCD next-train signs and information screens. A total of 65 have been installed to date. We also completed CCTV and PA upgrades at six stations.

Improved Bus Predictions – We made improvements to our machine-learned bus predictions, which improves the accuracy of departure estimates. In 2019, we conducted a pilot program on 13 bus routes which showed that the difference between predicted and actual bus time improved by 74 per cent, and the average customer spent 50 per cent less time waiting at their stop.

Customer Information Kiosks – In 2019, we implemented customer information kiosks at designated transit stops, to assist customers with journey planning and real-time customer information.

Live Chat – To provide a more comprehensive transit information service, we expanded our Live Chat hours to mirror Customer Information hours.

SkyTrain Assistance Counter – A first of its kind, this assistance counter opened at Commercial-Broadway Station in October 2019. It's staffed by SkyTrain attendants, who provide customers with directions, system maps, brochures, and in-person service.

7.8/10

IN 2019, FOR THE SECOND YEAR IN A ROW, WE RECEIVED OUR HIGHEST CUSTOMER SERVICE SCORE IN 15 YEARS.

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 Information Centre.

Scheduled Transit Service

Complaints per million customers decreased by 5 per cent in 2019, from 2018. This is mainly attributed to improvements in transit operators and customer service, and continued efforts to provide timely and consistent transit information to our customers. Over the last five years, complaints per million boarded customers has decreased, mainly due to ongoing improvements on service expansion, safety, and reliability.

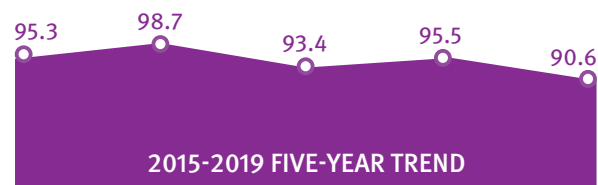
Access Transit Service

Complaints per one hundred thousand boarded passengers increased by 7.7 per cent from 2018. Due to the increase in demand, HandyDART delivered more trips than planned in 2019, causing strain on the system and resulting in more passengers per HandyDART vehicle and increased use of taxis.

With a goal to improve service, a concerted effort was made in 2019 to engage with HandyDART customers through surveys, community open houses, quarterly newsletters, and outreach calls.



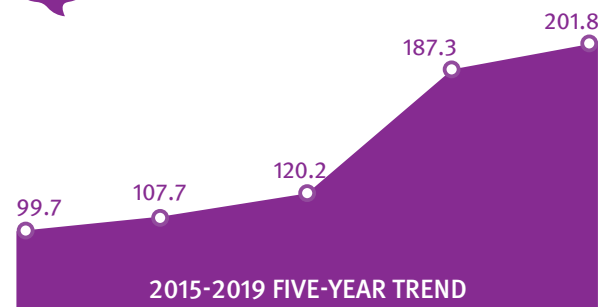
Complaints per Million Boardings Scheduled Transit



Mainly due to increased customer initiatives and increased frequency of service and routes



Complaints per 100,000 Boardings Access Transit





Safety and Security

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

Safe public transportation is integral to the growth and maintenance of our region. With nearly 500,000 people travelling on our system every day, our number one priority is ensuring our customers can travel throughout the region in a sustainable manner and feel secure every step of the way.

To achieve this, we need to be mindful of both present and potential future challenges. Growth in the region continues to rise, along with more people who are taking transit. Due to higher ridership levels, we are seeing more congestion and overcrowding, which can increase safety risks. Our future implementation of health and safety software will help coordinate the tracking of incident data and planning corrective actions across the enterprise.

We also must be able to deliver and maintain critical services in the event of a major or extreme business disruption while keeping our customers and employees safe.

Our Approach

A strong enterprise safety culture is at the core of our safety commitment. This culture guides the development and implementation of safety management systems and programs, which are continually improved to eliminate or mitigate safety risks.



SAFETY AND SECURITY

Our Approach *continued*



We aim to build safe infrastructure, including facilities, roads, and bridges.



Each operating company is directly responsible for the safety of its employees and customers and operates their own safety program. Together, we maintain a robust collection of embedded safety policies, procedures, documents, and systems throughout the enterprise. One hundred per cent of employees are represented in joint occupational health and safety committees.



As the only dedicated transit police service in Canada, Transit Police officers work to reduce crime and disorder, conduct thorough investigations, and enforce the law. Transit Police also has six Neighborhood Police Officers who work in specific community service areas. Transit Police work in partnership with jurisdictional police, TransLink, and community partners.



Safety programs include customer safety campaigns, safety prevention initiatives, safety training focused on high risk activities, and barrier protections for bus operators. Emergency preparedness programs are in place, in the event of a natural disaster.



In addition to Transit Police, Coast Mountain Bus Company has a transit security team that patrols the bus system. They respond to requests for assistance, enforce transit and safety rules, and handle non-criminal incidents, among other tasks.

Safety Management System

In 2019, we continued developing enterprise-level safety principles. TransLink and the operating companies began a transition of their Safety Management Systems (SMS) toward the new ISO 45001 standard.

Emergency Management and Business Continuity

Business continuity refers to our ability to deliver and maintain critical services in the event of a major or extreme business disruption. Our Safety and Emergency Management Steering Committee is responsible for oversight of enterprise-wide emergency management, risk mitigation planning, and business continuity elements. In 2019, we continued to assess enterprise risks, develop response plans, and conduct emergency operations training sessions.

PREPARING FOR BAD WEATHER

We continue to strengthen our snow preparation plans, to keep customers safely moving when winter weather hits. Our focus is to limit delays and disruptions, safely get our customers where they need to go, and provide them with information when and where they need it.

This work includes initiatives that mitigate ice build-up on SkyTrain lines, working with municipalities to keep roads plowed so our buses can move on city streets, and outreach to HandyDART customers to ensure safe access in snowy conditions.

WORKING WITH COMMUNITY PARTNERS TO INCREASE SAFETY

In 2019, Transit Police's initiatives included:

- Working with the TransLink marketing team on new See Something Say Something messaging for SkyTrain cars
- Joining community partners in participating in the Operation RailSafe awareness program, to increase a 'high visibility' presence on transit
- Joining the Richmond RCMP in an ongoing joint operations project to reduce property crime from major shopping centres close to Canada Line stations
- Partnering with CMBC and Transit Security on coordinated bus loop patrols at 14 major bus exchange locations
- Training all dog teams in vapour scent explosive detection

See Something, Say Something

IN 2019, 4,715 TRANSIT POLICE FILES WERE OPENED AS A RESULT OF SMS TEXT CONVERSATIONS



SAFETY AND SECURITY

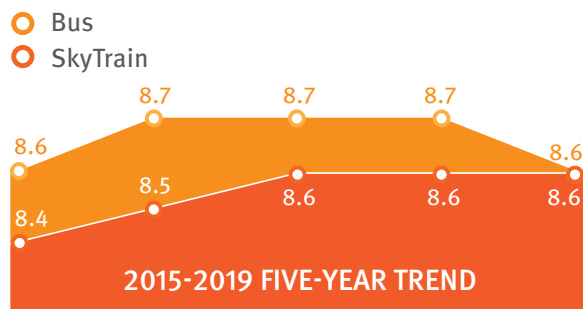
Customer and Public Safety

Customer Perception of Safety

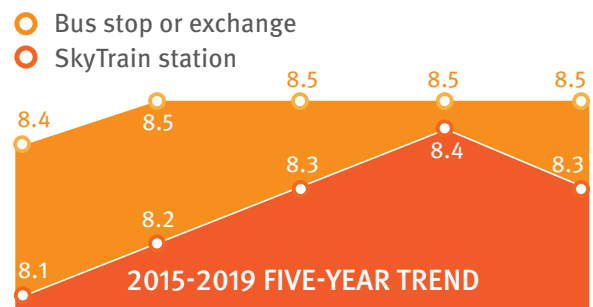
We want our customers to feel confident taking transit at all times of the day. By measuring perception of safety through customer satisfaction surveys, we can see if our customers feel safe and comfortable on our system.

Safety is a top priority for TransLink and its operating companies. It's also a fundamental requirement for all service contractors.

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



Customer Perception of Safety at Transit
Passenger Facility (average rating out of 10)



MANAGING INCIDENTS

In 2019, CMBC recorded 85 pedestrian incidents, compared to 102 in 2018.

We believe the continuing decrease in pedestrian/bus contact incidents is a result of our focus on driver training, work with local governments to make streets safer, and safety messaging to customers.

In 2019, there were 28 recorded incidents with cyclists, compared to 26 in 2018. The number of preventable cyclist incidents rose slightly: from six in 2018, to eight in 2019. However, historically, cyclist incidents have remained relatively flat since 2016.

Increasing Customer Safety

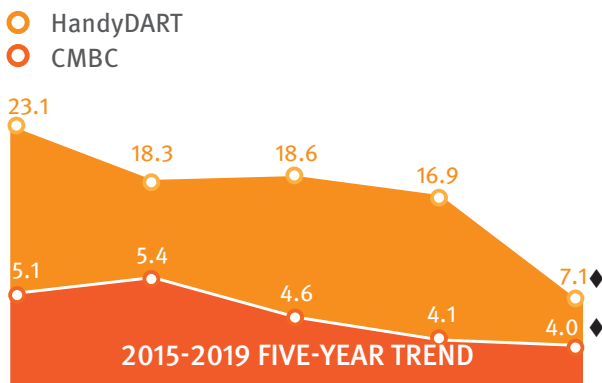
In 2019, we implemented numerous initiatives to help ensure customer safety:

- We conducted customer safety campaigns on preventive risks and winter safety.
- Through an information-sharing framework, we began using information on previous collisions and injuries to help design safety features of new infrastructure and re-design projects.
- We held daily HandyDART manager safety meetings; information was then communicated to all staff.
- Every HandyDART injury or incident was investigated, including a root cause analysis, recommendations, and potential remedial training.

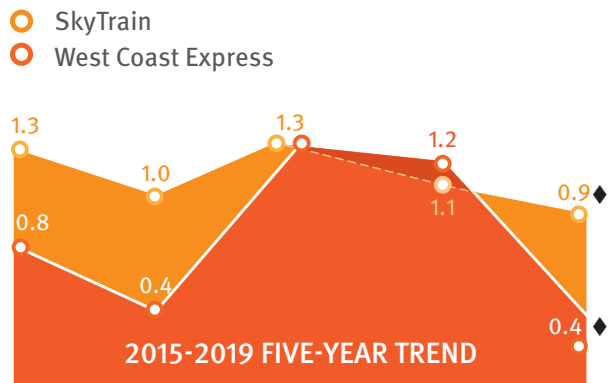
In 2019, we began reporting on a new safety indicator: Onboard Passenger Injuries. This is the first year this indicator was externally assured. At CMBC, passenger injuries are customer injury claims that are reported directly and/or through ICBC. At BCRTC and WCE, passenger injuries consist of serious, major and fatal injuries collected using internal sources. In 2019, we changed the definition of a reportable injury for HandyDART passengers, which accounts for the sharp decline. Please see glossary for details.

In 2019, our onboard passenger injury rate across all service types declined from 2018. We believe this is due to our increased safety efforts, including those noted above.

Bus Injuries per 1M Boarded Passengers



Rail Passenger Injuries per 1M Boarded Passengers



This information excludes Canada Line.

A new methodology for calculating HandyDART injury rates was established in 2019. HandyDART injury rates for 2015-2018 have not been restated.

SAFETY AND SECURITY



Crime Against Persons and Property

Reducing crime and disorder on transit and the surrounding community is one of Transit Police's strategic objectives. Transit Police actively monitor and measure crime against persons and property, both on and off transit property.

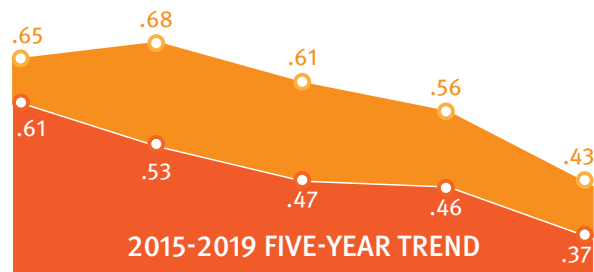
In 2019, Transit Police made 1,086 criminal warrant arrests, an 84 per cent increase since 2015. This dramatic four-year upward trend does not reflect an increase in crime; instead, it demonstrates that Transit Police are doing an even better job at keeping criminals off the streets.



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.

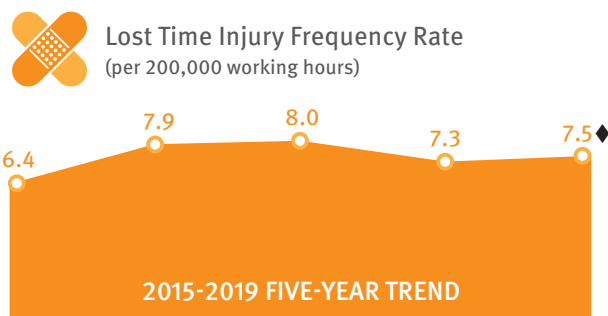
Employee Safety

To ensure customer and public safety, we must ensure the safety and security of our employees, as well as the proper functioning of safety infrastructure. Each operating company has safety management systems and programs in place to identify and reduce risks, train employees, and provide appropriate equipment to continually reduce risks of injury.

Lost Time Injury Frequency Rate

Lost Time Injury Frequency Rate (LTIFR) is a standard measure to report the number of claims per 200,000 hours worked. This is equivalent to 100 employees working for a year. Due to the relative size of the CMBC workforce, over 70 per cent of the claims from the TransLink enterprise are from CMBC. In 2019, our overall LTIFR increased 2.7 per cent from 2018.

In 2019, there was a continued upward trend in the LTIFR for both CMBC and BCRTC. Mental health claims continued to be a significant component of accepted claims: 22 per cent of CMBC and 18 per cent of BCRTC. We continued to work with the Employer's Forum to jointly ensure WorkSafeBC hears the concerns of industry surrounding mental health claims and claim management.



The reported LTIFR data excludes Canada Line operations.

Operator and SkyTrain Attendant Safety

In 2019, there were 85 assaults on bus operators (compared to 89 in 2018). We are working hard to ensure safety and security, and continued installing operator protection barriers across our bus fleet. BCRTC also experienced an increase in customer assaults on employees (18 in 2019, versus 11 in 2018) and is supporting employees with delivery of conflict resolution training.

Active Assailant Program

Our Active Assailant Program is a component of our anti-terrorism planning efforts. Although we had well-developed program concepts in place, the January 2019 shooting of a Transit Police officer was the impetus to refocus efforts on this hazard. To strengthen our efforts, we developed in-house tools, and shared concepts with employees.

RETURN TO WORK PROGRAM

In 2019, we initiated an enterprise-wide focus on our Return to Work Program, focusing on getting injured employees back into the workplace quickly by accommodating them in other roles whenever possible and supporting their return to health.



Financial Sustainability

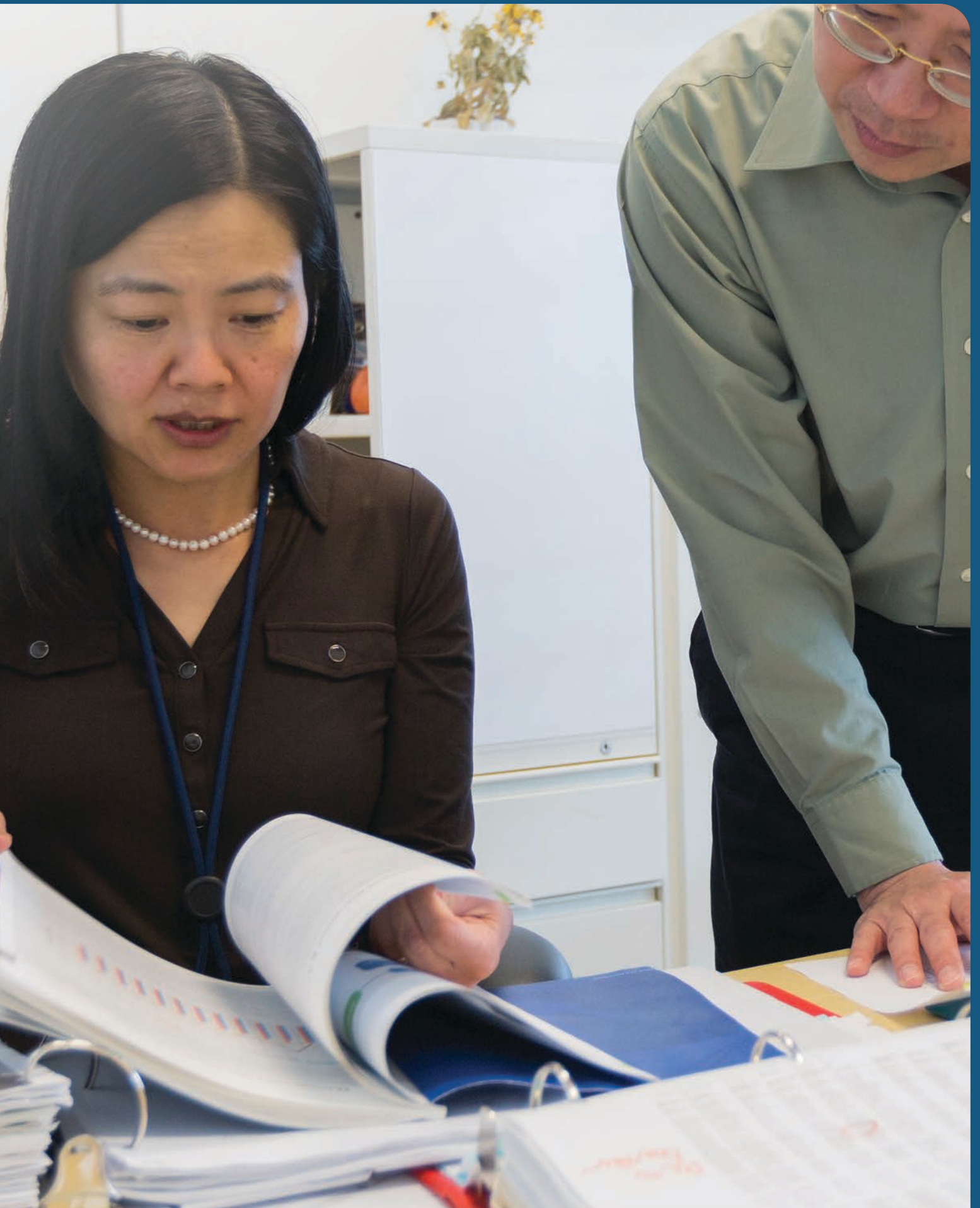
We're accountable to the public for ensuring we remain financially viable and make prudent use of our revenue sources.

The South Coast British Columbia Transportation Authority Act (SCBCTA Act) requires TransLink to develop an investment plan that identifies planned transportation services, initiatives, and major capital investments for the next ten years. In each year, planned expenditures must take into account established funding, revenues, and borrowing limits. The SCBCTA Act requires TransLink to update its investment plan at least every three years.

Our Approach

Through sustainable financial management, we create the stability needed for successful long-term planning.

- TransLink demonstrates its responsibility and accountability as a public-sector organization by tracking progress in our measures, assessing and mitigating risk, and reporting performance. Financial indicators are measured and monitored throughout the year.
 - To manage and mitigate financial risks, we have developed Financial Risk and Debt Management Policies. These are annually reviewed by TransLink's Finance & Audit Committee to ensure alignment with changing market conditions, technology, evolving regulatory standards, and best practices.
 - 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, as a way of raising financing. Buyers of TransLink debt rely heavily on TransLink's AA/Aa2 credit ratings (DBRS/Moody's) to make investment decisions. Therefore, it is 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. Over the past five years, we have raised over \$1.1 billion through six bond issuances.
-



FINANCIAL SUSTAINABILITY

Revenues

Transit revenue makes up 32.9 per cent of the total revenue. Taxation and transit revenues have grown 17.4 per cent and 34.0 per cent, respectively, since 2015; these increases helped fund our service expansion.

Transit revenue covers approximately 51.1 per cent of our operating costs; taxation revenue helps supplement the remainder of these costs. Sources of taxation revenue include fuel, property, parking rights, 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, TransLink receives senior government funding to help cover a portion of our total infrastructure costs (i.e., capital costs).

Expenses

Aggregate operating costs have grown 18.7 per cent since 2015, due to the service expansion. However, operating costs per capacity kilometre have grown 6.0 per cent since 2015, in line with our ridership growth of 24.3 per cent over the same period.

We actively monitor our net financing costs, which have grown 16.1 per cent since 2015. As an indicator of the sustainability of our financing costs, the gross interest expense as a percentage of operating revenue has decreased 6.5 per cent since 2015.

Total Revenue (in millions)	2015	2016	2017	2018	2019
Taxation	772.70	825.70	821.30	819.40	907.00
Transit	511.40	541.60	591.00	638.00	685.40
Government Transfers	228.90	240.50	166.90	303.50	398.50
Other Income	114.70	544.70	109.20	88.30	90.80
TOTAL INCOME	1,627.70	2,152.30	1,688.40	1,849.20	2,081.70

Total Expenses (in millions)	2015	2016	2017	2018	2019
Operating Cost*	1,129.10	1,129.60	1,218.20	1,282.40	1,340.60
Depreciation and Amortization	168.30	181.70	192.20	197.80	212.90
Net Financing Costs	167.90	172.70	181.80	183.50	195.00
TOTAL EXPENSES*	1,465.30	1,484.00	1,592.20	1,663.70	1,748.50

*Restated 2016 for rounding adjustment

Operating Cost Recovery

As an indicator of financial sustainability, the operating cost recovery ratio measures the portion of operating costs that are paid for by fare revenue, advertising, and other commercial revenues. Strong growth in ridership, regular fare increases, and effective service optimization initiatives have resulted in an increase in the cost recovery.

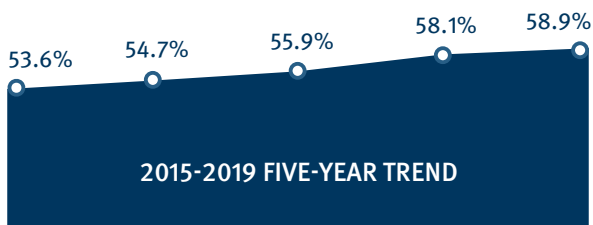
As an indicator of sustainability, the cost recovery ratio has increased 9.9 per cent since 2015, despite the service expansion.

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.



Operating Cost Recovery
(Restated 2018 to reflect year-end adjustments)



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



Cost per Trip: HandyDART
(\$/trip)



FINANCIAL SUSTAINABILITY

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, 2019, with comparative information December 31, 2018

	December 31 2019	December 31 2018
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 502,060	\$ 517,022
Accounts receivable	246,889	250,598
Loan receivable	190,009	250,734
Restricted cash and cash equivalents and investments	1,101,107	979,894
Investments	61,281	61,173
Debt reserve deposits	27,989	29,421
	2,129,335	2,088,842
LIABILITIES		
Accounts payable and accrued liabilities	368,232	340,267
Debt	2,738,435	2,665,085
Deferred government transfers	1,188,463	1,249,094
Golden Ears Bridge contractor liability	1,033,348	1,040,378
Deferred concessionaire credit	479,239	502,512
Employee future benefits	143,709	139,653
Deferred revenue and deposits	62,201	55,136
Deferred lease inducements	13,452	12,544
	6,027,079	6,004,669
NET DEBT	(3,897,744)	(3,915,827)
NON-FINANCIAL ASSETS		
Tangible capital assets	5,381,268	5,079,162
Supplies inventory	84,556	74,244
Prepaid expenses	30,910	28,206
	5,496,734	5,181,612
Accumulated surplus	\$ 1,598,990	\$ 1,265,785

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations (Expressed in thousands of dollars)

Year ended December 31, 2019, with comparative information for 2018

	2019 Budget	2019 Actual	2018 Actual
Revenues:			
Taxation	\$ 874,526	\$ 906,969	\$ 819,354
Transit	669,274	685,362	638,015
Government transfers	388,039	398,523	303,498
Amortization of deferred concessionaire credit	23,337	23,273	23,273
Investment income	52,850	58,024	53,203
Miscellaneous revenue	5,655	9,027	11,894
Gain (loss) on disposal of tangible capital assets	(122)	506	(34)
	2,013,559	2,081,684	1,849,203
Expenses:			
Bus operations	942,587	919,478	867,913
Corporate operations	204,293	147,953	145,675
Rail operations	443,913	446,283	422,185
Roads & bridges	191,650	192,806	189,273
Transit Police	41,895	41,959	38,687
	1,824,338	1,748,479	1,663,733
Surplus for the year	189,221	333,205	185,470
Accumulated surplus, beginning of year	1,266,771	1,265,785	1,080,315
Accumulated surplus, end of year	\$ 1,455,992	\$ 1,598,990	\$ 1,265,785



Investments in Major Capital Projects

2019 marked the third year in Phase 1 of the Mayors' 10-Year Vision and the second year in Phase 2 of the 10-Year Vision: 2018-2027 Investment Plan.

With a total capital investment of over \$10.45 billion over 10 years, this represents an unprecedented investment in transit and transportation, and the largest capital program in TransLink's history. It includes numerous system and program expansions, coupled with robust state of good repair projects. TransLink has mobilized the necessary resources to deliver this historic level of investment in capital projects, to better serve more customers through system expansion and maintenance. Find out more about our [capital projects](#).

CAPITAL PROGRAM

Our 2019 Capital Program consisted of 58 projects, with a budget of ~\$3.9 billion; this included major construction, equipment, fleet, infrastructure, and technology projects. The 2019 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, Expo and Millennium Line upgrades, and planning and project development for a Surrey Langley SkyTrain.

Green Bonds

In October 2019, TransLink issued its second Green Bond for \$200 million. The transaction was met with strong demand, with final books oversubscribed by 2x. Preference was given to Green Investors, and a total of 17 Dark Green investors participated, accounting for ~75% of allocations. Nine new investors participated in the transaction.

In November 2019, TransLink issued its first Green Bond Impact Report for the 2018 inaugural Green Bond. Part of the requirement of the Impact Report is to report on the environmental benefits of the projects funded by the proceeds. Investors rely on this information to report on the sustainability of their investments to their shareholders.



IN OCTOBER 2019, TRANSLINK ISSUED ITS SECOND GREEN BOND FOR \$200M, WHICH WAS MET WITH STRONG DEMAND.

PROCUREMENT PRACTICES

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.

The majority of our sourcing occurs within Canada, particularly the Lower Mainland. However, we also recognize the need for more global procurement practices, to ensure we are getting the best quality and value. To address this, in 2018, we began utilizing SAP Ariba strategic sourcing software to help us most efficiently and cost effectively receive qualified supplier bids from around the world. In 2019, the Strategic Sourcing Team continued to further optimize the practices and leverage the benefits of the software.

In 2019, we purchased over \$1.49 billion worth of goods and services from approximately 967 suppliers. 62 per cent of the suppliers were located in the Lower Mainland, and accounted for 49 per cent of the total spend (i.e., \$734 million). 90 per cent of the suppliers were from Canada, and accounted for 95 per cent of the total spend (i.e., \$1.42 billion).

Details of amounts paid for supply of goods or services are provided each year in our Financial Information Act Filing & Remuneration Report.



Our People

As one of the largest employers in the region, we know that employees are at the heart of our business.

To successfully deliver our mandate, and to help address the future needs of our communities, our family of companies must have expert, dedicated employees. This includes attracting, retaining, and cultivating talented staff, managing health & safety, and promoting inclusion and diversity. We focus on supporting a strong employee engagement culture, so that each and every one of us works together to put the customer first.

Our Approach

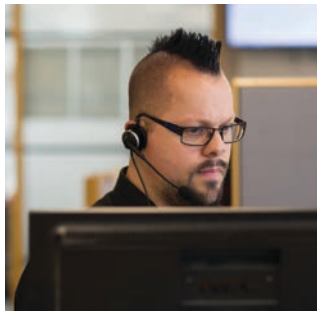
- TransLink's human resources division includes human resource specialists experienced in pension and benefits, compensation, payroll, employee relations, talent acquisition, labour relations, organizational development, and wellness.
 - The Director and Employee Code of Conduct provides general guidance on the standards of conduct expected of directors and employees, including guidelines on conflicts of interest.
 - TransLink's Respectful Workplace Policy ensures that all employees are treated with dignity and respect, and are able to work in an environment free from bullying, harassment, and discrimination.
-



OUR CHALLENGE?

We require more people than ever to meet growing service requirements, right at a time when BC is experiencing a tight labour market with low unemployment rates. The cost of living in Metro Vancouver adds to the challenge of attracting talent. We also recognize that as the region continues to grow in the future, we will need talented staff to help us manage our transportation infrastructure.

To attract and retain employees, we must be innovative in our human resource practices, and stay current with staff needs, to better support our customers.



OUR PEOPLE

Snapshot of our Workforce

7,986 enterprise employees

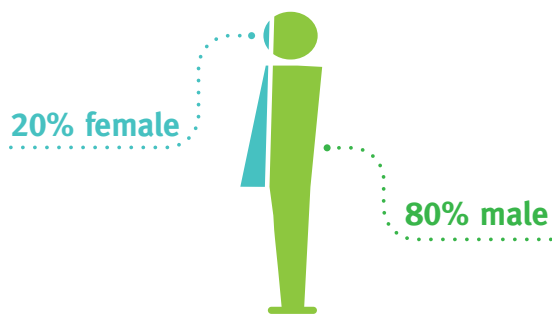
As of December 31, 2019, the TransLink enterprise employed 7,986 employees across TransLink and our four operating companies (BCRTC, CMBC, Transit Police, and WCE). 95.1 per cent of them are permanent, while 4.9 per cent are full-time or part-time temporary. Each operating company is the legal employer of its own employees.



Diversity of our Workforce

The majority of the workforce is over the age of 45. 39.2 per cent are 25 to 44 years old, and 1.5 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 remain ongoing priorities. We address this by identifying critical positions within the organization that require particular expertise and identifying potential candidates for succession and leadership programs.

Gender representation remains similar to previous years: 80 per cent male, and 20 per cent female. We see this as an opportunity to build our equity, diversity, and inclusion program. In 2019, we implemented several targeted gender-specific advertising campaigns as well as outreach programs to encourage diversity in our candidate pool. We will also be focusing efforts to track and understand the demographics of our employees.



Collective Agreements

88 per cent of employees across the TransLink enterprise are represented by six bargaining units which include Unifor Locals 111 and 2200, the Canadian Union of Public Employees (CUPE) Locals 4500 and 7000, MoveUP, and the Transit Police Professional Association (TPPA). We operate through shared service model but each operating company negotiates its own collective agreement and is responsible for their own labour relations matters.

In 2019, a three-year collective agreement was successfully negotiated between CMBC and Unifor, and a four-year collective agreement was negotiated between BCRTC and CUPE.

COLLECTIVE BARGAINING 2019

In 2019, all three of CMBC's collective agreements expired, and CMBC's bargaining committees engaged in bargaining.

Bargaining with Unifor commenced in August but on October 10, 2019, the union took a strike vote and commenced intermittent strike action in the form of a uniform ban and overtime bans from November 1, then threatened a three-day full service withdrawal commencing November 27. Ultimately the parties achieved a tentative agreement in the early hours of November 27 and the service disruption was averted.

BCRTC also engaged in collective bargaining with CUPE Local 7000, opening negotiations on May 2019, but in November 2019, the union took a strike vote and issued 72-hour strike notice on December 6, 2019 to commence a three-day full service withdrawal on December 10, 2019. Ultimately, the parties achieved a tentative agreement and the service disruption was averted.

In both cases, customers made alternative arrangements to avoid the impact of service disruptions. Because strike action did not proceed in either case, there was minimal impact to the network. To ensure customers were fully informed, TransLink amended the website, trip planner, and service alerts. Comprehensive information across all media platforms was provided to inform customers and employees.

OUR PEOPLE

Recruitment

We've been dramatically expanding our fleet and service hours, and have been expanding our workforce accordingly. In 2019, we continued to implement recruitment campaigns throughout the enterprise. We reviewed over 48,600 resumes and filled over 1,400 positions (some of which were internal hires).

A total of 1,003 new employees joined the TransLink enterprise in 2019. Of the 1,400 positions filled in 2019, 595 of the new hires are transit operators. The vast majority of our hires live in the Lower Mainland.

In 2019, we attended many career fairs across the Lower Mainland, including events at BCIT, UBC, and SFU. Although transit operator recruitment makes up 60 per cent of hires, we hire for positions throughout the enterprise, including, but not limited to, marketing, finance, transportation planning, maintenance, engineering, business technology services, human resources, major projects, and operations.

1,003

NEW EMPLOYEES JOINED US IN 2019.

595

OF OUR NEW HIRES ARE TRANSIT OPERATORS.

Turnover

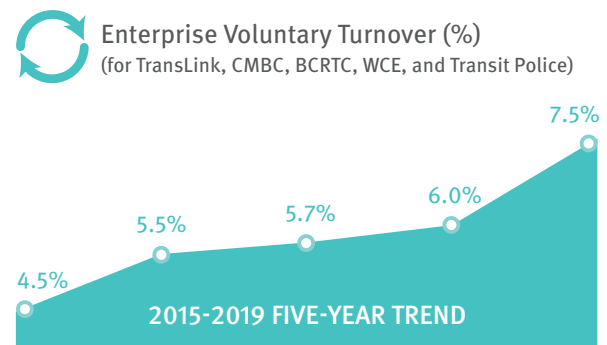
Voluntary turnover across the enterprise in 2019 was 7.5 per cent, compared to 6.0 per cent in 2018. Voluntary turnover is defined as resignations and retirements.

TransLink's voluntary turnover rate is higher than the public sector's rate of 4.6 per cent, but below the private sector's turnover rate of 9.1 per cent.¹

Reasons for voluntary turnover (gained from exit interviews) included the following key issues:

- Better compensation with another employer
- Better career advancement opportunities with new employer
- Flexible work hours

We recognize that our voluntary turnover rates are trending upwards and are developing a Strategic People Plan that will address the above themes.



¹ Conference Board of Canada report to the Counsel of Human Resources Executives (Western Canada) dated Nov 7, 2018



Attraction and Retention

We offer compensation and benefits packages that are commensurate within the public sector, including a PSPP Defined Benefit Pension Plan. Employees receive annual performance reviews, which are linked to merit increases.

In addition, we offer co-op internships and apprenticeships, and formal mentoring programs. CMBC also provides summer student opportunities.

OUR PEOPLE

Developing our People

In 2019, we began developing a Strategic People Plan and Roadmap to help us develop and implement programs and initiatives to build an engaged workforce with optimal skills and qualifications. The plan will guide all human resources activities over the next several years, and will align all of our people development practices.

To ensure an informative onboarding process, we also reviewed the effectiveness of our orientation sessions, buddy program, and employee handbook. We invest in a variety of training, leadership development, and mentorship programs to support our employees.

These include:

Professional Development Planning Support

Through our Professional Development Planning (PDP) process, employees collaborate with their managers to create a plan for personal and professional growth.

In-House Training Programs

In 2019, we held 58 in-house training courses for 1,253 employees, managers, and supervisors. We had participation from all organizations across the enterprise, including Transit Police.

LEAN Academy

The TransLink LEAN Academy is a Centre of Excellence to provide the training, tools, and coaching to empower employees to engage and solve problems, and foster a culture of continuous improvement and operational excellence.

Learning Management System

In 2019, in collaboration with CMBC and BCRTC training groups, we implemented and launched MyLearn, an enterprise-wide learning management system.

Tuition Reimbursement

TransLink facilitates an external tuition reimbursement program, in which employees can receive financial assistance toward further education.

2019 Enterprise Mentorship Program

Through our Enterprise Mentorship Program, mentors and mentees across the enterprise can identify learning opportunities that enhance competence levels and skill gaps, contributing to a stronger pipeline of talent.

Change Management

TransLink has a mature change management practice that supports projects, programs, and departments across the enterprise.

Respectful Workplace Training

In 2019, we rolled out Respectful Workplace Training to all TransLink employees, to maintain high standards of ethics and conduct.

Corporate Wellness

To support the physical and mental wellbeing of our employees, Corporate Wellness delivers numerous programs, clinics, presentations, and events across the enterprise. In 2019, these included fitness challenges, lunch and learns, health & wellness fairs, a mental health first-aid course, and Move for Health Day.

Employee Engagement

In 2019, we implemented various employment engagement initiatives, including Bright Ideas Week, improved processes and tools for recognizing and acknowledging feedback, a more consistent new hire onboarding process, and better communication from senior leaders about strategic issues and changes.

The organization hosted seven Coffee Chats, as well as two townhall meetings for leadership across the enterprise and ten meet-and-greet events for front-line staff to engage directly with the CEO.

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. In 2019, this work included:

\$340,000

UNITED WAY OF THE LOWER MAINLAND

In 2019, TransLink employees, unions, and its family of companies raised over \$340,000 for the community through their 2019 United Way workplace campaign with \$7+ million dollars raised through this program over the last 25 years. This past year, we were thrilled to be presented with the United Way's most prestigious award – the President's Award of Distinction. This award honours individuals or organizations for their extraordinary service and commitment to helping build stronger communities.

3,000+ TOYS

TOYS FOR TOTS

For the past 25 years, our employees have donated 3,000+ toys each year to help make dreams come true for less fortunate children at Christmas through the Toys for Tots Program, stuffed and delivered in a CMBC bus.

\$3,500

BC CHILDREN'S HOSPITAL FOUNDATION

We supported Jeans Day, a fundraiser for BC Children's Hospital Foundation, by sporting our jeans and wearing our buttons, collectively raising over \$3,500.

For more information on our community outreach and investment programs, please see the chapter on Engaging our Stakeholders.



Environmental Sustainability

Our role is to offer alternative transportation choices, encourage smart transportation choices for people and goods movers, and reduce our own corporate environmental footprint.

Our Approach

TRANSLINK SUSTAINABILITY COMMITMENTS

In October 2018, TransLink adopted two significant environmental targets that continue to guide our approach today:

80% reduction

AN 80 PER CENT REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS BY 2050¹

100% renewable energy

UTILIZE 100 PER CENT RENEWABLE ENERGY IN ALL OPERATIONS, ENTERPRISE-WIDE BY 2050

Although ambitious, our analysis indicates that meeting these targets is possible by implementing zero and low-carbon fuels and technologies. However, this means that bold action is required through both internal and external policy decisions, investment planning, and funding support.

¹ Using 2007 as our baseline year



ENVIRONMENTAL SUSTAINABILITY

These are key initiatives we worked on in 2019:

Low Carbon Fleet Strategy – TransLink finalized Phase 2 of the Low Carbon Fleet Strategy. The strategy provides a roadmap to transition our existing bus fleet to zero-emission technologies over the next 30 years, which will move us closer to achieving our GHG and renewable energy targets.



Battery-Electric Bus Demonstration Project –

We began piloting zero-emission battery-electric buses along Route 100. Buses are charged in approximately 4-7 minutes with on-route chargers located at the 22nd Street SkyTrain Station and the Marpole bus loop.

This pilot project is the first test in the world of the interoperability between different bus and charging manufacturers.

This is a 2.5-year pilot that will reduce GHG emissions by 100 tonnes per year per bus, compared to diesel, and will save up to \$40,000 in fuel costs for the length of the project.

Facilities Renewable Energy Plan –

We developed an enterprise-wide Facilities Renewable Energy Plan which included an analysis of energy conservation opportunities, options for renewable energy generation, and industry best practices for new build design criteria for renewable energy use. This effort is key in achieving our goal of utilizing 100 per cent renewable energy by 2050.

APTA PLATINUM SIGNATORY



As one of only five North American recognized Platinum Level signatories of the American Public Transportation Association's (APTA) sustainability commitments, we have a comprehensive environmental management approach that makes sustainability part of our organization's strategic objectives.

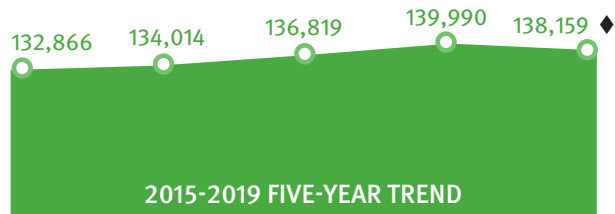
Fleet Greenhouse Gas Emissions

Our fleet makes up over 90 per cent of our GHG emissions, and our facilities make up the remaining 10 per cent. The main contributor is our bus fleet, which makes up just over 80 per cent of our total GHG emissions. By transitioning to cleaner buses, we will substantially reduce our GHG emissions.

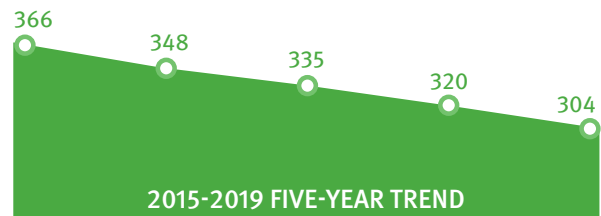
Our total revenue fleet GHG emissions decreased by 1.3 per cent from 2018, even though our bus service hours increased by 40,000 hours and ridership journeys grew by 3.7 per cent. The decrease is a result of retiring our older generation of diesel buses and replacing them with cleaner diesel-electric and compressed natural gas buses. Our emissions per boarded passenger also decreased by 5 per cent from 2018.



Revenue Fleet GHG Emissions
(tonnes CO₂e)



Revenue Fleet GHG Emissions per
Boarded Passenger
(grams CO₂e/boarded passenger)



Renewable Natural Gas

In 2019, we purchased 25,000 GJ of renewable natural gas for our compressed natural gas (CNG) bus fleet. This low carbon option **eliminated 5 per cent of greenhouse gas emissions** from the CNG fleet in 2019.



ENVIRONMENTAL SUSTAINABILITY

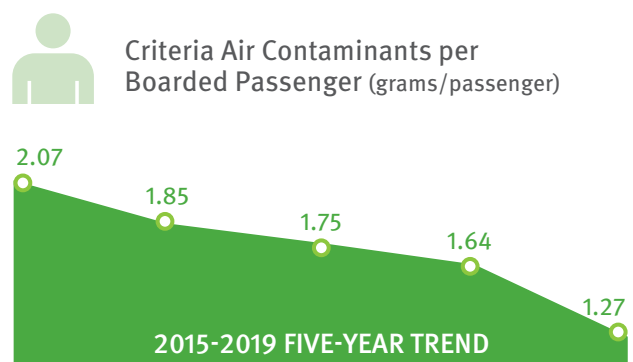
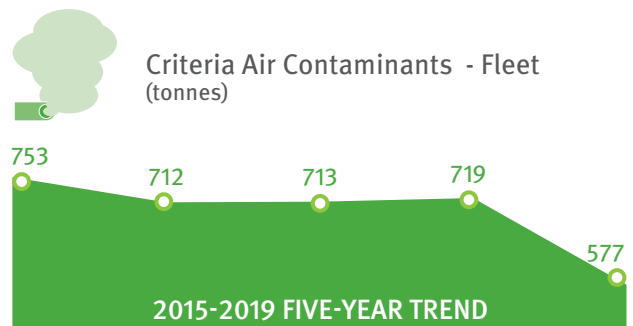
Fleet Air Pollutants

We 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.

In 2019, our CAC emissions decreased by 25 per cent. The decrease is a result of retiring our older generation of diesel buses and replacing them with cleaner diesel-electric and compressed natural gas buses.

 **25%**

IN 2019, OUR CAC EMISSIONS DECREASED BY 25 PER CENT.



CLIMATE CHANGE IMPACTS

Projections suggest that Metro Vancouver will be experiencing warmer, wetter winters and hotter, drier summers, with increased incidences of storms and flooding. At the same time, the region's population is projected to rise by one million people by 2050.

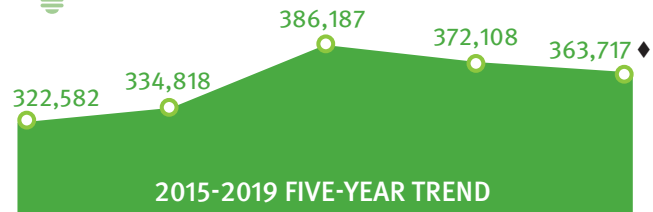
It is vital that TransLink provides the services Metro Vancouver needs to support growth, while minimizing emissions and reducing our environmental impact. We must also ensure that we operate a transportation network that is resilient to any changes to the climate, so that residents can continue to move safely through the region.

Facilities Energy Consumption

We continually implement measures to reduce energy consumption at our facilities. In 2019, our facility energy consumption decreased by 2 per cent compared to 2018. The decrease in energy consumption can be attributed to energy retrofits completed at Vancouver Transit Centre, and lighting upgrades at Richmond Transit Centre and West Vancouver Transit Centre.



Energy Consumption Facilities (G)



This information excludes Canada Line facilities.

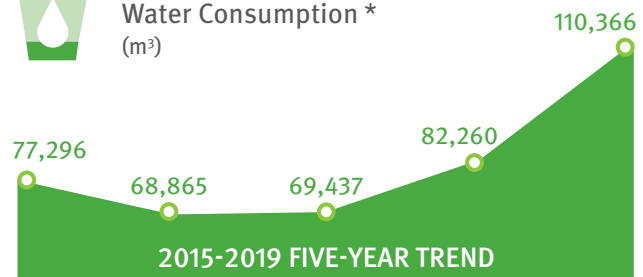
Water Consumption

For the first time, we are reporting on water consumption for both BCRTC and CMBC, when in the past we have only reported for CMBC. In 2019, CMBC saw a 12 per cent reduction in water consumption due to:

- A reconfiguration of their wastewater cooling system to use treated water rather than freshwater
- Only using freshwater for the final rinse in bus washes, and recycled water for the initial rinse
- The closure of some bus washes due to construction



Water Consumption * (m³)



BCRTC water consumption: 38,444 m³
CMBC water consumption: 71,922 m³

* Due to billing cycles, water consumption for October-December 2019 is estimated based on the previous 3-year monthly averages.

Waste Diversion

For the first time, we are reporting on waste diversion for both BCRTC and CMBC. In the past we have only reported for CMBC.

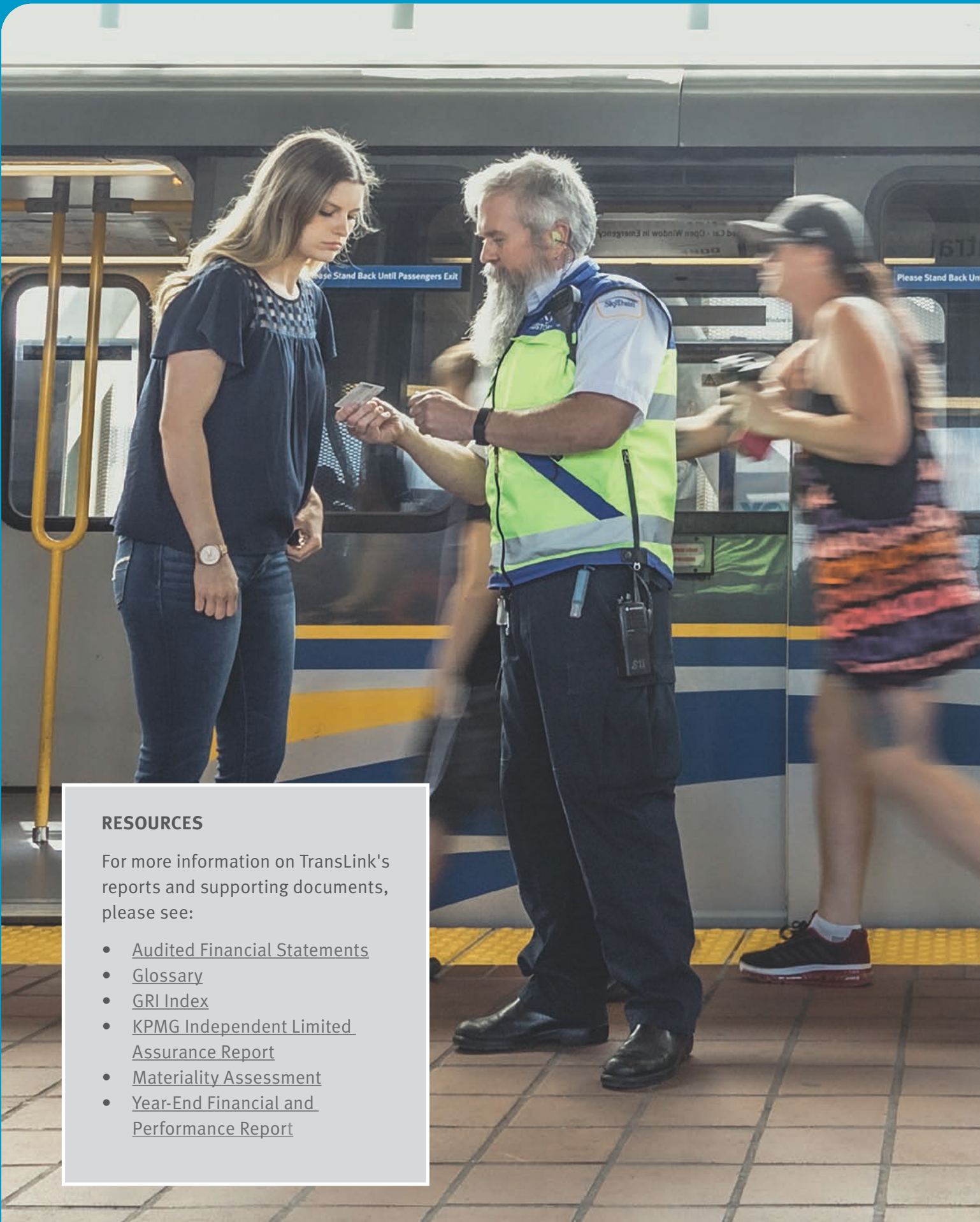
In 2019, the waste diversion rate at CMBC improved by 4 per cent over 2018.

In 2019, BCRTC's diversion rate was 64.3 per cent.



Waste Diversion Rate - CMBC (total % of waste diverted from landfill at CMBC)

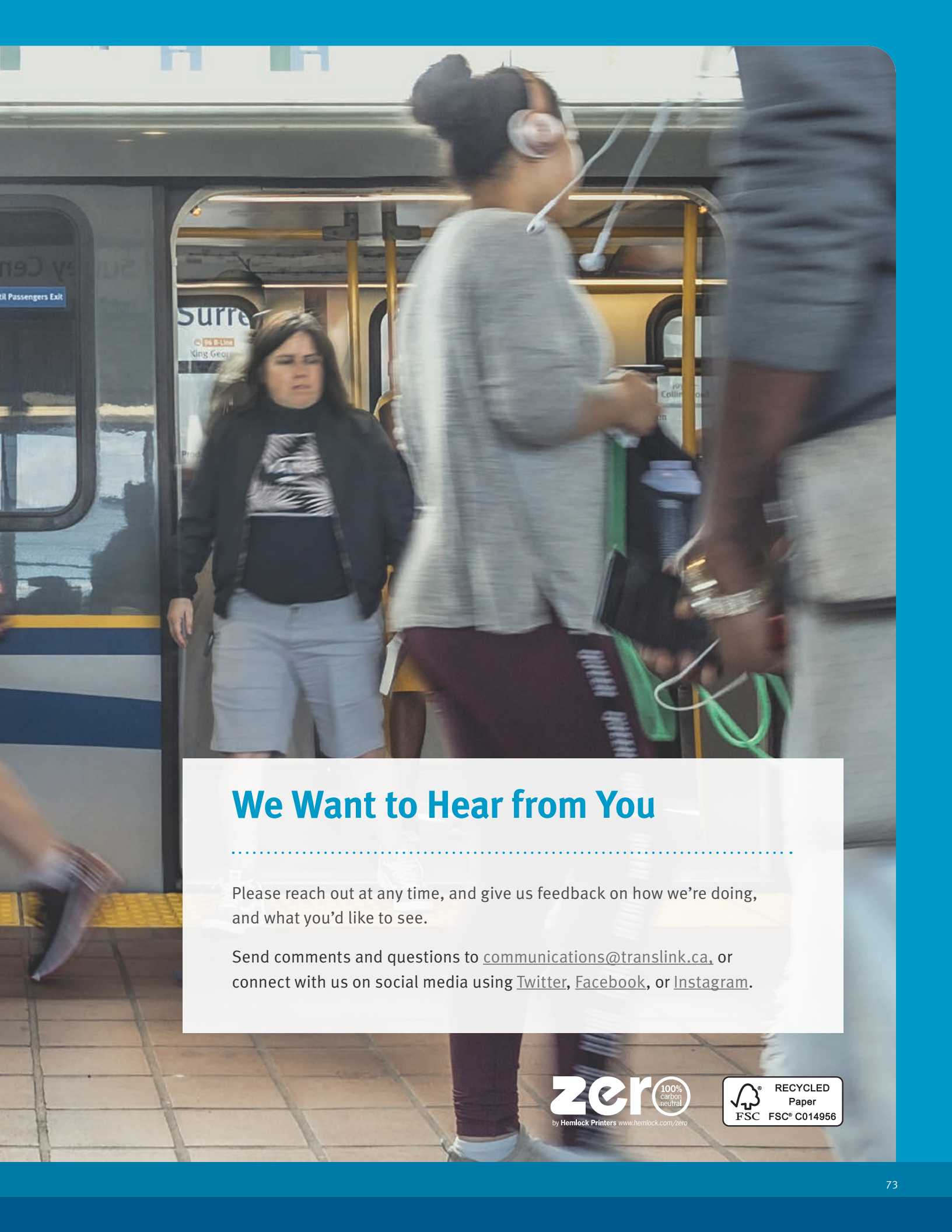




RESOURCES

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

- [Audited Financial Statements](#)
- [Glossary](#)
- [GRI Index](#)
- [KPMG Independent Limited Assurance Report](#)
- [Materiality Assessment](#)
- [Year-End Financial and Performance Report](#)



We Want to Hear from You

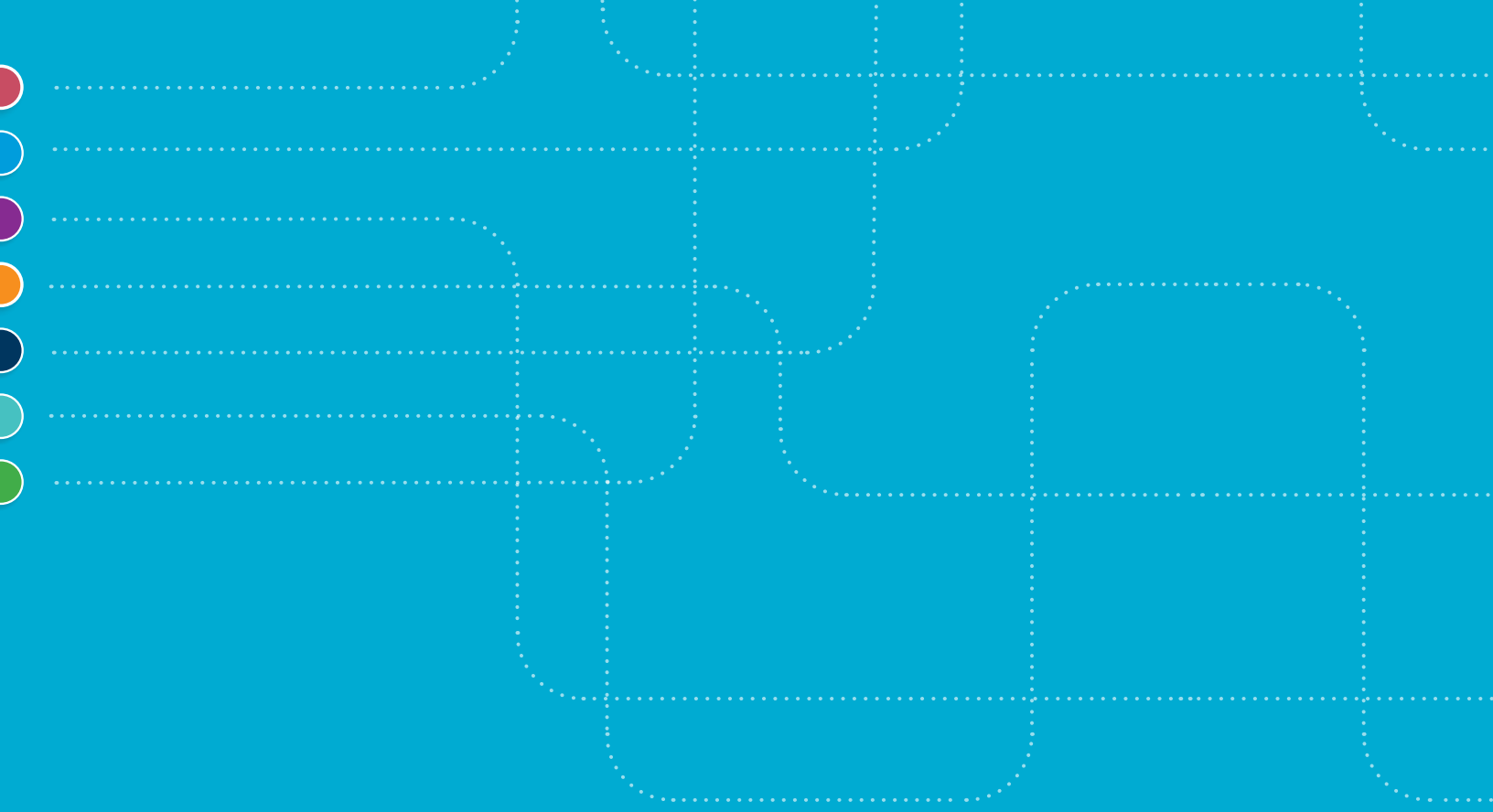
Please reach out at any time, and give us feedback on how we're doing, and what you'd like to see.

Send comments and questions to communications@translink.ca, or connect with us on social media using [Twitter](#), [Facebook](#), or [Instagram](#).



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