



TransLink Enterprise 2021 Accountability Report

translink.ca





Vision

**A better place to live,
built on transportation
excellence.**

Mission

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

Values

Safety

Customer Service

People

Inclusiveness

Integrity

Excellence

Sustainability

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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.

Welcome to the TransLink Enterprise 2021 Accountability Report

Our vision is to create a better place to live, built on transportation excellence.

Guided by our Regional Transportation Strategy, we work to connect the region and enhance its livability by providing a sustainable transportation network, embraced by the communities we serve. Together our family of companies works to create and maintain a transportation ecosystem that helps people move throughout the region, fosters safe and healthy communities, and ensures our region remains a vibrant place to live for future generations.

Our ongoing focus is on growing ridership, in supporting reconciliation efforts, and building a sustainable network for the future.

Ridership

Our 2021 priorities were shaped by the profound impacts of the COVID-19 pandemic, which dramatically impacted ridership and revenue. The pandemic also highlighted the essential nature of the services we deliver every single day.

Despite the extraordinary and unprecedented challenges, we never stopped moving. Throughout the COVID-19 pandemic, TransLink and its operating companies continued to serve hundreds of thousands of customers across

Metro Vancouver. We swiftly and effectively developed and implemented comprehensive action plans to keep the system moving for customers who depend on us, and adjusted these plans as needed to meet changes in Public Health Orders. Welcomed support from the federal and provincial governments further 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.

Reconciliation

Reconciliation efforts and priorities were prevalent in 2021 and will continue to be going ahead. We recognize that reconciliation requires meaningful action, the building of trusting relationships, and ongoing, respectful engagement with Indigenous Nations and urban Indigenous Peoples. Throughout our work, we are determined to further pursue and encourage conversations that ensure diverse Indigenous perspectives are integrated in the future of planned transit needs and interests in the region. We also aim to enhance and build awareness on Indigenous cultural safety and training opportunities throughout the enterprise.



Climate Change

Climate change has also played a prominent role in shaping our priorities. We continue to work proactively to reduce our impact on climate change and plan for, and adapt to, the ongoing effects of climate change. In 2021, we witnessed extreme weather events, including wildfires, heat domes, and severe storms. While public transit is already one of the most sustainable ways to travel, we are continuing to do our part to address the ever-present climate emergency. This includes the creation of our first-ever Climate Action Strategy, which outlines our commitment to limit global warming, and to be resilient to climate change impacts.

In this report, we assess the performance of the TransLink enterprise in 2021, including how we are adapting, evolving, and innovating to keep our region moving amidst the challenges posed by COVID-19 and climate change.

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



A MESSAGE FROM TRANSLINK'S CEO, KEVIN QUINN

2021, a year for reconnection.

The second year of the pandemic was tough, no doubt. But no matter what challenges we face, I'm proud that our goal always stays the same: to connect people to the places that matter most and bring people together, while doing our part to make this region a great place to live.

Throughout the pandemic, we maintained service levels, and continued to ensure safe, reliable, frequent transit.

Our region, along with the rest of the world, experienced additional waves of the pandemic, causing some businesses to close once again, with many people continuing to work from home. While system-wide boardings were down, we knew that upwards of 300,000 customers continued to rely on our system each day. Many of them were essential workers. Focusing on delivering service was a top priority. Our commitment never wavered.

2021 also gave us a sober reminder of the urgent need to advance reconciliation, as many truths were uncovered about the tragedies of residential schools that have impacted Indigenous communities.

The effects of climate change also hit home in unprecedented ways, including flooding, mudslides, forest fires, the heat dome, and snowstorms. These events were clear indications that climate change is here, and

that its impacts will continue to challenge the way we move and live.

To put it lightly – yes, there were challenges. But one thing was certain: 2021 gave us the opportunity to step up and support our province's recovery, with sustainability and reconciliation at our core.

Shifting people to public transportation is an excellent solution.

It was a special time in 2021 when we finalized our Climate Action Strategy. Why is this strategy so important? It's a huge step forward in our commitment to new, aggressive targets to fight climate change. The strategy gives us a high-level roadmap for moving forward on climate action, including reducing GHG (greenhouse gas) emissions, adapting to climate impacts, and advancing governance and funding.



The great thing is that transit is already one of the most powerful ways to cut GHGs. Personal transportation is the single largest source of GHGs in the region. Choosing public transit instead of driving a car is one of the most impactful things we can do as individuals to fight climate change and road congestion. It's amazing how powerful a simple bus ride can be.

We're committing to strengthening ridership, reconciliation, and resilience.

To meet the multitude of challenges faced in 2021, we carefully innovated, planned, and invested in the future of transportation in the region. We presented a draft of the Regional Transportation Strategy to the Mayors' Council and Board of Directors, outlining our vision for the future. Most notably, this plan included a commitment to equity and reconciliation. We will continue to seek out opportunities to contribute in significant and respectful ways to advance reconciliation with Indigenous Peoples in Metro Vancouver.

Keeping our system running smoothly is essential. We continued to think long term, focusing on maintenance, expansion, and the customer experience. That's why we remain committed to building sustainable transit networks into the future, including numerous infrastructure and system upgrades.

Of course, achieving both financial and environmental sustainability has been at the forefront of our efforts. By the end of 2021, annual ridership was 49.4 per cent of pre-COVID-19 boardings. We remain confident that as we move forward, together we can continue to rebuild ridership, and build a well-connected region for a stronger, more resilient future.

In addition to relief funding of \$644 million secured in 2020, TransLink received \$31.8 million of additional senior government relief funding in 2021 to ensure we could continue to maintain service levels. We're grateful for the funding support we've received, particularly as we work towards creating a more resilient transit network for the region.

We're in this together, and we're excited about the future of how we move across the region.

Yes, there's more to be done. But we know that our resilience and dedication have enabled TransLink to keep getting people to where they want to go. We look forward to continuing to invest in people, our system, our region, and the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Quinn', is positioned above the name Kevin Quinn.

Kevin Quinn, CEO, TransLink

ABOUT THIS REPORT

This 2021 TransLink Enterprise Accountability Report marks our fifth year of integrated reporting and brings together financial performance, people practices, and sustainability measures.

Our decisions are based on an integration of factors, holding ourselves accountable for our actions and resources relative to our commitments.

This report covers the 2021 performance of TransLink and its operating companies in the Metro Vancouver region of British Columbia, Canada. Where data is available, the activities of key performance indicators 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, Indigenous Peoples, taxpayers, investors, and the sustainability and transportation communities.

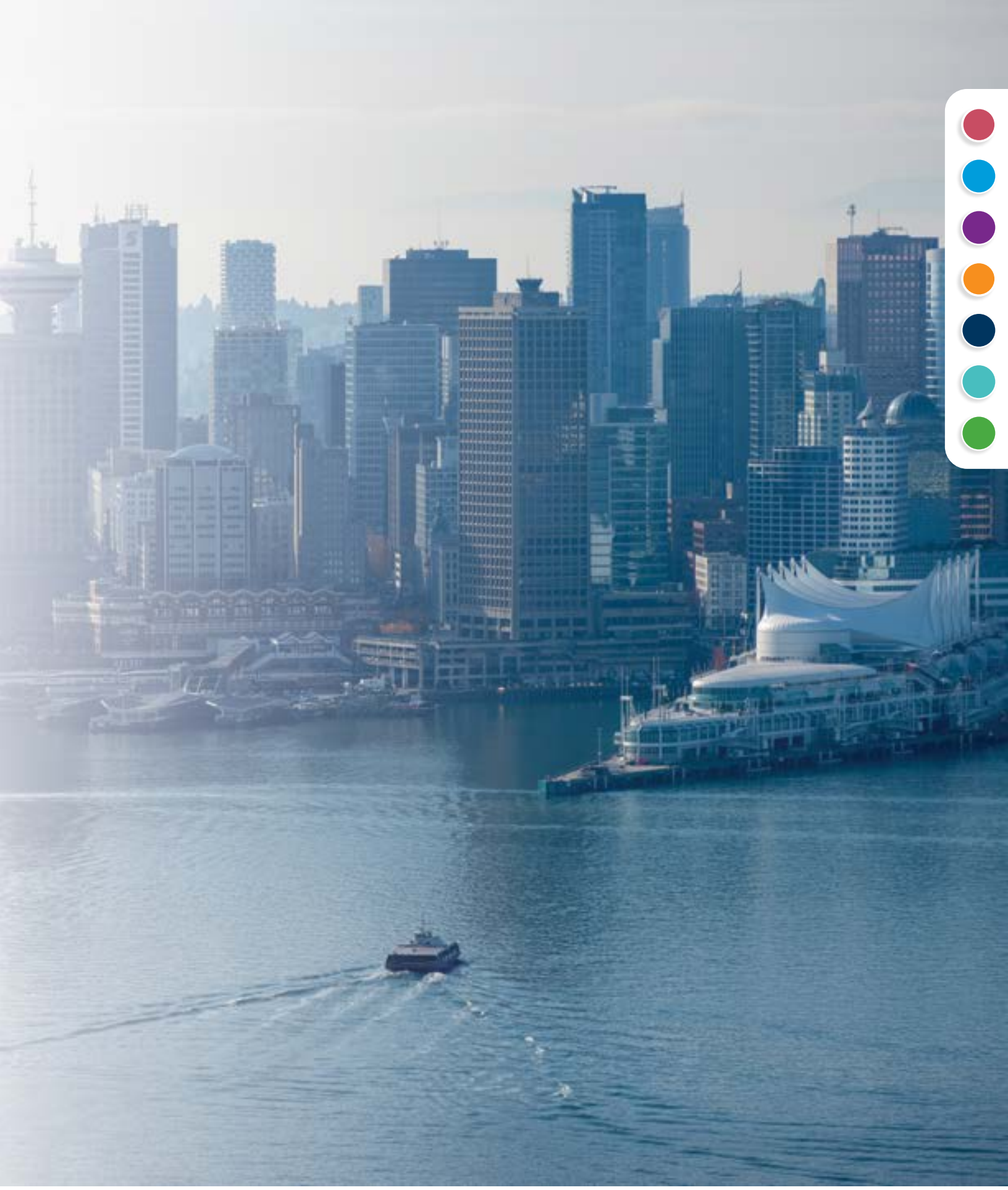
This report is prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. (Refer to our GRI Index for more information.) Our GRI topics are aligned with the United Nations Sustainable Development Goals (UNSDGs).

We define materiality as the topics or issues most significant to our key internal and external stakeholders, and Indigenous Peoples, 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 continue to refine the metrics and information we share based on our engagements with customers, employees, industry and community partners, TransLink's board of directors, our operating companies' boards of directors, and the region's Mayors' Council. We will be updating our assessment in 2023.

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 2021 Year-End Financial and Performance Report which includes KPMG's Independent Auditors' Report on the financial statements.

In December 2020, TransLink was the victim of a sophisticated cyberattack. In response, TransLink took immediate action to shut down multiple systems to contain the threat and reduce the impact on operations. Due to the severity of the incident, it took several months to get some systems up and running; some were resumed shortly after the attack. As a result, some data from 2021 is not fully available and noted where applicable in the report.



ABOUT THE TRANSLINK ENTERPRISE

As the integrated, multi-modal transportation authority for Metro Vancouver, the TransLink enterprise plans, finances, manages, and operates the transportation network to help meet the unique needs of this region – now and in the future.

With over 612,000 boardings a day, transit helps our customers get to where they need to go.¹

Who We Are

The TransLink enterprise is a family of companies dedicated to moving people around Metro Vancouver. The enterprise includes TransLink and its operating companies: Coast Mountain Bus Company (CMBC), BC Rapid Transit Company (BCRTC), Transit Police (MVTP), and West Coast Express (WCE). We work to connect the region and enhance its livability by providing a sustainable transportation network, embraced by the communities we serve.

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

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 services and projects impact 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 regional district), with a total population of 2.5 million people. Our service area covers more than 1,800 square kilometres – that's over twice the size of Canada's five other largest cities.

¹ Pre-pandemic, TransLink had 1.2 million boardings a day.

What We Do



BRIDGES TransLink owns and maintains five bridges – Knight Street Bridge, Pattullo Bridge, Golden Ears Bridge, Westham Island Bridge, and the Canada Line Bike & Pedestrian Bridge.



BUS CMBC has more than 1,700 vehicles serving over 245 routes, including contracted services. 100 per cent of our transit vehicles and 81.4 per cent of bus stops are wheelchair accessible.



CYCLING AND WALKING With 11 bike parkades across the TransLink network, Metro Vancouver now has the largest transit-integrated bike parking network in Canada, including approximately 350 individual bike parking stations, as well as bike lockers that provide parking for approximately 400 bikes. In addition, TransLink invests in 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. In 2021, our HandyDART fleet included nearly 350 shuttles.



ROADS TransLink funds the operation and maintenance of Metro Vancouver's Major Road Network, which includes 675 kilometres of roadway connecting the provincial highway system with the local road network.



SEABUS CMBC operates four passenger-only ferries linking downtown Vancouver and North Vancouver.



SKYTRAIN BCRTC has 79 kilometres of rapid transit and over 400 train cars, with 55 stations on the Expo, Millennium, and Canada lines. One hundred per cent of stations are wheelchair accessible.

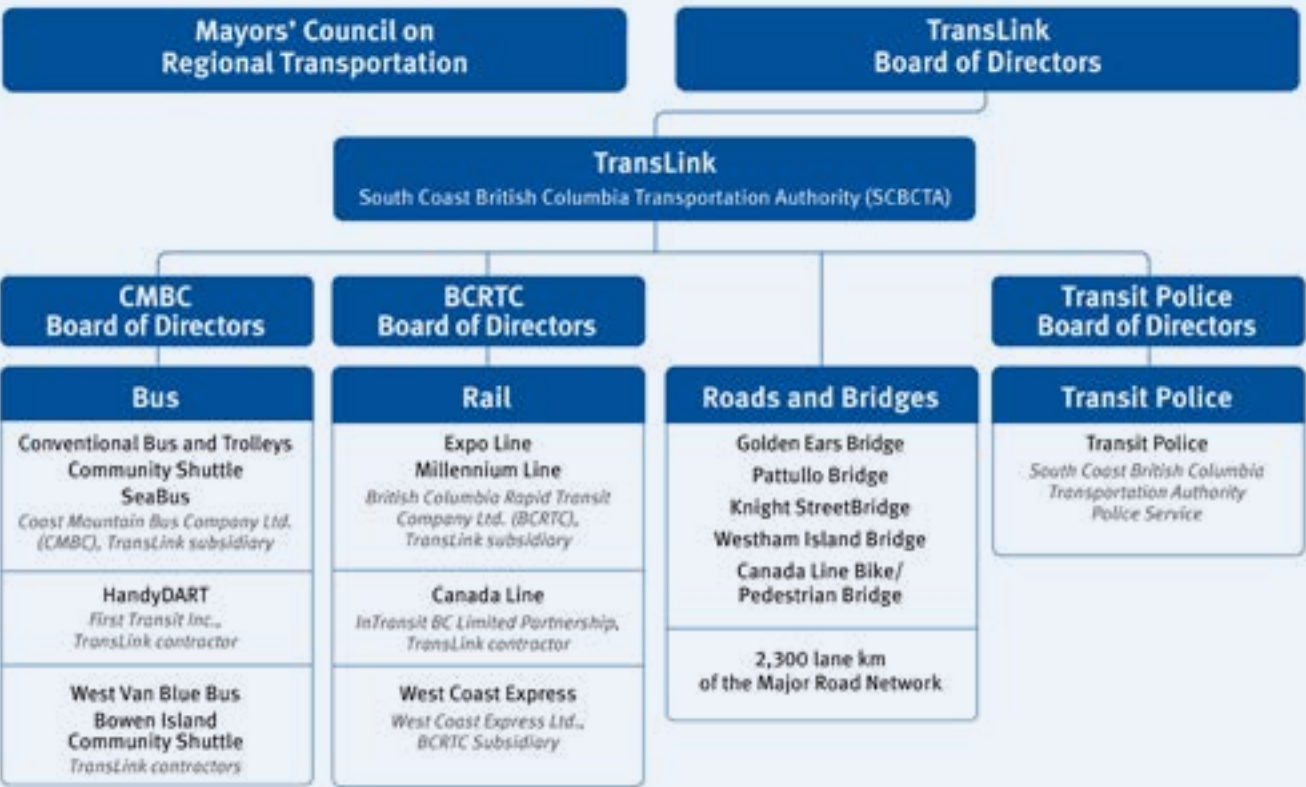


TRANSIT POLICE Transit Police, represented by 183 officers and 76 civilian staff, is the only transit police service in Canada.

WEST COAST EXPRESS WCE is a commuter rail service, with over 40 train cars, 69 kilometres of commuter rail and eight stations, that runs between downtown Vancouver and Mission. All stations are wheelchair accessible.

HOW WE ARE GOVERNED

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



2021 BOARD OF DIRECTORS



First row from left: *Tony Gugliotta (Board Chair), Larry Beasley, Sarah Clark, Lorraine Cunningham (Vice-Chair), Jonathan X. Coté (Mayor of the City of New Westminster), Harj Dhaliwal, Murray Dinwoodie (January - August), Jack Froese (Mayor of the Township of Langley), Karen Horcher, Andrea Reimer (August - December), Andy Ross, Marcella Szel*

Mayors' Council on Regional Transportation

The Mayors' Council consists of 21 mayors from municipalities within Metro Vancouver, the Chief of 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.

The TransLink Board of Directors is responsible for stewarding the affairs of TransLink; they oversee business conduct and supervise management.

The Board appoints the Chief Executive Officer (CEO), and delegates responsibility to the CEO for the day-to-day leadership and management of the organization. In 2021, 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, Chairs, and Directors. It includes a Code of Conduct to guide ethical behaviour and address conflicts of interest.

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

Senior Executive Team

TransLink's Senior Executive Team brings diversified skill sets to the tasks of planning and managing the region's transportation network. The team consists of TransLink's CEO, CFO, and COO, as well as senior executives from CMBC, BCRTC, and Transit Police. In July 2021, we brought on a new CEO, Kevin Quinn. Find out more about our [Executive Team](#).

2021 ENTERPRISE SENIOR EXECUTIVE



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

WHAT GUIDES US

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

To deliver on our mandate, we have created strategic goals that are driven by our 30-year Transport 2050 Regional Transportation Strategy and the Mayors' 10-Year Vision for Metro Vancouver Transportation.

Transport 2050

The region's population is expected to grow by another 1 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 ensure we deliver infrastructure and services that continue to adapt to changing demographics and consumer demands, and ultimately encourage people to make public transit, walking, and cycling their preferred choices for travel throughout the region.

In 2019, TransLink began the development of Transport 2050, our 30-year regional transportation strategy to shape the future of how we move and live. 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 2021, during the COVID-19 pandemic, we continued the public engagement process for Transport 2050, our largest-ever public engagement. (See [Public Engagement](#) for more information.) In January 2022, in preparation for meeting with the Mayors' Council and TransLink Board of Directors, TransLink completed the draft Regional Transportation Strategy. The strategy lays out a vision for the region's future, as well as over 100 recommendations to improve transportation over the next three decades. Some key recommended actions include:

- **Quadrupling the rapid transit network** through construction of ~300 kilometres of new rapid transit.
- Completing an 850-kilometre traffic-separated **Major Bikeway Network** to connect communities with greener, healthier transportation options.
- **Promoting electric and shared vehicles** such as bikes, scooters, and cars.

We are developing the ten-year priorities for the implementation of Transport 2050. Learn more about Transport 2050 and our Regional Transportation Strategy at transport2050.ca.

Mayors’ 10 -Year Vision for Metro Vancouver 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. Phase One of the Mayors’ Vision was launched in January 2017 and included 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) that identify capital and operating expenditures over the next 10 years. These plans also identify how the expenditures will be funded from established revenue sources. Once approved, an investment plan becomes our financial plan.

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, we modified our key corporate priorities, as outlined below.

OUR KEY CORPORATE PRIORITIES

Our guiding principles in 2021 were to manage the financial impacts of COVID-19 on the organization, while continuing to deliver reliable customer service, maintain the system in a state of good repair, and develop the next ten-year Investment Plan to address the structural gap in revenues caused by the pandemic. To accomplish this, we focused on four corporate priorities:

Rebuild Customer Ridership – Focus on restoring public trust and confidence in transit as the economy recovers.	Foster a Safe, Skilled, and Resilient Workforce – Help build resilience among the workforce by focusing on business continuity, transparency, and adaptability.
Deliver a Reliable Transportation System in a State of Good Repair – Proactively manage and maintain all assets in a state of good repair to ensure safety and reliability, optimize lifecycle costs, and enhance the customer experience.	Achieve Financial Sustainability – Actively manage our financial health and work towards the achievement of long-term financial sustainability.

Throughout this document, we report on the key accomplishments we have made towards each of these priorities.



Stakeholder Engagement



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, 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.

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, including those who use the road and transit network, as well as cycling and walking paths. Their feedback guides us in all our planning activities and directly influences everything that we do.

Public Engagement

Based on learnings from the many successful digital public engagements we completed in 2020, we launched and completed five significant engagement projects in 2021.

While the pandemic restricted all in-person engagements, we proactively implemented all tools at our disposal, using online meeting platforms, EngageTranslink.ca, mailers, email, phone calls, and webinars, as well as public opinion research polls. Through these methods, we engaged and gathered feedback from approximately 87,800 people.

Key public engagement highlights in 2021 included:

Transport 2050	<p>We completed Phases 2 and 3 of our largest public engagement to date. In addition to 31,000+ completed surveys and 4,000 ideas gathered in Phase 1, nearly 7,000 surveys were completed online in Phases 2 and 3. Additionally, 771 people participated in webinars, youth and multicultural online workshops, elected official presentations, and key stakeholder engagements.</p> <p>As we have done in the past, a concerted effort was made to reach groups that are typically under-represented in transportation decision-making including persons with a disability, those who are more comfortable providing feedback in languages other than English, and lower-income residents. Over 50 multicultural agencies were invited to participate in online workshops, sharing their perspective for Transport 2050.</p> <p>This was the largest public engagement initiative in TransLink’s history, and resulted in strong regional consensus for the next 30 years of transportation.</p>
Millennium Line Extension to UBC	<p>From April to May, TransLink conducted public engagement on a potential Millennium Line UBC Extension. Through a variety of engagement opportunities, including a survey and virtual open house, over 15,500 individuals across Metro Vancouver were able to provide feedback online. We also conducted stakeholder briefings with nine community, business, governmental, and educational organizations.</p> <p>Public survey and research poll results identified that 92 per cent of public survey respondents and 67 per cent of research poll respondents strongly supported the Millennium Line Extension to UBC.</p>

**Bus Stop
Balancing**

We conducted a robust and comprehensive engagement on bus stop balancing – the consolidation, removal, and addition of bus stops – on Routes 17 and 25 in Vancouver. This engagement, done in partnership with the Canadian National Institute of the Blind (CNIB), included over 1,350 voice and email blasts to blind and visually challenged members in postal codes along these corridors, as well as 900 letters sent to stakeholders. We also engaged three City of Vancouver public advisory committees and TransLink’s own User Advisory Committee (UAC).

As a result of stakeholder feedback, we reinstated two bus stops on Route 25 and six stops on Route 17 that we had initially proposed to remove. This meant that 94 per cent of customers on Route 17, and 98 per cent of customers on Route 25 did not need to adjust their journey and were able to reduce their travel time.

**RapidBus Phase
2 – R6 (Surrey/
Delta)**

In partnership with the cities of Surrey and Delta, we conducted engagement for the R6 Scott Road, engaging a wide variety of stakeholders along the corridor. This included an online platform, two virtual open houses, 23 meetings, and 450 voice and email blasts to blind and visually challenged members.

Twenty percent of households along parts of the corridor do not speak English; the majority of those people speak Punjabi. To accommodate that, our engagement included postcard mailings, signage, and a digital campaign in both English and Punjabi.

Over the three-week engagement period, the R6 engagement website received 1,715 visitors, of whom 1,036 visitors completed surveys. More than 2,300 comments were also received through the survey.

**HandyDART
Modernization
Program**

TransLink conducted public engagement on HandyDART service updates to improve the customer experience from start to finish – including how people register, book, and pay for trips. For more information, see [Improving Accessibility](#).

TravelSmart Partnerships

TravelSmart is our Transportation Demand Management (TDM) Program. It encourages people to change their travel behaviours, breaks down barriers, and helps them find more sustainable ways of getting around. TravelSmart combines face-to-face outreach, online support, and strategic partnerships, enabling us to reach out to schools, businesses, seniors, and new immigrants.

Key TravelSmart highlights in 2021 included:

Developed the Compass for Developments program, a one-time bulk purchase option for developers, property managers, or any organization that wishes to provide transit passes for their tenants. We also developed TDM Guidelines to improve processes, strategic development, and implementation of TDM across the region.

Supported a new TravelSmart for Business employer program to promote transit subsidy and commuting programs for employees. In 2021, we engaged 29 businesses for TDM travel planning and reached over 10,800 businesses and individuals via Board of Trade events. We also developed pilot programs for key industrial firms south of the Fraser.

Launched a pilot of Kid Commute – a Walking School Bus Program, in which an organized group of children and caregivers walk to school together on a regular basis. This program, created in partnership with DASH BC, Cities of Vancouver and North Vancouver, and the Ministry of Transportation & Infrastructure, will provide families with more free time before and after school, reduce traffic and congestion near school neighbourhoods, improve mental and physical health, and decrease air pollution near school zones.

Supported a variety of youth cycling initiatives, in partnership with BC Transit and the Province of BC. This included Bike to School Week, HUB Cycling's Everyone Rides Grade 4–5, and bike education in schools.

Implemented Kids Ride Free, in partnership with BC Transit and the Province of BC, a province-wide program in which children 12 and under can ride transit free of charge.



Implemented a variety of initiatives for seniors and newcomers, including travel training webinars with new Canadians, support of B.E.S.T.'s (Better Environmentally Sound Transportation), Living Streets Program for pedestrians, and communications to support TravelSmart initiatives through partners, municipalities, and the province.

Launched our first-ever cycling campaign, Let's Ride, to support TravelSmart's cycling partners, the new regional cycling maps, new cycling infrastructure projects, and new bike parking amenities.

Worked with BEST, HUB Cycling and Project 529 to support a Bike Valet project in the Mount Pleasant and Main & Broadway area. Done in coordination with the City of Vancouver and the Province, over 8,300 bikes were parked via Bike Valet.

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 invest in initiatives that help overcome barriers to transportation and allow access to community programs and services.

1 Million Masks

Face Mask Collaboration

Through partnerships, TransLink helped distribute one million masks to British Columbians to help support safe essential travel during the COVID-19 pandemic.

\$75,000

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 2021, we made \$75,000 in Compass products available to United Way, supporting dozens of location service organizations under this program.

\$250,000

United Way Annual 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. In total, the TransLink enterprise raised over \$250,000 for the United Way in 2021. 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.

2,500 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 2021, the Toys for Tots team delivered more than 2,500 toys to the Lower Mainland Christmas Bureau using one of our popular Reindeer buses. For the first time, we included donations to the Greater Vancouver Food Bank.



Improving Accessibility

TransLink works closely with two accessibility-related advisory committees – the HandyDART Users’ Advisory Committee (HDUAC) and the Access Transit Users’ Advisory Committee (ATUAC) – which provide advice and guidance on HandyDART plans, programs, and other initiatives, as well as input on improving the accessibility of the conventional transit system. Both committees are made up of members of the public who are appointed by the Board of Directors following an open call for applicants. Committee members represent a diverse cross section of customers and provide valuable advice to TransLink, helping directly improve the quality of accessible service.

In March 2021, TransLink launched a public engagement on the HandyDART Modernization Program. Through this engagement, we connected with 1,634 customers and caregivers, stakeholder and community groups, and care

homes through surveys, virtual workshops, and a telephone town hall. In response to the feedback, we introduced age-based discounts and Compass cards. This made HandyDART more equitable with conventional transit, and provided customers with the benefits of autoloading for monthly passes, balance protection, and contactless credit card acceptance. Access to HandyDART was expanded to allow eligible children 12 and under to register.

In late December we began implementing braille and tactile letter signs at bus stops, reaching a major milestone in our efforts to improve accessibility for customers who are blind, deaf-blind, or partially sighted. Throughout 2022, we will continue installing signage across the bus network, as well as tactile walking surface indicators at bus stops on property that TransLink owns or leases.

Engagement with Indigenous Peoples

Transport 2050 Indigenous Advisory Committee

We established the Transport 2050 Indigenous Advisory Committee (T2050 IAC) to guide the development of actions within the Regional Transportation Strategy. The T2050 IAC outlines Indigenous needs, issues, and interests to help shape Transport 2050 strategies and actions that TransLink will implement, with government and regional support, over the coming years. Regional Transportation Strategy is TransLink's first long-term planning strategy informed by Indigenous engagement.

Project Engagement with Indigenous Nations

TransLink engages with Indigenous Nations on an ongoing basis for capital and planning projects such as the Millennium Line to UBC Extension Study, Marpole Transit Centre, Burnaby Mountain Gondola, and Operating and Maintenance Centre #4.



Metro Vancouver Transit Police

Transit Police appointed Cst. Kirk Rattray (Tahltan First Nation) as its first Indigenous Liaison Officer (ILO) in 2020 and extended him in this role in 2021. This was a major step identified to help Transit Police strengthen its support and relationships with Indigenous Peoples.

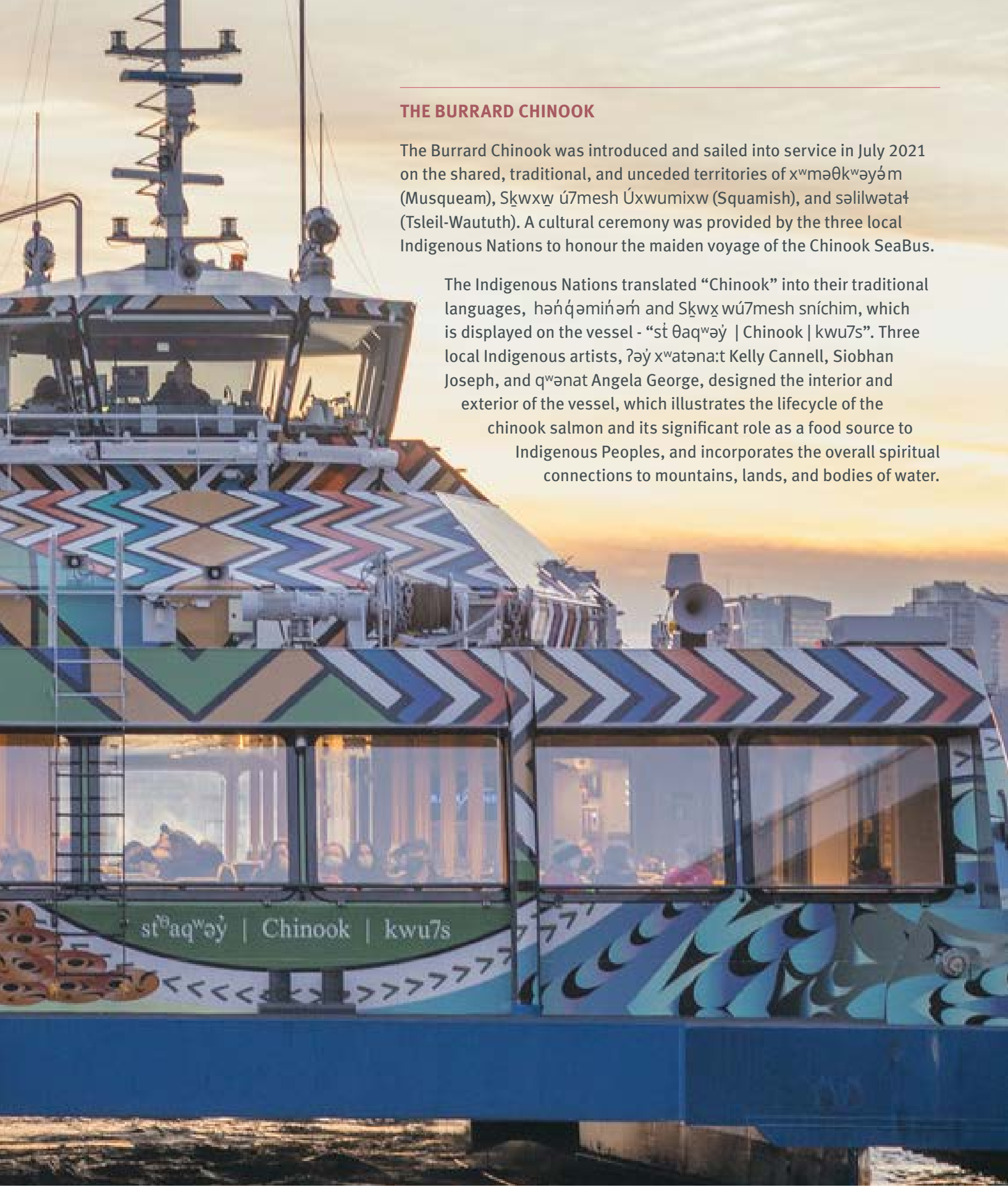
In March 2021, the Transit Police launched the Blue Eagle Community Youth Cadet Program, a developmental program for youth aged 12 to 15. Transit Police developed this program in partnership with the Vancouver Aboriginal Community Policing Center and the Vancouver Police.

In 2022, the Indigenous Relations Team and Transit Police will continue to build and foster meaningful and collaborative relationships with Indigenous communities and urban Indigenous Peoples, and to develop a corporate culture and identity around sustainable Indigenous relationships and reconciliation.

Indigenous Celebrations and Recognition

National Indigenous History Month and National Indigenous Peoples Day honours and celebrates the extraordinary contributions, history, knowledge, and culture of First Nations, Inuit, and Métis. On National Indigenous Peoples Day, TransLink held internal learning opportunities for employees to gain perspectives from two honourable members of local Indigenous Nations on reconciliation and how to advance conversations beyond the enterprise.

TransLink acknowledged National Day for Truth and Reconciliation as a day of remembrance. We held initiatives to ensure employees were provided with resources to develop their understanding of assimilation policies that were masked under the residential school system and had profound intergenerational impacts on survivors, families, and communities.



THE BURRARD CHINOOK

The Burrard Chinook was introduced and sailed into service in July 2021 on the shared, traditional, and unceded territories of xʷməθkʷəy̍əm (Musqueam), Skwxwú7mesh Úxwumixw (Squamish), and səliłwətał (Tsleil-Waututh). A cultural ceremony was provided by the three local Indigenous Nations to honour the maiden voyage of the Chinook SeaBus.

The Indigenous Nations translated “Chinook” into their traditional languages, hə́hə́mihə́h and Skwxwú7mesh sníchim, which is displayed on the vessel - “st’əaqwəy | Chinook | kwu7s”. Three local Indigenous artists, ʔəy xʷatəna:t Kelly Cannell, Siobhan Joseph, and qʷənət Angela George, designed the interior and exterior of the vessel, which illustrates the lifecycle of the chinook salmon and its significant role as a food source to Indigenous Peoples, and incorporates the overall spiritual connections to mountains, lands, and bodies of water.



Transit Service Performance



To deliver on our strategic priorities, TransLink and its operating companies must offer services and systems that exceed customer expectations, both now and in the future.

This includes bus, SeaBus, SkyTrain, West Coast Express, and HandyDART services, as well as 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 to 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 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

COVID-19 had a profound impact on communities and businesses around the world, and TransLink was no exception. Throughout 2021, the collective 8,000+ employees at TransLink and our operating subsidiaries were resolute in ensuring the delivery of essential transit service was maintained, even as the permanency and extent of COVID-19's transformational impacts remained largely unknown.

Customer and employee safety remained our central focus. We increased frequency of cleaning and implemented health and safety measures to address customer and employee safety. We also worked to rebuild ridership for the long term and continued to steward the region's public transportation options for the future.



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.

From 2020 onwards, as the COVID-19 pandemic continued, we largely paused our plans for service expansion. Instead, we focused on maintaining current service levels and ensuring our customers had safe, reliable, frequent transit options throughout the pandemic.

Service Planning

Thanks to emergency relief funding from the federal and provincial governments, we were prepared to maintain near-normal overall service levels during 2021, while simultaneously facilitating physical distancing. Informed by evolving trends in ridership return, we ensured adequate capacity for customers by shifting service from frequent routes with excess capacity to routes that needed more capacity.

We even increased service on some popular routes (which were traditionally overcrowded prior to the pandemic) to avoid overcrowding and pass-ups. This work included planning for two RapidBus routes at Scott Road and Richmond-Expo Line.

Bus Speed and Reliability

We provide planning and analytical support, and funding to municipalities to plan, design, and install new transit priority measures such as queue jumps, bus lanes, bus bulbs, signal improvements, and rebalancing of bus stops.

In 2021 we awarded \$4.2 million to 11 municipalities to deliver 28 bus priority studies and capital projects. This included five queue jumps and bus priority lanes in Burnaby, a series of bus stop and traffic control improvements on Robson Street in Vancouver, and bus priority designs for Bridgeport Station and Knight Street Bridge in Richmond. Since 2019, we have awarded more than \$9.5 million for 86 bus priority studies and capital projects across the region.

Fleet Renewal and Expansions

Although the pandemic forced us to pause some of our fleet renewal and expansion plans, we made a number of key investments in 2021, including:

SkyTrain Fleet Expansion

To increase train capacity on existing lines, we've been expanding our fleet with Mark III trains for several years. They provide passengers with an enhanced customer experience, including improved safety, maintenance, environmental, and ride quality features. In 2021, we commissioned 14 Mark III trains, for a total of 98 Mark III train cars in service.

SkyTrain Fleet Renewal

In December 2020, we announced the largest SkyTrain car order in TransLink's history – the procurement of 205 new Mark V trains to replace the aging Mark I fleet. This will allow us to retire older vehicles, improve fleet quality, and keep service reliable for customers. Preliminary design of the new Mark V trains was successfully completed in 2021 and manufacturing will begin in 2022.

Surrey Langley SkyTrain and Broadway Subway Expansions

In 2021, progress was made on two major expansion projects that will transform our region: the Surrey Langley SkyTrain (SLS) Project and the Broadway Subway Project (BSP).

Federal funding for the new SLS Project was announced in July 2021, and the project is currently in the development phase. Like the BSP, the Province is ultimately responsible for delivery of this project. In 2021, TransLink continued to support the province's efforts in business case development, concept design and finalization of supportive policy agreements with municipalities. Internally, we initiated various ridership and service pattern models, as well as studies and plans for supporting projects to ensure the long-term success of the SLS Project. For more information, see the [Surrey Langley SkyTrain Project](#).

While delivery of the BSP rests with the Province, TransLink is supporting their efforts during the design and construction phases and will ultimately operate and maintain the BSP. For more information, please see [The Broadway Subway Project](#).

Both the SLS Project and the BSP will benefit from the procurement of the new Mark V trains outlined above.

West Coast Express Overhaul

West Coast Express expanded its fleet by procuring an additional locomotive. All locomotives are now being overhauled from Tier 1 engines to Tier 3 engines. These overhauls will yield a significant reduction in criteria air contaminants (CACs) including particulate matter, nitrogen oxides, and other hydrocarbons. Once the overhaul work is complete, CAC emissions should be reduced by 48 per cent (based on EPA standards). This work will be completed in 2026.

Battery-electric Bus Fleet

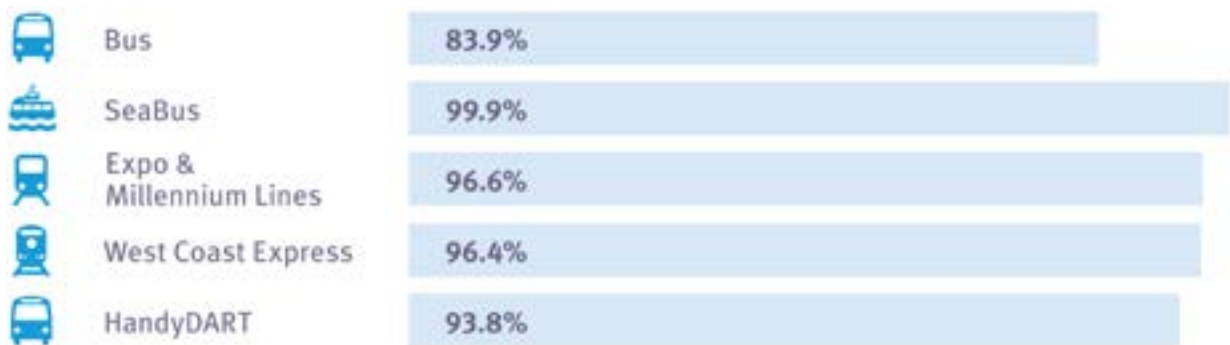
We received approval from the Metro Vancouver Gas Tax Fund to improve the Port Coquitlam Transit Centre infrastructure for battery-electric bus charging, and to purchase 57 zero-emissions battery-electric buses for use from this facility. An additional 15 battery-electric buses are on order and when these buses enter service in 2023, Route 100 between New Westminster and Vancouver will be 100 per cent battery electric.

New SeaBus

In July 2021, we welcomed the Burrard Chinook SeaBus into service. The event – a maiden voyage across Burrard Inlet from Waterfront Station to Lonsdale – was marked by a historic ceremony hosted in collaboration with local First Nations (see [Engagement with Indigenous Peoples](#)).

ON-TIME PERFORMANCE

We measure service reliability in terms of on-time performance. In 2021, all modes of transit had high performance².



² In December 2020, TransLink was the victim of a cyberattack. As a result, some 2021 data is incomplete, due to the unavailability of certain applications. Figures provided are based on partial data.



State of Good Repair

To ensure reliable and resilient transit services, we must continue to invest in our capital program to maintain our transportation infrastructure in a state of good repair. Doing this also ensures safety and reliability, optimizes lifecycle costs, and enhances the customer experience. Delivering a reliable transportation system in a state of good repair was one of our key priorities for 2021.

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.

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

Projects include:

SkyTrain Roof Replacement Program

We continue to replace SkyTrain station roofs, through detailed design and implementation activities. In 2021, the program focused on the replacement of four skylights at Stadium-China Town station, and roof replacement at Production Way and Surrey Central SkyTrain stations, and three sub-stations.



Knight Street and Westham Island Bridge Upgrades

We're proactively rehabilitating the deck of the Knight Street Bridge before the onset of corrosion and replacing bearings before failure occurs. As part of supporting all modes of transit, TransLink is also implementing sidewalk upgrades on the bridge to meet modern standards. On the Westham Island Bridge, we are replacing critical structural components to address limited redundancy and functional constraints of the existing bridge.

Trolley Overhead Infrastructure Network

As TransLink drives toward net-zero GHG emissions by 2050, we continue to invest in maintenance of our trolley overhead infrastructure network, which supports one of North America's largest trolley-electric bus fleets. The vast infrastructure includes the ongoing program to replace the steel poles, underground cables, running wires, and switch assemblies. The network also includes the detailed design and implementation for the replacement of trolley overhead rectifier stations.

Non-Revenue Vehicle Replacements

Our non-revenue fleet includes service support vehicles for CMBC and BCRTC as well as Transit Police vehicles. Although these vehicles are not directly providing service to customers, they are a key part of TransLink's operational capability. Where feasible, low carbon options are purchased; further deployments are contingent on market and charging infrastructure availability.

Expo Line Elevators Replacement Project

As TransLink continues replacing our aging escalators, the Expo Line elevators will also need to be replaced. TransLink is starting with seven elevators across three SkyTrain stations along the Expo Line and select West Coast Express stations.

Expo Line Rail and Rail Pad Replacement

We're replacing aging SkyTrain tracks on the Expo Line 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. Rail and rail pads are being replaced throughout our system one segment at a time as part of life cycle renewals, improving maintenance and reducing disruption to neighbours and customers.

Automatic Train Control (ATC) Existing Equipment Replacement

We're replacing our existing Automatic Train Control (ATC) equipment that is approaching end-of-useful life to maintain the system in a state of good repair and concurrently upgrading the system to enable SkyTrain expansion services such as the SLS Project and the BSP.



Customer Experience



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

In 2021, there was an average of 612,450 boardings every day, compared to 599,452 in 2020. Pre-COVID-19, daily boardings averaged 1.2 million. Although the pandemic led to a decrease in ridership, **steadfast focus on delivering a safe and exceptional customer experience did not waver and our ridership is rebounding.**

In response to the pandemic, TransLink enterprise teams worked tirelessly to keep our customers moving. Guided by our Safe Operating Action Plan, we swiftly adapted and evolved the way we delivered our services, to ensure customers and employees remained healthy and safe.

OUR APPROACH

Our Customer Promise:

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

The Employee and Customer Experience Executive Steering Committee provides leadership to the entire enterprise, including advice, ideas, and feedback.

In 2021, one of our key corporate priorities was to rebuild customer ridership.



Ridership Recovery

Due to the COVID-19 pandemic, ridership fluctuated throughout the year, depending on variants, a vaccination campaign, and easing of restrictions in July. The trajectory of ridership recovery was strong through the summer and buoyed in September by the resumption of in-person classes at post-secondary institutions.

TransLink's transit recovery outperformed Canadian and US peers, in part due to strict lockdowns, the high number of COVID-19 cases experienced in other regions, and TransLink's ability to retain near-pre-COVID-19 levels of service.

In 2021, we recorded 130.9 million journeys and 223.5 million boardings across our transit system. This is a 52 per cent decrease in journeys from 2019, demonstrating the profound impact the pandemic and public health restrictions had on our ridership. Our bus system continued to lead our ridership numbers with over 143 million boardings, followed by 55 million boardings on the Expo/Millennium Line and 21 million boardings on the Canada Line.

Rebuilding customer ridership was one of our priorities in 2021. In addition to initiatives outlined in other parts of this report, some of our ridership recovery efforts included:

- **Get on Board:** Implemented the Province's Get on Board ridership recovery program in September, enabling free transit for children 12 and under.
- **Burrard Chinook:** Reintroduced 10-minute peak service for the SeaBus in September (15-minute service was implemented at the onset of the pandemic due to low ridership).
- **Free Wi-Fi:** Launched free Wi-Fi on six RapidBuses, three SkyTrains, at Edmonds Station and Carvolth Exchange to keep customers connected while on transit. By 2026, we will bring free Wi-Fi to all transit vehicles and stations.
- **Ride-on:** Launched Ride-On Campaign to promote the return to transit during back-to-school season.
- **Sweepstakes:** Launched the first-ever TransLink "Tap in to Win" Sweepstakes campaign for all transit users on November 1, resulting in an increase in ridership for existing customers, the addition of new riders, and new email subscribers.
- **Compass for HandyDART:** Introduced Compass on HandyDART. HandyDART customers can now access AutoLoad, protect their stored balance, and transfer more easily between HandyDART and conventional transit. We also reduced the cost of HandyDART for customers who are 65 and older, as well as those between the ages of 13 and 18.
- **Cycling Integration:** Made improvements to integrate cycling and public transportation. We also provided customers with more convenient bike parking options at six transit hubs around the region with new on-demand bike lockers, featuring keyless entry and mobile payment. New, downloadable cycling maps include key connections of transit hubs, locations of bike lockers, and steepness of journeys.
- **Call for Customer Ideas:** Launched a call to shape the next Customer Experience Action Plan, a five-year roadmap and list of priority projects to improve the customer experience. We received over 1,200 ideas from the public.
- **Information Displays at UBC:** Installed new screens integrated into bus stop poles at UBC Exchange to provide customers with real-time transit information. The new screens provide text-to-speech audio, a backlit bus stop and a range of transit information, including next-bus information, route changes, and delays.








CUSTOMER EXPERIENCE

- **SkyTrain Speaker and Sign Replacement:** Completed the installation of 280 new customer information screens and over 1,400 new speakers at Expo and Millennium Line SkyTrain stations. These upgrades have modernized communication on the SkyTrain system and have improved TransLink's ability to communicate with customers.
- **Reconnect Campaign:** Communicated with our customers about changes made to improve safety and the customer experience as the pandemic restrictions loosened and more customers returned to transit.

Looking ahead to 2022, forecast ridership assumes social and economy restrictions are lifted early in the year. As the region adjusts to 'normal' activities, both old and new travel patterns will emerge. Remote working is expected to reduce commute trip demand compared to 2019. Ridership is forecasted to steadily grow over the year to reach about 80 per cent of pre-COVID-19 levels by Fall 2022.

A more detailed look at 2021 ridership statistics and trends will be released in Spring 2022 as part of our annual Transit Service Performance Review. That report will be posted at translink.ca/tspr.

LISTENING TO OUR CALLERS

	Calls Received	105,770
	Emails	1,467
	Online Forms	13,579
	Lost Property Calls	6,939
	Transit Alert Subscribers	17,500+
	Social Media Followers	304,000+
	Tap-To-Pay Taps Recorded	4,970,000+

SUPPORTING OUR COMMUNITY THROUGH CHALLENGING TIMES

To support our customers and communities impacted by the pandemic, as well as by wildfires in the interior, we did the following:

- Provided free shuttles to COVID-19 immunization sites for individuals with transportation needs within the Vancouver Coastal Health and Fraser Health Authorities.
- Launched the Mobile Vaccine Bus in partnership with Fraser Health Authority to provide a mobile COVID-19 immunization service in designated communities, resulting in over 800 people receiving vaccinations.
- Provided bus service for travelers returning to Canada who had to quarantine in designated hotels.

Customer Satisfaction

Customer satisfaction measurement is a key tool for determining whether we are delivering quality service to our customers and helps us identify opportunities for improvement.

We measure customer satisfaction through quarterly Customer Service Performance Surveys, conducted through a third-party research firm. We also prepare annual updates for TransLink's Board, to stay accountable on how we are managing our customer experience commitment and performing against relevant indicators.

Customer satisfaction remained high in 2021. In fact, for the second year in a row we recorded an average overall satisfaction rating of 8.2 for the year. This is a testament to our efforts to achieve and maintain high levels of customer safety and confidence throughout the COVID-19 pandemic.

Reputation and Trust

We work hard to build trust in the TransLink brand. Every year, the research firm Ipsos partners with *BC Business* to determine British Columbians' most-loved brands. In 2021, we were ranked #22 in their top 70 brands – down one spot from 2020.

Ipsos also conducts custom research for TransLink, to help us understand how connected people feel to the TransLink brand, and how well TransLink serves their needs. In Fall 2021, we conducted our annual Brand Reputation Survey, surveying more than 1,100 residents from communities across the region.

In 2021, overall impressions of TransLink were positive and consistent with the previous year. The majority of respondents (55 per cent) said they have a favourable impression of TransLink. Ninety per cent of respondents said that TransLink is “somewhat to very important” to the quality of life and livability of the region.



Satisfaction scores are ranked between 1-10; anything between 8-10 is considered good-excellent.

90%

NINETY PER CENT OF RESPONDENTS SAID THAT TRANSLINK IS “SOMEWHAT TO VERY IMPORTANT” TO THE QUALITY OF LIFE AND LIVABILITY OF THE REGION.

COVID-19 Impressions

This year, we once again added some questions to the Ipsos survey related to the COVID-19 pandemic. In 2021, similar to last year, just over 63 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: mandatory masks on transit, consistent operations, proper safety/protection measures, and good communication and signage.

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. We also launched the digital delivery of public timetable books, providing our customers with a seamless, helpful, and mobile-first digital experience at our distributors.

Customer Complaints

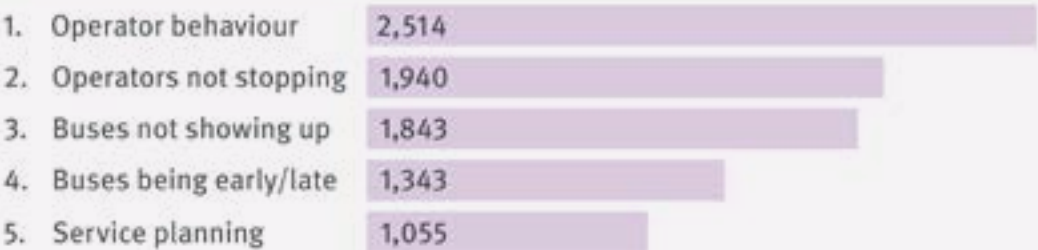
TransLink tracks and manages feedback from customers through an enterprise-wide tracking, management, and reporting system. Most enterprise-wide feedback is handled through the TransLink Customer Information Centre, Data Information Team.

Customer complaints are broken down into two major categories. Complaints such as accessibility issues, strollers*, assaults, racism, cell phones, running red lights, running stop signs, and dangerous driving, are considered highest priority and are addressed immediately.

Complaints of less serious concerns (e.g., customer pass-ups, requests for more service, operator behaviour, operator not stopping, bus cancellations) are handled within 15 business days.

* Incidents where customers with strollers have been passed up by operators and not picked up, when operators begin driving before stroller is safely locked in on the bus, or when a bus enters a crosswalk where there is a stroller crossing.

IN 2021, TRANSLINK'S TOP FIVE COMPLAINTS³ CONSISTED OF:



³ Due to a cyberattack that occurred in December 2020, the data only reflects complaints from June 1, 2021 onward.

The Data Information team has initiated a multi-departmental project with Operations to address the validation requirements for incoming complaints, and to ensure we are reporting valid data moving forward in 2022.

Scheduled Transit Service

Complaints per million customers were 76.98⁴ in 2021. Complaints received have focused on concerns over pandemic measures, such as physical distancing and mask compliance, and operational concerns, such as operator behaviours and scheduling issues.



Access Transit Service (HandyDART)

In 2021, we had 185 complaints per 100,000 boarded passengers for HandyDART. HandyDART complaint numbers increased by 27 per cent between 2020 and 2021, while the number of trips increased by 9 per cent. The COVID-19 pandemic continued to significantly impact service delivery in 2021.

To reduce operator-related complaints, HandyDART operator refresher training was developed and rolled out in 2020 with additional focus on operator interaction with customers. In addition, we began a focused campaign with operators who had a higher number of complaints lodged against them.

We also continued to roll out a wellness and recovery phone calls initiative. The Access Transit Service Delivery team reached out to over 2,400 HandyDART customers. Along with having the opportunity to check in with customers over the phone, we wanted to get a better understanding of why customers have or have not returned to travelling with us and what types of trips they are taking. Approximately half of the customers who responded were unsure about when they would begin using the service again. Of those who are using the service, approximately half are using it the same amount as before COVID-19; the other half are using it less.

⁴ TransLink experienced an IT security incident in December 2020 and took immediate action to shut down multiple computer systems as a protective measure. As a result, certain applications were not available, and TransLink was not able to capture full complaints data from November 28 to December 31, 2020. The 2020 complaints data only includes January 1 to November 27 and is, therefore, not fully comparable with other years, including the current year.



Safety & Security Needs



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

Safe public transportation is integral to the growth and maintenance of our region. With an average of 612,450 boardings 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. Due to the COVID-19 pandemic, ridership numbers continued to be lower than normal, with many customers working from home or avoiding public transit.

In addition to health and safety measures, we also plan for potential scenarios such as being able to deliver and maintain critical services in the event of a major or extreme business disruption, while keeping customers and employees safe.

OUR APPROACH	
TransLink operates on a foundation that includes Safety, Sustainability, and Resiliency. These pillars are fundamental to everything we do and apply to all employees, subsidiaries, and service contractors.	Guiding Principles Eliminate injuries to both customers and employees Empower employees and hold them accountable to work safely Influence others to improve safety for people across Metro Vancouver
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.	

OUR APPROACH

Safety programs include safety prevention initiatives, safety training focused on high-risk activities, barrier protections for bus operators, and customer safety campaigns. In 2021, we enhanced our safety programs by continuing to implement the Safe Operating Action Plan, creating COVID-19 safety plans, and developing communicable disease prevention plans. Throughout the year we continued to respond to the changing COVID-19 environment by reinstating mandatory masks on transit and in our facilities, in response to Provincial Health Officer orders and directives as well as internal policies. Emergency preparedness programs are also in place in the event of a major emergency or natural disaster.

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 Neighbourhood 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 a robust explosive detection dog program. Transit Police work in partnership with jurisdictional police, TransLink, and diverse community partners.

CMBC 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.

COVID-19 VACCINATION POLICY

Throughout the pandemic, the focus on employee and customer safety was paramount. We utilized the concepts of hierarchy of safety controls (i.e., elimination, substitution, engineering control, administrative controls, personal protective equipment) to guide our actions. COVID-19 vaccine policies, one of many administrative controls, were implemented at the end of the year and require employees, visitors, and contractors to be fully vaccinated. Ongoing communications with employees continued throughout this time.



Customer and Public Safety

Customer Perception of Safety

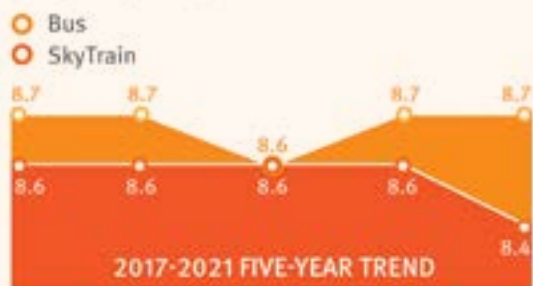
Safety is a top priority for TransLink and its operating companies. It's also a fundamental requirement for all service contractors.

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 Management System

In 2021, we continued developing enterprise-level safety principles. TransLink and its operating companies continued transition of their Safety Management Systems (SMS) toward the new ISO 45001 standard.

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



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



Transit Police Initiatives

In 2021, Transit Police’s initiatives included:

- Launching a Waterfront Community Policing Centre (with over 60 volunteers) to assist the Community Engagement Team with passenger outreach and safety initiatives within the Downtown Vancouver and North Shore regions.
- Conducting educational sessions with post-secondary students and holding outreach pop-ups at stations and transit loops, with safety education materials translated into multiple languages.
- Continuing implementation of the Transit Police Mental Health Strategy, with support to vulnerable persons from the Client Services Constable, as well as a new Homeless Outreach Strategy.
- Release of the Truth and Reconciliation Commitment Statement to commit to supporting Indigenous Peoples in the communities that Transit Police serves.
- Introducing the Vancouver-based Blue Eagle Community Cadet Program, to support and empower Indigenous youth (12 -15 years old), helping them build leadership skills, learn about and reconnect with Indigenous culture, and explore career options (including policing).
- Consulting with community partners, including the Chief’s Community Council and Indigenous partner groups, on the development of a new Transit Police Strategic Plan.

Transit Police Indigenous Peoples Engagement and Consultation

In 2021, Transit Police engaged with Indigenous organizations on the following Transit Police initiatives:

- Presented to the Pacific Association of First Nations Women on ‘safety on transit’ and supported safe transit rides with the provision of Compass tickets.
- Held a focus group to obtain feedback on the draft Transit Police Strategic Plan.
- Sought review and input on the Police Board’s draft statement of commitment to Truth and Reconciliation.
- Held consultations to obtain feedback on the Transit Police’s Community Safety Officer Proposal (led by the Ministry of Public Safety and Solicitor General).

6,064

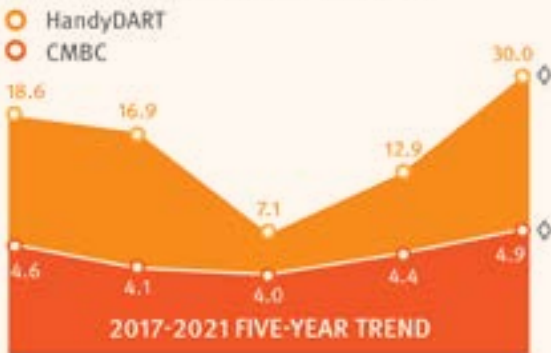
POLICE FILES OPENED IN 2021 BY TRANSIT POLICE AS A RESULT OF SMS TEXT CONVERSATIONS. THIS IS 21.7% HIGHER THAN IN 2020.



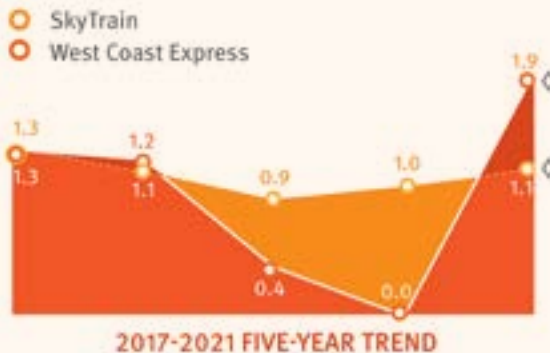
Managing Incidents

Passenger injuries increased at BCRTC, CMBC, and WCE in 2021. HandyDART also experienced an increase in passenger injuries, the majority of which were non-preventable. Their rate increased significantly as a result of continued low passenger numbers compared to pre-COVID-19 levels. Even though WCE only had one injury, their rate shows a significant increase for 2021, due to the smaller number of overall passengers.

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 2017-2018 have not been restated.

Keeping Customers Safe

TransLink is committed to service excellence and customer safety is always one of our top priorities. In 2021, we implemented a number of initiatives, both in response to the COVID-19 pandemic, and to continue to ensure overall customer safety:

- We continued to implement the Safe Operating Action Plan in response to the COVID-19 pandemic, which supported Public Health and WorkSafeBC safety requirements. This included identification and management of risks through programs and procedures, physical distancing, signage, mask-wearing, and enforcement by Transit Police. We also encouraged individuals to stay home when sick.
- Bus and rail fleet types were assessed for potential ventilation and air filtration measures to reduce risk of COVID-19 transmission.
- We integrated a new feature in collaboration with Transit App, which allows customers to see the estimated number of seats remaining on board buses and the SkyTrain. Thirty per cent of users reported that they use transit more frequently due to this feature.
- We completed a pilot project to assess the anti-microbial efficacy and durability of copper and organosilane products on public transit. Following the success of the copper pilot, we launched the second phase of the pilot, installing virus-killing copper on more high-touch surfaces on the transit system to confirm copper's ability to kill 99.9 per cent of bacteria.
- We conducted customer safety campaigns on preventive risks and winter safety.

SAFETY AND SECURITY NEEDS

- 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.
- First Transit, our HandyDART contractor, held daily HandyDART manager safety meetings, communicated with their staff, fully investigated the root causes of injuries or incidents and implemented recommendations and remedial training where required.
- We worked with Operation Lifesaver to put posters on SkyTrain and WCE platforms, to provide information on help for mental health issues.

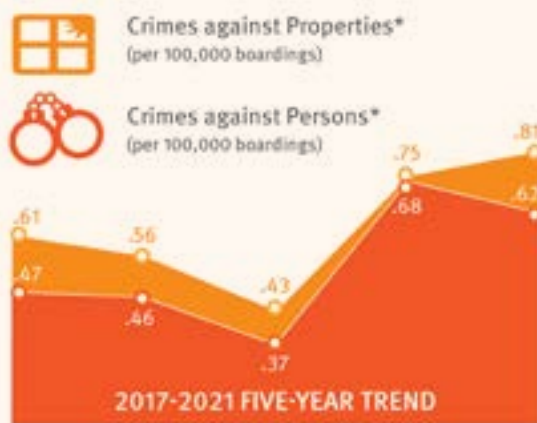
We continue to investigate and address all passenger incident trends and take active steps to continue making our system safer.

Crime Against Persons and Property

One of Transit Police's strategic objectives is to reduce crime and disorder on transit and in the surrounding community. Transit Police actively monitor and measure crime against persons and property (as well as other crime types), both on and off transit property.

In 2021, Transit Police made 1,092 criminal warrant arrests. This is a 40 per cent increase from 2020, but only 0.6 per cent higher than 2019 (which had 1,086 warrant arrests).

There was a Crimes Against Persons rate of 0.618 per 100,000 Boarded Passengers (down by 9 per cent from 2020 but up by 67 per cent from 2019) and a Crimes Against Property rate of 0.805 per 100,000 Boarded Passengers (up by 7 per cent from 2020 and up by 87 percent from 2019). The volume of crimes has remained relatively static pre-pandemic to now, but appears high due to the steep drop in ridership for the past two years.



*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, TransLink and its operating companies must ensure the safety and security of 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. We continued to manage the ongoing COVID-19 threat by following Provincial Health Officer directions, updating safety plans, revising protocols as required, and continuing to communicate with employees and unions.

To help ensure employee safety:

- TransLink and its operating companies are working together to design and implement health and safety software that will help track incident data and plan corrective actions across the enterprise. This will enable us to modernize safety processes, incident management, Return-to-Work tracking, corrective actions, and performance reporting. Due to the pandemic, progress in 2021 was delayed, but we are on track to continue this program in 2022, with a roll-out in 2023.
- BCRTC piloted SafeStart, an advanced safety awareness and skills development program at BCRTC that aims to help people avoid unintentional mistakes which lead to injury.
- CMBC completed scheduling of bus operator shifts with a guaranteed 45-minute recovery and rest time with continued monitoring of recovery percentages for every schedule.

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 its size relative to the rest of the enterprise, the majority of claims come from CMBC (78 per cent in 2021). Therefore, a change in CMBC claims has a measurable impact on the overall LTIFR.



The reported LTIFR data excludes Canada Line operations.

RETURN-TO-WORK PROGRAM

In 2021, TransLink and its operating companies continued the enterprise-wide focus on Return-to-Work programs, focusing on quickly getting injured employees back into the workplace by accommodating them in other roles whenever possible and supporting their physical and mental health.

OUR OVERALL LTIFR WAS SLIGHTLY HIGHER THAN 2020 (6.75 VS 6.42):

CMBC	349 accepted lost time claims at a rate of 8.01 claims per 200,000 hours worked
BCRTC	33 lost time claims at a rate of 3.74 claims per 200,000 hours worked; this continues to trend lower each year
West Coast Express	Zero lost time injuries since July 2017
Transit Police	21 accepted lost time injury claims in 2021, at a rate of 9.48 claims per 200,000 hours worked
TransLink Corporate	Zero lost time claims
HandyDART*	35 lost time claims at a rate of 9.87 claims per 200,000 hours worked
West Vancouver Transit*	7 lost time claims, at a rate of 4.69 claims per 200,000 hours worked

* HandyDART and West Vancouver Transit are not direct employees of TransLink and are included in the overall LTIFR and above for information only. Canada Line data is not available.

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. We are also in the planning stages of an enterprise-wide Psychological Health and Safety Program, in line with national standards created by the Mental Health Commission of Canada. This program will be launched in early 2022.

In 2022, CMBC will be hiring a Manager of Psychological Health and Wellness to begin a comprehensive mental health program, expected to positively influence mental health outcomes.

Operator and SkyTrain Attendant Safety

In 2021, there were 67 assaults on bus operators (compared to 63 in 2020). We completed the installation of the operator protection barriers ahead of schedule. (The barriers that protect operators from assault also provide them with protection from COVID-19.)

BCRTC maintained the same number of employee assaults as in 2020: 13.

Tragically, on September 7, 2021, an incident involving two buses led to the death of a CMBC transit operator. The organization grieved alongside the family of the operator and worked together to develop plans for two permanent memorials that will be installed in 2022. A full safety investigation and review of operations policies and procedures took place following the incident. No passenger injuries were reported.



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 2021, we continued to respond to the COVID-19 pandemic, as well as flooding rivers (due to heavy rain or melting snow), significant winter weather, a heat dome, and other climatic events. Throughout these events, we utilized our Emergency Coordination Centre to support response and recovery activities, and continually improved our processes.

PREPARING FOR BAD WEATHER

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

This work includes initiatives that mitigate ice build-up on SkyTrain lines, and on overhead trolley lines, work 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 continue to receive critical information from Environment and Climate Change Canada meteorologists, enabling us to be prepared for extreme weather and provide a safe service to our customers.



Financial Sustainability

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

The South Coast British Columbia Transportation Authority Act (SCBCTA Act) requires TransLink to develop an investment plan that identifies planned transportation services, initiatives, and major capital investments for the next 10 years. In each year, planned expenditures must take into account established funding, revenues, and borrowing limits.

We are required to update this investment plan at least every three years. Due to delays caused by the COVID-19 pandemic, the provincial government extended the deadline for the next investment plan. We expect to table our updated investment plan in Spring 2022.

OUR APPROACH

TransLink's financial strength established prior to the pandemic, along with financial support of \$675.8 million from senior government and our continued focus on prudent financial management, enabled us to navigate the challenging and ever-changing landscape of COVID-19 in 2021. The clear shift in travel behaviour caused by the pandemic continued to shape our operations and finances in 2021, but the measures put in place over the last two years have allowed us to continue delivering transit services vital to the region while advancing on key priorities.

Metro Vancouver's safety and recovery has been at the forefront of our efforts.

Despite the sustained financial pressure caused by significantly diminished ridership, we continued to substantially maintain pre-COVID levels of service, while ensuring the transit system infrastructure remains in a state of good repair. This has been achieved through cost savings, efficiencies, and recalibration of our spending plans, supported by senior government funding.

We continue to demonstrate 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.

Financial Risk and Debt Management Policies are in place to manage and mitigate financial risks. These are annually reviewed by TransLink Board'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. Since 2010, we have raised \$2.8 billion to fund capital projects.

In 2021, one of our key corporate priorities was to achieve financial sustainability. We continued to actively manage our financial health and work towards the achievement of long-term financial sustainability. We achieved savings of \$106.2 million in total expenditures (excluding amortization and interest) across the TransLink enterprise compared to the Phase Two Investment Plan, and \$85.2 million compared to the 2021 budget. We also completed transfer of carbon credits with \$5 million in revenue as a result of using low carbon and renewable fuels in 2020. Additional accomplishments are outlined in the remainder of this chapter.

Budget

In developing the 2021 budget, TransLink's paramount focus was on cost efficiencies and cost reductions, while delivering reliable service and rebuilding ridership. With only mandatory expenditures planned, 2021 total budgeted costs were only 1.2 per cent higher than the 2020 budget; reducing expenditures down to critical priority levels brought this increase down below the level of inflation. As the speed and level of ridership recovery was uncertain, the budget assumed ridership of 52.6 per cent of pre-pandemic levels.

Revenues

The travel behaviour of people within Metro Vancouver changed profoundly with the onset of the pandemic in 2020, and continued to define TransLink's revenue streams during 2021.

In 2021, people continued to work from home, limit social gatherings, and avoid non-essential travel. Accordingly, transit revenue continued to be far below pre-pandemic levels. While the second half of the year saw the start of a sustained recovery in ridership, overall ridership remained at 49.4 per cent of pre-COVID-19 levels, compared to 46.8 per cent in 2020. With our services maintained at the level appropriate to keep the people of our region moving safely, our operating cost recovery ratio in 2021 remained down at 33.5 per cent, compared to 59.7 per cent pre-COVID-19 in 2019.

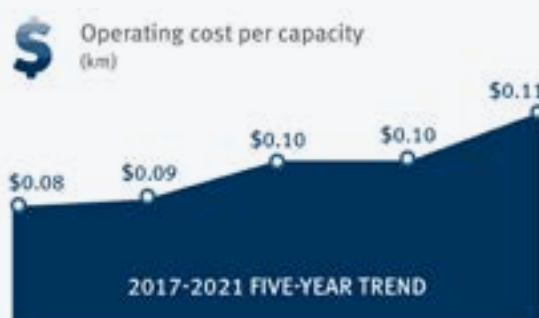
TransLink continues to partner with the Province of B.C. and the Government of Canada to bridge the immediate gap between the cost of providing transit service and the significant impacts of diminished ridership on revenues. In 2021, TransLink received \$31.8 million of additional senior government relief funding to offset lower-than-expected fuel tax revenue, and to fund our free transit program for children 12 and under. This is in addition to the relief funding of \$644 million secured in 2020, which was provided to cover net operating losses in 2020 and 2021 caused by the pandemic, and to offset lower-than-planned transit fare rate increases in 2021-2024.

The longer-term impacts of the pandemic and the resultant funding gap will be addressed in our future 10-year Investment Plan.

Expenses

In 2021, aggregate operating costs grew 17.9 per cent from 2017 to 2021, mainly due to service expansions prior to 2019. From 2017 to 2019, operating costs per capacity kilometre increased by a CAGR (compound annual growth rate) of 7.6 per cent, mainly due to service expansions. The 14.4 per cent increase from 2020 to 2021 was due to a combination of the deferral of planned service expansion and decreased passenger capacity from higher use of Mark I trains, to facilitate the Mark III train fleet maintenance campaign.

We actively monitor our net financing costs. These have remained stable over the five-year period due to lower average interest rates offsetting the impact of increasing debt. The gross interest expense as a percentage of operating revenue, which had remained steadily around 12.0 per cent from 2017 to 2019, increased to 14.3 per cent in 2020 because of the impact of COVID-19 on 2020 operating revenues. It has since decreased to 12.9 per cent in 2021 to be more in line with historical averages.



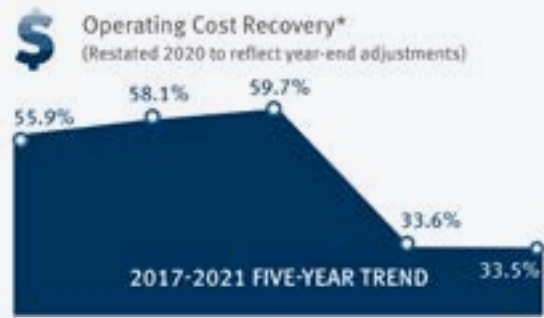
Total Revenue (in millions)	2017	2018	2019	2020	2021
Taxation	821.33	819.35	906.97	849.99	899.45
Transit	590.96	638.02	685.36	385.93	413.96
Government Transfers	166.90	303.50	398.52	793.77	203.78
Other Income	114.75	93.91	98.53	115.22	143.46
TOTAL REVENUE	1,693.94	1,854.78	2,089.38	2,144.91	1,660.65

Total Expenses (in millions)	2017	2018	2019	2020	2021
Operating Costs*	1,223.91	1,287.90	1,348.26	1,296.56	1,443.31
Depreciation and Amortization	192.17	197.85	212.94	229.45	233.79
Net Financing Costs	181.77	183.46	194.98	189.34	182.04
TOTAL EXPENSES*	1,597.85	1,669.21	1,756.18	1,715.35	1,859.14

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

Operating Cost Recovery

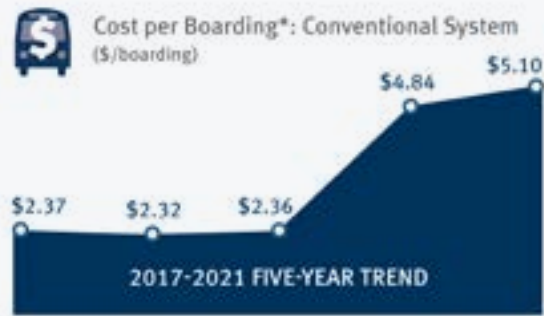
The operating cost recovery ratio measures the portion of operating costs that are paid for by fare revenue, advertising, and other commercial revenues. Prior to the pandemic, the cost recovery ratio had increased 3.8 per cent from 2017 to 2019, as service expansion was supported by strong growth in ridership, regular fare increases, and effective service optimization initiatives. The collapse in the cost recovery ratio from 2019 to 2020 reflects the pandemic’s dramatic impact on transit revenues at a time when service levels have been largely maintained.



* 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 both the conventional system and HandyDART. Prior to the pandemic, 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 the ridership decline caused by the pandemic and a mandate to continue delivering essential and appropriate transportation services to the region, the operating cost recovery declined in 2021, and the cost per boarding and HandyDART trip increased. TransLink continues to be committed to providing essential service levels and rebuilding 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 few months of the COVID-19 pandemic, the replacement fareboxes on buses, and the December 2020 cyberattack.



Green Bonds

In 2018, TransLink was the first transit authority in Canada to develop a Green Bond Program to help finance the organization's capital spending.

To date, we have issued a total of \$600 million of our Green Bonds: \$400 million in 2018 and \$200 million in October 2019. The net proceeds are now being used exclusively to finance clean transportation and energy efficiency projects. 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.

Green Bonds were not issued in 2020 or 2021. We anticipate that issuance will resume in 2022. Refer to the 2020-21 Green Bond Impact Report for more information.

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. To ensure we are getting the best quality and value, we use strategic sourcing software to help us efficiently and cost effectively receive qualified supplier bids. In 2021, the Strategic Sourcing Team continued to further optimize our practices and leverage the benefits of the software.

We also continued to develop a Sustainability Procurement Strategy that utilizes the outcomes of our benchmarking tools, as well as a change management and education plan for both internal and external stakeholders. By delivering on our Procurement Plan, we were able to realize \$33.4 million in cost savings and cost avoidance, through multiple operating and capital initiatives.

We also completed development of procurement tools and review of peer agency policies in support of developing TransLink's construction project procurement guidelines as they relate to Indigenous communities.

In 2021, we purchased over \$1.3 billion worth of goods and services from approximately 3,374 suppliers. 73 per cent of the suppliers were located in British Columbia, and accounted for 55 per cent of the total spend (i.e., \$718 million). 94 per cent of the suppliers were from Canada, and accounted for 96 per cent of the total spend (i.e., \$1.3 billion).

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

December 31, 2021, with comparative information for 2020

	December 31 2021	December 31 2020
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 575,623	\$ 397,571
Accounts receivable	159,207	893,870
Loan receivable	131,060	182,358
Restricted cash and cash equivalents and investments	1,237,197	1,033,354
Investments	165,616	96,059
Debt reserve deposits	26,272	28,565
	2,294,975	2,631,777
LIABILITIES		
Accounts payable and accrued liabilities	364,458	374,319
Debt	2,937,864	3,035,241
Deferred government transfers	1,325,681	1,196,485
Golden Ears Bridge contractor liability	1,013,077	1,024,302
Deferred concessionaire credit	432,629	455,902
Employee future benefits	138,224	132,335
Deferred revenue and deposits	64,449	59,895
Deferred lease inducements	13,890	14,780
	6,290,272	6,293,259
NET DEBT	(3,995,297)	(3,661,482)
NON-FINANCIAL ASSETS		
Tangible capital assets	5,704,158	5,579,590
Supplies inventory	91,161	83,613
Prepaid expenses	30,040	26,826
	5,825,359	5,690,029
Accumulated surplus	\$ 1,830,062	\$ 2,028,547

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations (Expressed in thousands of dollars)

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget	2021 Actual	2020 Actual
Revenues:			
Taxation	\$ 888,774	\$ 899,448	\$ 849,986
Transit	421,548	413,961	385,934
Government transfers	552,357	203,780	793,771
Amortization of deferred concessionaire credit	23,273	23,273	23,337
Investment income	46,715	52,882	53,763
Development cost charges	16,889	44,773	19,734
Miscellaneous revenue	17,422	21,974	18,394
Gain (loss) on disposal of tangible capital assets	–	560	(10)
	1,966,978	1,660,651	2,144,909
Expenses:			
Bus operations	1,022,629	979,003	933,863
Corporate operations	229,553	147,371	139,963
Rail operations	488,338	472,086	441,894
Roads & bridges	173,005	215,172	158,157
Transit Police	45,374	45,504	41,475
	1,958,899	1,859,136	1,715,352
Surplus (deficit) for the year	8,079	(198,485)	429,557
Accumulated surplus, beginning of year	1,801,129	2,028,547	1,598,990
Accumulated surplus, end of year	\$ 1,809,208	\$ 1,830,062	\$ 2,028,547



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), Metro Vancouver Transit Police (MVTP) and West Coast Express (WCE).

Transit Police, CMBC, BCRTC, and WCE are separate companies from TransLink with their own respective executives, boards 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.

Total Employees (union vs exempt)	Union	Union (%)	Exempt	Exempt (%)
BCRTC	901	12.8%	228	22.6%
CMBC	5,557	79.6%	221	21.9%
TransLink	269	3.9%	512	50.9%
Transit Police	257	3.7%	35	3.5%
WCE	0	0.0%	11	1.1%
Total	6,984	100.0%	1,007	100.0%

OUR APPROACH

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.

As the pandemic continued into 2021, employees at TransLink and the operating subsidiaries were resolute in ensuring we continued to maintain the delivery of essential transit service. Navigating this highly uncertain landscape, employee and customer safety remained the central focus.

As noted earlier, one of the key corporate priorities is to foster a safe, skilled, and resilient workforce. We are building workforce resilience by focusing on business continuity, transparency, and adaptability.



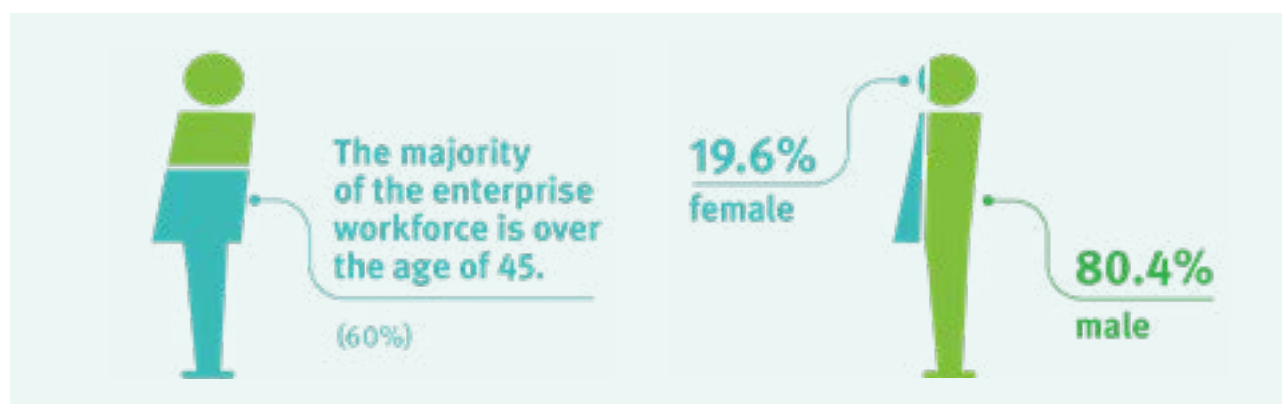
IN 2021, TRANSLINK WAS NAMED ONE OF CANADA'S BEST EMPLOYERS BY FORBES, AND WAS ALSO RECOGNIZED AS ONE OF BC'S TOP EMPLOYERS.

Snapshot of the TransLink Enterprise Workforce

7,991 enterprise employees

Total Employees by company	2021 Total	Total (%)
BCRTC	1,129	14.1%
CMBC	5,778	72.3%
TransLink	781	9.8%
Transit Police	292	3.7%
WCE	11	0.1%
Total	7,991	100.0%

As of December 31, 2021, there were 7,991 employees across the TransLink enterprise, made up of TransLink, BCRTC, CMBC, Transit Police, and WCE. 96 per cent of those employees are permanent, while 4 per cent are full-time or part-time temporary.



Total Employees by status	Regular	Temporary	Regular (%)	Temporary (%)	Total
BCRTC	1,091	38	96.6%	3.4%	1,129
CMBC	5,596	182	96.9%	3.1%	5,778
TransLink	727	54	93.1%	6.9%	781
Transit Police	266	26	91.1%	8.9%	292
WCE	10	1	90.9%	9.1%	11
Total	7,690	301	96.2%	3.8%	7,991

Age of the Workforce

The majority of the enterprise workforce is over the age of 45.

Total Employees by age group	18 – 24	25 – 34	35 – 44	45 – 54	55 – 64	65+	Total
BCRTC	1.6%	19.2%	28.6%	27.1%	21.1%	2.4%	100%
CMBC	1.0%	12.4%	21.9%	30.9%	28.7%	5.1%	100%
TransLink	0.4%	20.3%	35.7%	26.1%	16.3%	1.2%	100%
Transit Police	1.4%	23.6%	24.7%	27.4%	21.9%	1.0%	100%
WCE	0.0%	0.0%	9.1%	36.4%	54.5%	0.0%	100%
Total	1.0%	14.6%	24.3%	29.8%	26.2%	4.1%	100%

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.

Gender Representation

Gender representation across the enterprise is 80.4 per cent male, and 19.6 per cent female. CMBC and BCRTC continue to implement initiatives to increase the number of women in skilled trades positions, including mechanics, technicians, and service people.

With the help of an external consultant, reviews were conducted to identify any barriers that may exist for hiring under-represented groups. These areas of focus included BCRTC guideway technicians, TransLink planners, and CMBC transit operators. Working groups have been created to plan the implementation of recommendations. In addition, a new review has begun on the internal promotion process with a lens on women in decision-making roles.

Total Employees by gender	F	M
BCRTC	21.6%	78.4%
CMBC	14.4%	85.6%
TransLink	49.4%	50.6%
Transit Police	36.0%	64.0%
WCE	54.5%	45.5%
Total	19.6%	80.4%

Equity, Diversity, and Inclusion

TransLink is on a journey to integrate Equity, Diversity, and Inclusion (EDI) into everyday operations and make it easier for everyone to access the opportunities they need to thrive.

In 2021, the TransLink Board adopted an enterprise-wide EDI framework developed by the EDI Program Lead and EDI task force, with a focus on gender diversity and accessibility. We created an external EDI page, [Equity, Diversity and Inclusion](#), that outlines focus areas, demonstrates how we measure progress, and identifies EDI as an important component of Transport 2050.

We are focusing on the following areas:

Recruiting process

We partnered with an external vendor to review practices in recruitment, education, leadership commitment, and measurement. There are specific initiatives focused on increased gender representation as well as accessibility.

Employee resource groups

We created employee resource groups (Caregivers, Pride+Allies and Women+Allies) that focus on employee engagement and retention, career development, and business impact.

Education

We hosted external speakers throughout the year (on topics such as Black History Month and Pride Month) and held conversations with employees to facilitate topics such as Indigenous reconciliation, privilege, and life-work balance.

NATIONAL INDIGENOUS PEOPLES DAY

National Indigenous History Month and National Indigenous Peoples Day honour and celebrate the extraordinary contributions, history, knowledge, and culture of First Nations, Inuit, and Métis.

On National Indigenous Peoples Day, TransLink held internal learning opportunities for employees to gain perspectives from two honourable members of local Indigenous Nations on reconciliation and how to advance conversations beyond the enterprise.

Collective Agreements

87.4 per cent of employees across the TransLink enterprise are represented by six bargaining units which include Unifor Locals 111 and 2200 (CMBC), the Canadian Union of Public Employees (CUPE) Locals 4500 and 7000 (BCRTC and CMBC), MoveUP (CMBC 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.

925

NUMBER OF TOTAL HIRES ACROSS THE TRANSLINK
ENTERPRISE IN 2021

266

NUMBER OF TOTAL HIRES WHO ARE CMBC TRANSIT
OPERATORS

Turnover

Voluntary turnover across the enterprise in 2021 was 6.62 per cent, which was significantly up from 3.9 per cent in 2020, but marginally over pre-pandemic numbers. Voluntary turnover is defined as resignations and retirements.

Voluntary turnover continues to climb. We attribute it to a shift in employee priorities, job career changes, and other personal motivations, much of which were influenced by the COVID-19 pandemic.

Attraction and Retention

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

Each company offers internships and apprenticeships, and formal mentoring programs. CMBC also provides summer student opportunities. Due to the pandemic, many of those programs were put on hold, but we expect to resume them in 2022.



Developing People

Through our Strategic People Plan and Roadmap, TransLink developed and implemented programs and initiatives to build an engaged workforce with optimal skills and qualifications.

Each company also invested in a variety of training, leadership development, and mentorship programs to support employees.

These include:

UBC Leadership Program

TransLink developed the UBC Leadership Program in 2021, for roll-out in 2022. This program was created to develop strong, confident, and empathetic leaders in times of uncertainty. All senior leaders across TransLink will be attending.

Operator Refresher Training

CMBC continued this training program in 2021, and exceeded training targets by 20 per cent for both conventional and community shuttle operators.

Professional Development Planning Support

Through the Professional Development Planning (PDP) process, employees collaborate with their managers to create annual plans for personal and professional growth.

LEAN Academy

The TransLink LEAN Academy is a Centre of Excellence to provide the training, tools, and coaching to empower employees to engage and solve problems, and foster a culture of continuous improvement and operational excellence. In 2021, 38 employees across the enterprise signed up for the LEAN 101 course (only 1 session was held due to the cyberattack).

Learning Management System

MyLearn, a learning management system, was developed as a joint project between TransLink, CMBC, and BCRTC. Approximately 8,000 participants took the 100+ new elearning courses we launched in 2021, with a focus on leadership development, customer service skills, remote work, and supervisory skills.

Tuition Reimbursement

TransLink facilitates an external tuition reimbursement program, in which employees can receive financial assistance toward further education. In 2021, 228 reimbursement requests were actioned, at an approximate value of \$24,000.

Mentorship Program

Through the Mentorship Program, mentors and mentees can identify learning opportunities that enhance competence levels and skill gaps, contributing to a stronger pipeline of talent. A new pair (mentor + mentee) signed up in 2021, bringing a total of 45 pairs to participate in this program since its inception in 2020.

Change Management

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

Respectful Workplace Training

Each company has provided Respectful Workplace training for all employees, to maintain high standards of ethics and conduct.

Corporate Wellness

To support physical and mental wellbeing, Corporate Wellness teams in each company deliver numerous programs, clinics, presentations, and events across the enterprise.

Please see [Employee Safety](#) for information on employee safety and mental health initiatives.

NATIONAL DAY OF TRUTH AND RECONCILIATION

Canadians recognized the National Day for Truth and Reconciliation for the first time on September 30, 2021 based on the Truth and Reconciliation Commission of Canada's Final Report (i.e., Call to Action No. 80).

Transit Police provided officers with orange patches embroidered with "Every Child Matters" in block letters and featuring the Transit Police Indigenous logo, a visual representation of their commitment to strengthening relationships with Indigenous communities. TransLink announced that the enterprise would also recognize and adopt the statutory day so staff would have the day off to reflect on the importance of reconciliation with Indigenous Peoples.



Bringing the Future of Work to Employees

Since the pandemic, workplace options have changed dramatically, with many people preferring to work from home. That was the motivation for TransLink's new Future of Work Program, a business transformation program designed to incorporate remote and flexible work into the business.

Through this permanent initiative, we are designating job positions (i.e., remote, resident, hybrid), adapting office spaces to enable "hotelling" (limited permanent assigned desks), and using enhanced technology to facilitate virtual meetings. The goal of this program is to enhance the ability to acquire and maintain top talent and reduce facilities costs through the adoption of a flexible work model.

In 2021, we implemented the first phase of the Future of Work Program. All employees were designated job positions, which set the parameters for their onsite schedules when they return to the worksite in 2022. We plan to fully implement the system in 2022.



Environmental Sustainability



TransLink is a sustainable option for today and tomorrow.

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 by adopting innovative new technology and setting bold targets for the future.

The COVID-19 pandemic continued to pose challenges in 2021 in all corners of our enterprise, as evidenced by the earlier chapters in the report. We also saw an increasing number of weather events in 2021, evidence of the potentially devastating effects of climate change.

We believe TransLink is part of the solution. **Transit is already one of the most powerful ways to cut greenhouse gas emissions (GHGs).** This is why we remain deeply committed to our environmental sustainability program and continue to move forward with key initiatives related to climate action.

OUR APPROACH

In late 2021, TransLink's Board approved an update of our environmental targets, which now align with regional, provincial, and federal targets:

 **45%**

Achieve 45 per cent reduction in greenhouse gas emissions by 2030 (from 2010 baseline)

net-zero

Achieve net-zero GHG emissions within our operations by 2050

Ensure our infrastructure and operations are resilient to the impacts of climate change.

Although ambitious, 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.



Here are the key environmental sustainability initiatives we worked on in 2021:

Low Carbon Fleet Strategy

In 2021, we continued to implement our Low Carbon Fleet Strategy for electrifying our bus fleet. This included:

- Award of the contract for the supply of 15 battery-electric buses on Route 100 between New Westminster and Vancouver. When these buses enter service in 2023, Route 100 will have 100 per cent electric buses.
- Approval through the Metro Vancouver Gas Tax Fund for the purchase of 57 battery electric buses and associated infrastructure to be located at the Port Coquitlam Transit Centre. Development of the transition plan is under way to prepare that facility to be able to accept battery electric buses in 2025.
- Approval through the Metro Vancouver Gas Tax Fund for the construction of a new bus depot in Marpole capable of supporting up to 350 battery electric buses. The new depot is currently in design and expected to be in service in 2026.

Climate Action Strategy

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 2021, we held workshops with internal stakeholders and developed the draft Climate Action Strategy, the final version of which was released in January 2022. It provides a high-level outline for moving forward on climate action.

The draft Climate Action Strategy outlines three key actions and seven key targets:

Reduce GHG emissions	<ul style="list-style-type: none">• Implement Low Carbon Fleet Strategy (LCFS)• Develop Net Zero Facilities Strategy (NZFS)
Adapt to climate impacts	<ul style="list-style-type: none">• Develop Climate Change Adaptation and Resiliency Roadmap• Support a more climate-resilient region and a low carbon economy
Advance governance and funding	<ul style="list-style-type: none">• Develop and implement supporting climate policies, plans, and processes• Enhance climate education and communication• Secure funding for net zero and climate resilience

A more detailed Climate Action Plan will be developed in 2022 with a focus on climate change adaptation planning across the enterprise.



GREENEST EMPLOYERS

Once again, we were delighted to be selected as one of Canada’s Greenest Employers in 2021. 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.



APTA PLATINUM SIGNATORY

As one of only six 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.

Revenue Fleet Greenhouse Gas Emissions

Our revenue fleet makes up approximately 93 per cent of our emissions. Non-revenue (support vehicles) make up 2 per cent, and our facilities make up the remaining 5 per cent. Emissions from our revenue fleet account for 95 per cent of Scope 1 emissions, and 75 per cent of Scope 2. By transitioning to zero-emission buses, we will substantially reduce our GHG emissions.

In 2021, our total revenue fleet GHG emissions increased by 8 per cent compared to 2020. This is due to the recovery of service following the initial reduction at the onset of COVID-19. Compared to pre-pandemic levels, 2021 emissions were 4 per cent lower.

Going forward, as our fleet continues to transition to zero-emission battery-electric buses, revenue fleet GHG emissions will continue to decline. We will report on emissions by fleet types and by GHG emissions per passenger kilometre, against our 2010 baseline.

RENEWABLE NATURAL GAS

As TransLink transitions its fleet to lower-emission vehicles, we are using renewable natural gas (RNG) in our compressed natural gas (CNG) fleet. Renewable natural gas is produced from decomposing organic waste from landfills, agricultural waste, and wastewater from treatment facilities, much of which is produced locally in BC. RNG production captures methane that would otherwise escape into the atmosphere, and creates a low carbon, renewable fuel. Our goal is to use 100 per cent RNG in our CNG fleet by 2024.

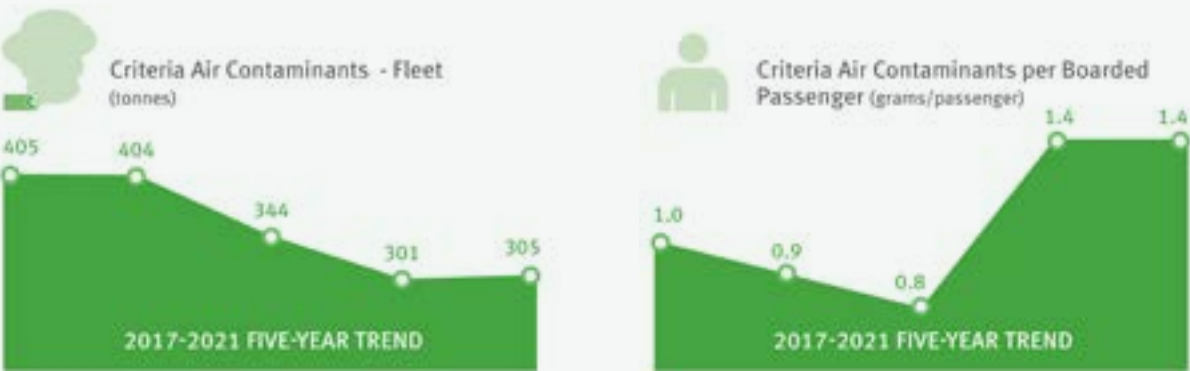
In 2021, 30 per cent of the CNG purchased (170,140 GJs) was renewable (compared to 50,250GJs or 10 per cent in 2020).)



In 2021, we implemented a new methodology for calculating emissions from CNG/RNG to reflect better availability of data. 2017 to 2020 emissions were not restated.

Fleet Air Pollutants

Criteria air contaminants (CACs) are released during consumption of fuel by our fleet. These CACs include non-methylated hydrocarbons, particulate matter, and nitrous oxides. As we transition our fleet away from diesel engines, CAC emissions decrease. Due to decreased ridership as a result of the COVID-19 pandemic, total CACs per boarding continued to be higher than pre-COVID-19.



In 2021, we implemented a new methodology to streamline reporting of criteria air contaminants. Previous data was adjusted using this new methodology.

Facilities Energy Consumption

In 2021, facilities energy consumption increased 3.6 per cent compared to 2020. This increase can be attributed to more energy used for lighting and heating our facilities as more team members returned to the office from working at home, as well as the increased service hours, both of which initially decreased due to COVID-19. Emissions from facilities operations accounts for 5 per cent of TransLink’s Scope 1 emissions, and 25 per cent of Scope 2.

Energy conservation continues to be an important component of our energy management program. In 2021, CMBC conducted an energy audit at Burnaby Transit Centre. The recommendations from this audit will form the basis of an energy retrofit capital project, starting with design in 2022.

A Continuous Optimization Study was completed at Hamilton Transit Centre and recommendations to improve building operation controls to reduce energy consumption will be implemented in 2022. Both of these studies were partially funded by BC Hydro and FortisBC.



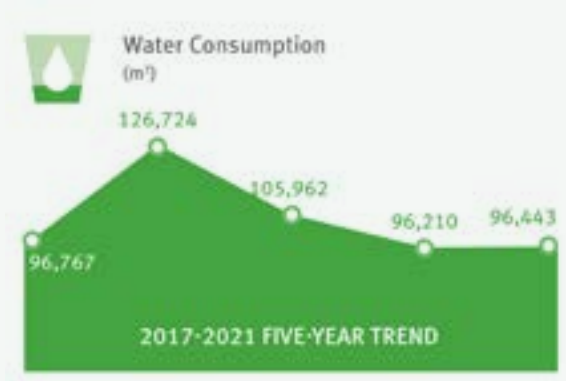
BCRTC completed several initiatives in 2021, including: installing occupancy sensors in all single-use washrooms at Expo Line Stations, updating new hire training materials to include energy conservation tips, and implementing an Employee Electric Vehicle Charging policy, along with a road map for installing charging stations at BCRTC maintenance facilities.

Spills

Buses contain various hazardous materials, such as coolant and oil, and due to equipment failure, spills may occur. Some of these spills may potentially enter fish habitat, especially during rainfall events, and must be reported to the Provincial Emergency Program. In 2021, CMBC had 15 reportable spills (2.3 spills/million service kilometres). BCRTC and TransLink each had one spill. Spills are investigated to determine the cause. In some cases, we worked with suppliers to redesign failed equipment to prevent recurrence. The spilled material was recovered where possible, and no fines were incurred as a result of these spills.

Water Consumption

Operating companies continued to minimize water use. Bus washing continues to be reduced 50 per cent every May to September, saving approximately 210 m³ water per day. Bus washes also use recycled water, with clean water only for final rinse, reducing the amount of water needed by approximately 75 per cent. Wastewater treatment plants use treated water to cool the system rather than fresh water.



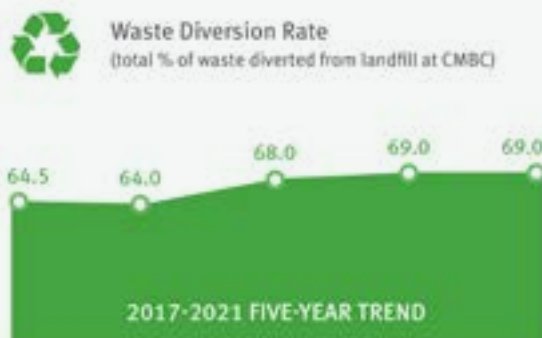
Waste Diversion

Waste diversion rate at CMBC has been the same for the past 2 years – 69 per cent.

In 2020, BCRTC’s waste diversion rate was 70.5 per cent. Data for 2021 was not available from the contractor. Both operating companies have programs in place to recycle items such as metals, plastics, paper, and electronics.

CMBC has also implemented a program to recycle old bus driver seats. Rather than ending up in the landfill, the foam is separated from the seats and ground down to make foam floor liner. Seat covers are used for alternative fuel for cement processing (which reduces the amount of coal needed). In 2021, 1,793 seats were recycled.

BCRTC has continued to optimize its recycling/waste diversion processes. For example, hydraulic hoses are now disassembled, with the metal couplings going to metal recycling, rather than the entire system going into the landfill.





RESOURCES

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

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

We Want to Hear from You

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 or connect with TransLink on social media using [Twitter](#), [Facebook](#), or [Instagram](#).





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