

TransLink Accountability Report 2022



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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Land Acknowledgement

TransLink respects the Indigenous Nations within Metro Vancouver and acknowledges all First Nations, Inuit, and Métis Peoples for their continued resilience, sustainable stewardship, and role as active members of the community for generations to come.

We recognize that in planning and managing the region's transportation system we have a major role to play in supporting reconciliation with Indigenous Peoples.

A MESSAGE FROM THE CEO OF TRANSLINK

The world has changed, and transit is evolving with it.

Against a backdrop of three years of a global pandemic, peoples' lives have changed dramatically. Where and how we work, or study. How we shop. Where we live.

But what hasn't changed is our need to connect with one another. Coming together is what brings out the best in us – and it's what makes our region work. That's where TransLink comes in.

In 2022, we remained focused on our customers, delivering near pre-COVID levels of transit service, and welcoming back 80 per cent of our riders – leading our peers in ridership recovery. We're adapting to how people are changing their travel habits, like using transit more often for discretionary trips such as heading to the big game, the next concert, or a hike at one of our beautiful parks. And we're putting more service in rapidly growing parts of the region where vibrant economies are attracting people to live, work, and play.

As the world around us evolves and the region grows, so are we. We're making smart plans for the future, and putting our customers first through constant innovation, and by listening, and delivering on peoples' needs.

We're also embarking on building a better region for everyone, by planning the future of transportation for people and goods. Through Transport 2050 and the 10-Year Priorities, **the region has said yes to a bold new vision.** We're prioritizing walking, biking, rolling, and transit, and we're leveraging new technologies to help create the region we all want: where everyone can connect to opportunities and travel without contributing to climate change. This starts with our plans to create the next generation of transit powered by clean renewable energy. We're thinking ahead – about how we can expand rapid transit as soon as possible, to keep a rapidly growing Metro Vancouver on the move.

Our next investment plan will help turn these visions into reality and deliver for our region.

For a region longing for affordability and climate solutions, we're there for you. And for our customers who are looking to connect to the people and places that matter most, we've got you covered.

Sincerely,



Kevin Quinn, CEO, TransLink



WELCOME

TransLink plays a big role in keeping the region moving.

By delivering sustainable transportation, we're helping the people who live, work, and play get where they need to go.

Bringing Value to the Region

Every day, people rely on us to travel around the region. At the peak of 2022, 380,000 people used our services daily. From the beginning of the global pandemic, which cemented transit as an essential service to keep our region functioning, to the “new normal” of today, transit is constantly evolving.

380,000

PEOPLE TOOK TRANSIT
AT THE PEAK OF 2022

At approximately 80 per cent of ridership recovery (relative to pre-pandemic), TransLink continues to lead its peers in post-COVID ridership growth.

As the region continues to grow, welcoming up to 50,000 new residents annually – the equivalent of adding the total population of West Vancouver every year – we need to continue to expand our services in a responsible way. We are committed to introducing new ways of adding and measuring value for our customers and building on our vision of providing public transportation with net-zero greenhouse gas (GHG) emissions.

In this report, we assess the performance of the TransLink enterprise in 2022, 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 [Facebook](#), [Instagram](#), [LinkedIn](#), or [Twitter](#).



Making Grand Plans for Transportation

A great region deserves a great transportation system, and we're making no small plans. In 2022, we launched six new plans aimed at delivering a better, brighter, and greener future.

Transport 2050, which envisions a future of “access for everyone”, sets the direction for the next 30 years. To make it happen, Transport 2050: 10-Year Priorities identifies what we'll focus on first and builds on the foundation provided by the 2022 Investment Plan, which will help stabilize our finances coming out of the pandemic.



The past year was one of extreme weather and other climate impacts. With the launch of our Climate Action Strategy, we've set a goal to become a climate-resilient and net-zero GHG transit operator by 2050. The Climate Action Plan sets the first steps, including growing our battery-electric and renewable natural gas fleets so we can reduce our GHG emissions 45 per cent by 2030.

Our new Customer Experience Action Plan pulls all this together, ensuring we remain focused on delivering for our most important stakeholders – our customers.

Investing in the Future – and Our Customers

Creating affordable, reliable, and sustainable transportation options isn't easy, particularly in a region facing huge issues such as rapid growth, affordability, and a climate crisis. The success of our region's transportation future will require a commitment to delivering on our strategic plans, as well as support from our government partners.

ABOUT THIS REPORT

This 2022 TransLink Accountability Report marks our sixth year of integrated reporting and brings together financial performance, people practices, and sustainability measures.

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

This report covers the 2022 performance of TransLink and its operating companies. We prepare this Accountability Report for our customers, everyone who relies on the regional transportation system, investors and taxpayers, our partners at different levels of government, Indigenous Peoples, other stakeholders, and our employees.

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 align 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.

The 2022 report includes some changes from previous reports. The format has been structured to align with our Sustainability Framework, and some indicators have been adjusted to align with best practices (these are noted).

KPMG conducted a third-party review of this report.

For more in-depth information about TransLink's financial performance, please see our [2022 Year-End Financial and Performance Report](#).

ABOUT US



TransLink (South Coast British Columbia Transportation Authority) plans, funds, and manages a regional transportation system that moves people and goods. We also support the regional growth strategy, provincial and regional environmental and emission reduction objectives, and the economic development of the transportation service region.

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

We work together to connect the region and enhance its livability by providing a sustainable transportation network, embraced by the communities we serve.

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 Tsawwassen First Nation and Electoral Area 'A' (the unincorporated areas of the regional district), with a total population of 2.6 million people, and a service area that covers more than 1,800 square kilometres.

How We Plan, Fund, and Manage

We plan the regional transportation system for people and goods, setting out a long-term vision, goals, key initiatives, and funding. We also develop transportation demand management strategies, programs, and other activities to support the functioning of regional transportation.

What We Do



We acquire, construct, and maintain assets, infrastructure, facilities, and property required for the regional transportation system, including:

Active Transportation Infrastructure: We maintain a network of bike parkades and lockers across the transit network. Together with our partners, we invest in building out the walkway and bikeway network across the region.



Transit Fleet and Infrastructure: We own and/or manage rail rapid transit guideways; transit stations; storage, maintenance, and operations facilities; and our fleets of passenger ferries, buses, and trains.



Major Roads: Together with local governments, we co-fund and co-manage the Major Road Network, which includes hundreds of kilometres of key roads in the region, connecting major destinations for people and goods.



Bridges: We own and maintain six bridges – Knight Street Bridge, Pattullo Bridge, Golden Ears Bridge, Westham Island Bridge, the SkyTrain SkyBridge, and the Canada Line Bike & Pedestrian Bridge.



Technology: We own and manage the necessary technology assets to deliver on our purpose, including data management, telecommunications, and the Compass payment system.

We also operate transit and transportation services, including:



Bus Service: Bus transit service across the region, delivered by our own bus operating company (CMBC) and via contracts with other bus operating companies.



Custom Transit (HandyDART): Paratransit service for the region. HandyDART is available for those who are unable to safely navigate the region's conventional public transit without assistance.



Ferries: The SeaBus, a passenger-only ferry service, linking downtown Vancouver and North Vancouver.



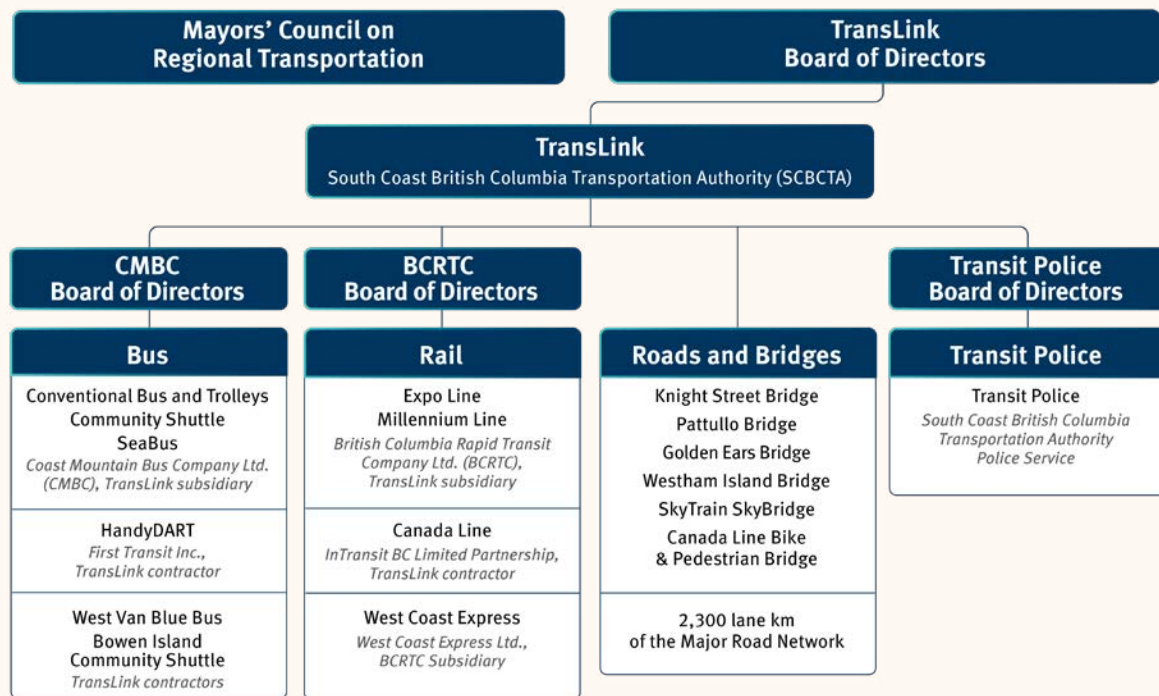
Rail Rapid Transit: Rail transit service across the region, operating the Expo and Millennium Lines through our own operating company, BCRTC, and the Canada Line via concessionaire.



Commuter Rail: West Coast Express commuter rail service.

HOW WE ARE GOVERNED

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



Mayors' Council on Regional Transportation

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

2022 Board of Directors



First row from left: **Lorraine Cunningham**, Chair; **Andy Ross**, Vice Chair; **Jennifer Chan**; **Sarah Clark**; **Jonathan Coté** (Mayor of the City of New Westminster; term ended Fall 2022); **Harj Dhalliwal**; **Jack Froese** (Mayor of the Township of Langley; term ended Fall 2022). Second row from left: **Karen Horcher**; **Mike Hurley** (Mayor of City of Burnaby; term started Fall 2022); **Andrea Reimer**; **Harpinder Sandhu**; **Marcella Szel**; **Brad West** (Mayor of City of Port Coquitlam; term started Fall 2022).

The TransLink Board of Directors is responsible for stewarding the affairs of TransLink. They oversee TransLink's business conduct and operations, 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 2022, TransLink's Board of Directors had five standing committees: Finance and Audit; Planning, Communities and Communication; Information Technology; Real Estate; 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. TransLink provides 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. Find out more about our [Executive Team](#).

2022 Senior Executive Team



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 to June 13, 2022; **Sany Zein**, BCRTC President & General Manager as of October 3, 2022; **Michael McDaniel**, CMBC President & General Manager; **Dave Jones**, Transit Police Chief Officer



WHAT GUIDES US

We are guided by our mandate: to provide a sustainable 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 the Regional Transportation Strategy – Transport 2050 – which sets the direction for the next three decades.

Transport 2050

Adopted in January 2022, Transport 2050 is the Regional Transportation Strategy for Metro Vancouver and our roadmap for the next 30 years. Whether our customers walk, bike, roll, take transit, or drive, Transport 2050 will shape how they get around.

Transport 2050 envisions a future where: “Everyone can easily connect to the people, places, and opportunities that they need to thrive — because we all have real choices that we can count on, that we can afford, and that we can safely enjoy for generations to come. Our transportation system supports an inclusive, future-ready region that has meaningfully advanced reconciliation.”

Transport 2050: 10-Year Priorities

Approved just six months after the adoption of Transport 2050, 10-Year Priorities is a bold implementation roadmap for achieving the goals set out in the region's 30-year transportation strategy. It prioritizes the actions needed to meet the increasing transportation needs of Metro Vancouver's growing population.

Transport 2050: 10-Year Priorities is estimated to cost \$21 billion over ten years and will require significant new revenue sources and investments from all levels of government. It will be delivered in phases and funded through a series of future investment plans.

2022 Investment Plan

Our 2022 Investment Plan enables TransLink to advance key transit priorities while stabilizing funding over the short term.

While TransLink has seen encouraging ridership recovery and is at approximately 80 per cent of pre-pandemic ridership, a prolonged drop in ridership from 2019 levels has resulted in significantly reduced revenues. Changes in travel behaviour and a growing adoption of zero-emission vehicles have also caused a decline of fuel tax revenues that fund transit, another key revenue source.

This Investment Plan will put TransLink in a better position to expand and improve transit. The plan relies on significant capital investments from the Government of British Columbia and the Government of Canada to maintain our system in good repair, advance key projects, and stabilize our long-term finances.

Corporate Priorities

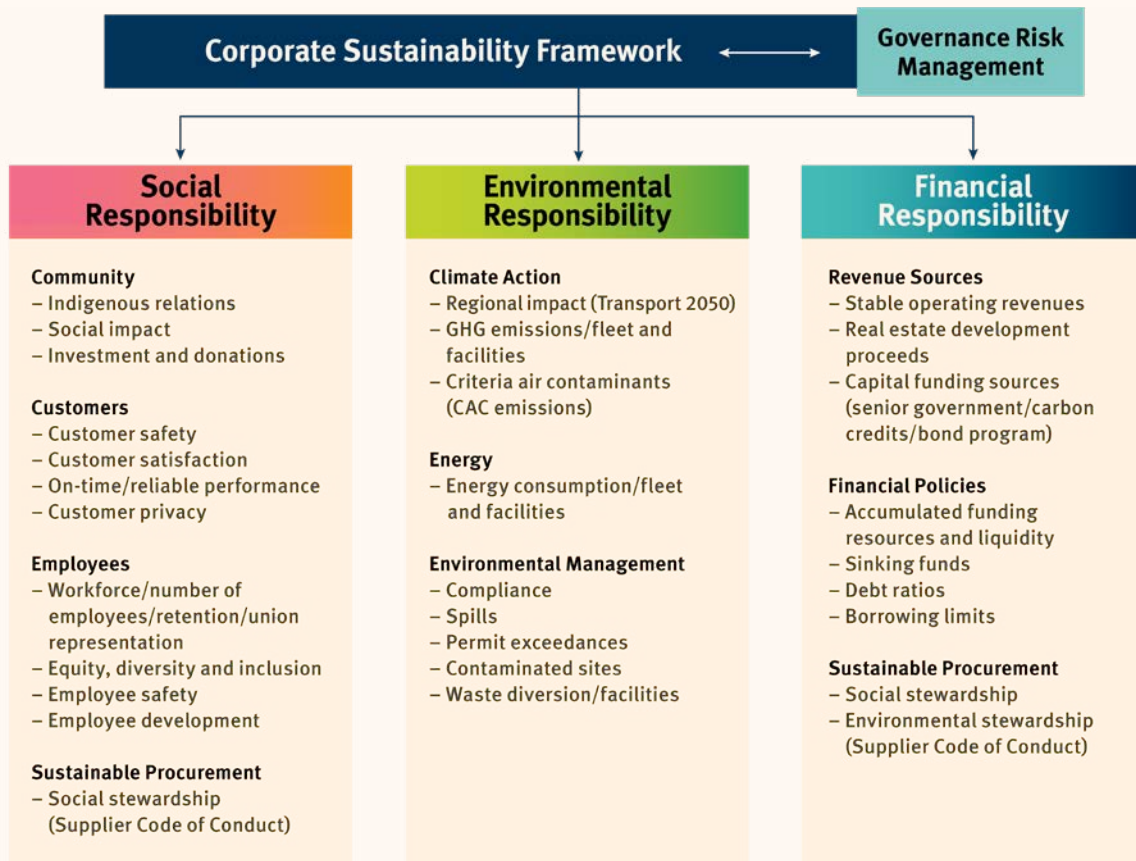
As an operator of transit and a planner, funder, and manager of the regional transportation system, TransLink is responsible for acting in the best interests of the public. That means advancing shared priorities that benefit everyone in the region.

TransLink's corporate priorities for 2022 consisted of:

- Rebuild customer ridership
- Foster a safe, skilled, and resilient workforce
- Deliver reliable transportation system in a state of good repair
- Achieve financial sustainability

Sustainability Framework

In 2021, our Board of Directors approved a new Sustainability Framework for TransLink. This framework defines our sustainability goals and objectives; provides a roadmap for our social, environmental, and financial decision-making; and aligns with Transport 2050. Through our Accountability Report, we track and report on each area of our Sustainability Framework.



Enterprise Risk Management

Enterprise Risk Management is a systematic approach to identifying, assessing, and responding to risks that could negatively affect the achievement of TransLink’s strategic objectives and priorities.

During 2022, we aligned our risk identification and evaluation process with our work planning and budget review cycles, thereby synchronizing the budgeting process with the assessment of underlying risks and challenges. This helped the enterprise follow a risk-informed approach to developing and making budgetary decisions.



SERVICE PLANNING AND CAPITAL PROGRAMS

To deliver on our strategic priorities, TransLink and its operating companies are providing services and systems to 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, and active transportation infrastructure to support cycling and walking.

Comprehensive Approach to 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 and Indigenous engagement to guide our way.
- We work with our transportation, municipal, and provincial partners to address external factors that can affect our services, such as congestion, traffic collisions, road works, and track trespass, as well as larger risks such as natural disasters and public health risks.

Service Planning

In 2022, we delivered service at near pre-COVID levels on all modes and continued with the following service enhancements:

- Addressed overcrowding by reallocating service to crowded routes from frequent routes where capacity was not needed.
- Provided enhanced seasonal services to parks and open spaces (implemented during the pandemic).
- Prepared plans for two RapidBus routes on Scott Road, as well as plans to connect Richmond to the Expo Line SkyTrain.
- Refurbished WCE locomotives to ensure they are maintained in a state of good repair, and continued to provide convenient trip times to support return ridership.

Capital Programs

TransLink's capital programs are aligned with our current priorities of rebuilding customer ridership and ensuring a state of good repair, while facilitating the implementation of prioritized programs from Transport 2050: 10-Year Priorities.

Key projects included:

TransLink Customer Service Centre: We moved the customer service centre from Stadium-Chinatown to Waterfront Station. As Waterfront Station serves 2.5 times more passengers than Stadium-Chinatown, this enables us to serve more customers and enhance their experience. We also moved the WCE office from the second floor to the ground floor of Waterfront to make it more accessible to customers.

Knight Street Bridge Deck: The Knight Street Bridge provides a primary route between the City of Vancouver and the City of Richmond, but is showing signs of deterioration and wear. In 2022, we continued bridge deck repair, replacement of bearings, and installation of new bicycle railings to improve safety.

Escalator Replacement: In 2022, we replaced the escalator at Granville Station, as part of our program to replace aging Expo Line escalators. We reached a significant milestone in 2022. By taking advantage of lower ridership during the pandemic, we were able to come in 13 per cent under budget and complete the project 16 months ahead of schedule. The new escalators are projected to have less downtime and higher reliability, and improve the customer experience.

Marpole Transit Centre: We finalized our contractor sourcing strategy and began permitting work in late 2022. When complete, this facility will house 350 battery-electric buses.

Port Coquitlam Transit Centre Buses: We released an RFP for battery-electric buses and charging infrastructure, and began collecting submissions.

Broadway Subway and Surrey Langley SkyTrain: The Broadway Subway Project (BSP) is under construction, and is being managed by the Province. TransLink is supporting their efforts during the design and construction phases and will ultimately operate and maintain the BSP. TransLink coordinated with internal and external stakeholders to ensure customer experience and service performance levels of existing transit service during

construction were minimally impacted. BCRTC is providing input on BSP specifications, to ensure operational, safety, and maintenance needs are met. They are also developing procedures for joint operations with the Canada Line Station at Broadway City Hall.

Like the BSP, the Province is ultimately responsible for delivery of the Surrey Langley SkyTrain (SLS). This project is now under procurement. In 2022, TransLink continued to support the Province in the development of the project agreement (the specifications that will form the contract with the successful bidder) and began developing terms for the funding and supporting agreement between TransLink and the Province.

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

SkyTrain Mark V Cars: We have embarked on 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. These trains will have improved customer amenities including more flex areas, leaning rails, and passenger information displays, and will feature Indigenous art.

Operations and Maintenance Centres:

We are in the process of expanding storage and maintenance capabilities to accommodate the region's expanding SkyTrain fleet. To help meet this need, we will be building two SkyTrain operations and maintenance centres (OMCs) to supplement our three existing OMCs.

A new OMC in Coquitlam (OMC4) will provide additional train storage and maintenance facilities to support the geographic expansion of the network, improved service through expansion of fleet, and the new Mark V trains. OMC4 is driving significant change for BCRTC: it's the first distributed major facility and will drive changes to operational and maintenance processes.

This work will underpin the planning and implementation work for future OMCs. In 2022, we completed initial geotechnical and environmental investigation works, and began the pre-construction phase. We also commenced planning stages for OMC5.

West Coast Express Overhaul:

We continued to progress with the refurbishment of the WCE locomotives from Tier 1 engines to Tier 3 engines. We will receive our first two refurbished locomotives in 2023, with all work expected to be complete by 2026. Once these refurbishments are complete, CAC (critical air contaminants) emissions should be reduced by 48 per cent, based on EPA standards.

State of Good Repair

We must continue to invest in our capital programs to ensure reliable and resilient transit services, and 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 continued to be a key priority in 2022.

Key projects included:

SkyBridge: The SkyBridge is a vital piece of SkyTrain infrastructure that connects the Expo Line over the Fraser River. In 2022, we completed the replacement of four joints along this bridge that were at end-of-service life.

CMBC Richmond Transit Centre and BCRTC

SkyTrain Station Roof Replacements: The existing roof assemblies at the Richmond Transit Centre and three SkyTrain stations are at the end of their expected service lives. In 2022, we began preliminary work to replace the existing roof membranes to ensure the facilities remain in a state of good repair.

Social Responsibility



At TransLink, social responsibility refers to our duty to serve in the best interests of our customers, Indigenous Peoples, employees, partners, and investors. We believe it is our responsibility to better our communities, and enhance the livability of our region.

Community

Supporting our communities – from engaging with customers, to charitable efforts that support safety and well-being – is key to addressing the priorities of our stakeholders and positively impacting those around us.

Our Approach

We engage residents, business owners, students, elected officials, and Indigenous Peoples for a variety of reasons, including the shaping of regional planning priorities, development of public policy recommendations, optimization of transportation services, and implementation of major capital infrastructure projects. We also match our community giving to the needs of our communities.

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.

Community Engagement

In addition to in-person engagements, we interact with communities via a variety of tools, including online meeting platforms, engagetranslink.ca, mailers, email, phone calls, and webinars, as well as public feedback surveys and research surveys.

7,365

PEOPLE ATTENDED
OUR 24 COMMUNITY
ENGAGEMENT EVENTS
IN 2022.

SOCIAL RESPONSIBILITY

Some 2022 engagement projects included:

10-Year Priorities and Investment Plan ..

In early 2022, we conducted community engagement on Transport 2050: 10-Year Priorities and our 2022 Investment Plan. Over a 14-day engagement period, we held six events, with 182 people sharing their opinion on these initiatives.

4,585

SURVEYS COMPLETED

14,111

COMMENTS RECEIVED
ON 10-YEAR PRIORITIES

1,157

COMMENTS RECEIVED
ON INVESTMENT PLAN

Bus Stop Balancing ..

In January 2022, we began a six-week trial of a bus stop balancing proposal on Routes 4 and 7 in Vancouver, in which we added new stops and temporarily closed lesser-used stops. The aim of the trial was to achieve more consistent spacing of stops, as well as improved bus travel times and reliability for passengers.

Our community engagement included phone outreach, presentations, email/phone outreach to people with sight loss, meetings with business and residential associations and the District Parent Advisory Council for the Vancouver School Board, and ongoing communications with 18 key stakeholder groups. As a result of this early feedback, we reinstated ten bus stops initially identified for removal. During the 6-week trial period, we received 420 survey responses. Following the trial period and engagement process, we adjusted several bus stop locations.

**Social Equity
Evaluation
Framework**

We partnered with CNIB BC/Yukon, CityHive, Senior's Services Society, Progressive Intercultural Community Services (PICS), Vancouver Aboriginal Friendship Centre, and the Disability Alliance of BC to conduct online focus group discussions on TransLink's Social Equity Evaluation Framework. The primary goal was to ensure regional transportation is more accessible to all.

We reached out to 36 organizations including seniors, youth, persons with disabilities, new Canadians/English language learners, low-income households, Indigenous Peoples, 2SLGBTQI+, and femme-identified communities. These deep conversations brought us valuable feedback to ensure the framework truly reflects the diverse needs of our communities.

**Hastings Street
Improvement
Project**

TransLink and the City of Burnaby have partnered to find opportunities to enhance mobility on Hastings Street between Boundary Road and Duthie Avenue. In 2022, we conducted the first phase of the study to better understand the corridor's value to people, as well as potential opportunities. Over a 6-week period, we held 33 stakeholder phone engagements, 12 key interviews, and 2 visioning workshops. An online public survey was completed by 928 people. We also partnered with the Hastings Merchants Association to conduct a survey of people using this part of the corridor to understand travel patterns, purpose for visits, spending patterns, and key demographic information.

**Transit Service
Consultations**

Throughout the year, we conduct Transit Service Consultations, in which we propose service change solutions, obtain public feedback, and do our best to ensure proposed changes meet our customers' needs prior to implementation. In 2022, we conducted three consultations across the region (Surrey/District of Langley, Vancouver, and White Rock), each of which included online surveys. In total, 254 surveys were completed, and 330 comments were shared related to the proposed changes.



Engagement with Indigenous Peoples

We've committed to fundamentally changing how we work with Indigenous Peoples. This work will take time, and we understand that building and strengthening relationships moves at the speed of trust. We've committed to listening to the priorities of Indigenous Peoples as they relate to regional transportation, and to finding unique solutions to best address problems and opportunities. Our goal is to gain and build on that trust through ongoing and positive outcomes.

TransLink's Commitment to Advancing Reconciliation

In March 2022, the Indigenous Relations Vision Statement and Guiding Principles were confirmed through engagement with Indigenous Nations and supported by the Mayors' Council and the Board of Directors. These two foundational documents serve as a public statement of TransLink's commitment to reconciliation and set the tone for how to work with Indigenous Peoples to ensure we live up to our commitments.

In recognition of the Truth and Reconciliation Commission's 94 Calls to Action Report, TransLink instituted a single zone fare through a tariff amendment for the National Day for Truth and Reconciliation. This was established to support Indigenous Peoples' and non-Indigenous Peoples' ability to attend events to honour Indigenous Peoples, survivors, those who never returned home, and their families who have endured harms from the residential school system.

We continued to engage with Indigenous Peoples in the creation of Transport 2050, the 10-Year Priorities, and the Investment Plan. The Mayors' Council and Board of Directors affirmed our reconciliation efforts through these public documents, which provide a clear plan of action that requires the assistance of both the federal and provincial governments.

First Nation Transportation Program

Through Indigenous engagement on Transport 2050, we heard that both lack of access to transportation services on-reserve and poor service levels on treaty lands have created ongoing disparities and further entrenched systemic racism against Indigenous Peoples in the region.

With direction from the Mayors' Council and Board of Directors, we're moving forward with the development of a First Nation Transportation Program. To successfully address funding, legislation, and policy challenges to bring transportation services to reserve lands, coordination with the federal and provincial governments and transit partners will be essential to finding solutions.

The commitment to exploring multi-modal transportation services through the First Nation Transportation Program are included in the 10-Year Priorities. To help shape the program, meaningful engagement with the First Nations was initiated in late 2022 and will continue in 2023.

Cultural Recognition

- In summer 2022, TransLink worked with partners and the Vancouver Mural Festival to commission a Musqueam artist, Diamond Point, to create a mural for a bus operator facility at the 63rd Avenue Bus Loop.
- For National Day for Truth and Reconciliation, we unveiled Indigenous murals by three Musqueam artists on the Canada Line Bridge, to reflect on the past, present, and future of the region through the lens of colonialism and reconciliation.

Indigenous Recognition and Perspectives

To engage with and support Indigenous communities, we:

- Initiated an Indigenous Employee Resource Group to create a safe and inclusive place for Indigenous employees to connect with peers and develop a professional network that values Indigenous perspectives.
- Developed an Elders Program for the enterprise. As teachers, role models, mentors, and healers, Elders in the program will help with retention, provide support for Indigenous employees, and offer strategic advice for the Indigenous Relations department.
- Provided three Indigenous students with an opportunity to participate in a three-month pilot mentorship program with our Analytics and Development Business Technology Services department.

Community Support

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

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

\$219,000

ANNUAL UNITED WAY GIVING CAMPAIGN 2022

TransLink has supported the United Way of the Lower Mainland for 30+ years.

Collectively our employees have given more than \$7 million through payroll deductions and annual one-time gifts. This helps the United Way support some of the most vulnerable members of our communities.

\$60,000

COMPASS CARD DONATION PROGRAM 2022

In 2022, through our three Compass Card Donation Bins, we converted over \$60,000 worth of Compass Card products into Compass tickets. With the help of the United Way, these tickets were provided to recipients at BC Housing and the Homelessness Services Association of BC.

3,721+ toys

TOYS FOR TOTS AND FOOD BANK DONATIONS

Our employee donation drive brought joy to thousands of children throughout the region.

Events and Partnerships

We engaged in numerous partnerships and events throughout 2022:

- Supported six Car-Free Day Community Festivals. These events attracted 400,000+ attendees.
- Supported Ukrainian newcomers with free transit passes and in-person travel training and resources.
- Launched a Community Transit Volunteer Program. Over 70 volunteers assisted 30,000+ customers, providing support to our operations and local communities.
- Raised \$10,000 in funding for Red Cross flood relief efforts.
- Partnered with the Celebration of Light to support transit to the annual fireworks celebration.
- Held our first-ever Transit for the Planet Earth Day event, encouraging people to leave their cars at home and take public transportation to reduce their personal GHG emissions.

Customers

OUR CUSTOMER PROMISE

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

In 2022, there was an average of 891,717 daily boardings, compared to average daily boardings of 612,450 in 2021. (Pre-COVID-19, daily boardings averaged 1.2 million.)

Although the pandemic continued to cause a reduction in ridership, our steadfast focus on delivering a safe and exceptional customer experience did not waver and our ridership continued rebounding.

891,717

AVERAGE DAILY
BOARDINGS IN 2022

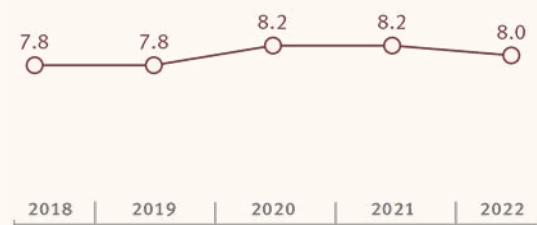
Customer Satisfaction

Customer satisfaction is a key indicator 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 of Directors, to stay accountable for managing our customer experience commitment and performing against relevant indicators.

In 2022, customer satisfaction continued to remain above pre-pandemic levels. We had an average rating of 8.0, which is lower than the past two years, but indicates that customer perceptions of the overall transit system continued to be quite positive. This is particularly notable as 2022 saw an increase in congestion and transit demand after a loosening of COVID-19 restrictions.

Customer Satisfaction Results (overall performance rating out of 10)





Customer Experience Action Plan

TransLink's [2022-2027 Customer Experience Action Plan](#) puts our customer priorities at the forefront of our work. Guided by the priorities in our Action Plan, we launched the following initiatives in 2022:

TransLink Community Volunteer

Program: Helped customers connect with communities and enhance the customer experience. We had 170+ applicants and onboarded 60+ volunteers in 2022.

Email Program: Offered customers tailored emails to keep them up to date.

Dynamic Schedules: Provided real-time updates of online schedules.

Bike Buses: Provided bike buses from Bridgeport Station to the Tsawwassen Ferry Terminal, doubling bike capacity on weekends.

Enhanced Art & Culture: Expanded and diversified the presence of music and art across our transit system with the continued development of our Public Art Program and the launch of Art Moves, the first ever music and performance residency series.

Onboard Information Displays: Integrated more advanced information displays on buses.

Ridership and Recovery

We are leading our peers in ridership recovery. For the second year in a row, TransLink's transit recovery outperformed the North American market: we were the first of our Canadian and US peers to reach and sustain 80 per cent recovery. By year end, we had 193.55 million journeys, a 47.9 per cent increase over 2021.

Due to the Omicron variant in January and the lower rate of return to in-person office work, we experienced lower ridership in the early part of the year. However, throughout 2022, ridership continued to recover towards pre-COVID levels.



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). The HDUAC provides advice and guidance on HandyDART plans and programs, while the ATUAC advises on the accessibility of the conventional transit system.

Throughout 2022, TransLink continued its Bus Stop Accessibility Program, to improve accessibility for customers who are blind, deaf-blind, or partially sighted. This included the installation of braille and tactile letter signs at 86 per cent of bus stops across Metro Vancouver, as well as tactile walking surface indicators at all bus stops and bays on property that TransLink owns or leases.

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 2022, we were ranked #30 in their top 70 brands.

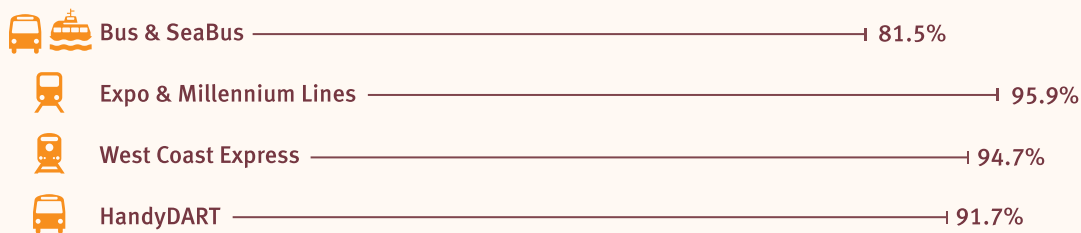
Ipsos also conducts custom research for TransLink. In 2022, overall impressions of TransLink were positive and consistent with the previous year. The majority of respondents (52 per cent) said they have a favourable impression of TransLink.

89%

OF RESPONDENTS SAID THAT TRANSLINK IS "SOMEWHAT TO VERY IMPORTANT" TO THE QUALITY OF LIFE AND LIVABILITY OF THE REGION.

On-Time and Reliable Performance

We measure service reliability in terms of on-time performance. In 2022, all modes of transit continued to have high on-time performance.



Customer Safety and Security

We provide a safe, world-class public transit system. Our number-one priority is ensuring our customers can travel and feel safe every step of the way.

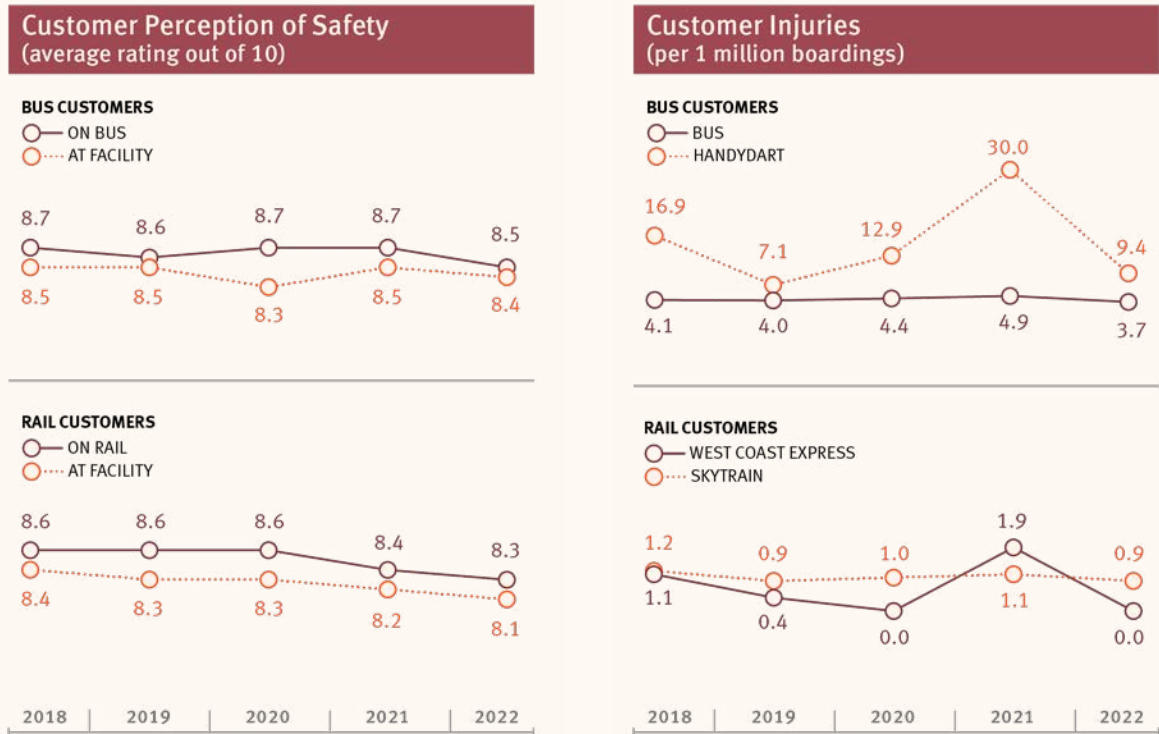
Each operating company in the TransLink enterprise is directly responsible for the safety of its employees and customers. In 2022, we enhanced our safety programs by continuing to implement the Safe Operating Action Plan, and evolving COVID-19 safety plans into Communicable Disease Prevention Plans. 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 continues to 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 detection dog program for explosives. Transit Police work in partnership with jurisdictional police, TransLink, and diverse community partners.

CMBC Security Services also helps protect employees, customers, properties, and revenue. They provide proactive high-visibility security presence and patrols, and respond to calls across the transit system. They also work in partnership across the enterprise, and with various jurisdictional law enforcement agencies and community partners, to ensure the continued safety and security on the system. Security Services made the switch from using dedicated handheld units for fare inspection to an accessible, streamlined app available on mobile devices. The app also provides officers with a portable, modern, and streamlined process to conduct fare enforcement.

Customer Safety Perceptions

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



Increasing Customer Safety

In 2022, we continued to respond quickly and effectively to COVID-19 and its variants by implementing our Communicable Disease Plans in alignment with health authority requirements. These plans included: promoting hand hygiene, maintaining a clean environment within our fleet and facilities, and supporting facility ventilation, as well as other mitigation strategies to ensure the safety of our employees and customers.

TransLink and its operating companies also launched safety campaigns for winter weather and extreme heat events.

Transit Police Initiatives

In 2022, we began implementing the 2022-2026 Transit Police Strategic Plan:

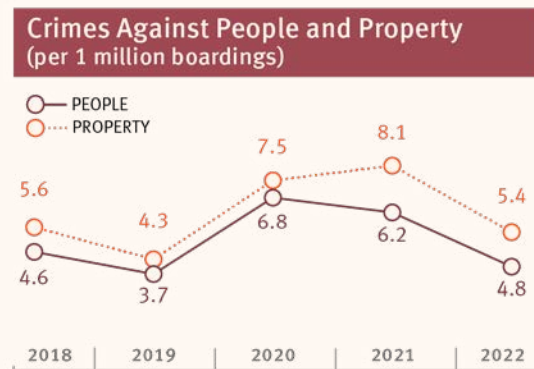
- We secured approval from the Province for the establishment of a Community Safety Officer (CSO) Program. CSOs are a new category of frontline Transit Police employee who will supplement patrol police officers and take on a range of duties, such as community engagement, transit safety education, collection of evidence, perimeter security at police incidents, crowd control, fare enforcement, and support at major events and emergencies. The first CSOs are expected to be deployed by Fall 2023.
- We expanded the Blue Eagle Community Cadet Program, which supports and empowers Indigenous youth (12-15 years old), in partnership with the Surrey RCMP and Surrey Police Service.
- In conjunction with cross-regional police partners, the Targeted Mobile Enforcement Team focused on numerous problem areas. The Crime Suppression Team, which focuses on crime trends and intelligence-led policing projects, conducted a variety of investigations which resulted in 35 Reports to Crown Counsel, and the execution of 9 search warrants and 91 warrant arrests.
- A Digital Evidence Management System (DEMS) Administrator was hired, and we continued advancing the DEMS project.
- An Operational Planning Sergeant position was established to oversee planning logistics and resourcing for events that may result in increased public safety risk and crowding on the transit system.

Crimes 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 2022, Transit Police made 857 criminal warrant arrests. This is an 18 per cent decrease from 2021, but is still 14 per cent higher than the overall average since 2012.

While the absolute volume of crimes remained relatively level, reported crime rates were elevated during 2020 and 2021 due to lower ridership. However, with ridership now recovering, crime rates are returning to levels seen pre-pandemic.



Emergency and Business Continuity

We continued to deliver and maintain critical services during emergency events that impacted the region. Multiple layers of resiliency help ensure each operating company is effective in their individual response efforts. During larger emergency events a centralized Enterprise Emergency Centre can be activated to offer support and coordinate resumption of critical services.

CMBC continued to maintain a “Hot Site” Emergency Operations Centre that can be activated to support incidents and events. In 2023, we will update the site to include enhanced technology and security measures.








BCRTC conducted an emergency tabletop exercise of the BCRTC Emergency Response Plan with its senior leadership and decision makers.

In December 2022, senior leadership approved a new Seismic Resiliency Policy that will ensure consistent enterprise-wide understanding of seismic resiliency and quantify our seismic risk.

Customer Privacy

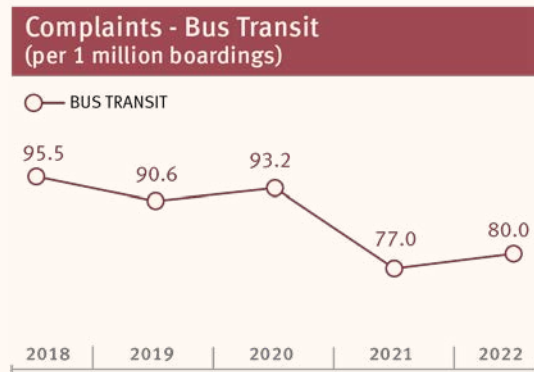
All privacy matters are handled by TransLink’s Privacy Officer, reporting to TransLink’s General Counsel and Corporate Secretary. In 2022, there were three substantiated breaches of customer privacy. All three breaches were the result of human errors with email. The circumstances were investigated, privacy obligations reviewed, and corrective actions recommended to prevent future occurrences. No privacy complaints were received from regulatory bodies.

LISTENING TO OUR CUSTOMERS

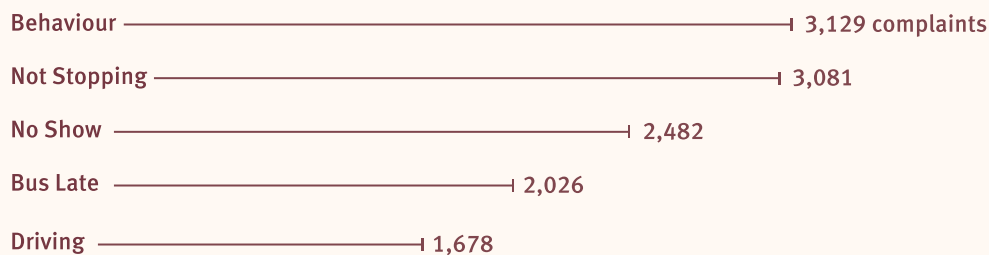
 709,836 CALLS RECEIVED	 20,027 ONLINE FORMS	 18,279 TRANSIT ALERT SUBSCRIBERS	 8.8M TAP-TO-PAY TAPS RECORDED
 838 EMAILS	 42,739 LOST PROPERTY CALLS	 214,000 SOCIAL MEDIA FOLLOWERS	 1.26M INTERACTIVE VOICE RESPONSE CALLS

Customer Feedback

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, Customer Feedback Coordinator, or CFC team.



Top 5 Operator Complaints 2022



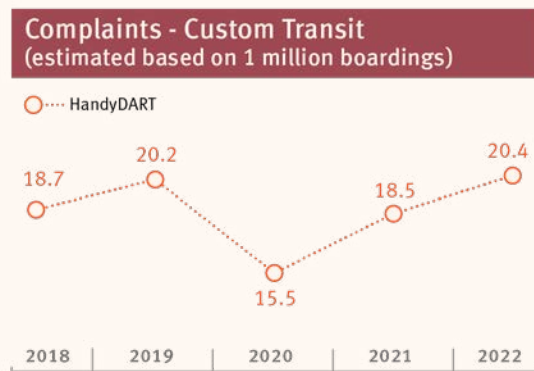
Complaints such as accessibility issues, assaults, racism, cell phone issues, running red lights or stop signs, and dangerous driving, are considered the highest priority and are addressed immediately.

Complaints regarding customer pass-ups, requests for more service, operator conduct, and bus cancellations are responded to within 15 business days.

The Customer Feedback Coordinator team has concluded 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 2023.

Custom Transit (HandyDART)

In 2022, the main areas of HandyDART complaints consisted of scheduling, clerk behaviour, and phone line wait times. In October, we began a clerk behaviour improvement program to address underperforming clerks, and implemented initiatives to improve phone line queue times.



Employees

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

Our Approach

Our people are at the heart of our operations. Each company across our enterprise is committed to:

- Fostering inclusive, equitable, and accessible workplaces
- Recognizing the unique value and skills every individual brings
- Attracting, retaining, and cultivating talented staff
- Managing health and safety

We also focus on supporting a strong employee engagement culture, unique to each operating company, while ensuring we all work together.

8,225

EMPLOYEES ACROSS THE
TRANSLINK ENTERPRISE,
AS OF DECEMBER 31, 2022

Total Employees by company

COMPANY	2022 TOTAL	TOTAL (%)
BCRTC	1,220	14.9%
CMBC	5,866	71.4%
MVTP	304	3.7%
TransLink	826	10.0%
WCE	9	0.1%
Total	8,225	100%

Total Employees by status

COMPANY	REGULAR	REGULAR %	TEMPORARY	TEMPORARY %	TOTAL
BCRTC	1,154	94.6%	66	5.4%	1,220
CMBC	5,652	96.4%	214	3.6%	5,866
MVTP	265	87.2%	39	12.8%	304
TransLink	772	93.5%	54	6.5%	826
WCE	8	88.9%	1	11.1%	9
Total	7,851	95.5%	374	4.5%	8,225

Total Employees

COMPANY	UNION	EXEMPT	UNION (%)	EXEMPT (%)
BCRTC	961	259	13.4%	24.2%
CMBC	5,642	224	79.0%	20.9%
MVTP	268	36	3.8%	3.4%
TransLink	282	544	3.9%	50.7%
WCE	0	9	0.0%	0.8%
Total	7,153	1,072	100.0%	100.0%

Collective agreements

Eighty-seven 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.

Total Employees by union

UNION	TOTAL	TOTAL (%)
COPE	722	8.7
CUPE	1,148	14.0
TPPA	268	3.3
Unifor	5,015	61.0
Exempt	1,072	13.0
Total	8,225	100%

Turnover

Voluntary turnover across the enterprise in 2022 was 5.7 per cent, which is in line with pre-COVID numbers.

Attraction and Retention

1,395

TOTAL HIRES ACROSS
THE TRANS LINK
ENTERPRISE IN 2022

489

TOTAL NEW HIRES
WHO ARE CMBC
TRANSIT OPERATORS

Enterprise Voluntary Turnover (%)



Equity, Diversity, and Inclusion

In 2022, TransLink continued to integrate Equity, Diversity, and Inclusion (EDI) into everyday operations.

Processes and Systems

- Conducted reviews 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.
- Began a new review on the internal promotion process with a lens on women in decision-making roles.
- Implemented EDI objectives in performance processes for the first time across the enterprise for all non-union employees.
- Completed a workplace accessibility audit.
- Began implementing a workplace accessibility strategy focused on communications, technology, and education.
- Adopted an EDI policy and created a workplace accessibility policy.
- Implemented self-identification data questions in our enterprise engagement surveys and recruiting

practices. An enterprise engagement survey of 1,900+ employees indicated that 10 per cent identified as having a disability, 3 per cent identified as Indigenous (First Nations, Métis, or Inuit), 37 per cent identified as a person of colour, and 6 per cent identified as part of the 2SLGBTQI+ community.

- Launched diversity stories that allow employees to share their unique experiences.
- Began gathering more in-depth data related to gender diversity across the enterprise.

Employee Resource Groups

- Engaged with five Employee Resource Groups (Caregivers, Pride+Allies, Women+Allies, Indigenous, and I Belong Multicultural), with each ERG ranging from 15-75 employees. The ERGs supported policy reviews and hosted education sessions.
- Women+Allies ERG presented at the CUTA (Canadian Urban Transit Association) conference for the first time, highlighting the importance and benefits of ERGs.

SOCIAL RESPONSIBILITY

Education

- Rolled out enterprise-wide EDI training, which 30 per cent of enterprise employees have completed.
- Implemented Courageous Conversations for employees to discuss sensitive topics such as privilege, microaggressions, and accessibility. These sessions were well received; approximately 125 employees attended virtually.
- Twenty people participated in the pilot of a "Women Leading the Way" leadership program with Minerva, an organization that helps women reach their leadership potential.
- Executives met every two months to discuss important EDI topics to support leadership learning.

Age by Company

With nearly 60 per cent of our employees eligible to retire in the next 10 years, succession planning and leadership development continued to be a priority.

Nearly 60%

OF EMPLOYEES ELIGIBLE TO RETIRE
IN THE NEXT 10 YEARS.

Total Employees by age group

COMPANY	18 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65+
BCRTC	1.6%	20.6%	28.8%	26.1%	20.2%	2.7%
CMBC	1.1%	13.6%	21.7%	30.6%	28.0%	5.0%
MVTP	0.0%	24.3%	22.7%	28.6%	23.4%	1.0%
TransLink	0.4%	22.9%	33.2%	25.4%	16.7%	1.4%
WCE	0.0%	0.0%	11.1%	44.4%	44.5%	0.0%
Total	1.0%	15.9%	23.9%	29.4%	25.6%	4.2%

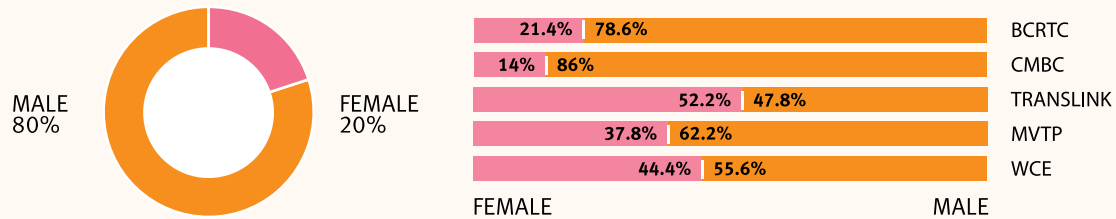


BC'S TOP EMPLOYERS We were selected as one of BC's Top 100 Employers in 2022. This special designation recognizes BC employers that lead their industries in offering exceptional places to work.

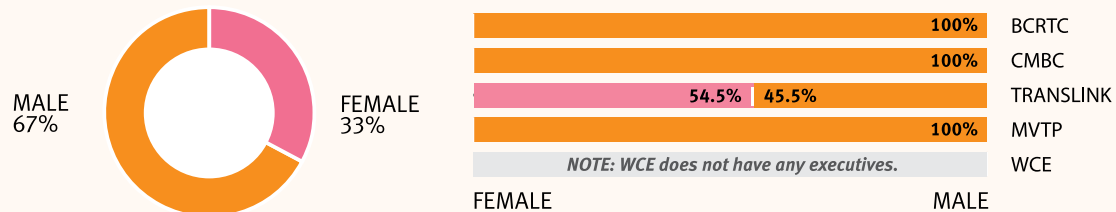
Gender by Company

Gender representation across the enterprise is 80 per cent male and 20 per cent female. In 2022, CMBC and BCRTC continued to implement initiatives to increase the number of women in skilled trades positions, including mechanics, technicians, and service people.

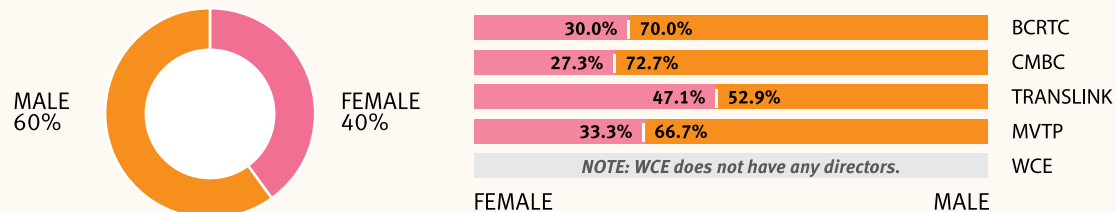
Gender



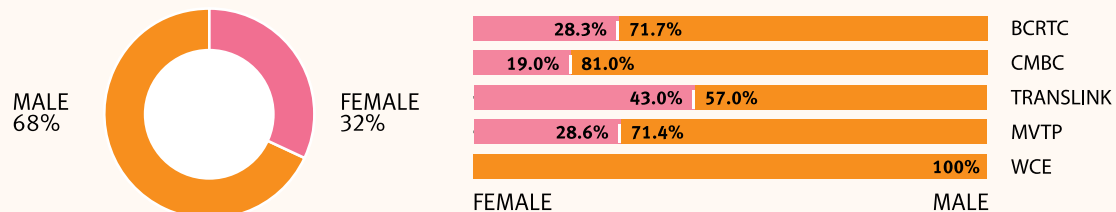
Executives



Directors



Managers



We are unable to report on non-binary employee status, due to the limitations of our personal records software.

Employee Safety

We have formal safety management systems and are establishing an organization-wide approach to managing safety risks and ensuring the effectiveness of safety controls. This approach includes systematic procedures, practices, and policies for the management of identified safety risks.

CMBC and BCRTC actively participate in COR (Certificate of Recognition) audits to proactively improve occupational health and safety for their employees.

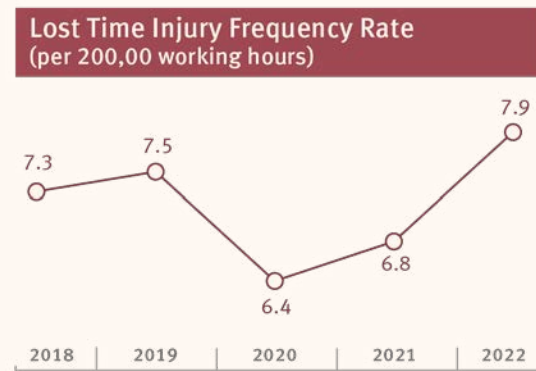
We are currently reviewing a new safety management system tool to manage safety, incidents, risks, and claims. This will significantly improve our system, and create efficiencies, accountabilities, and consistency throughout our enterprise. In 2022, we deployed a course in due diligence, to ensure leaders take reasonable care to protect the well-being of employees, and ensure they are aware of all safety precautions and mitigation steps. We also provided training on de-escalation techniques to ensure the safety of our employees and customers.



BCRTC received a safety excellence award from the American Public Transportation Association (APTA) for their **Zero Harm Vision**. The award recognized efforts to improve safety culture.

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, most claims come from CMBC (71 per cent in 2022). Therefore, a change in CMBC claims has a measurable impact on the overall LTIFR.



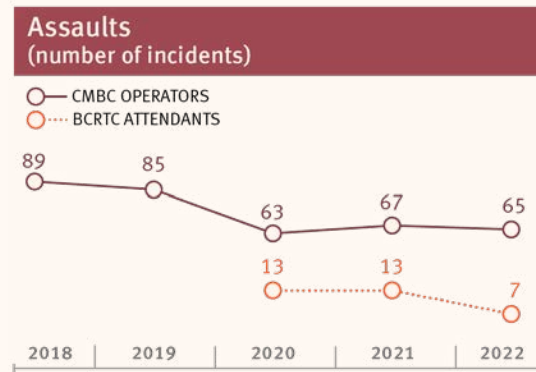
Lost Time Claims by company

COMPANY	BCRTC	CMBC	HandyDART*	MVTP	TransLink	WCE	WVT*
TOTAL	42	368	60	43	0	0	3
PER 200,000 HRS WORKED	4.6	8.6	16.8	18.8	0	0	3.8

* HandyDART and WVT (West Vancouver Transit) are not direct employees of TransLink and are included in the overall LTIFR and Lost Time Claims for information only.

Operator and SkyTrain Attendant Safety

Incidents of spitting are now the leading cause of assault (45 per cent of all incidents), followed by physical assaults (35 per cent), and incidents in which an object and/or weapon was used (17 per cent).



Psychological Health and Safety

We are continuing to deploy our Psychological Health and Safety Programs throughout the enterprise. In 2022, we launched psychological health and safety policies in each operating company and bolstered the programs with new resources, training, and education. To support this work, both TransLink Corporate and CMBC hired Psychological Health & Wellness Managers for their specific company needs. These two positions will champion the overall program framework, strategies, and program sustainment while continuing with company-specific wellness initiatives.

We also created and launched training to support staff around 13 workplace factors, embedded the curriculum in mandatory leadership training, and launched marketing materials to support psychological health and well-being. Finally, we launched a regional Psychological Health and Safety Planning Committee to review best practices, collaborate on key initiatives, and standardize the implementation. In 2023, we will partner with Operation Lifesaver and the Canadian Mental Health Association on a suicide prevention/awareness campaign.

Return to Work

In 2022, 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 shifting to an early intervention strategy, accommodating them in other roles whenever possible, and supporting their physical and mental health.

A review was completed of the Recover at Work Program for both WSBC and non-work-related injuries and illnesses. As a result of this work, the Recover at Work policy has been updated. Updated program materials will roll out in 2023.

Recover at Work education was developed for managers, supervisors, and staff, with a plan to roll out in 2023.

Employee Development

In 2022, through our Strategic People Plan and Roadmap, TransLink developed and implemented programs and initiatives to build an engaged and skilled workforce to support our operational objectives.

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

UBC Leadership Program	This enterprise leadership program for all people-leaders involved two parts: UBC-led learning focused on essential leadership skill development, and company-led learning to align our technical and leadership skill expectations and capabilities. In 2022, 309 leaders completed the training.
Enterprise Training Calendar	We provided instructor-led learning in technical and essential skills, available to all employees.
MyLearn	MyLearn is a learning management system that enables all BCRTC, CMBC, and TransLink employees to access compliance, technical, and essential skill elearning. Approximately 393 courses are available on MyLearn. In 2022, 7,969 employees across the enterprise accessed MyLearn, and 4,996 users completed e-learning in MyLearn.
Mentorship Program	In this enterprise-wide program, mentees are paired with mentors based on developmental needs. In 2022, 114 employees participated in the mentorship program either as a mentee or mentor.
Cyber-security Training	TransLink delivered IT security training to approximately 3,700 employees and contractors throughout the enterprise. The training included annual mandatory IT security awareness training and Acceptable Use Policy acknowledgement, monthly short cyber security awareness videos, targeted training and awareness campaigns, and regular simulated phishing campaigns. The goal was to build a healthy cyber security culture throughout the organization and help mitigate cyber-incidents.

Future of Work

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" (i.e., limited permanent assigned desks), and using enhanced technology to facilitate virtual meetings. By adopting a flexible work model, our goal is to enhance the ability to acquire and maintain top talent and reduce facility costs.

In 2021, we implemented Phase 1 of this program, in which all employees were designated job positions, which set the parameters for their onsite schedules. In 2022, we fully implemented the system. This included the implementation of additional AV technology for virtual meetings. We also collected data from TransLink employees about the impacts of remote/hybrid working, to help determine future changes. This included representative focus groups to gather input about flexible working options. In 2023, we will continue conducting representative focus groups, and evaluate the potential of employees working outside the province or country.

Environmental Responsibility



As an integrated, multi-modal transportation authority, we play a key role in providing sustainable transit options that align with regional, provincial, and federal environmental targets, and meet the growing needs of our communities.

Regional Transportation Climate Action

Our Approach

TransLink is taking action to provide sustainable options to help people move around the region.

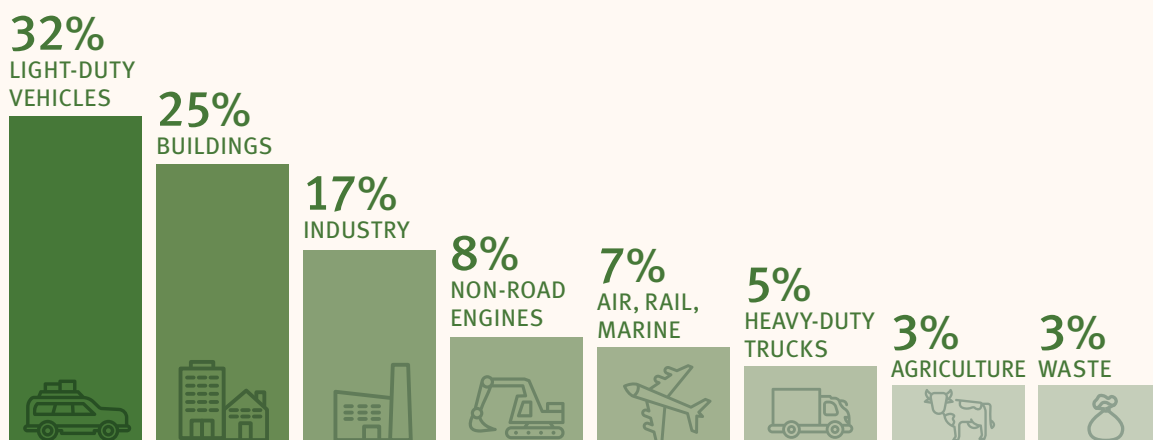
As an integrated, multi-modal authority, TransLink has a unique role to play in leading the region to a carbon-free, climate-resilient transportation future. Through Transport 2050 – adopted in January 2022 – the region adopted a goal to move to carbon-free transportation (for all modes) by 2050. A target to reduce light-duty vehicle GHGs was also adopted.

Reducing Light-Duty Vehicle GHGs

As part of Transport 2050 and Metro Vancouver’s Clean Air Plan and Climate 2050, the region adopted a goal to reduce light-duty vehicle GHGs by 65 per cent by 2030 (relative to 2010).

Light-duty vehicles (cars, SUVs, and light trucks) are the single largest source of carbon emissions in the region. Metro Vancouver and TransLink are working together on an implementation pathway to achieve the 2030 light-duty vehicle target and will present policy options in 2024.

Metro Vancouver Carbon Emissions by source





CANADA'S GREENEST EMPLOYERS Once again, we were delighted to be selected as one of Canada's Greenest Employers in 2022. 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.

TravelSmart Programs

TravelSmart is our Transportation Demand Management (TDM) Program, created to inspire people to change their travel behaviours, and help them use more sustainable ways of getting around. This includes transit, ridesharing, carpooling, cycling, and walking, instead of single-occupancy vehicles. TravelSmart combines face-to-face outreach, online support, and strategic partnerships to help us reach a range of businesses that connect with our customers. These include mobility service providers, municipal staff, developers, and businesses, as well as youth, post-secondary, and seniors' groups.

In 2022, we launched a Transit-Friendly Employer certification to encourage employers to subsidize transit for their employees. Learn more about becoming a Transit-Friendly Employer, visit translink.ca/transitfriendly.



We also launched an independent shuttle program with carpool and on-demand provider Liftango, as well as a new commute management and rewards pilot with technology provider Commutifi.

Through our partnership with HUB Cycling, we supported TDM programming for numerous events, consulting services, and education programs.

20,000+	Participants in Go By Bike Week
23,000	Youth and adults who received cycling education
30,000	Regional cycling maps distributed
19,000	Bikes parked at Bike Valet events, include Car-Free Days, through our partner BEST (Better Environmentally Sound Transportation)
10	Workshops and 18 walk events for seniors through the Living Streets and Seniors on the Move programs



In late 2022, we launched TravelSmart4Kids, a regional travel strategy to encourage children 12 and under to travel by active and sustainable modes of transportation, including walking, biking, rolling, and public transit.

We also partnered with a new service provider, the Society for Children and Youth of BC (SCY), to roll out the Kid Commute: A Walking School Bus Program (WSB). WSB was created in partnership with the Cities of Vancouver and North Vancouver, and the Ministry of Transportation & Infrastructure, following a pilot in 2021 with DASH (Dedicated Action for School Health Society) as the service provider. Through the program, which is being facilitated by SCY, organized groups of children and caregivers walk to school together on a regular basis. The goal of WSB is to 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.

We continued to roll out the Compass for Developments Program, which enables developers to purchase transit passes for occupants of new developments, while fulfilling municipal requirements for transit benefits. The program helps reduce reliance on parking and single-occupancy vehicle trips, while delivering benefits to building occupants, developers, and the region. We also launched a Compass for Developments demonstration pilot. Over a three-month period, we will monitor the ridership of participants to better understand the benefits of subsidized transit.

In 2022, through our partnership with BC SCRAP-IT, 60 participants exchanged their retired old vehicles for transit passes.

New Mobility

New Mobility is an umbrella term for new technologies and delivery models, which are of increasingly strategic importance in transportation. Technological advances in transportation are happening at a breathtaking pace, leading to rapid changes in integration, personalization, automation, connectivity, electrification, and sharing. By planning proactively, we can harness the potential of New Mobility to dramatically reduce distances driven and increase the number of trips made by active and shared-use modes in Metro Vancouver.

In 2022, we continued to partner with Modo on a Vanpool prototype project for maintenance staff at UBC who were having difficulties getting to and from work via transit. Through Vanpool, a group of people commute to work in a van, providing an affordable and convenient alternative to single-occupancy vehicle commuting. As a result of this project, we estimate that in 2022, 36 privately owned vehicles were taken off the road during rush-hour, resulting in a VKT (vehicle kilometres travelled) reduction of 690,000 kilometres. By participating in a vanpool instead of driving their own cars, participants saved a total of 30 tonnes of CO₂e, an 83 per cent savings in emissions.

In 2023, we will scale up the Vanpool pilot with new employment sites and additional vehicles. This will help us to continue providing affordable and shared-use mobility for employees of workplaces that are difficult to access by walking, cycling, and conventional transit.



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.

Corporate Climate Action

Our Approach

TransLink is on the path to a net-zero future. **Taking transit is already one of the most powerful ways to cut greenhouse gas emissions (GHGs).** By reducing our carbon emissions, we're helping to provide low and zero-emissions transportation options for everyone in the region.

Goals

Net-Zero by 2050

ACHIEVE NET-ZERO GHG EMISSIONS BY 2050, WITH INTERIM TARGET OF A 45% GHG REDUCTION BY 2030 (FROM 2010 LEVELS).

Resilience

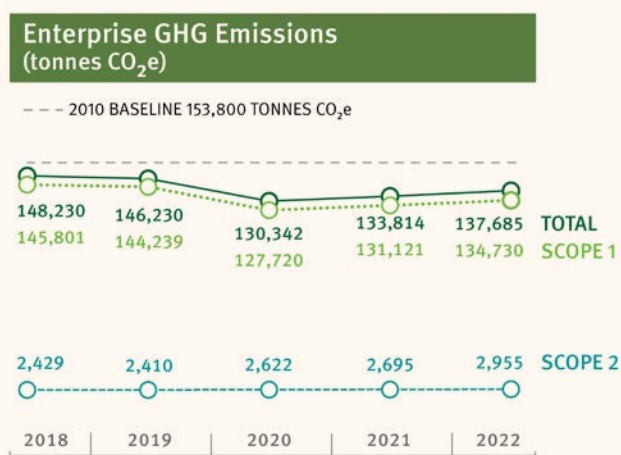
ENSURE OUR INFRASTRUCTURE AND OPERATIONS ARE RESILIENT TO CLIMATE CHANGE.

Our first-ever Climate Action Strategy (adopted January 2022) and subsequent Climate Action Plan (adopted December 2022) will help us accelerate response to the climate emergency. Although ambitious, meeting our climate targets is possible by implementing zero and low-carbon fuels and technologies for both our fleet and facilities. However, this means that bold action is required through both internal and external policy decisions, investment planning, and funding support. Learn more at translink.ca/climate.

Emissions and Energy

To meet our goal of net-zero GHG emissions by 2050, we're undertaking a variety of initiatives, including a transition to battery-electric buses and renewable natural gas. While our fleet represents the bulk of our emissions, we also address ways to reduce energy consumption in our facilities.

In 2022, our revenue fleet generated approximately 93 per cent of our corporate greenhouse gas emissions. Non-revenue (support vehicles) made up 2 per cent, and our facilities made up the remaining 5 per cent.



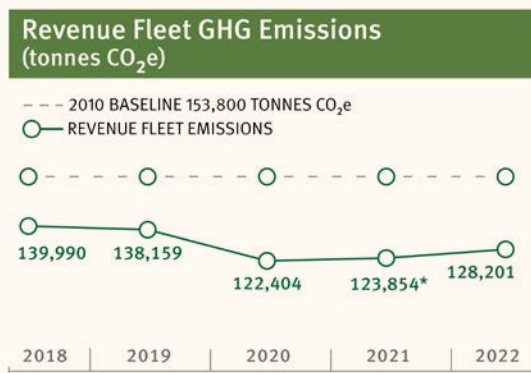
Scope 1 Emissions: From sources that an organization directly owns or controls (e.g., burning fuel in our fleet vehicles or facilities).
Scope 2 Emissions: Result indirectly when the energy a company purchases is used (e.g., lighting in facilities, using hydroelectricity to run our electric fleet vehicles).

Revenue Fleet GHG Emissions

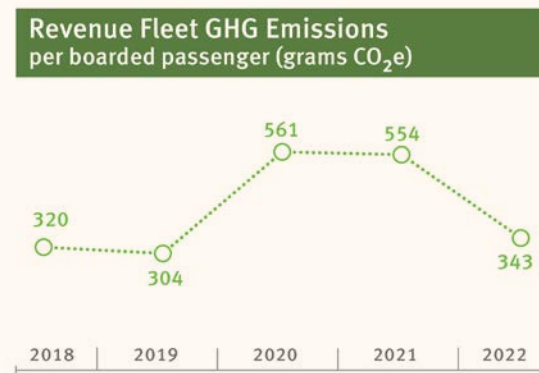
Emissions from our revenue fleet accounted for 93 per cent of Scope 1 emissions, and 73 per cent of Scope 2. By transitioning to zero-emissions buses, we will substantially reduce our GHG emissions.

In 2022, our total revenue fleet GHG emissions increased four per cent compared to 2021 due to post-COVID service recovery.

Going forward, as our fleet continues to transition to zero-emission battery-electric buses and renewable natural gas, revenue fleet GHG emissions will continue to decline.



*Updated based on 2021 RNG sources.



CMBC SECURITY SERVICES

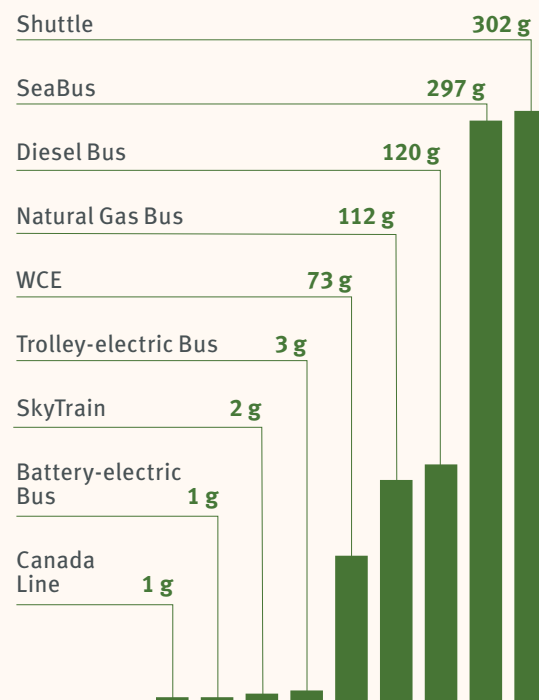
Over the next few years, CMBC Security Services will be transitioning its entire fleet to hybrid-electric vehicles, beginning with five hybrid-electric vehicles that were delivered in 2022.

PROTRANS

ProTrans, the operator of the Canada Line, has voluntarily committed to reducing use of fossil fuels in its operations, with propane and gasoline fully eliminated by 2025.

Passenger GHG Emissions by mode

grams of CO₂e per passenger km



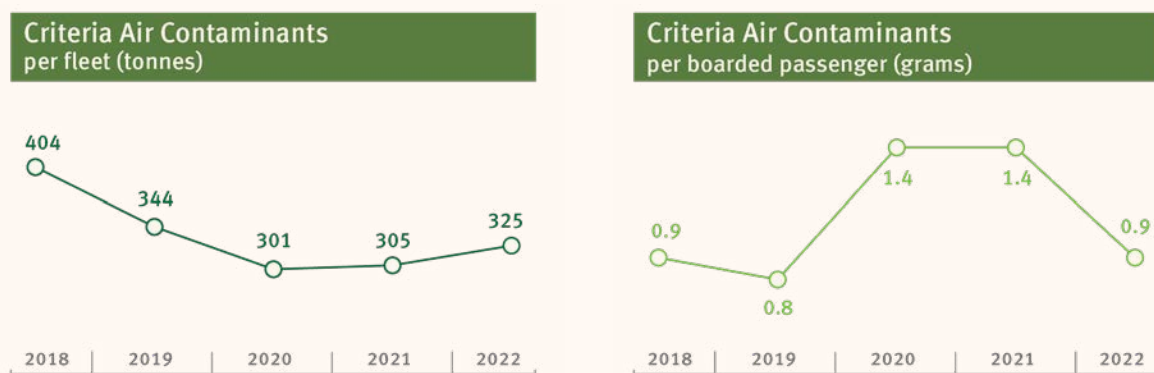
Renewable Natural Gas

By 2024, we will be purchasing 100 per cent renewable natural gas (RNG) for our natural gas bus fleet. This is an essential part of reaching our 2030 target to reduce GHGs by 45 per cent. Renewable natural gas is produced from decomposing organic waste from landfills, agricultural waste, and wastewater from treatment facilities. RNG production captures methane that would otherwise escape into the atmosphere and result in significant greenhouse effects. The Province recognizes RNG as a low-carbon alternative to fossil fuels.

In 2022, 44 per cent of natural gas purchased (260,913 GJs) was renewable, compared to 30 per cent (170,140 GJs) in 2021.

Fleet Air Pollutants

Criteria air contaminants (CACs) are released through fuel combustion, and include non-methylated hydrocarbons, particulate matter, and nitrous oxides. As we transition our fleet away from diesel, CAC emissions will decrease. Due to lower ridership numbers as a result of the COVID-19 pandemic, total CACs per boarding continued to be higher compared to pre-COVID levels.



Facilities GHG emissions

In 2022, facility heating, cooling, and lighting – including SkyTrain stations, bus loops, maintenance facilities, and offices – generated 7,388 tonnes of GHG emissions (six per cent of overall emissions). Eighty-eight per cent were Scope 1 emissions and 12 per cent were Scope 2 emissions. Several actions in our Climate Action Plan will guide the transition of our facilities to low or zero-emissions heating, cooling, or lighting.

ENVIRONMENTAL RESPONSIBILITY

Conservation continues to be an important component of our energy management program. In 2022, we began implementing recommendations from a Continuous Optimization Study completed at Hamilton Transit Centre in 2021. Following an energy audit in 2021, we also completed the design for a lighting retrofit project at Burnaby Transit Centre. Both of these studies were partially funded by BC Hydro and FortisBC.

Environmental Management

TransLink's operating companies are committed to reducing the impact their operations have on the environment.

Waste diversion

Waste diversion at CMBC dropped one per cent in 2022. Data for other operating companies was not available from their contractors.

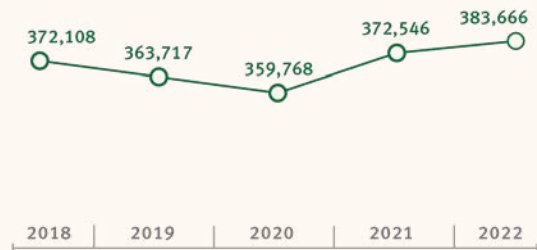
Spills

Vehicles and equipment contain various hazardous materials such as fuel, coolant, and oil. 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 2022, CMBC had six reportable spills while BCRTC and TransLink had zero.

The spills were investigated to determine the cause. Where possible, the spilled material was recovered. In some cases, we worked with suppliers to redesign equipment to prevent recurrence. No fines were incurred as a result of these spills.

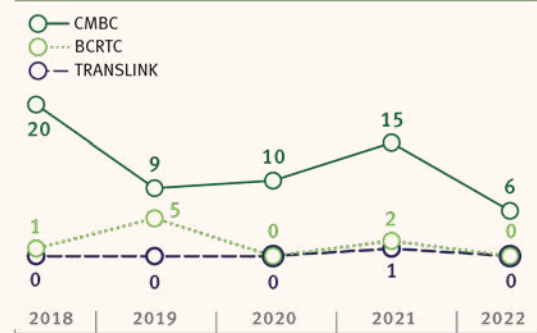
Energy Consumption – Facilities (GJ)



Waste Diversion – CMBC (total % of waste diverted from landfill)



Reportable Spills (#)



Water Consumption

Operating companies continued to minimize water use. From May to September, we reduced bus washing by 50 per cent, saving approximately 210 m³ of water per day. We also use recycled water for bus washing, and only use clean water for the final rinse. This reduces water use by approximately 75 per cent. Wastewater treatment plants use treated water to cool the system rather than fresh water.

Water Consumption – CMBC (m³)



*Estimate as not all data for CMBC available; no data from BCRTC available.

Contaminated Sites

In 1999, an Environmental Remediation Agreement (ERA) was put in place when the Province transferred land assets to TransLink. This agreement is the provincial obligation to be responsible for remediation of any site contamination prior to the transfer of lands to TransLink in 1999. One hundred four properties were initially under this agreement. Following remediation, 82 properties remain on the list as of the end of 2022. Contamination occurring on TransLink lands after 1999 is the responsibility of TransLink.

Financial Responsibility

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

Our 2022 Investment Plan outlines expected expenditures and revenues from 2022-2031, with an overarching focus on:



STABILIZING

TransLink's finances



MAINTAINING

the region's transportation system in a state of good repair



ADVANCING

a few select strategic projects



RIGHT-SIZING

TransLink's services and expenditures for the next few years

Our Approach

In 2022, we supported Metro Vancouver’s continuing social and economic recovery by employing a fiscally prudent approach to deliver services that are tailored to the needs of the region while advancing the organization’s strategic priorities. Our liquidity levels remained robust, with gross interest cost as a percentage of operating revenue well below the policy maximum level.

The 2022 Budget formed the foundation for the 2022 Investment Plan. The acute financial pressures arising from the pandemic, including diminished ridership and revenue streams, required us to plan a financially sustainable level of spending that would provide a robust platform on which to base future recovery.

Financial Policies

To maintain prudent guidelines for the short, medium, and long-term financial planning processes required by TransLink’s governing legislation, we have several financial policies in place.

TransLink Budget Contingency and Accumulated Funding Resources Policy

Budget Contingency is a reserve set aside in the annual budget to handle uncertainties and unforeseen initiatives or circumstances that may arise during the year. Accumulated Funding Resources represent TransLink’s unrestricted cash and investments, which are presented in TransLink’s Consolidated Financial Statements.

The Budgeted Contingency and Accumulated Funding Resources Policy governs the use of Budget Contingency and Accumulated Funding Resources by TransLink and provides a guide on our minimum required liquidity position. TransLink maintains a running forecast to ensure this position remains adequate at present and in the future.

This Policy applies to all Annual Budgets, Quarterly Forecasts, and 10-Year Investment Plans developed by TransLink to ensure the control, administration, and management of these financial plans.

TransLink Debt Management Policy

The Debt Management Policy applies to all capital financing and debt issuance-related activities and agreements entered into by TransLink and its operating companies. The policy details specifics on the use of authorized instruments, risk management, and sale of debentures.

TransLink Investment Policy

In accordance with the Investment Policy, TransLink focuses on the administration of its investments as maximizing ratepayers' funds through its objectives. TransLink sets a priority of objectives, in the order of safety, liquidity, and yield.

The Investment Policy provides guidelines related to investment activities and the administration of funds for TransLink and operating companies. Details specify risk management, authorized investment dealers/holders, investment authorities at TransLink, internal controls, portfolio limits, permitted investments, and approved instruments.

TransLink Hedging Policy

The TransLink Hedging Policy governs the use and administration of derivative instruments and oversight of the strategies employed to manage the market risks, primarily interest rates, fuel, and foreign exchange exposures faced by TransLink.

Regarding risk tolerance, TransLink considers safety, liquidity, and certainty before potential rewards when applying this Hedging Policy.

Budget

Our 2022 Budget was designed to form the foundation for restoring fiscal stability and align Metro Vancouver's transportation network with the unique needs of our region.

In the continuing context of acute financial pressures, in 2022 we proceeded only with those expenditures that are essential for strengthening our contribution to the region. Our continued focus on savings and efficiencies in 2022 allowed us to free up capacity to invest in areas that are central to our priorities, including the completion of TransLink's Indigenous Relations Framework, our ridership recovery campaign, enhancements to resiliency, and augmentation of existing business continuity measures within our IT security program.

While transit revenues were still budgeted well below pre-COVID levels, for 2022 we assumed a stronger year of ridership recovery relative to 2021. Total revenue from continuing operations was budgeted at \$1.97 billion which, excluding senior government relief funding, represented a \$14.19 million (0.72 per cent) increase from the 2021 Budget.

For more information, please see our [2022 Business Plan – Operating and Capital Budget Summary](#).

Revenues

TransLink continued to partner with the Province of British Columbia and the Government of Canada to bridge the ongoing gap between the cost of providing transit service and the continued impacts of diminished ridership on revenues. In 2022, TransLink received \$176 million of additional senior government relief funding intended to help offset pandemic-related losses from 2023 to 2025. This is in addition to the \$660.9 million received in 2020 and 2021 to cover net operating losses caused by the pandemic and to offset lower-than-planned transit fare rate increases from 2021 to 2024.

While ridership continued to recover in 2022, the amount of fare revenue came in lower than budgeted. Weekend ridership recovered more strongly than weekday ridership, with many continuing to work from home. We have also been observing a lower share of monthly passes in the overall product mix. These changes, coupled with the impact of the Omicron variant on overall ridership at the beginning of the year, resulted in transit revenues that were \$66.7 million lower than budgeted.

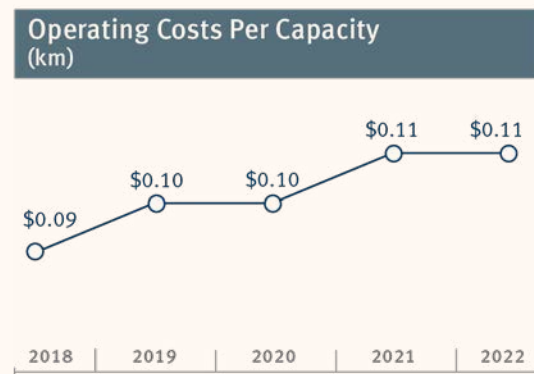
Driving volumes in the region returned to and in some cases exceeded pre-pandemic levels. More drivers returned to worksites, and leisure travel returned. Accordingly, taxation revenues grew in 2022, with higher than anticipated fuel sales and a strong recovery in parking sales tax revenue.

Expenses

The 2022 Investment Plan replaced the previously planned Surrey Newton Guilford (SNG) Light Rail Transit project with the Surrey Langley SkyTrain (SLS) project. Accordingly, we wrote off \$44.9 million of previously capitalized SNG project costs in 2022.

Aggregate operating costs grew 22.2 per cent from 2018 to 2022, mainly due to service expansions prior to 2019 and an increase in fuel costs and labour costs in 2022. Operating costs increased by 9 per cent in 2022 (from 2021) mainly due to contractual and economic labour increases, higher fuel costs, higher contracted services costs, and higher maintenance costs resulting from higher parts prices driven by the global supply chain shortage. The increase was partly offset by lower capital infrastructure contributions as a result of the slower progress of projects.

We actively monitor our net financing costs, which 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 per cent from 2018 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 11.5 per cent in 2022 and is more in line with historical averages.



Total Revenue (in millions)

REVENUE	2022	2021	2020	2019	2018
Taxation	978.08	899.45	849.99	906.97	819.35
Transit*	552.62	413.40	385.93	685.36	638.02
Government Transfers	427.14	203.78	793.77	398.52	303.50
Other Income*	176.70	144.02	115.22	98.53	93.91
TOTAL REVENUE	2,138.54	1,660.65	2,144.91	2,089.38	1,854.78

*Certain comparative information has been reclassified in 2018-2019 to conform with the consolidated financial statements presentation adopted in 2020.

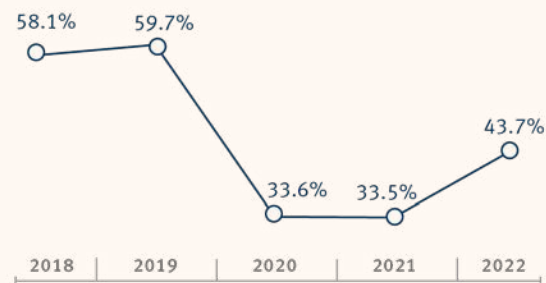
Total Expenses (in millions)

EXPENSES	2022	2021	2020	2019	2018
Operating Costs*	1,573.56	1,443.31	1,296.56	1,348.26	1,287.90
Depreciation and Amortization	250.02	233.79	229.45	212.94	197.85
Net Financing Costs	181.36	182.04	189.34	194.98	183.46
TOTAL EXPENSES*	2,004.93	1,859.14	1,715.35	1,756.18	1,669.21

*Certain comparative information has been reclassified in 2018-2019 to conform with the consolidated financial statements presentation adopted in 2020.

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 reached a high of 59.7 per cent in 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 2021 reflected the pandemic's dramatic impact on transit revenues, during which time service levels were maintained at largely pre-pandemic levels, while ridership was significantly reduced. In 2022, the cost recovery ratio of 43.7 per cent was 10.2 percentage points higher than 2021. This was due to increased ridership having a proportionately greater impact on operating revenues than operating costs, as a result of service levels being right-sized to manage customer demand.

Operating Cost Recovery*

*Certain comparative information has been reclassified in 2018-2019 to conform with the consolidated financial statements presentation adopted in 2020.

Cost Efficiency

We strive to deliver our services as efficiently as possible to keep costs down for customers and 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. During the pandemic in 2020 and 2021, operating cost recovery declined, and cost per boarding for both conventional and HandyDART trips increased. This was due to our maintaining capacity on the system to ensure essential and appropriate transportation services remained available even though overall ridership numbers were lower. As a result of gradual ridership recovery in 2022, operating cost recovery increased in 2022, and the cost per boarding (both conventional and HandyDART trips) decreased. TransLink remains committed to providing service levels which are appropriate to meet the needs of the region.

Cost Per Boarding - Conventional System
(\$/boarding)*



* Certain comparative information has been reclassified in 2018-2019 to conform with the consolidated financial statements presentation adopted in 2020.

**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.

Cost Per Boarding - HandyDART
(\$/boarding)



Capital Funding Sources

Senior Government

A significant portion of TransLink's government funding for capital purposes is received from the federal government through the Canada Community-Building Fund (formerly the Federal Gas Tax Fund), Public Transit Infrastructure Fund (PTIF), and Investing in Canada Infrastructure Program (ICIP). Provincial government also supports the capital program by providing matching contributions to the federal programs, approximating a 40 per cent contribution. Under these agreements, TransLink is required to acquire or construct specific transit assets using these funds. TransLink is also required under certain agreements to maintain the assets over a set holding period and repay funds if the associated assets are sold before the end of the holding period.

Carbon Credits

Under the BC Renewable and Low Carbon Fuel Requirements Regulation, TransLink is eligible to receive carbon credits for using low-carbon fuels (e.g., natural gas, renewable natural gas, electricity) for transportation purposes. Since the program began in 2017, TransLink has earned approximately \$11.5 million in carbon credits. Credits submitted for 2022 have not been approved at the time of this report.

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 \$900 million of our Green Bonds: \$400 million in 2018, \$200 million in 2019, and \$300 million in 2022. The net proceeds are being used exclusively to finance clean transportation and energy efficiency projects including eco-mode escalator upgrades, battery-electric bus charging infrastructure and trolley-electric bus infrastructure. 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.

We anticipate that issuance of Green Bonds will continue in 2023.

Procurement Practices

In accordance with TransLink’s Procurement Policy, TransLink Strategic Sourcing and Contract Management 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 from suppliers within Canada, particularly the Lower Mainland. To ensure we are getting the best quality and value, we leverage a Cloud-based strategic sourcing tool to reach the global market, evaluate, and contract with our suppliers. In 2022, the Strategic Sourcing and Contracts Management Team continued to further optimize our practices and leverage the benefits of the sourcing tool.

We continued to develop a Sustainable 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 Sustainable Procurement Strategy, 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 Peoples.

Sustainable Procurement

In November, we hosted a forum for TransLink's community of suppliers. We profiled the future of sustainable procurement and inclusive sustainability for dozens of partners who are helping us build the region.

3,210

suppliers provided over \$1.3 billion worth of goods and services.

70%

of our suppliers were located in BC and accounted for 55% of the total spend.

92%

of our suppliers were from Canada and accounted for 96% of the total spend.

Real Estate Development Proceeds

No proceeds were realized from real estate development in 2022. We do not expect any proceeds in the near future.

FINANCIAL RESPONSIBILITY

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

December 31, 2022, with comparative information for 2021

	2022	2021
FINANCIAL ASSETS		
Cash and cash equivalents	\$ 622,558	\$ 575,623
Accounts receivable	136,909	159,207
Loan receivable	–	131,060
Restricted cash and cash equivalents and investments	3,733,194	1,237,197
Investments	235,289	165,616
Debt reserve deposits	23,762	26,272
	4,751,712	2,294,975
LIABILITIES		
Accounts payable and accrued liabilities	400,206	364,458
Debt	3,141,748	2,937,864
Deferred government transfers	3,540,507	1,325,681
Golden Ears Bridge contractor liability	999,512	1,013,077
Deferred concessionaire credit	409,355	432,629
Employee future benefits	141,202	138,224
Deferred development cost charges	15,132	–
Deferred revenue and deposits	73,646	64,449
Deferred lease inducements	12,855	13,890
	8,734,163	6,290,272
NET DEBT	(3,982,451)	(3,995,297)
NON-FINANCIAL ASSETS		
Tangible capital assets	5,765,456	5,704,158
Supplies inventory	97,310	91,161
Property under development	19,599	–
Prepaid capital	29,752	–
Prepaid expenses	30,002	30,040
	5,942,119	5,825,359
Accumulated surplus	\$ 1,959,668	\$ 1,830,062

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations (Expressed in thousands of dollars)

Year ended December 31, 2022, with comparative information for 2021

	2022 Budget	2022 Actual	2021 Actual
Revenues:			
Taxation	\$ 933,012	\$ 978,076	\$ 899,448
Transit	619,339	552,624	413,400
Government transfers	315,121	427,136	203,780
Amortization of deferred concessionaire credit	23,273	23,274	23,273
Investment income	44,996	109,064	52,882
Development cost charges	31,525	25,158	44,773
Miscellaneous revenue	13,901	17,458	22,535
Gain (loss) on disposal of tangible capital assets	(200)	1,748	560
	1,980,967	2,134,538	1,660,651
Expenses:			
Bus operations	1,041,994	1,041,321	979,003
Corporate operations	184,346	217,242	147,371
Rail operations	515,994	490,217	472,086
Roads & bridges	238,896	207,459	215,172
Transit Police	46,634	48,693	45,504
	2,027,864	2,004,932	1,859,136
Operating surplus (deficit) for the year	(46,897)	129,606	(198,485)
Accumulated operating surplus, beginning of year	1,836,866	1,830,062	2,028,547
Accumulated operating surplus, end of year	\$ 1,789,969	\$ 1,959,668	\$ 1,830,062



Resources

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

[Audited Financial Statements](#)

[Glossary](#)

[GRI Index](#)

[Materiality Assessment](#)

[Year-End Financial and Performance 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.

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 [Facebook](#), [Instagram](#), [LinkedIn](#), or [Twitter](#).

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