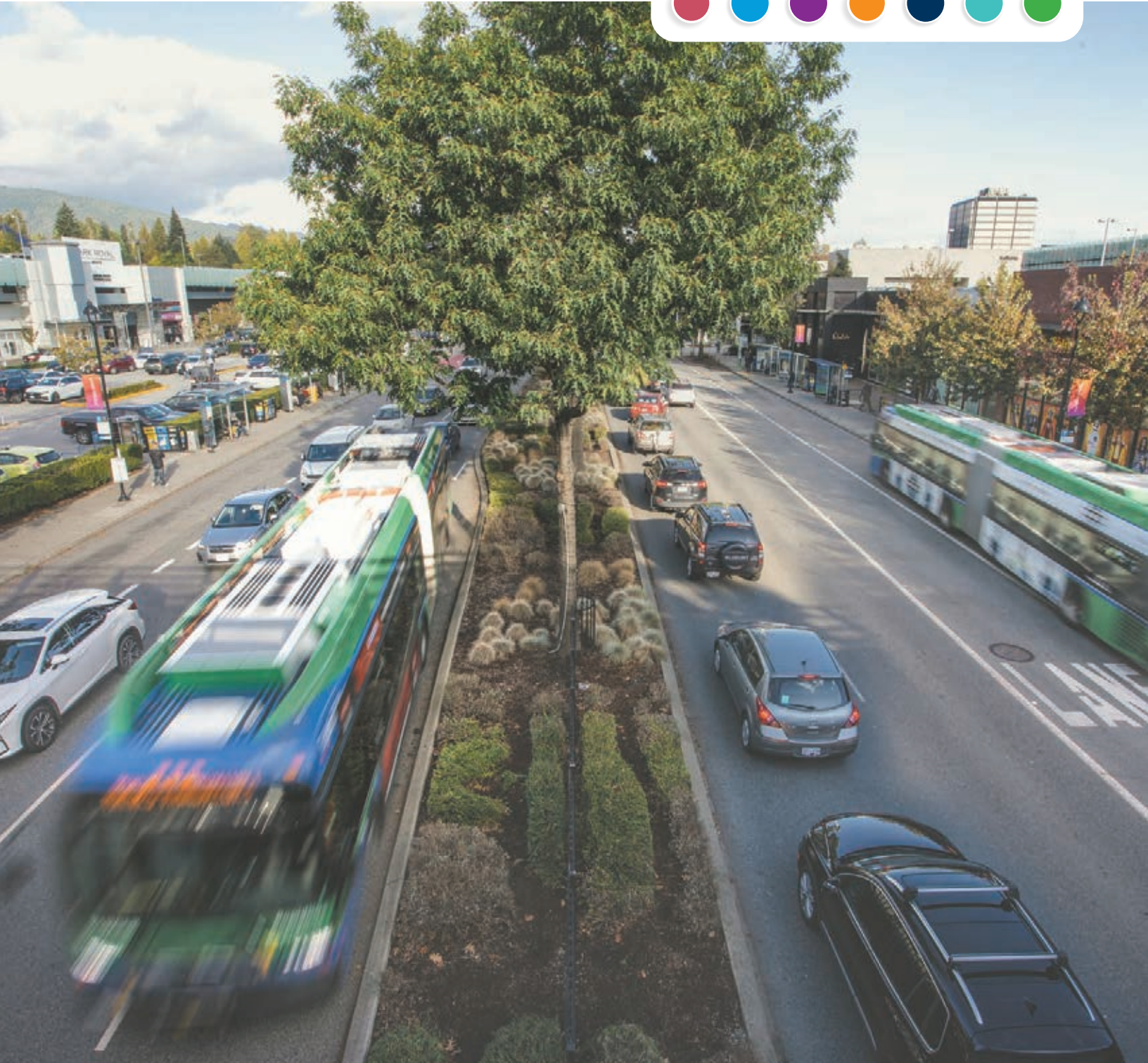


# TransLink Enterprise 2020 Accountability Report



## Our Vision

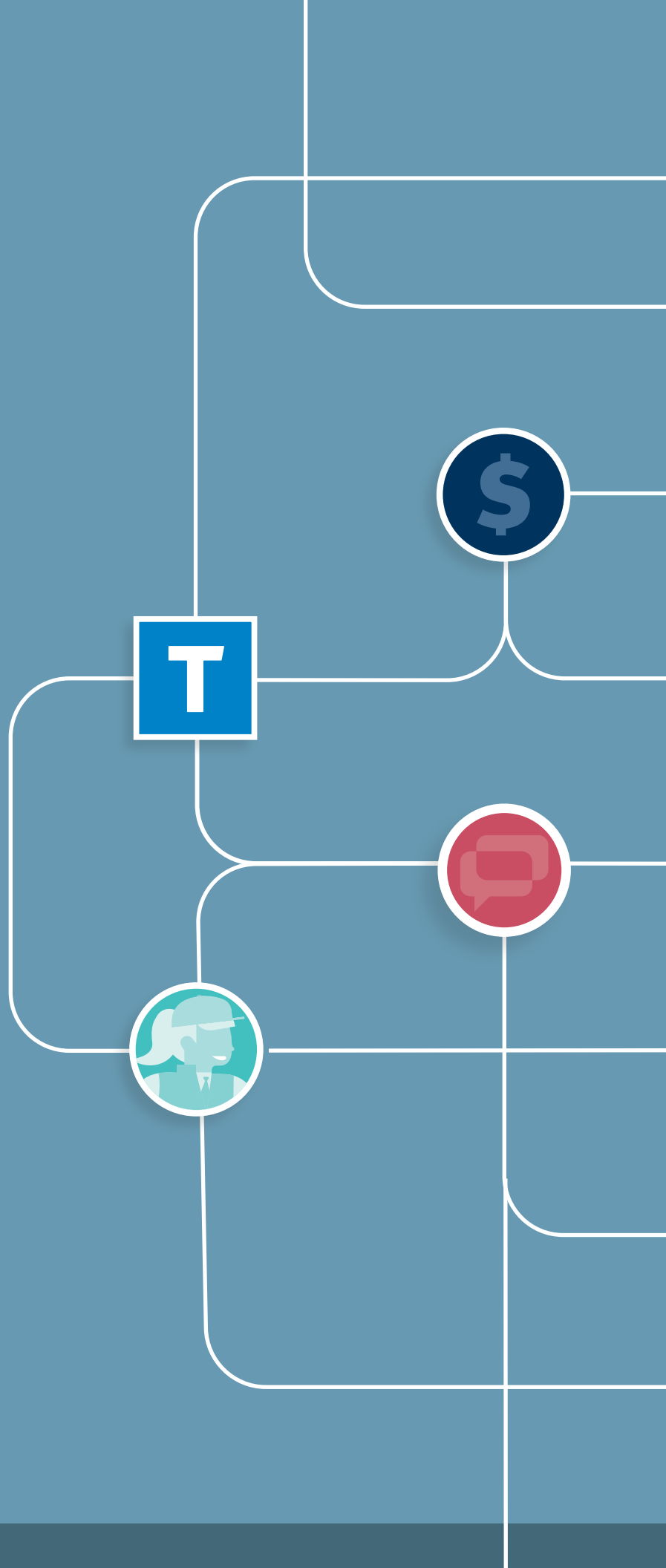
A better place to live,  
built on transportation  
excellence.

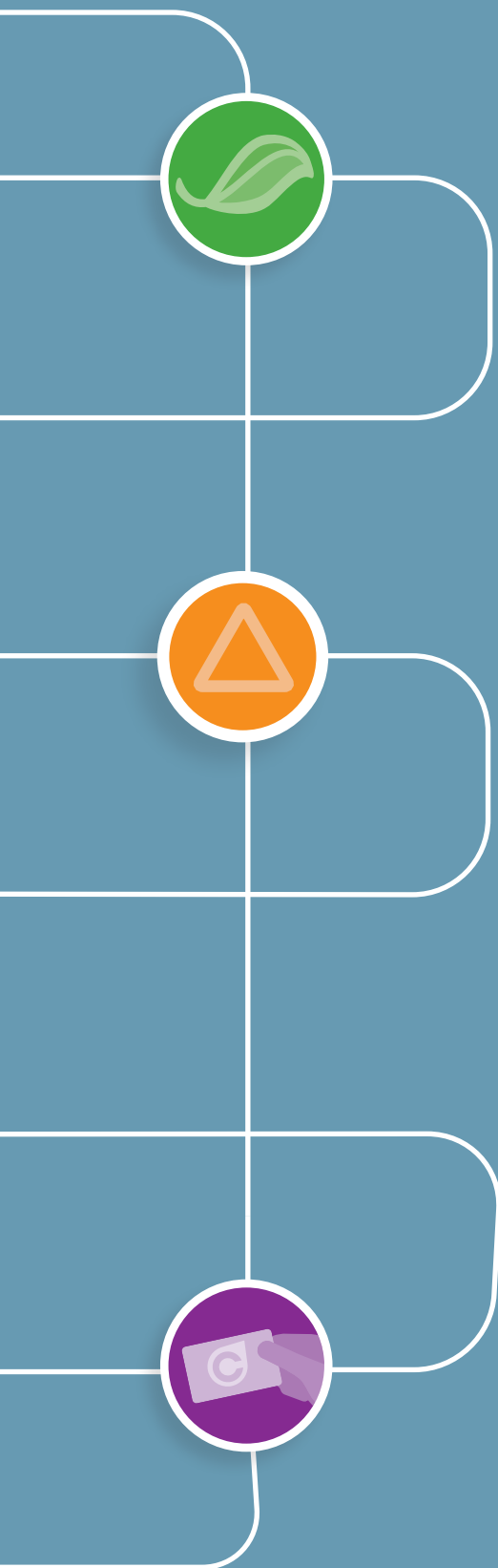
## Our Mission

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





## Table of Contents

|  |           |
|--|-----------|
| Welcome .....  | 4         |
| A Message from TransLink's 2020<br>Board Chair and Interim CEO ..... | 6         |
| About this Report .....  | 8         |
| Who We Are .....   | 10        |
| How We Are Governed .....  | 12        |
| What Guides Us .....   | 14        |
| <b>Engaging our Stakeholders .....</b>                               | <b>16</b> |
| <b>Transit Service Performance .....</b>                             | <b>24</b> |
| <b>Customer Experience .....</b>                                     | <b>32</b> |
| <b>Safety and Security .....</b>                                     | <b>38</b> |
| <b>Financial Sustainability .....</b>                                | <b>46</b> |
| <b>Our People .....</b>  | <b>54</b> |
| <b>Environmental Sustainability ....</b>                             | <b>60</b> |
| Resources .....  | 66        |



# Welcome to the TransLink Enterprise 2020 Accountability Report

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

Together our family of companies works to create and maintain a transportation ecosystem that, not only supports people today, but also ensures our region remains a vibrant place to live for future generations.

2020 was a challenging year for public transit systems across the globe, as ridership and revenue declined due to the COVID-19 pandemic. Yet it also highlighted the essential nature of the services we deliver every single day.

Throughout the COVID-19 pandemic, TransLink and its operating companies continued to serve hundreds of thousands of customers across Metro Vancouver. Relief funding from the Federal and Provincial Governments enabled us to keep providing

safe and reliable transportation services and helped us avoid any major service reductions due to the financial pressures posed by the pandemic.

In this report, we're able to assess performance of the TransLink enterprise in 2020 and reflect on the many ways the enterprise adapted, evolved, and innovated to keep our region moving amidst the unprecedented challenges posed by COVID-19.

As always, we'd like to hear from you – customers, employees, partners, investors, and supporters. If you have feedback on this report, please send comments and questions to [communications@translink.ca](mailto:communications@translink.ca), or connect with us on social media using [Twitter](#), [Facebook](#), or [Instagram](#).



# A Message from TransLink's 2020 Board Chair and Interim CEO

## TransLink entered 2020 with a momentum that was the envy of transit agencies across the globe.

From 2016 to 2019, our enterprise experienced ridership growth of 16 per cent while also achieving record highs in on-time performance.

For four consecutive years, we rolled out service increases across our region, announced historic investments and partnerships with senior governments, and enhanced the customer journey experience.

These successes culminated in TransLink receiving the prestigious Transit System of the Year award from the American Public Transportation Association (APTA) in 2019 – the highest honour for a transit system in North America.

## And then, in the first quarter of 2020, our world was turned upside down.

Seemingly overnight, the COVID-19 pandemic emerged and tightened its grip on our society. Businesses shuttered their doors, schools and offices closed, employees began working from home, and residents limited their travel to only the most essential trips.

The impact of the pandemic on the transit industry was profound, and TransLink was no exception. By mid-April, our ridership had plummeted to just 17 per cent of pre-COVID levels. Declining ridership revenue, fuel tax revenue, and parking tax revenue created a perfect storm.

Yet despite these dire challenges, TransLink didn't stop moving. The TransLink enterprise rose to the occasion and the 8,000+ employees across all companies continued delivering vital transportation options for the region, to ensure our customers stayed connected to the people and places that matter most.

Even at our lowest point in the pandemic, roughly 74,000 customers still relied on TransLink each day – including many frontline workers, from grocery store clerks to construction workers, childcare providers, and health-care professionals.

---

The pandemic brought home just how essential our services are to the people of Metro Vancouver. In response, TransLink worked quickly to adapt and evolve how we deliver vital transportation options, to keep our employees and customers safe.

As a result of these efforts and our Safe Operating Action Plan, transit ridership in Metro Vancouver climbed steadily through 2020, reaching 40 per cent of pre-COVID levels by the end of 2020 – ahead of the curve when compared to other transit systems in North America.

In addition, it's worth noting that we continued to move forward with our many capital projects in 2020, and despite the challenging circumstances of the pandemic, we did not defer the TransLink Maintenance and Upgrade Program.

As we head into 2021, one of TransLink's top priorities is the development of a new Investment Plan, to ensure the long-term financial sustainability of our transportation system. COVID-19 has created significant financial challenges for our enterprise. In 2020, the provincial and federal governments provided \$644 million in emergency relief funding to help us maintain transit services through to the end of 2021 – but that is only the first step.

As our society emerges from the pandemic, it may take several years for transit ridership to recover. With that in mind, TransLink must work with its many stakeholders and government partners to ensure that we can support our region's economic recovery.

We also need to look beyond the pandemic and not lose sight of our long-term priorities, particularly our commitment to environmental sustainability and climate action.

In recent years, TransLink has been an industry leader, with an enterprise-wide sustainability strategy and focus on addressing climate change and our regional impact. Within this report, you will learn about our organization's 30-year targets for reducing GHG emissions and energy consumption, as well as our Low Carbon Fleet Strategy, which outlines a 10-year plan to electrify our bus fleet and shift away from fossil fuels.

We are also embracing other innovative solutions to reduce our environmental impact and increase sustainability, including becoming the first transit agency in Canada to purchase renewable natural gas for some buses in our fleet, and finding opportunities to increase the use of renewable energy in our building assets.

TransLink has many challenges to overcome as a result of the COVID-19 pandemic, but we also have many opportunities on the horizon to demonstrate our steadfast commitment to sustainability and to help build a brighter future for Metro Vancouver.

Let's keep moving forward.

**Tony Gugliotta**  
Chair, TransLink

**Gigi Chen-Kuo**  
Interim CEO, TransLink



# About this Report

## This is our fourth year of integrated reporting.

This 2020 TransLink Enterprise Accountability Report marks our fourth year of integrated reporting and brings together financial performance, people practices, and sustainability measures.

We also 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 2020 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 prepare this Accountability Report for our regional partners and employees of TransLink and the operating companies, as well as customers, taxpayers, investors, and the sustainability and transportation community.

This report is prepared 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 2016 as a baseline year, unless otherwise indicated.

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. We completed a formal materiality assessment in 2016 and we continue to refine what metrics and information we share based on our engagements with customers, employees, industry and community partners, TransLink and operating company board directors, and the region's Mayors' Council.

Refer to [KPMG LLP \(KPMG\)'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 [2020 Year-End Financial and Performance Report](#) which includes KPMG's Independent Auditors' Report on the financial statements.

---

**EDITORS NOTE:** In December 2020, TransLink was the victim of a sophisticated cyberattack. In response, TransLink's Business Technology Unit (BTS), took immediate action to shut down multiple systems to contain the threat and reduce the impact on operations. Since the incident, BTS has been working to investigate what happened and safely restore access to computing systems. Due to several computer systems being offline during the development of the annual Accountability Report, some of the data normally included was incomplete or unavailable. For more information, see page 40.









# Who We Are

## The TransLink enterprise is a family of companies dedicated to moving people in Metro Vancouver.

The enterprise includes TransLink and its operating companies: Coast Mountain Bus Company (CMBC), BC Rapid Transit Company (BCRTC), and West Coast Express (WCE).

CMBC, BCRTC, and WCE are separate companies from TransLink with their own respective executives, board of directors, employee workforce, and governance models.

The enterprise also includes a dedicated police force, Metro Vancouver Transit Police, a multi-jurisdictional policing agency dedicated to the provision of policing to the transit system in Metro Vancouver.

Together with our partners and stakeholders the TransLink enterprise plans and manages the region's transportation system. We're dedicated to creating and sustaining a transportation system that meets the needs of customers, residents, businesses, and goods movers in a way that protects the environment and supports the economic and social objectives of the region.

### Who We Reach

Our stakeholders include customers, taxpayers, community members, investors, businesses, suppliers, municipal partners, provincial and federal government agencies, Indigenous communities, and non-governmental organizations, as well as all residents, visitors, and tourists travelling throughout 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 Metro Vancouver). Our service area covers more than 1,800 square kilometres – that's over twice the size of Canada's five other largest cities.

TransLink acknowledges, respects and celebrates the Indigenous Nations on whose territories we are fortunate to live, work, operate and serve, and recognizes that in planning and managing the region's transportation system we have a role to play in supporting reconciliation with Indigenous peoples.



# T

# Together all the way

## What We Do



**BRIDGES** TransLink owns and maintains five bridges, including the Knight Street Bridge, Pattullo Bridge, Golden Ears Bridge, Westham Island Bridge, and the Canada Line bike and pedestrian bridge.



**BUS** We have more than 1,700 vehicles serving over 245 routes, including contracted services. 100 per cent of our transit vehicles and rail stations, and 80 per cent of bus stops, are wheelchair accessible.



**CYCLING AND WALKING** With 11 indoor bike parkades along the TransLink network, Metro Vancouver now has the largest transit-integrated bike parkade network in Canada, including more than 500 bike lockers. In addition, TransLink invests in regional cycling and walking infrastructure across the region.



**HANDYDART** HandyDART is TransLink's paratransit system, available for those who are unable to safely navigate conventional public transit without assistance due to a disability. In 2020, our HandyDART fleet included 339 shuttles.



**ROADS** TransLink funds the operation and maintenance of Metro Vancouver's Major Road Network, which includes 2,660 lane kilometres connecting the provincial highway system with the local 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.

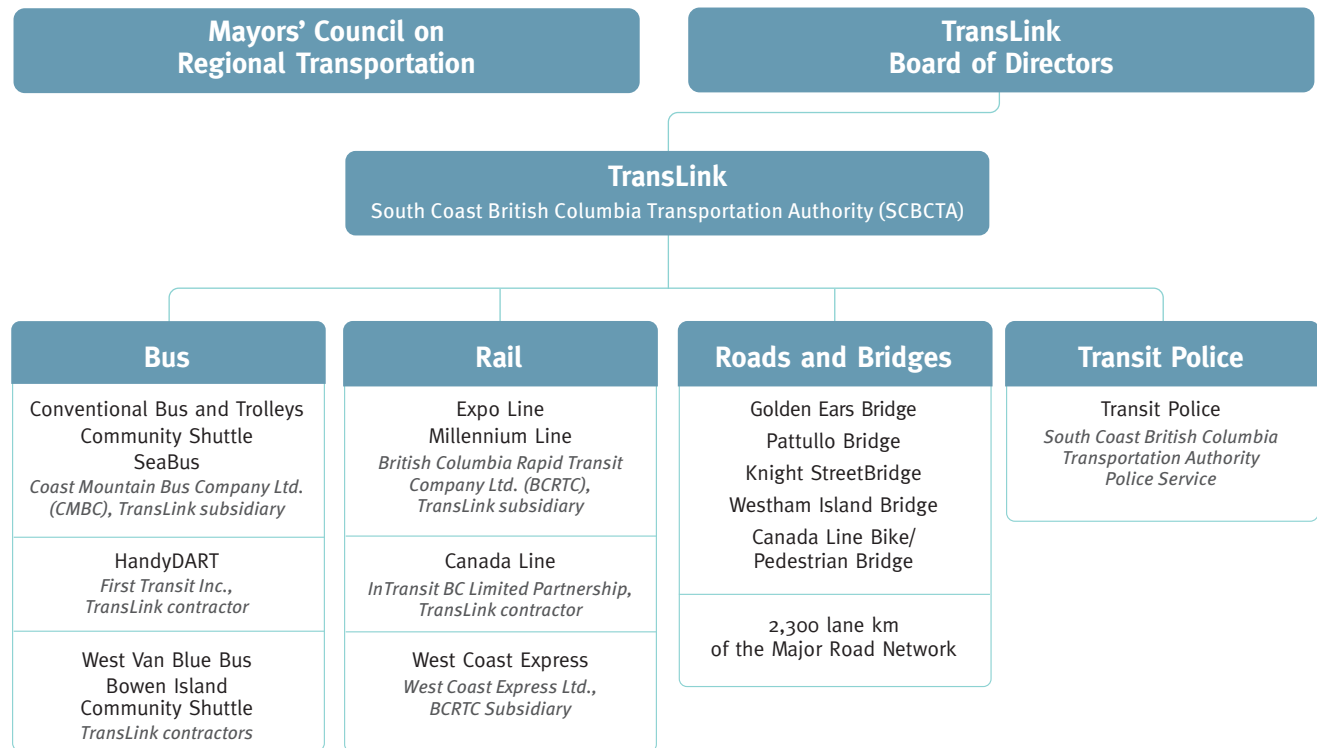


**TRANSIT POLICE** The only dedicated Transit Police service in Canada, represented by 183 officers and 75 civilian staff.

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



# How We Are Governed



## 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.

## 2020 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; **Lorraine Cunningham**, Vice Chair; **Harj Dhaliwal** Second row from left: **Murray Dinwoodie**; **Jack Froese**, Mayor of the Township of Langley; **Karen Horcher**; **Andy Ross**; **Marcella Szel**

## 2020 ENTERPRISE SENIOR EXECUTIVE



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 overseeing the affairs of TransLink. 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 2020, TransLink's Board of Directors had three standing 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, Committee 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.

### Enterprise Senior Executive Team

TransLink's Enterprise Senior Executive Team brings a diverse set of skills 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 of Corporate Services, as well as senior executives from CMBC, BCRTC, and Transit Police. Find out more about our [Executive Team](#).

# 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 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, TransLink began the development of Transport 2050, a new strategy for transportation in Metro Vancouver for the next 30 years.

**Phase 1 of Transport 2050** concluded near the end of 2019 and set a record as TransLink's largest-ever public engagement. In total, we spoke to over 158,000 people at 315 events in 27 municipalities in Metro Vancouver and beyond.

**Phase 2 was scheduled to begin in 2020** but was postponed due to the COVID-19 outbreak and restrictions on public gatherings. Plans are now being made to begin Phase 2 in Spring 2021.

Learn more about Transport 2050 and our Regional Transportation Strategy at [transport2050.ca](https://transport2050.ca).

## **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' 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 transportation and financial plan.

## **OUR KEY CORPORATE PRIORITIES**

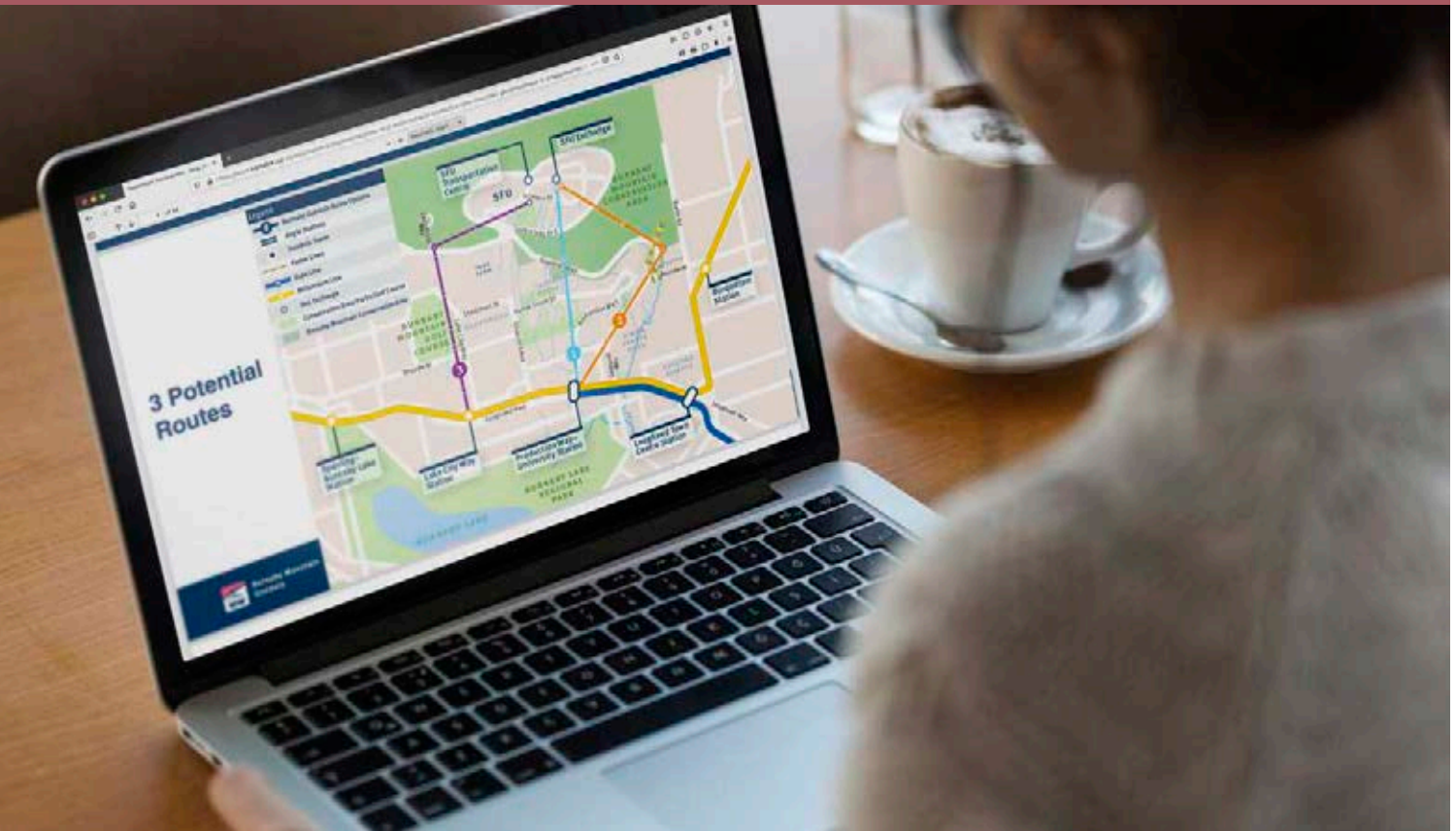
---

TransLink began 2020 with a focus on three key corporate priorities:

- 1. Implement the Mayors' 10-Year Vision**
- 2. Maintain a state of good repair**
- 3. Enhance customer experience**

The COVID-19 pandemic severely impacted our efforts to mobilize the Mayors' 10-Year Vision, given that most service expansion was put on hold due to low ridership. As a result, our key priorities were modified to focus directly on dealing with the challenges posed by the pandemic, continuing to deliver an essential service for our region, and above all else, keeping our customers and employees safe.

# 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 the shaping of regional planning priorities, development of public policy recommendations, optimization of service 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.

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

---

## Public Engagement

### 2020 was a unique year for public engagement at TransLink.

In the early days of the COVID-19 pandemic, we were forced to pause many of our planned public engagements for the year due to public health restrictions around in-person gatherings.

As the weeks turned into months, it became clear that the pandemic would likely be a factor for much of 2020, which would require our team to pivot and adapt our public engagement strategy.

As a result, we were able to deliver several key engagement activities in 2020 virtually, using technology tools and our online engagement platform.

### Some key public engagement highlights in 2020 include:



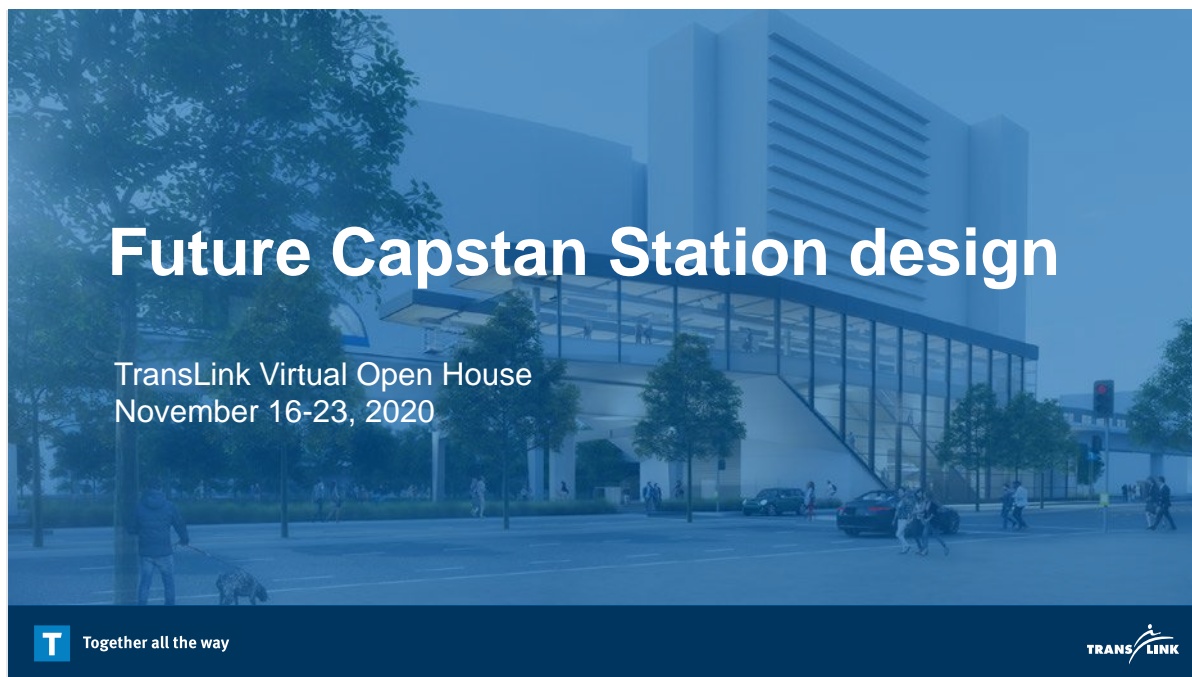
**Burnaby Mountain Gondola** – Two phases of public and stakeholder engagement related to the Burnaby Mountain Gondola took place in September 2020 and December 2020. In the first phase of engagement, 13,173 public interactions took place and 12,955 surveys were completed. The second phase of engagement captured feedback from 7,292 people through the online survey.

## OUR CUSTOMERS GUIDE THE WAY

---

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





**Transport 2050** – In early 2020 we began planning Phase 2 of our Transport 2050 project, with the intention of launching public engagement that spring. Unfortunately, COVID-19 restrictions put a hold on planning. Throughout 2020, ongoing technical work took place in preparation for the second phase of engagement. In late 2020, elected official engagement took place with members of the Mayors’ Council and TransLink Board of Directors. We are now planning to relaunch engagement for Phase 2 in spring 2021.

**Bus Stop Balancing** – The purpose of this project was to publicly demonstrate the benefits of travel time and reliability by removing approximately 25 per cent of the bus stops along a certain route for six weeks. In September 2020, this initiative was first

implemented. Through a variety of online engagements with bus operators, municipal staff, BIAs, PACs and other stakeholders, those impacted by the proposed changes were able to share their thoughts and recommendations. Due to the success of the project, TransLink will continue reviewing other routes to better serve the region.

**Capstan Station** – From November 16-23 a virtual online open house took place to share information and gather feedback pertaining to the new Capstan Canada Line station. Prior to the engagement, information about the open house was shared through postcards, newspaper ads, signage along the Canada Line and several digital marketing outlets. More than 100 feedback forms were submitted identifying 12 key themes.

---

## 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.

### Key partnerships and events in 2020:

- **Co-hosted two online transit training and road safety workshops** for older adults with B.E.S.T., ICBC, and Coast Mountain Bus Company.
- **Co-hosted a seniors' transportation workshop** with B.E.S.T., United Way, and others to identify opportunities to support more programming.
- **Supported 195 youth and 449 family members** in 13 municipalities to engage in 92 hours of active transportation-focused education activities.
- **Supported B.E.S.T.'s Living Streets Program** to encourage more connections for pedestrians through online articles, campaigns and a walking survey to address road safety concerns and barriers to active transportation and shared mobility modes. Worked with local health authorities, HUB Cycling, ICBC, and the City of New Westminster.
- **Launched TransLink's first-ever Tactical Urbanism Toolkit** - supporting community and municipal-led infrastructure projects in public spaces and schools (as part of the Regional Youth Travel Strategy)
- **Delivered annual #BikeToTransit campaign** in partnership with HUB Cycling, BEST and MOBI Bike Share, to encourage the benefits of combining bike trips with transit, such as increased access to the transit network
- **Partnership with Science World** to exhibit Transport 2050 Micro-City 3D experiential model supported by safe transit promotion.





### Initiatives in response to the COVID-19 pandemic

- Partnered with the United Way Better at Home COVID-19 Response Hubs to identify isolated seniors in need of support.
- Worked with our local health authorities, Vancouver Coastal Health and Fraser Health, to support commuting for essential workers during COVID-19.
- HandyDART drivers aided in the delivery of essential goods to vulnerable customers during the pandemic.
- Partnered with our region's tourism sector on the #VancouverComeBack campaign (June through December) highlighting the various restaurants, hotels, attractions and businesses that had re-opened safely - encouraging residents to come back to these experiences via safe transit.
- Engaged with over 75 organizations through the "Together" webinar series, exploring topics such as our Safe Operating Action Plan in response to the pandemic.
- Hosted three webinars with new Canadians on TransLink's Safe Operating Action Plan and providing travel training.
- Distributed 45,000+ TransLink branded face masks at transit hubs across the Region (June-September) and partnered with leading organizations including the Vancouver Canucks, Tourism Vancouver and Pride Society to help raise awareness of mask use on transit.



---

## 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.

## \$232,000

### Annual United Way Giving Campaign

For over 30 years, employees of the TransLink enterprise have supported the United Way of the Lower Mainland through an annual workplace giving campaign. Collectively, our employees have raised more than \$7 million to help support some of the most vulnerable members of our community.

The United Way's programs tackle some of the most pressing social issues affecting children, families and seniors. Their work aligns with our mandate to connect the region and strengthen communities.

In 2020, our United Way fundraising campaign was a little different than previous years, due to the COVID-19 pandemic, which prevented us from gathering in person to hold events and fundraising drives.

In total, the TransLink enterprise raised over \$232,000 for the United Way in 2020. These funds will help make a real difference to thousands of people in our communities – including many who may be feeling additional financial pressure or isolation due to the COVID-19 pandemic.

## \$34,000

### Compass Card Donation Program

Through our Compass Card donation bin, customers can turn in unwanted and unregistered lost and 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 2020, we made \$34,000 in Compass products available to United Way under this program.

## 2,100 toys

### Toys for Tots donation drive

For over 25 years, TransLink enterprise employees have supported the Toys for Tots program, which helps make dreams come true for less fortunate children at Christmas.

In 2020, our Toys for Tots team delivered more than 2,100 toys and more than \$2,000 in cash and gift certificates to the Lower Mainland Christmas Bureau using one of our popular Reindeer buses.

### INDIGENOUS RELATIONS



TransLink acknowledges, respects and celebrates the Indigenous Nations on whose territories we are fortunate to live, work, operate and serve, and recognizes that in planning and managing the region's transportation system we have a role to play in supporting reconciliation with Indigenous peoples.

Throughout 2020, TransLink has continued to work towards increasing Indigenous recognition, awareness and celebration into our work. One example is our National Indigenous Peoples Day on Transit campaign which showcased local indigenous restaurants, artists, musicians and celebrations through an interactive transit map!

In addition, TransLink is undertaking the development of an Indigenous Relations Framework to guide us in building and fostering meaningful and collaborative relationships with Indigenous communities and urban Indigenous peoples, and to support a corporate culture and identity around sustainable Indigenous relationships and reconciliation.

Looking to 2021, TransLink will be engaging with Indigenous Nations to obtain their input on the Indigenous Relations Framework and Transport 2050, in addition to ongoing consultation on key capital projects, to ensure that we are planning for a region that works for everyone.



## Addressing Accessibility Needs

### HandyDART Users' Advisory Committee

The HandyDART Users' Advisory Committee (HDUAC) is one of the key ways in which customers can provide input and feedback on HandyDART, TransLink's paratransit system, available for those who are unable to safely navigate conventional public transit without assistance. The need for a committee was identified as one of the recommendations in TransLink's 2017 Custom Transit Service Delivery Review.

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.

In 2020, TransLink began laying the foundation for the HandyDART Modernization Program, which will include a package of updates to improve the customer experience from start to finish. Changes being considered include bringing Compass to HandyDART, potential changes to fares to introduce age-based discounts, and a potential new registration process with personalized consultations to help meet the needs of customers.

TransLink is planning to launch public engagement for the HandyDART Modernization Program in early 2021, which will involve close consultation with the HDUAC, other stakeholder and community groups, care homes, and customers and their caregivers or loved ones.



# Transit Service Performance



**To deliver on our strategic priorities, TransLink and its operating companies must offer services and systems that exceed customer expectations.**

This includes not only bus, SeaBus, SkyTrain, West Coast Express and HandyDART services, but the infrastructure for roads, bridges, bike parkades, and active transportation infrastructure to support cycling and walking.

---

## Our Approach

We have a comprehensive approach to our services and systems:

- We ensure we keep our assets in good condition. 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 municipality 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.

---

## The Impact of COVID-19

Ridership information provides insights into the performance of the transit system. In a typical year, 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. Of course, 2020 was anything but typical.

**Although we maintained service at near-normal levels through most of 2020 for most modes, the COVID-19 pandemic had a significant impact on our operations and our ridership.**

At our lowest point in the pandemic, ridership dropped to 17% of pre-pandemic levels, before rebounding to around 40% by the end of the year. During this time, our focus was on keeping our customers and employees safe, and ensuring service is provided where it is needed most.

Ridership in 2020 fluctuated greatly in response to rapidly evolving pandemic conditions – after the provincial state of emergency was declared on March 18, 2020, there was no 'average day' in 2020. For this reason, ridership data averaged over 2020 does not offer meaningful insights for future service planning. In addition, during the suspension of bus fares from late March to June 2020, we were unable to collect specific ridership information from Compass taps for the bus network and applied an estimation methodology to calculate total ridership for 2020.

Overall in 2020, we recorded more than 128 million♦ journeys and 218 million♦ boardings across our transit system. That's a 52 per cent decrease in boardings from 2019, which illustrates the profound impact the pandemic and public health restrictions had on our ridership. In 2020, our bus system continued to lead our ridership numbers with over 140 million boardings, followed by 54.5 million boardings on the Expo/Millennium Line and 20.3 million boardings on the Canada Line.



### Ridership Recovery

Between September and November 2020, ridership was most consistent and reached its highest levels since pre-COVID. We expect that trends from this period are most indicative of how customers will use the system as Metro Vancouver's economy continues to reopen. We will rely on this information, customer feedback, and additional ridership data as it becomes available through 2021 as we continue to adjust service to meet customer needs.

#### In September 2020, we had nearly 17 million boardings system-wide

exceeding boardings<sup>1</sup> during the same period in metropolitan regions<sup>2</sup> such as Boston, MA, Washington, DC, and Chicago, IL. We also had more system-wide boardings than the metropolitan areas of Seattle, WA, and San Francisco, CA, combined.

Within Canada, our ridership recovery during the pandemic has been in line with other major Canadian metro regions. Overall, in Metro Vancouver, transit ridership in early fall 2020 recovered to 40 per cent of early fall 2019 levels, compared to 41 per cent in the Greater Toronto and Hamilton area (GTHA),

40 per cent in Greater Montreal, and 51 per cent in Calgary<sup>3</sup>.

As we head into 2021, we remain optimistic that our ridership will continue to rebuild, and the COVID-19 pandemic will slowly shift into the rear-view mirror. Ridership information from 2020 during the pandemic will help inform our recovery and service delivery plans as our society rebounds from the pandemic over the weeks, months, and years ahead.

A more detailed look at 2020 ridership trends will be released in Spring 2021 as part of our annual Transit Service Performance Review. That report will be posted at [translink.ca/tspr](https://translink.ca/tspr).

1. As reported by the US Federal Transit Administration National Transit Database.

2. Includes greater metropolitan region, or "urban area", as defined by the US Census.

3. In this instance, Calgary represents one municipal transit agency which accounts for the vast majority of metropolitan Calgary's boardings, while figures for the GTHA and Greater Montreal include multiple agencies within their respective metropolitan regions.



---

## Service Expansion

In the years leading up to 2020, the TransLink enterprise was riding a wave of momentum with historic levels of service expansion and investments from senior levels of government.

When the COVID-19 pandemic tightened its grip on our region in early 2020, many of our plans for service expansion had to be temporarily paused, as our focus shifted from expanding service across our region to maintaining current service levels and ensuring our customers had safe, reliable, frequent transit options throughout the pandemic.

**In 2020, we did increase and improve service in a few key areas, including:**

- **Launched five new RapidBus routes** along key corridors throughout our region as part of the Mayors' 10-Year Vision.
- **Commenced the planning and design of the next two RapidBus routes** at Scott Road and Richmond-Expo Line.
- **Added two new major bus routes** to serve residents in Vancouver's East Fraser Lands (the River District), the North Shore, and Burnaby. The new services connect residents of the North Shore and River District directly to the SkyTrain at Metrotown Station.

## Bus Speed and Reliability

In 2019, TransLink published the [Bus Speed and Reliability Report](#). The report summarizes the impacts of delay for customers and operating costs, identifies the corridors with the largest passenger delays, and the causes of delay.

In late 2019, we began working with our municipal partners to implement over eighty projects to increase the speed and enhance the reliability of buses within our region. This work continued throughout 2020.

**Key initiatives include:**

**Bus Bulbs** – Bus bulbs are sidewalk extensions that allow buses to serve customers from the travel lane. Bus bulbs improve travel time and reliability by eliminating delays caused by merging into and out of the travel lane at bus stops. Twelve bus bulbs have been constructed across the region in 2020. Of those, three were constructed on Robson Street in Vancouver.

**Bus Lanes** – Bus lanes are traffic lanes that are reserved for buses, marked by signage or paint. Since 2019, we have implemented approximately 50 km of bus lane across the region. Approximately 25 km of this total was achieved through the launch of five RapidBus services in 2020.

**Lines and Signs** – Small changes can make a big difference to bus delays. For example, adding turn lanes, restricting turns where turn lanes are not available, and giving buses easy access to the front of the queue can significantly improve travel times and reliability for our customers. In 2020, we have implemented 45 turn restrictions and signal changes, in addition to 18 queue jumps across the region. A number of these treatments were constructed on Edmonds St in Burnaby.

**Bus Stop Balancing** – Bus Stop Balancing involves carefully consolidating or removing bus stops that are too close together, to improve travel times and reliability for bus customers. After a successful Bus stop balancing pilot on Route 2 in fall 2020, the program has since been implemented on Routes 17 and 25.

### Fleet Renewal and Expansions

Although the pandemic also forced us to pause some of our fleet renewal and expansion plans, we did make a number of key investments in 2020, including:

#### Mark III Expansion

We commissioned 7 trains as part of the Mark III fleet expansion. This brings a total of 84 MK III train cars in service, providing our passengers with an enhanced customer experience, including improved safety, maintenance, environmental and ride quality features.

#### SkyTrain Fleet Procurement

In December 2020, we announced the procurement of 205 new SkyTrain cars – the largest-ever SkyTrain order in TransLink’s history. This order will allow TransLink to replace older vehicles, improve fleet quality, and keep service reliable for customers. The contract will also help increase capacity across the system, enable the Broadway Subway Project, and support future service expansion. TransLink has also commissioned 12 new Canada Line trains for future expansion.

#### SLS and Broadway Subway






In 2020 we negotiated and finalized the supportive policy agreement for the Surrey Langley SkyTrain. Our provincial partner awarded the contract to construct the Broadway Subway project. These two major expansion projects will transform our region.

#### Battery-electric Buses

Gained approval through the Metro Vancouver Gas Tax Fund to purchase 15 battery-electric buses. These buses will join four battery-electric buses operating on Route 100 between New Westminster and Vancouver, which are part of our electric bus pilot in partnership with the Canadian Urban Transit Research & Innovation Consortium. When these buses enter service in 2023, Route 100 will be 100 per cent electric.

### ON-TIME PERFORMANCE

We measure service reliability in terms of on-time performance. In 2020, results varied across the enterprise:

|   |  |              |
|---|--|--------------|
|  | <b>Bus <sup>1a</sup></b>                         | <b>86.2%</b> |
|  | <b>SeaBus <sup>1b</sup></b>                      | <b>99.7%</b> |
|  | <b>Expo &amp; Millennium Lines <sup>1a</sup></b> | <b>95.6%</b> |
|  | <b>West Coast Express</b>                        | <b>93.1%</b> |
|  | <b>HandyDART</b>                                 | <b>94.7%</b> |

In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink as a security precaution, including the shut down of multiple I.T. systems. As a result, some datasets are incomplete and/or required estimates for 2020, due to the unavailability of certain applications. The following have been impacted and alternative estimates have been made as described below:

1a. Excluded data not available for November to December 2020.

1b. Service hours estimated for November to December 2020 are based on best available data at time of reporting.



## State of Good Repair

To further increase transit services post-COVID, 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 integrated long-term initiative to maintain and improve our transit network.

### Projects include:

#### Expo Line Escalator Replacement Project

We're elevating the escalator game with our Expo Line Escalator Replacement Project. TransLink is replacing 37 escalators at 13 SkyTrain Stations along the Expo Line and select West Coast Express stations. This critical investment into the system will keep escalators operating safely and reliable for customers well into the future.

#### Expo Line Rail and Rail Pad Replacement

We're replacing aging SkyTrain tracks on Expo Line, including rail and rail pads, to help ensure a smoother and quieter ride for our customers. Much of this track is more than 30 years old and has carried more than 2 million trains since 1986. We're replacing rail and rail pads throughout our system one segment at a time to prevent future need for fixes that can cause unexpected disruption to neighbours and customers.





### Burrard Station Upgrades

We advanced design for upgrades to Burrard Station, which is expected to begin construction in 2022. Included in TransLink's Phase Two Investment Plan, the upgrade will improve the customer experience, improve accessibility needs, meet expected demand, and maintain a state of good repair.

Burrard Station is one of the busiest stations in our network. In 2019 (pre-Covid), there were more than 7.6 million boardings at the station. During the morning peak period, in particular, customers experience very heavy passenger volumes when exiting the station.

### Bus Exchange Upgrades

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

**Lonsdale Quay Exchange** – The Lonsdale Quay Exchange Upgrade was completed in 2020. As home of the second busiest bus exchange on the North Shore and the north SeaBus terminal, this exchange serves an integral role in connecting the North Shore to the rest of the region. In addition to these infrastructure upgrades, the exchange is now serviced by the R2 RapidBus.

---

**Nanaimo Exchange** – We completed upgrades to the Nanaimo Bus Exchange to improve safety and comfort for our customers, and to prepare for future service expansion. The Nanaimo Bus Exchange serves Route 25, the sixth busiest bus route on the system and before the upgrade, approximately 5,000 customers each weekday. These improvements will help to support the needs of our growing region and transit ridership.

**Richmond–Brighthouse Exchange** – We constructed a new bus exchange to improve safety and comfort for our customers and improve the convenience of transferring between bus and rail. The exchange serves 13 regular bus routes and the N10 NightBus, providing access to local and long-haul bus routes as well as connections to Canada Line.

**Phibbs Exchange** – Phibbs Exchange is one of the most important bus exchanges in the region, serving 16 bus routes and almost 16,000 passengers daily. Because of its position in the regional roadway network, the exchange is where many routes in the North Shore meet in a carefully managed pulse, allowing efficient transfers in all directions. Working in partnership with the provincial government, design for significant upgrades advanced with construction to commence soon.

### **SkyTrain Customer Communications Upgrades**

TransLink is replacing aging speakers and signs on the SkyTrain system by installing 280 new customer information screens and over 1,400 new speakers at Expo and

Millennium Line SkyTrain stations. These upgrades will modernize communication on the SkyTrain system and improve TransLink's ability to communicate with customers. This project was completed in Spring 2021.

### **Cycling, Walking and Major Road Infrastructure**

Through its municipal cost-sharing programs, TransLink contributes funding towards a variety of road, cycling, pedestrian improvement projects across Metro Vancouver. This program invests in infrastructure upgrades and maintenance for pedestrians, cyclists, and drivers throughout the region and in 2020, TransLink provided \$43M of funding towards these types of infrastructure projects.

### **Bike Parkades**



In 2020, TransLink marked the completion of our Bike Parkade Expansion Project. With 11 indoor bike parkades along the TransLink network, Metro Vancouver now has the largest transit-integrated bike parkade network in Canada. These parkades and stand-alone lockers provide space for more than 500 bikes.

# Customer Experience



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

Before the COVID-19 pandemic, nearly 500,000 people in Metro Vancouver chose transit every day. Although the pandemic led to a decrease in our ridership in 2020, our steadfast focus on delivering an exceptional customer experience did not waver.

In response to the pandemic, our team worked tirelessly to keep our customers moving. We swiftly adapted and evolved how we delivered our services, through our Safe Operating Action Plan, to ensure that our customers remained healthy and safe. These efforts will continue into 2021, as we emerge from the pandemic, rebuild our ridership, and welcome our customers back.

Beyond that, we also know that our region's population is expected to grow by another one million people over the next 30 years. This means that an increasing number of people and goods will need to travel on an already-congested transportation network.

To prepare for Metro Vancouver's future growth, we must build infrastructure and deliver services that continue to adapt to changing demographics, consumer demands, and that ultimately encourage people to make transit their preferred choice for travel throughout the region.



---

## 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.

---

In 2020, we delivered a variety of customer-focused initiatives.

### Key highlights included:

#### New Website

Launched our new and modernized [TransLink.ca](https://www.translink.ca) website to provide customers with a seamless, helpful, and mobile-first digital experience. Along with our new touch-screen kiosks and real-time information displays at SkyTrain platforms and RapidBus stops, our new website delivers on our goal to help customers make informed decisions throughout their journey, including a new alert identity management service and newly designed [Buzzer Blog](#).

#### New Online Tools

Launched a series of online tools designed to help people of all abilities, including those on the autism spectrum, confidently and independently utilize Metro Vancouver’s transit system. The tools include an interactive 360-degree virtual tour of a bus and eight educational videos about how to use transit throughout Metro Vancouver.

#### Smart Lockers

Installed smart lockers at Joyce-Collingwood, Stadium-Chinatown, and Commercial–Broadway stations. These lockers enable customers to have their online orders delivered to SkyTrain stations, so they can conveniently pick up their parcel during their regular commute.

#### Open Call for Innovation

Launched our 2020 Open Call for Innovation in June, which invited local businesses, entrepreneurs, inventors and innovators to submit their ideas for ways to improve the health and safety of customers and employees on transit in response to the COVID-19 pandemic.

#### Copper Pilot Project

Became the first transit system in North America to test the use of bacteria and virus-killing copper on high-touch transit surfaces as part of an industry-leading pilot project in response to the COVID-19 pandemic.

## CUSTOMER EXPERIENCE

### Safe Operation Action Plan

To keep our customers and employees as safe as possible we expanded the installation of hand sanitizer dispensers across the transit system, increased cleaning and sanitization of vehicles and surfaces, and installed decals and signage to help promote physical distancing and manage space on our vehicles and at transit hubs.

### Wearing is Caring

Promoted voluntary mask-wearing through our "Wearing is Caring" campaign in the early days of the pandemic, then adopted a mandatory mask policy in August 2020 ahead of a public health order from our Provincial Health Officer.



### One Million Masks

Formed a partnership with United Way of the Lower Mainland and other organizations

across British Columbia in late 2020 to distribute one million masks to vulnerable populations in early 2021.









### Gondola Engagement

Released Phase 1 Public Engagement results for the Burnaby Mountain Gondola project and completed Phase 2 Public Engagement with over seven thousand public and stakeholder interactions.

### Expanding Compass

Confirmed the expansion of Compass payment system to HandyDART. Planning is now underway to rollout Compass on HandyDART in 2021 as part of the broader HandyDART Modernization Program.

## LISTENING TO OUR CALLERS

|   |                                |                  |   |                                  |                   |
|---|--------------------------------|------------------|---|----------------------------------|-------------------|
|  | <b>Calls Received</b>          | <b>1,150,566</b> |  | <b>Lost Property Calls</b>       | <b>27,816</b>     |
|  | <b>Emails</b>                  | <b>1,467</b>     |  | <b>Transit Alert Subscribers</b> | <b>24,000+</b>    |
|  | <b>Online Forms</b>            | <b>13,579</b>    |  | <b>Social Media Followers</b>    | <b>300,000+</b>   |
|  | <b>Live Chat Conversations</b> | <b>23,487</b>    |  | <b>Tap-To-Pay Taps Recorded</b>  | <b>4,900,000+</b> |

## Customer Satisfaction

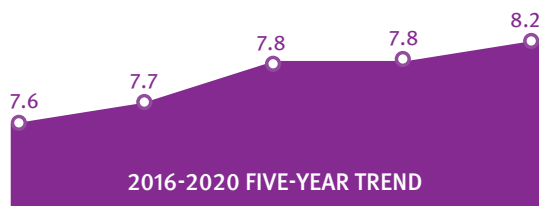
Customer Satisfaction is one of our key tools for determining whether we are delivering quality service to our customers, and for identifying opportunities for improvement.

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 continued to have high customer satisfaction in 2020. In fact, we recorded an overall customer satisfaction rating of 8.2 in 2020, up from 7.8 in 2018 and 2019. This is our highest overall performance rating in nearly two decades and is a testament to our efforts to improve customer safety and confidence throughout the COVID-19 pandemic.



Customer Satisfaction Results  
(overall performance rating)



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 in recent years to build trust in our brand. It's important that taxpayers and transit users in our region have trust in us. Every year, Ipsos partners with BC Business to determine British Columbians' favourite brands. In 2020, we were ranked #21 in their top 70 brands, moving up two spots from 2019.

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 fall 2020, we conducted our annual Brand Reputation Survey, surveying more 1,100 residents from communities across the region.

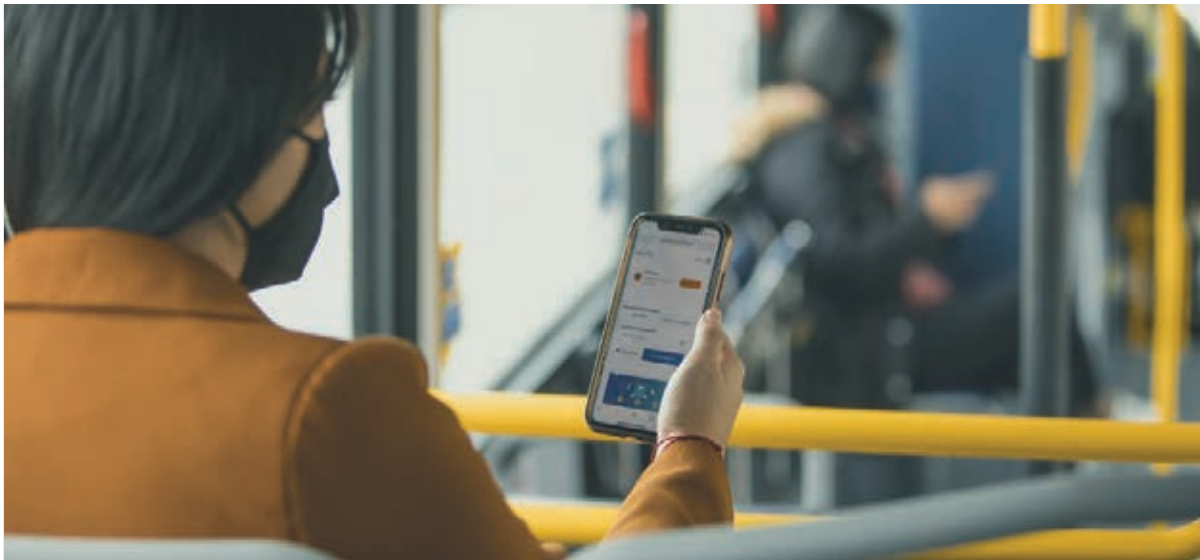
Overall impressions of TransLink were positive in 2020, with 92 per cent of respondents saying that TransLink is either "very important" or "somewhat important" to their quality of life and livability of our region.

Familiarity with our brand was also up in 2020, with 72 per cent of respondents saying they "know very well" or "know a fair amount" about TransLink, up from 70 per cent in 2019. In addition, 55 per cent of respondents said they had a favourable impression of TransLink, which is up from 50 per cent in 2019.

# 92%

RESPONSE SAYING THAT TRANSLINK IS EITHER "VERY IMPORTANT" OR "SOMEWHAT IMPORTANT" TO THEIR QUALITY OF LIFE AND LIVABILITY OF OUR REGION





### COVID-19 Impressions

This year, we also added some additional questions to our Ipsos survey related to the COVID-19 pandemic.

In total, nearly two-thirds (64 per cent) of respondents said TransLink's performance in dealing with the pandemic was either fairly good or very good.

#### The top reasons given for positive ratings were:

- ✓ Introducing mandatory masks on transit
- ✓ Proper safety/protection measures
- ✓ Keeping service operating
- ✓ Implementing physical distancing/limited occupancy; and
- ✓ Good communication and signage.

## 8.2/10

IN 2020 WE RECEIVED **OUR HIGHEST CUSTOMER SERVICE SCORE IN TWO DECADES.**

### Customer Communication & 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 2020, our Customer Information Centre responded to more than 1.1 million calls, emails, live chats, and online inquiries from customers.

Other improvements made in 2020 include the launch of our new mobile-first [TransLink.ca](https://translink.ca) website, our newly designed [Buzzer Blog](#), new touch-screen kiosks and real-time information displays at SkyTrain platforms and RapidBus stops throughout our transit system, and a new alert identity management service.

## Customer Complaints

TransLink tracks and manages feedback from customers through an enterprise-wide management and reporting system. Most enterprise-wide feedback is handled through the TransLink Customer Information Centre.

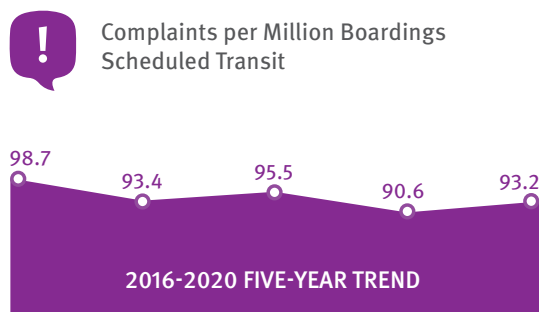
### Scheduled Transit Service

Complaints per million customers were 93.2\* in 2020. As a result of the COVID-19 pandemic, ridership has significantly decreased.

Complaints received have focused mainly on concerns over pandemic measures such as physical distancing and mask compliance.

TransLink is committed to service excellence and customer safety is always one of our top priorities. In response to the COVID-19 pandemic impact, TransLink introduced new safety protocols such as physical distancing and mandatory mask on the system to minimize the spread of COVID. These protocols changed the fundamental travel behaviour and influenced the typical complaint trendline.

*\*In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink including the shut down of multiple network systems. As a result, due to the unavailability of certain applications, some datasets are incomplete and/or required estimates. The 2020 complaints data only include January 1 to November 27. For this reason, prior year data, which includes data from January 1 to December 31, are not fully comparable with 2020.*



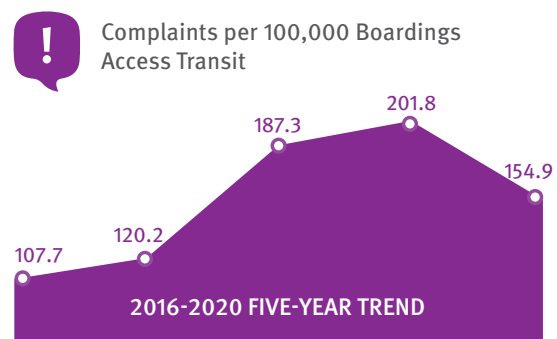
Mainly due to increased customer initiatives and increased frequency of service and routes

### Access Transit Service

Complaints per one hundred thousand boarded passengers were 154.9 in 2020. HandyDART complaint numbers decreased by 60 per cent between 2019 and 2020, while the number of trips decreased by 55 per cent. The COVID-19 pandemic significantly impacted service delivery.

To reduce operator-related complaints, HandyDART Operator refresher training was developed and rolled out in January 2020 with additional focus on operator interaction with customers. With a goal of supporting our customers through the pandemic and to improve service, a personal contact drive was undertaken in 2020 to engage with HandyDART customers not only through quarterly newsletters but also through outreach calls. The message was “we are here for you and we want to hear from you.”

Our Access Transit Service delivery team reached over 9,000 customers through recovery and wellness phone calls and the team provided answers to numerous questions to our HandyDART customers.



# Safety & 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. Due to the COVID-19 pandemic, ridership numbers were lower than normal in 2020 with customers working from home and limiting their travel in the region. However, we anticipate our ridership levels will recover with the eventual return to workplaces and as our economy reopens.

TransLink's continued focus on safety will also help rebuild our ridership as we emerge from the pandemic, including the testing of innovative technologies such as antimicrobial copper and photocatalytic oxidation to reduce the transmission of bacteria and viruses. Our future implementation of Health and Safety Software will help coordinate the tracking of incident data and planning corrective actions across the enterprise.



---

## 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.

- We aim to build safe infrastructure, including facilities, roads, and bridges.
- Each operating company in the TransLink enterprise is directly responsible for the safety of its employees and customers and operates its own safety program. Together, our operating companies maintain a robust collection of embedded safety policies, procedures, documents, and systems. Throughout the enterprise, 100 per cent of employees are represented in joint occupational health and safety committees.
- As the only dedicated transit police service in Canada, Metro Vancouver Transit Police officers work to reduce crime and disorder, conduct thorough investigations, and enforce the law. Transit Police also has a Community Engagement Team that includes six Neighborhood Police Officers who work in specific community service areas, an Indigenous Liaison Officer and a Client Services Officer who focuses on support to mental health clients. Further, for transit system protection and security, Transit Police operates an explosive detection dog program. Transit Police work in partnership with jurisdictional police, TransLink, and diverse community partners.
- Safety programs include customer safety campaigns, safety prevention initiatives, safety training focused on high-risk activities, and barrier protections for bus operators. In 2020, our safety programs were further enhanced by creating a Safe Operating Action Plan in direct response to the COVID-19 pandemic. Emergency preparedness programs are also in place in the event of a major emergency or 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 2020, we continued developing enterprise-level safety principles. TransLink and the operating companies continued transition of their Safety Management Systems (SMS) toward the new ISO 45001 standard.

**Cybersecurity**

In recent years, TransLink has placed a high priority on cybersecurity. Despite a robust cybersecurity program, in December 2020, TransLink was the victim of a sophisticated ransomware cyberattack. This form of ransomware emerged in late 2020 and quickly claimed several high-profile victims in only a matter of months.

At that time, TransLink’s Business Technology Services (BTS) division took immediate action to shut down multiple systems to contain the threat and reduce the impact on operations.

Since the incident, TransLink has been working tirelessly with cybersecurity experts to investigate what happened and determine what information may have been compromised. We are also working closely with law enforcement agencies and the Office of the Information and Privacy Commissioner for BC.

At the time this Accountability Report was published, the investigation was still underway.

**Customer impacts**

Next Bus and Trip Planner were taken offline until systems could be safely restored. Customers were asked to use Google Trip Planner as an alternative tool. No transit services were impacted due to the incident.

Compass customer payment information was not affected in this incident, given that Compass payment information is handled by a third-party processor.

**Employee personal information**

It was confirmed that attackers unlawfully accessed a restricted network drive which contained the personal information of some current, past, and retired employees of TransLink, BC Rapid Transit Company, Coast Mountain Bus Company, Transit Police, and West Coast Express.

For more information, please visit [translink.ca/cyberincident](https://translink.ca/cyberincident) for the latest on the TransLink cyber incident.

---

## 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 2020, we responded to the COVID-19 pandemic, freshet flood threat, significant winter weather events, and a cyberattack by utilizing our newly adopted concept of emergency operations. We activated our Emergency Coordination Centre during response and recovery, trained personnel, and continually improved our processes.

These emergencies tested our business continuity and we have incorporated learnings to improve future responses.

### 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. We conducted a tabletop exercise to help align our response plans and we are grateful for the involvement of Environment and Climate Change Canada meteorologists who provided the weather scenario for the exercise.

### WORKING WITH COMMUNITY PARTNERS TO INCREASE SAFETY

---

#### In 2020, Transit Police's initiatives included:

- ✓ Working with the TransLink marketing team on **“See Something, Say Something”** messaging for new SkyTrain cars and buses
- ✓ Launching a **Targeted Mobile Enforcement Team (TMET)** to provide strategic, project-driven enforcement of provincial statutes, TransLink regulations/bylaws and the Criminal Code; TMET focuses on pedestrian, transit rider and transit operator safety concerns on and around transit hubs and the transit system
- ✓ Launching a **Crime Suppression Team** (who collaborates with jurisdictional police) to conduct targeted, intelligence-led proactive crime suppression and enforcement in/ around the public transportation system
- ✓ Implementing a **new Mental Health Strategy** and rolling out an action plan to strengthen Transit Police support to Indigenous Peoples
- ✓ Commencing training on the **new high-tech “Judgmental Use of Force Simulator”** (jointly acquired with other local police agencies) to augment conventional use of force training practices in order to increase critical decision making by police officers

**See Something,  
Say Something**

**IN 2020, 4,943 SMS FILES OPENED  
BY TRANSIT POLICE AS A RESULT  
OF SMS TEXT CONVERSATIONS**





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 the 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.

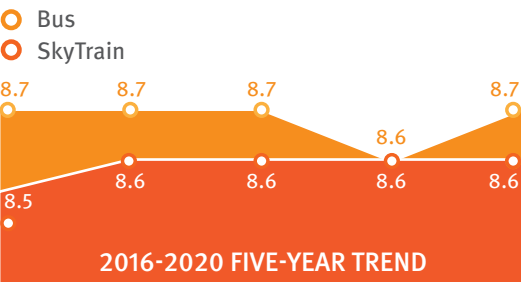


MANAGING INCIDENTS

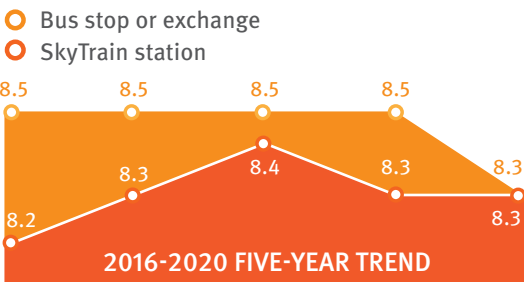
We believe the continuing decrease in pedestrian/bus contact incidents is a result of our focus on driver training, work with local governments to make streets safer, and safety messaging to customers.

In 2020, there were 15 recorded incidents with cyclists, compared to 28 in 2019. There were three cyclist preventable incidents in 2020 and seven preventable pedestrian incidents. Historically, cyclist incidents remained relatively consistent from 2016 to 2019 and decreased in 2020.

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



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



## Increasing Customer Safety

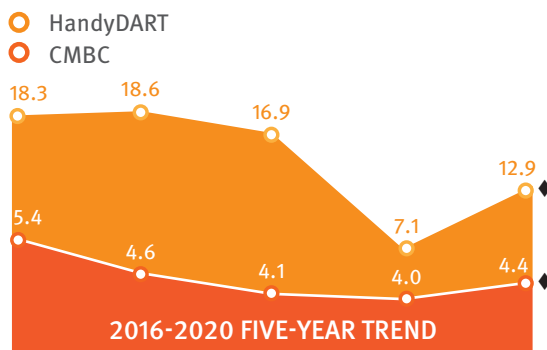
In 2020, we continued to implement numerous initiatives to help ensure customer safety:

- We developed and implemented a Safe Operating Action Plan in response to the COVID-19 pandemic which supported Public Health and WorkSafeBC safety requirements, included identification and management of risks through programs and procedures, physical distancing, signage, mask-wearing and enforcement by Transit Police, and encouraging individuals to stay home when sick.
- We conducted customer safety campaigns on preventive risks and winter safety.
- Through an information-sharing framework with municipalities, we provided 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, communicated with staff, fully investigated the root causes of injuries or incidents and implemented recommendations and remedial training where required.
- We continued reporting on Onboard Passenger Injuries. This is the second 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.

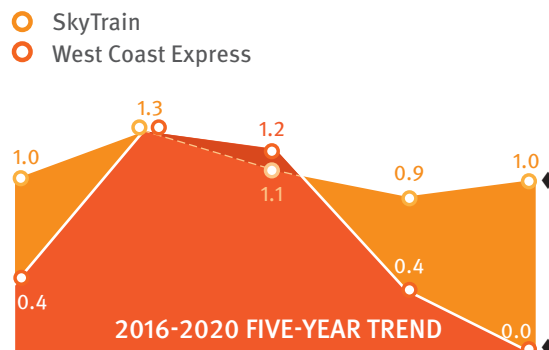
In 2020, although our overall numbers of passenger injuries declined, due to the reduced number of passengers this was reflected as an increase in the onboard passenger injury rate across all service types compared to 2019.

We continue to investigate and address all passenger incident trends and take active steps to continue making our system safer.

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.

### 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 (as well as other crime types), both on and off transit property.

In 2020, Transit Police made 778 criminal warrant arrests, this is a 28 per cent decrease from 2019. However, given that the number of Boarded Passengers dropped by 51 per cent in 2020 due to the pandemic, this ridership decrease did not translate to an equivalent decrease in warrant arrests or new charge arrests. In terms of the volume of warrant

arrests, the total continues to be significant when compared to the historical rate of 591 in 2015.

Notwithstanding the drastic impact of the pandemic on ridership levels in 2020, some offenders continued to use the transit system and target transit riders. This is demonstrated in the increased 2020 year-end rate of Crimes Against Persons per 100,000 Boarded Passengers at 0.668 (up 81 per cent from 2019) and Crimes Against Property per 100,000 Boarded Passengers at 0.750 (up 75 per cent from 2019). These are significant rate increases and an anomaly to historical trending prior to 2020. The actual number of Crimes Against Persons in 2020 was 1,456, as compared to 1,670 for 2019; this is only a 13 per cent decrease. The actual number of Crimes Against Property in 2020 was 1,635, as compared to 1,946 for 2019; this is a 16 per cent decrease.



\*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.

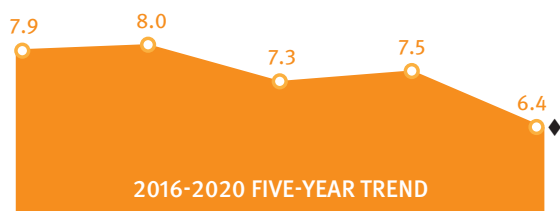
### Lost Time Injury Frequency Rate

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, 78 per cent of the claims from the TransLink enterprise are from CMBC thus a decrease in CMBC claims has a measurable impact on the overall LTIFR. In 2020, our overall LTIFR decreased 17 per cent from 2019. This decrease can also be contributed to the decrease in customer numbers.

In 2020, LTIFR for CMBC decreased by just under 7 per cent. Mental health claims continued to be a significant component of accepted claims: 23 per cent of CMBC and 15 per cent of BCRTC. We continued to work with the Employer's Forum to jointly ensure WorkSafeBC hears the concerns of the industry surrounding mental health claims and claim management.



Lost Time Injury Frequency Rate  
(per 200,000 working hours)



The reported LTIFR data excludes Canada Line operations.

### Operator and SkyTrain Attendant Safety

In 2020, there were 63 assaults on bus operators (compared to 85 in 2019). We completed the installation of the operator protection barriers ahead of schedule as these barriers that protect against assault also provide protection from COVID-19 for the operator.

BCRTC also experienced a decline in customer assaults on employees (12 in 2020 versus 18 in 2019) and is supporting employees with the delivery of conflict resolution training. We believe that the reduction in passenger numbers due to COVID-19 contributed to the decline in assaults.

### RETURN TO WORK PROGRAM

---

In 2020, we continued the enterprise-wide focus on our Return to Work programs, 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 the TransLink enterprise to develop an investment plan that identifies planned transportation services, initiatives, and major capital investments for the next 10 years. In each year, planned expenditures must take into account established funding resources, revenues, and borrowing limits.

The SCBCTA Act requires TransLink to update its investment plan at least every three years. Due to delays caused by the COVID-19 pandemic, the Province issued Order In Council 247/2021 dated April 19, 2021, which extended the deadline for the next investment plan. Management expects to table the update to the investment plan in 2022.

---

## Our Approach

Through sustainable financial management, we have been creating the stability needed for successful long-term planning. The COVID-19 pandemic in 2020 resulted in extraordinary operational and financial pressures, yet TransLink has continued to deliver the region's vital transportation services while ensuring they remain well-stewarded for the future.

During a time of unprecedented distress to ridership and revenues, TransLink has maintained pre-pandemic service levels, while ensuring the transit system infrastructure remains in a state of good repair. This was achieved through cost savings, efficiencies, and re-prioritizing spending to help alleviate financial losses, and through the support of Senior Government relief funding of \$644.0 million.

- The TransLink enterprise 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.
- 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 \$1.6 billion through six bond issuances.

---

## Revenues

From 2016 to 2019, transit revenue had grown from 25.1 to 32.8 per cent of total revenue, and in 2019 transit revenue covered 50.8 per cent of our operating costs – a ‘farebox recovery ratio’ which compared very favourably with those of our peer agencies across the world.

On March 18, 2020, the Government of British Columbia declared a provincial state of emergency and enacted physical distancing measures aimed at slowing the spread of the COVID-19 virus. The COVID-19 pandemic had a profound impact on all revenues tied to the movement of people within Metro Vancouver.

### The COVID-19 pandemic had a profound impact on all revenues tied to the movement of people within Metro Vancouver.

By mid-April, our ridership had plummeted to just 17.1 per cent of pre-COVID levels, and overall TransLink’s 2020 ridership collapsed by 53.0 per cent compared to prior year, as people were encouraged to work remotely and limit non-essential travel in adherence to the provincial guidelines for COVID-19. Transit revenue fell to just 18.0 per cent of total 2020 revenues, and TransLink also experienced significantly reduced fuel tax and parking tax revenues.

TransLink responded to this extraordinary transformation in travel patterns and the associated income loss by making reductions to non-essential expenditures, cancelling previously planned service expansion and adjusting service where that was appropriate, while continuing to deliver essential transportation services in the region.

As a result, 2020 Transit revenue only covered approximately 33.6 per cent of our operating costs, compared to 59.7 per cent just the year before. Taxation revenue, which includes fuel, parking rights, property taxes and hydro levy, supplements transit revenue

in covering operating costs. However, fuel tax and parking rights revenues were also significantly impacted by reduced the driving levels resulting from the physical distancing measures.

Due to these shortfalls in operating revenues, and in recognition of the essential nature of the services TransLink provides to the people of Metro Vancouver, the Federal and Provincial Governments announced \$644.0 million in emergency relief funding to TransLink in September 2020. This relief funding is intended to cover net operating losses in 2020 and 2021 due to the impact of the pandemic, and to offset lower than planned transit fare rates increases in 2021-2024. For accounting purposes, TransLink was required to recognize that the entire amount of this funding in 2020, even though a large portion of the funding will be used in 2021. This relief funding was recorded under government transfers, which is where TransLink normally records senior government funding to help cover a portion of our investments in capital infrastructure.



## FINANCIAL SUSTAINABILITY

Looking ahead, in 2021 TransLink will continue to experience the effects of the pandemic, with ridership below pre-COVID levels and travel behaviour in the region changed. The uncertainty of ridership recovery and the significance of revenue losses have created funding pressures that will persist over a long term.

These funding pressures will need to be addressed in the development of our next 10-year Investment Plan in 2022, and through our continued work with our senior government partners. TransLink will also continue to look for cost savings and efficiencies to help alleviate the financial pressures resulting from the pandemic, while maintaining essential services to customers and keeping the transit system infrastructure in a state of good repair.

### Expenses

Aggregate operating costs have grown 14.1 per cent since 2016, mainly due to the service expansion. Operating costs per capacity kilometre have grown 3.2 per cent from 2016 to 2019, which is in line with ridership growth. From 2019 to 2020, operating costs per capacity kilometre remained the same as lower passenger loads per transit vehicle, as a result of lower ridership, was offset with lower operating costs.

We actively monitor our net financing costs, which have grown 2.4 per cent since 2016. The gross interest expense as a percentage of operating revenue has increased by 18.5 per cent from 2019, mainly due to the operating revenue decline caused by the pandemic and changed travel behaviour. Prior to the pandemic, the gross interest expense as a percentage of operating revenue had decreased 0.3 per cent from 2016 to 2019.

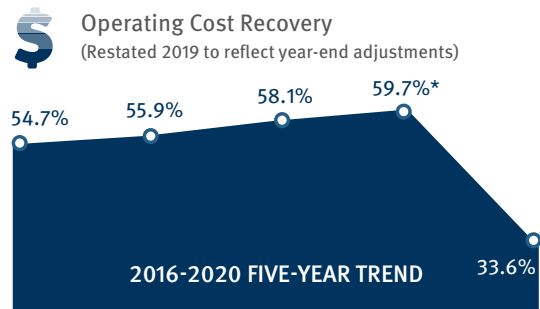
| Total Revenue (in millions) | 2016            | 2017            | 2018            | 2019            | 2020            |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Taxation                    | 825.67          | 821.33          | 819.35          | 906.97          | 849.99          |
| Transit                     | 541.59          | 590.96          | 638.02          | 685.36          | 385.93          |
| Government Transfers        | 240.53          | 166.90          | 303.50          | 398.52          | 793.77          |
| Other Income                | 551.79          | 114.75          | 93.91           | 98.53           | 115.22          |
| <b>TOTAL INCOME</b>         | <b>2,159.58</b> | <b>1,693.94</b> | <b>1,854.78</b> | <b>2,089.38</b> | <b>2,144.91</b> |

| Total Expenses (in millions)  | 2016            | 2017            | 2018            | 2019            | 2020            |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Operating Cost*               | 1,136.83        | 1,223.91        | 1,287.90        | 1,348.26        | 1,296.56        |
| Depreciation and Amortization | 181.66          | 192.17          | 197.85          | 212.94          | 229.45          |
| Net Financing Costs           | 172.71          | 181.77          | 183.46          | 194.98          | 189.34          |
| <b>TOTAL EXPENSES*</b>        | <b>1,491.20</b> | <b>1,597.85</b> | <b>1,669.21</b> | <b>1,756.18</b> | <b>1,715.35</b> |

\* Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

## 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. The cost recovery ratio has decreased from 59.7 per cent in 2019 to 33.6 per cent in 2020 as a direct result of our operating revenues collapsing while we continued to maintain pre-pandemic levels of service. Prior to the pandemic, the cost recovery ratio had increased 2.9 per cent from 2016 to 2019, as service expansion was supported by strong growth in ridership, regular fare increases, and effective service optimization initiatives.



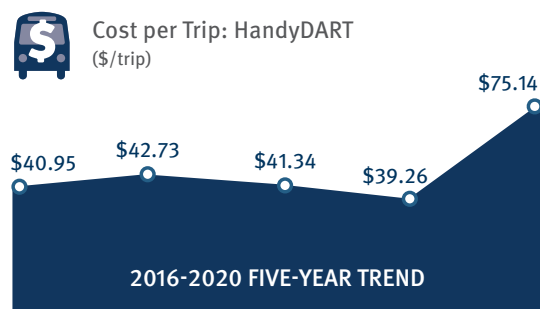
\* Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

## Cost Efficiency

We strive to deliver our services as efficiently as possible. When services are run efficiently and well used, it is 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. Prior to 2020, we aimed to continuously maintain and improve these measures by increasing ridership at greater rates than inflationary and other cost increases. As a result of declined in ridership caused by the pandemic and a mandate to continue delivering essential and appropriate transportation services the region, the operating cost recovery declined in 2020, and the cost per boarding and HandyDART trip increased. TransLink is committed to providing essential service levels and is focusing on rebuilding the ridership.



\* Ridership estimates for 2020 differ from the methodology used in previous years as a result of the temporary suspension of fare collection on buses in the first couple of months of the COVID-19 pandemic, the replacement of fareboxes on buses, and the December 2020 cyberattack.



## FINANCIAL SUSTAINABILITY

### SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

December 31, 2020, with comparative information December 31, 2019

|  | December 31<br>2020 | December 31<br>2019 |
|--|---------------------|---------------------|
| <b>FINANCIAL ASSETS</b>                              |                     |                     |
| Cash and cash equivalents                            | \$ 397,571          | \$ 502,060          |
| Accounts receivable                                  | 893,870             | 246,889             |
| Loan receivable                                      | 182,358             | 190,009             |
| Restricted cash and cash equivalents and investments | 1,033,354           | 1,101,107           |
| Investments  | 96,059              | 61,281              |
| Debt reserve deposits                                | 28,565              | 27,989              |
|  | 2,631,777           | 2,129,335           |
| <b>LIABILITIES</b>                                   |                     |                     |
| Accounts payable and accrued liabilities             | 374,319             | 368,232             |
| Debt   | 3,035,241           | 2,738,435           |
| Deferred government transfers                        | 1,196,485           | 1,188,463           |
| Golden Ears Bridge contractor liability              | 1,024,302           | 1,033,348           |
| Deferred concessionaire credit                       | 455,902             | 479,239             |
| Employee future benefits                             | 132,335             | 143,709             |
| Deferred revenue and deposits                        | 59,895              | 62,201              |
| Deferred lease inducements                           | 14,780              | 13,452              |
|  | 6,293,259           | 6,027,079           |
| <b>NET DEBT</b>                                      | (3,661,482)         | (3,897,744)         |
| <b>NON-FINANCIAL ASSETS</b>                          |                     |                     |
| Tangible capital assets                              | 5,573,970           | 5,381,268           |
| Supplies inventory                                   | 89,233              | 84,556              |
| Prepaid expenses                                     | 26,826              | 30,910              |
|  | 5,690,029           | 5,496,734           |
| Accumulated surplus                                  | \$ 2,028,547        | \$ 1,598,990        |

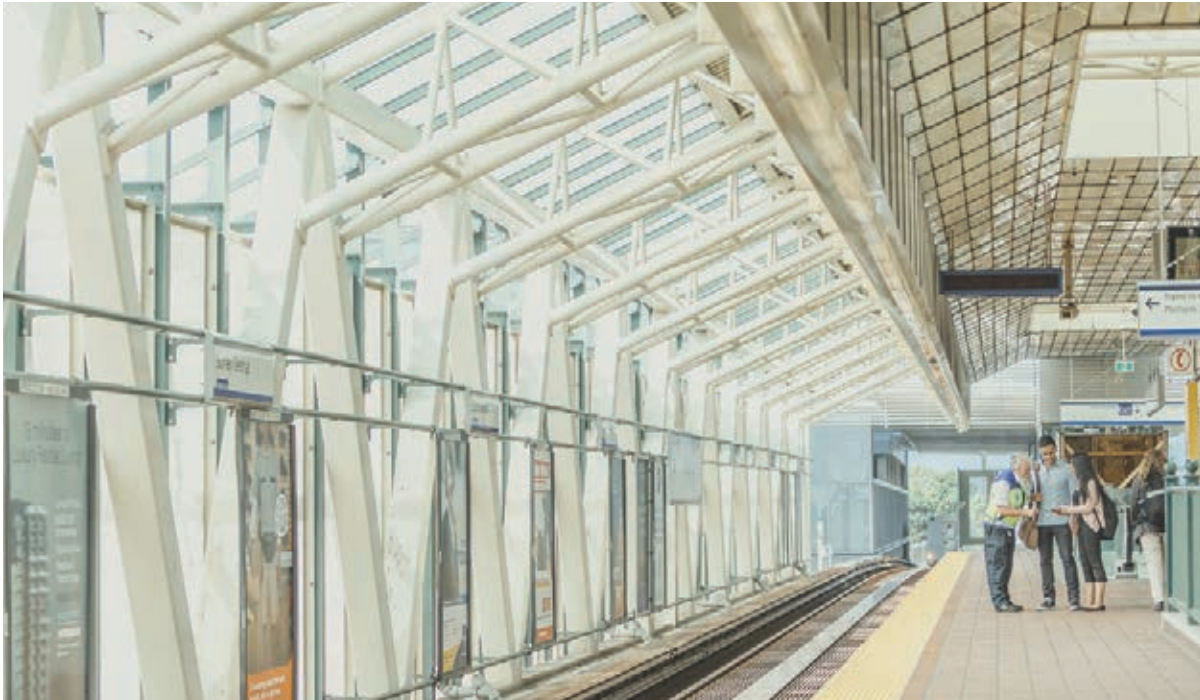


## SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

### Consolidated Statement of Operations (Expressed in thousands of dollars)

Year ended December 31, 2020, with comparative information for 2019

|  | 2020<br>Budget | 2020<br>Actual | 2019<br>Actual |
|--|----------------|----------------|----------------|
| <b>Revenues:</b>                                   |                |                |                |
| Taxation   | \$ 918,843     | \$ 849,986     | \$ 906,969     |
| Transit  | 723,160        | 385,934        | 685,362        |
| Government transfers                               | 261,913        | 793,771        | 398,523        |
| Amortization of deferred concessionaire credit     | 23,337         | 23,337         | 23,273         |
| Investment income                                  | 54,300         | 53,763         | 58,024         |
| Development cost charges                           | 24,600         | 19,734         | –              |
| Miscellaneous revenue                              | 17,059         | 18,394         | 16,725         |
| Gain (loss) on disposal of tangible capital assets | –              | (10)           | 506            |
|  | 2,023,212      | 2,144,909      | 2,089,382      |
| <b>Expenses:</b>                                   |                |                |                |
| Bus operations                                     | 1,009,156      | 933,863        | 927,176        |
| Corporate operations                               | 175,623        | 139,963        | 147,953        |
| Rail operations                                    | 483,481        | 441,894        | 446,283        |
| Roads & bridges                                    | 223,842        | 158,157        | 192,806        |
| Transit Police                                     | 43,590         | 41,475         | 41,959         |
|  | 1,935,692      | 1,715,352      | 1,756,177      |
| Surplus for the year                               | 87,520         | 429,557        | 333,205        |
| Accumulated surplus, beginning of year             | 1,596,690      | 1,598,990      | 1,265,785      |
| Accumulated surplus, end of year                   | \$ 1,684,210   | \$ 2,028,547   | \$ 1,598,990   |



### Green Bonds

In 2018, TransLink developed a Green Bond Program to finance the organization's capital spending, making it the first transit authority in Canada to do so.

After the momentous success of our inaugural Green Bond issuance of \$400 million in 2018, we issued a second offering of \$200 million in October 2019. The net proceeds are now being used exclusively to finance clean transportation and energy efficiency projects.

In 2020, TransLink published a Green Bond Impact Report, which outlines some of the key projects being funded through the program, including portions of the Millennium Line Evergreen Extension, SkyTrain Station and rail network upgrades, new higher-capacity rail cars, Transit Centre upgrades, electric trolley fleet maintenance and new battery-electric buses.

The Green Bond Program also helps fund improvements to the cycling and walking infrastructure throughout the system including, bike parkades and BC Bike Parkway maintenance.



---

**AFTER OUR INAUGURAL GREEN BOND ISSUANCE OF \$400 MILLION IN 2018, WE ISSUED A SECOND OFFERING OF \$200 MILLION IN 2019.**

---

---

## 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 efficiently and cost effectively receive qualified supplier bids from around the world. In 2020, the Strategic Sourcing Team continued to further optimize the practices and leverage the benefits of the software.

In 2020, we purchased over \$1.31 billion worth of goods and services from approximately 3,204 suppliers. 73 per cent of the suppliers were located in British Columbia and accounted for 56 per cent of the total spend, or \$729 million. 92 per cent of the suppliers were from Canada and accounted for 94 per cent of the total spend, or \$1.23 billion.

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



# People



## The TransLink enterprise is a family of companies dedicated to moving people in Metro Vancouver.

The enterprise includes TransLink and its operating companies: Coast Mountain Bus Company (CMBC), BC Rapid Transit Company (BCRTC), and West Coast Express (WCE).

CMBC, BCRTC, and WCE are separate companies from TransLink with their own respective executives, board of directors, employee workforce, and governance models.

The enterprise also includes a dedicated police force, Metro Vancouver Transit Police, a multi-jurisdictional policing agency dedicated to the provision of policing to the transit system in Metro Vancouver.

To successfully deliver on our shared mandate and help address the future needs of Metro Vancouver, each company must have dedicated employees who excel in their field. As a result,

each company is committed to attracting, retaining, and cultivating talented staff, managing health and safety, and promoting inclusion and diversity.

The TransLink enterprise is committed to fostering inclusive, equitable and accessible

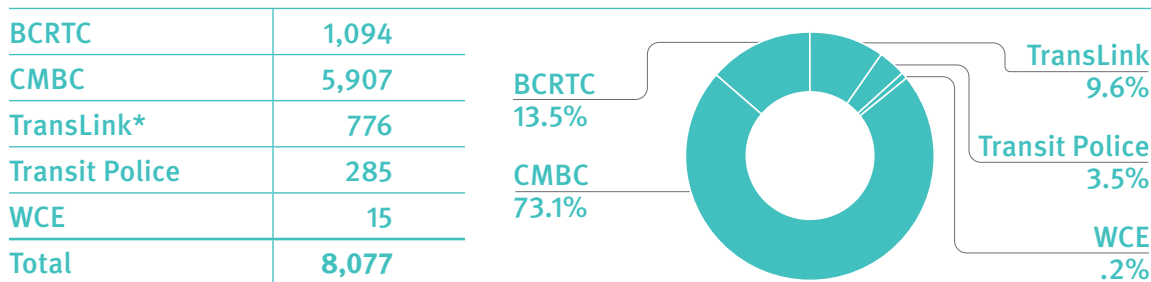
workplaces, recognizing the unique value and skills every individual brings. There is a focus on supporting a strong employee engagement culture, unique to each operating company, ensuring that we all work together to put the customer first.

## SNAPSHOT OF THE TRANSLINK ENTERPRISE WORKFORCE

# 8,077 enterprise employees

As of December 31, 2020, there were 8,077 employees across the TransLink enterprise, including operating companies Coast Mountain Bus Company, British Columbia Rapid Transit Company, West Coast Express, and Metro Vancouver Transit Police. 96 per cent of those employees are permanent, while 4 per cent are full-time or part-time temporary.

### Total employees by company 2020



### Total employees by status 2020

|                | Regular      | Temporary  | Regular %  | Temporary % | Total        |
|----------------|--------------|------------|------------|-------------|--------------|
| BCRTC          | 1,075        | 19         | 98%        | 2%          | 1,094        |
| CMBC           | 5,688        | 219        | 96%        | 4%          | 5,907        |
| TransLink*     | 726          | 50         | 94%        | 6%          | 776          |
| Transit Police | 253          | 32         | 89%        | 11%         | 285          |
| WCE            | 12           | 3          | 80%        | 20%         | 15           |
| <b>Total</b>   | <b>7,754</b> | <b>323</b> | <b>96%</b> | <b>4%</b>   | <b>8,077</b> |

\* Average for 2020



## Age of the Workforce

The majority of the enterprise workforce is over the age of 45. In total, 38.9 per cent are 25 to 44 years old, and 1.2 per cent are 18 to 24 years old. In 2020 6.7 per cent of new hires were 18 to 24, 34.7 per cent were 25 to 34, and 31.3 per cent were 35 to 44.

With more than 60 per cent of the TransLink enterprise workforce eligible to retire in the next 10 years, leadership planning and the development of leadership strategies and programs remain ongoing priorities. Each operating company addresses this by considering their own critical positions and identifying opportunities for leadership development and knowledge transfer.

### Total employees by age group 2020 (%)

|                | 18 – 24 | 25 – 34 | 35 – 44 | 45 – 54 | 44 – 64 | 65+  | Total  |
|----------------|---------|---------|---------|---------|---------|------|--------|
| BCRTC          | 1.8%    | 18.6%   | 27.3%   | 28.3%   | 21.8%   | 2.2% | 100.0% |
| CMBC           | 1.1%    | 12.6%   | 22.3%   | 30.8%   | 28.4%   | 4.8% | 100.0% |
| TransLink      | 0.5%    | 23%     | 34.2%   | 26.2%   | 15.1%   | 1.0% | 100.0% |
| Transit Police | 1.1%    | 24.9%   | 24.2%   | 29.5%   | 18.9%   | 1.4% | 100.0% |
| WCE            | 6.7%    | 13.3%   | 6.7%    | 33.3%   | 40.0%   | 0.0% | 100.0% |

---

## Gender representation

Gender representation across the enterprise is 80 per cent male, and 20 per cent female. In March 2020, a campaign was launched that focused on increasing the number of women in skilled trades positions, including mechanics, technicians, and service people.

As part of the 2020 recruitment campaign, the skilled trades were promoted as exciting and rewarding career opportunities for women. Stories highlighting exceptional women who work for the enterprise were featured on social media.

### Total employees gender ratio 2020 (%)

|                | Female | Male  |
|----------------|--------|-------|
| BCRTC          | 21.1%  | 78.9% |
| CMBC           | 14.0%  | 86.0% |
| TransLink      | 49.2%  | 50.8% |
| Transit Police | 33.6%  | 66.4% |
| WCE            | 58.3%  | 41.7% |
| Total          | 19.0%  | 81.0% |

## Equity, Diversity and Inclusion

In 2020, TransLink took a significant step forward by hiring the first Program Lead for Equity, Diversity & Inclusion. In addition, the TransLink enterprise created a new Equity, Diversity & Inclusion Task Force, designed to advise and mobilize support for initiatives related to workplace equity, diversity, and inclusion across the enterprise. The task force is made up of employees representing all parts of the enterprise, with a vested interest in this topic and a desire to make a difference in their respective workplaces.

Working closely with the new Program Lead for Equity, Diversity & Inclusion, the task force has begun to identify opportunities to improve practices in enterprise workplaces; supported learning initiatives such as unconscious bias, inclusive leadership, intercultural skills and allyship training; and launched a speaker series with topics ranging from creating inclusive workplaces to LGBTQIA+ inclusive language.



PEOPLE



## Collective Agreements

87.8 per cent of employees across the TransLink enterprise are represented by six bargaining units which include Unifor Locals 111 and 2200, (Coast Mountain Bus Company); the Canadian Union of Public Employees (CUPE) Locals 4500 and 7000, (BCRTC and Coast Mountain Bus Company) MoveUP, (Coast Mountain Bus Company and TransLink) and the Transit Police Professional Association (TPPA). Each operating company negotiates its own collective agreement and is responsible for its own labour relations matters.

# 829

NUMBER OF **TOTAL HIRES ACROSS THE  
TRANSLINK ENTERPRISE** IN 2020

# 410

NUMBER OF **TOTAL HIRES WHO ARE CMBC  
TRANSIT OPERATORS**

## Turnover

Voluntary turnover across the enterprise in 2020 was 3.9 per cent, which was down from 6.2 per cent in 2019. Voluntary turnover is defined as resignations and retirements.

This is the lowest voluntary turnover rate in five years, which is a positive sign reflecting both market conditions during the COVID-19 pandemic and retention initiatives underway in each of the companies across the enterprise.

### Total voluntary turnover by age group 2020 (%)

|                | 18 – 24 | 25 – 34 | 35 – 44 | 45 – 54 | 44 – 64 | 65+   |
|----------------|---------|---------|---------|---------|---------|-------|
| BCRTC          | 8.1%    | 16.2%   | 16.2%   | 21.7%   | 16.2%   | 21.6% |
| CMBC           | 2.4%    | 10.8%   | 13.9%   | 12.9%   | 32.8%   | 27.2% |
| TransLink      | 7.3%    | 29.1%   | 29.1%   | 14.5%   | 14.5%   | 5.5%  |
| Transit Police | 0.0%    | 26.9%   | 23.2%   | 19.2%   | 26.9%   | 3.8%  |
| WCE            | 0.0%    | 0.0%    | 0.0%    | 0.0%    | 50.0%   | 50.0% |
| Total          | 3.4%    | 14.7%   | 16.7%   | 14.3%   | 28.5%   | 22.4% |

### Total voluntary turnover by age group 2020 (actual and %)

|           | 18 – 24 | 25 – 34 | 35 – 44 | 45 – 54 | 44 – 64 | 65+   |
|-----------|---------|---------|---------|---------|---------|-------|
| Voluntary | 14      | 60      | 68      | 58      | 116     | 91    |
| Total     | 3.4%    | 14.7%   | 16.7%   | 14.3%   | 28.5%   | 22.4% |

# Environmental Sustainability



## At TransLink, environmental sustainability is in our DNA.

Whether it's providing smart and sustainable transportation options for the people of Metro Vancouver, helping to reduce congestion on our roadways, or supporting active transportation in our region, we make a positive impact every day.

We are also taking meaningful steps to reduce our own corporate environmental footprint through the adoption of innovative new technology and by setting bold targets for the future.

2020 was an unprecedented year in many regards. The COVID-19 pandemic posed challenges in all corners of our enterprise, as evidenced by the earlier chapters in the report. Yet despite these challenging circumstances, TransLink's remained deeply committed to our environmental sustainability program in 2020 and moved forward with key initiatives related to climate action.



### GREENEST EMPLOYERS

Once again, we were delighted to be selected as one of Canada's Greenest Employers in 2020. 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.



---

## Our Approach

### TRANSLINK SUSTAINABILITY COMMITMENTS

Since October 2018, TransLink has been working toward two significant, Board-adopted environmental targets:

## 80% reduction

**AN 80 PER CENT REDUCTION OF GREENHOUSE GAS (GHG) EMISSIONS BY 2050**

## 100% renewable energy

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

Although ambitious, the 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.

These are key environmental sustainability initiatives we worked on in 2020:

#### Low Carbon Fleet Strategy

With the Low Carbon Fleet Strategy (LCFS) finalized in 2019, TransLink entered 2020 with a roadmap for electrifying our bus fleet. In 2020, we began implementing the plan.

Two major successes were:

- Approval through the Metro Vancouver Gas Tax Fund to purchase 15 battery-electric buses. These buses will join four battery-electric buses operating on Route 100 between New Westminster and Vancouver, which are part of our electric bus pilot in partnership with the Canadian Urban Transit Research & Innovation Consortium. When these buses enter service in 2023, Route 100 will be 100 per cent electric.
- A funding agreement through the BC Ministry of Energy, Mines and Low Carbon Innovation to support greenhouse gas reductions through a bus and infrastructure electrification project at our Port Coquitlam Transit Centre.

#### Began developing a Climate Action Plan

Predictions 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.

In 2020, we began the process of developing a meaningful Climate Action Plan for the TransLink enterprise. The plan will tie together our LCFS and our enterprise-wide Facilities Renewable Energy Plan, bringing a holistic view and approach to climate mitigation and adaption across the enterprise.

We are aiming to have our Climate Action Plan finalized in Fall 2021.



Fleet Greenhouse Gas Emissions

Our fleet makes up approximately 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 zero-emission buses, we will substantially reduce our GHG emissions.

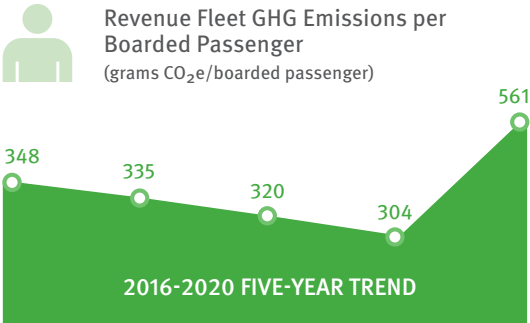
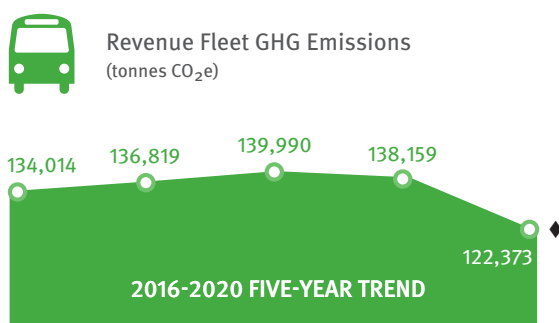
In 2020, our total revenue fleet GHG emissions decreased by 13 per cent when compared to 2019. However, it’s important to note that this decline is partially due to COVID-19 and the related changes in ridership, congestion and service hours.

In total, TransLink’s ridership fell by 51 per cent in 2020. Thanks to emergency relief funding from the federal and provincial governments, TransLink was able to maintain near pre-pandemic service levels. When service hours return to pre-COVID levels, we will be able to have a more realistic view of our internal efforts to reduce GHGs.

As our fleet continues to transition to zero-emission battery-electric buses, and service hours are restored to pre-COVID levels, we expect the revenue fleet GHG emissions per boarded passenger will continue to decline.

RENEWABLE NATURAL GAS

In 2020, we purchased 50,000 GJ of renewable natural gas for our compressed natural gas (CNG) bus fleet. The purchase of 50,000 GJ of RNG reduces our GHG emissions by approximately 10 per cent from our CNG fleet.



## 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.

 **65%**

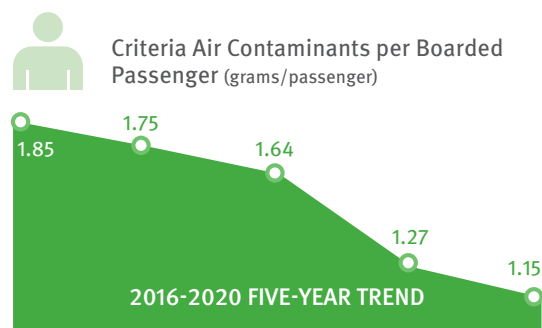
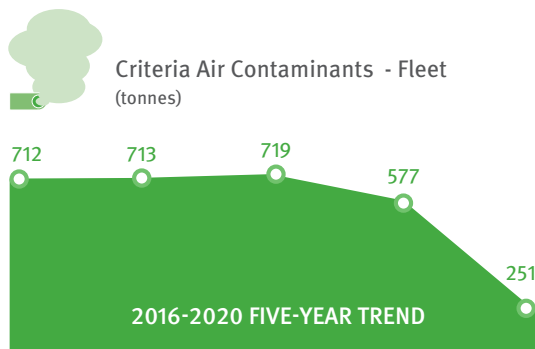
**SINCE 2016, OUR CAC EMISSIONS HAVE DECREASED BY 65 PER CENT.**

Since 2016, our CAC emissions have decreased by 65%. The decrease is a result of retiring our older generation of diesel buses and replacing them with cleaner diesel-electric, compressed natural gas and battery-electric buses. Bus models from 1996 to 2009, which have higher CAC's than the new bus models, used 50% less fuel in 2021 than in 2016, meaning new bus models, with lower emissions, have been replacing the older models.

## APTA PLATINUM SIGNATORY



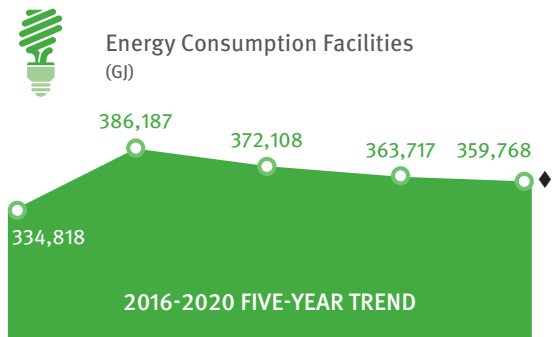
As one of only five North American recognized Platinum Level signatories of the American Public Transportation Association's (APTA) sustainability commitments, we have a comprehensive environmental management approach that makes sustainability part of our organization's strategic objectives.



## Facilities Energy Consumption

In 2020, our facility energy consumption decreased by 1 per cent compared to 2019. This reduction can be attributed to ongoing energy reduction efforts such as two major lighting projects at two of our transit centres in 2020.

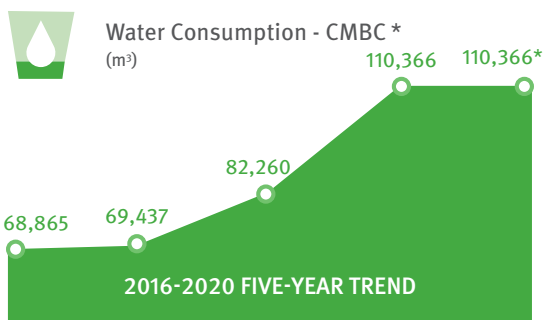
However, in response to COVID-19, service hours were reduced which impacted energy consumption at various properties and a large number of team members transitioned from office work to remote work. This would have also contributed to a reduction in energy consumption throughout the enterprise.



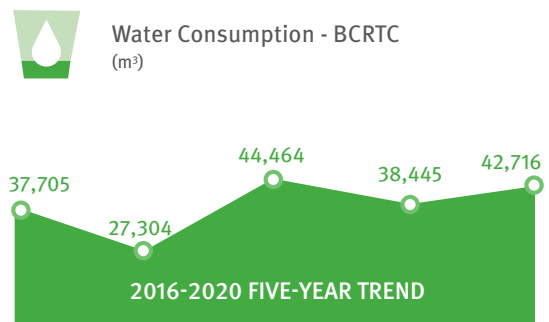
This information excludes Canada Line facilities.

## Water Consumption

For 2020 water consumption, only BCRTC are able to report. This is due to I.T. systems and analytics being unavailable at CMBC due to the cyberattack in late 2020.



\* 2020 data not available



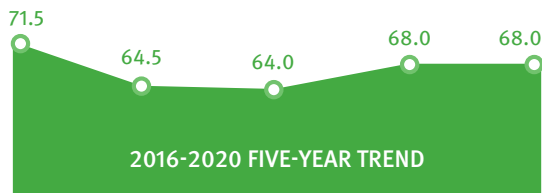
## Waste Diversion

In 2020, the waste diversion rate at CMBC was the same as 2019 at 68%.

In 2020, BCRTC's waste diversion rate was 70.5 per cent.



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



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







# We Want to Hear from You

## Thank you for reading our 2020 Accountability Report.

If you have any feedback on this report, we want to hear from you!

Our family of companies deeply value input and insights from our customers, employees, partners, investors, and supporters in the community.

Let us know how we're doing and what you'd like to see in the future. Send comments and questions to [communications@translink.ca](mailto:communications@translink.ca), or connect with us on social media using [Twitter](#), [Facebook](#), or [Instagram](#).

### RESOURCES

---

For more information on the TransLink enterprise'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](#)
- [Statutory Annual Report](#)





**zer** 100%  
carbon  
neutral  
by Hemlock Printers [www.hemlock.com/zer](http://www.hemlock.com/zer)

 **RECYCLED  
Paper**  
FSC® FSC® C014956



HEAD OFFICE:  
400-287 Nelson's Court  
New Westminster, BC  
V3L 0E7 Canada