



2021 Statutory Annual Report



SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY 2021 STATUTORY ANNUAL REPORT

The *South Coast British Columbia Transportation Authority* (TransLink) is required to provide an annual report and audited financial statements to the Mayors' Council on Regional Transportation by March 31st. This report fulfills the reporting obligation to provide:

- A. A summary of operations during the year with comparison to the strategic transportation plan and the applicable service, capital and operational plans;
- B. The audited financial statements for the year;
- C. A summary of the nature of complaints received in the year and actions taken in response to those complaints;
- D. A summary of the results of the customer satisfaction survey process;
- E. Amendments to the articles of the Authority;
- F. A summary of the date, type and outcome of meetings of TransLink's Board of Directors held during the year;
- G. Fare Collection Bylaw;
- H. A summary of tickets issued and collection under Section 248; and
- I. A summary of Development Cost Charges received, reserve fund balances and expenditures, any waivers and reductions issued.

<p>This report should be read in conjunction with the 2021 Accountability Report, in order to obtain a full understanding of the organization and its financial and operational performance. The 2021 Accountability Report will be posted on TransLink's website.</p>

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EXECUTIVE SUMMARY

Under the *South Coast British Columbia Transportation Authority Act*, TransLink is required to prepare an annual report that includes a summary of operations for the year along with a comparison to the organization's applicable strategic, service, capital and operational plans. This 2021 Statutory Annual Report meets that requirement and includes other reporting obligations such as audited financial statements, complaints and customer satisfaction summaries.

This report should be read in conjunction with the 2021 Accountability Report to obtain a full understanding of the organization and the strategic platform that drives its financial and operational performance. The 2021 Accountability Report will be posted on the TransLink website.

TransLink's current strategic plan applicable to 2021, as defined by legislation, is Phase Two of the Mayors' 10-Year Vision, or the 2018-2027 Investment Plan approved by the Mayors' Council on Regional Transportation on June 28, 2018. This 2021 Statutory Annual Report makes reference to the 2021 year of the 2018-2027 Investment Plan (the Plan).

The COVID-19 pandemic continued to have a transformative impact on the movement of people within Metro Vancouver in 2021, with fundamental shifts in traditional travel behaviours ongoing in our region, as they were throughout the world, as people continued to work remotely and limited non-essential travel amid fluctuating numbers of COVID-19 cases and varying degrees of physical distancing restrictions. Overall, TransLink's ridership reached 47.9 per cent of pre-COVID levels in 2021, up 2.3 per cent from 2020. Ridership has followed a sustained and encouraging recovery trajectory since mid-June 2021, alongside a successful vaccination campaign and the commencement of return to physical worksites and places of learning. 2021 ridership ended at 61.4 per cent of pre-COVID levels in December.

In 2021, TransLink's foremost priority was to keep the people of our region moving safely. With a continuing focus on cost efficiencies, and the support of Senior Government Relief Funding, TransLink continued to maintain substantially pre-COVID service levels to ensure sufficient capacity on the system to allow passengers to travel safely while maintaining physical distancing. This was supplemented by the implementation of a mask mandate and incorporation of a Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans. In support of the region's recovery from the pandemic, in 2021 we partnered with local health authorities to facilitate COVID-19 testing and immunization drives, and adopted a vaccination policy for all TransLink employees, contractors and visitors. Concurrently, through fiscal prudence and rigorous prioritization, TransLink continued to invest in critically required maintenance on the system to ensure safety and reliability, and to develop plans to support the region's long term transit requirements.

Looking ahead, as TransLink gears up to support the region in the post-pandemic era, the Enterprise will continue to focus on our mandate of safely, responsibly and reliably moving people of Metro Vancouver around the region. The uncertainty of ridership recovery and the significance of our revenue losses, with 2021 transit revenue being only 58.0 per cent of the Plan's projection, have created a deficit that will persist over the long term. This significant deficit will need to be addressed in our next 10-year Investment Plan and through our continued work with our Senior Government partners.

TransLink was the victim of a cyberattack on December 1, 2020. Immediate action and protective measures were taken, including the shutdown of multiple network systems. As a result, due to the unavailability of certain applications that continued in 2021, certain datasets conveyed within the body of this Report are incomplete and/or compiled on a best-estimate basis. In those instances, that has been disclosed within the relevant section. The cyberattack resulted in no material ongoing impact on TransLink's financial performance.

A. OPERATIONS SUMMARY**1 Transit Service Levels**

The table below provides a summary of conventional transit service hours, Access Transit trips and ridership numbers, comparing 2021 actual results to the Plan.

	Actual 2021	Investment Plan 2021	Fav/(Unfav) Over Plan	% Change
Conventional Transit <i>(thousands of service hours)</i>				
Conventional Bus ¹	4,680	5,034	(354)	(7.0%)
Community Shuttle ¹	673	724	(51)	(7.0%)
West Vancouver Conventional Bus	121	142	(21)	(14.8%)
SkyTrain Expo and Millennium Lines	1,284	1,372	(88)	(6.4%)
SkyTrain Canada Line	197	225	(28)	(12.4%)
SeaBus	12	14	(2)	(14.3%)
West Coast Express	15	37	(22)	(59.5%)
Total Conventional Transit	6,982	7,548	(566)	(7.5%)
Access Transit Trips <i>(thousands of trips)</i>				
HandyDART	647	1,347	(700)	(52.0%)
Taxi Supplement	49	102	(53)	(52.0%)
Total Access Transit Trips	696	1,449	(753)	(52.0%)
Ridership ²				
Ridership (millions of transit journeys)	131	271	(140)	(51.7%)

¹ Service hours estimated for January 1 to December 31, 2021 are based on the best available data at the time of reporting.

² Ridership in this table is based on journeys. A journey is a complete transit trip made using conventional transit service or HandyDART Access Transit service, regardless of the number of transfers.

Conventional Transit Service Levels

Conventional transit service hours were lower than Plan by 566 thousand (7.5 per cent). The lower service levels were mainly due to deferral of planned service expansion and service reductions across all modes in response to the significant decrease in ridership during the COVID-19 pandemic. Expo and Millennium Lines continued to operate at the pre-pandemic levels of service but the plan for peak hour service expansion has been deferred, as has the Canada Line service expansion that was planned for 2020. For the first eight months of 2021, West Coast Express (WCE) operated three trains in each direction in response to lower passenger demand. Starting in September 2021, WCE increased its service frequency to four trains and added two additional cars to accommodate the anticipated ridership return. Bus services were also reduced, with services reallocated to busier bus routes to better serve our customers. SeaBus service was lower than Plan from January to August 2021 in response to lower passenger demand, operating at 15-minute peak sailings. Starting September 2021, SeaBus returned to 10-minute sailings during peak times.

Access Transit Service Levels

Access Transit trips delivered were lower than Plan. The COVID-19 pandemic continued to significantly impact demand and trip numbers continued to be suppressed throughout the year. Access Transit remains committed to ensuring services are fully available for passengers unable to use conventional public transit without assistance.

Ridership

Journeys represent a complete transit trip using Compass fare media or other proof of payment, regardless of the number of transfers. Journeys for conventional transit service and Access Transit trips were 130.9 million in 2021, 51.7 per cent below the Plan. The significant ridership drop below the Plan was a direct result of the COVID-19 pandemic, which first took effect in March 2020 and resulted in ridership collapsing to 17.1 per cent of pre-pandemic levels in April 2020. For the first half of 2021, ridership remained stable at approximately 9 million average journeys per month or 40.7 per cent of pre-pandemic levels. Following the start of the vaccination campaign for COVID-19, ridership began to increase in the second half of the year and reached over 13 million monthly journeys from September to November 2021. While December was slightly lower on an absolute basis due to the seasonality of transit demand, monthly journeys peaked on a relative basis in that month, reaching 61.4 per cent of pre-pandemic levels in December 2021. Whilst for 2021 overall TransLink's ridership was still significantly suppressed at 47.9 per cent of pre-COVID levels, the gradual but sustained trajectory of recovery in the latter half of the year suggests an increasingly favourable outlook for the region ahead.

2 2021 Investment Plan Status Report

Phase Two of the 10-Year Mayors' Vision: 2018 – 2027 Investment Plan, includes new investments in every mode of transportation – transit, roads, walking and cycling – as well as maintains the existing transportation system in a state of good repair. A status update of the Plan is provided below.

With the extraordinary transformation in travel patterns and drastic decline in revenue streams due to the COVID-19 pandemic, TransLink deferred previously planned service expansion and recalibrated its capital program to prioritize state of good repair programs. In 2021, TransLink continued this approach as an essential service provider operating within the continuing context of the pandemic, prioritizing customer and employee safety while maintaining substantially pre-COVID levels of service. Nevertheless, the Enterprise also continued to support the advancement of the Plan's overarching priorities in order to ensure the region's transit network remains positioned to support the region's post-pandemic recovery.

New Transportation Investments in the Phase Two Plan

The Plan expands rapid transit across Metro Vancouver according to the priorities established in the 10-Year Mayors' Vision. It completes the rapid transit early works investments begun in Phase One, including the Broadway Subway Project (BSP, formerly the Millennium Line Broadway Extension) and the Surrey Langley SkyTrain Project (SLS, formerly Surrey-Newton-Guildford Light Rail Transit (SNG LRT)). Two significant events occurred related to the rapid transit projects after the Plan was approved. The responsibility for delivery of the BSP was transferred to the Province of British Columbia (Province), and the City of Surrey requested the Plan be amended to replace the SNG LRT with the Surrey Langley Project, being SkyTrain service instead of Light Rail Transit.

Building New Rapid Transit

- **Major Rapid Transit Projects**
 - The Broadway Subway Project Corporation commenced major construction of the project in May 2021. Project delivery is led by the Transportation Investment Corporation with support from TransLink and other project partners. TransLink enterprise staff are engaged in the design review, implementing transit service changes to accommodate construction activities, delivering enabling projects on the existing Expo and Millennium Lines and supporting communications activities.
 - The Federal Government announced up to \$1.3 billion in federal funding toward the Surrey Langley SkyTrain Project. The Province of British Columbia and its partners will fund the remainder of the costs of the project, estimated at \$3.9 billion.
 - TransLink worked closely with provincial staff to support the development and implementation of the Surrey Langley SkyTrain (SLS) project. This includes developing technical requirements, funding shares, governance structures as well as roles and responsibilities.
 - Refined business case for the Rapid Transit to UBC Point Grey Campus with technical work to support the Board and Mayors' Council understanding and direction for a future plan.
 - Endorsement for the SFU Gondola was received from Burnaby Council on route 1 alignment, which was the preferred alignment after technical engineering and environment work studies and public engagement. Full business case development is underway.

Upgrading the Existing Rail Network

Skytrain

- Approved the site of the new Operations Control Centre and finalized the design and building permits with the City of Burnaby.
- Completed the running rail maintenance and upgrade work including 120 kilometres of rail grinding and replacement of 15,000 rail pads and 7,200 metres of running rail.
- Completed the first phase of a major replacement of rail joints on the SkyBridge.
- Unveiled a mock-up of the all-new Mark V SkyTrain car to provide customers with a safe and comfortable experience on transit. Mark V SkyTrain cars have additional features, such as more flex space for bike racks and leaning pads, primarily forward-facing seating with some perimeter seating incorporated and improved on-train displays. The full complement of Mark V cars is expected to be in service by 2027.
- Completed nine escalator replacements as part of the Expo Line Escalator replacement project.
- Completed the Operations and Maintenance Centre 1 (OMC1) power and substation upgrade to help SkyTrain's recovery and resiliency in the event of power-related issues.
- Purchased the land for the new Operations and Maintenance Centre 4 (OMC4) located in Coquitlam. The OMC4 project continued the design phase and moved into the demolition phase in 2021.

New Bus and HandyDART Investments

Bus

- Service was improved on various bus routes by reallocating services from Vancouver to South of Fraser and the Tri-Cities in response to demand.
- Most of the planned 2021 bus deliveries were delayed to 2022, due to shortages of many sub-components used to build new buses as a result of global supply chain issues related to COVID-19 delays. Nonetheless, a total of 45 out of the 62 new Community Shuttles were delivered and brought into full revenue service during the year.

New Mobility Investments

New Mobility

- Conducted employee surveys in industrial parks of Richmond and Surrey in preparation for Vanpool expansion, with positive interest in a future Vanpool expansion to the area.
- Moved to the final stages of procurement for an expanded model of the fleet management and digital program.

New Walking and Cycling Investments

TransLink Owned Cycling Infrastructure

- Launched the next generation smart bike lockers project, with implementation in four of six locations completed during the year.
- Completed the first phase of the Regional Bike Monitoring Program as a key component of TransLink's Regional Cycling Strategy to help increase cycling levels in Metro Vancouver by installing in-ground bicycle counters along cycling paths.
- Continued to make state-of-good-repair improvements to the BC Parkway in Vancouver and Burnaby, safety improvements to a section of the BC Parkway adjacent to Stewardson Way in New Westminster with detailed design near-complete and implementation expected in 2022 as well as continued with the preliminary design of comprehensive BC Parkway corridor upgrades through Burnaby and New Westminster which include structural and public-realm improvements.

New Road Investments

TransLink-Owned Bridges

- Initiated the swing span rehabilitation detailed design on the Westham Island Bridge.

Manage the System to be More Efficient and Effective for Users

In 2021, TransLink continued to develop and implement a wide range of policies and strategies in order to make the existing regional transportation network more efficient and effective for more users, while continuing to respond to the operational challenges brought on by COVID-19.

Make Travel Safe and Secure

Safety and Emergency Planning

- Keeping customers and employees safe was at the forefront of all activities. The COVID-19 Safe Operating Action Plan was embedded into our routinized COVID-19 Safety Plans and as directed by the Provincial Health Officer and WorkSafeBC, Communicable Disease Prevention Plans were also developed to ensure the continued safety of our customers and employees as COVID-19 transitions from an emergent health threat to an endemic disease to be managed by embedded operational practices.
- COVID-19 Safety Vaccination Policies were implemented by TransLink and each operating company for employees, contractors and visitors to TransLink sites.
- The Safety Management System framework was utilized to assess risk, implement a hierarchy of controls and communicate actions.

Security Operations

- Transit Police continued to promote its report-by-text message to 87-77-77 and 'See Something, Say Something' messaging to encourage transit riders to report issues of concern regarding their safety or safety of others when on the transit system, including sexual harassment and offending. The number of police files generated from text messages received increased by 21 per cent in 2021 from 2020.
- Transit safety brochures were translated into four additional languages and distributed to thousands of transit riders as well as newcomers to Metro Vancouver.
- Transit Police Community Engagement Team conducted educational sessions with post-secondary students and held outreach pop-ups at stations and transit loops.
- The Transit Police Mental Health Strategy continued to be implemented, with support provided to vulnerable persons from the Client Services Constable and launch of a new Homeless Outreach strategy.

Technology and Cybersecurity

- Progressed with the replacement of aging technology hardware on the bus fleet, expected to be completed in 2022.
- Continued to progress on a multi-year BCRTC Modernization Program to move to supported modern systems which includes migrating BCRTC to a new payroll system with improved employee timekeeping and scheduling as well as refreshing and redesigning BCRTC Data Centre and Network services.

Make Travel Easy and Informative

Customer Experience Planning

- Having already completed 40 of the 59 projects outlined in the 2019 Customer Experience Action Plan, assessed and adapted 12 of the remaining 19 projects into the new 2022-2027 Plan, including the Vanpool program, Transit Volunteer Program and the Escalator Replacement Project.

Accessibility

- Started implementation of new braille bus schedule information on all Schedule and Information panels at bus stops across the region with over 500 braille bus stop signs installed in 2021 and completion at all bus stops expected by the end of 2022. These improvements will help customers who are visually impaired, or partially sighted, better navigate the transit system.
- A New HandyDART alert system was implemented which allows HandyDART customers to subscribe and receive HandyDART alerts via text message and/or email.
- Transit Station pilot launched in November at UBC includes new Passenger Information Displays.

Customer Information and Communication

- Implemented Compass on HandyDART to allow HandyDART customers to use Compass fare media, which allows customers to enjoy the benefits of autoloading for monthly passes, balance protection and contactless credit card acceptance, and added HandyDART alerts to Customer Messaging on the TransLink website.
- Launched "Tap in to Win" campaign as part of the Compass Rewards Program.
- Implemented passenger crowding information for buses in partnership with Transit App and improved the schedule lookup functionality on the TransLink website. Improved accessibility performance by improving the user experience and ease of accessing transit schedules.
- Completed the installation of the new Passenger Information Displays on all SkyTrain Platforms with our Customer Information team now provisioned to distribute messages directly to customers during significant incidents.
- Completed the replacement of the end-of-life fare boxes on buses with the new mechanical fare box and transfer process, which provides a convenient way for customers paying by cash to travel while significantly reducing operational costs.

Public Art

- Launched the first Indigenous cultural recognition artwork honouring the Chinook Salmon, which is a collaborative artwork by Musqueam, Squamish and Tsleil-Waututh artists on the new Burrard Chinook SeaBus vessel.
- The opening of the Lonsdale Quay bus exchange renovation included Shimmer Time, a large-scale work by Aliya Orr commissioned in partnership with the City of North Vancouver.
- Continued partnership with Capture Festival facilitated a year-long temporary photo-based piece called 'How do you love me?' at Stadium-Chinatown Station.

Make Travel More Efficient and Reliable**Harmonizing Regulations**

- The overall level of harmonization with the regional definition of a heavy truck and vehicle weights and dimensions standards is at 94 per cent and expected to be at 98 per cent by 2025.
- Completed the harmonization of requirements for permit trucks for oversize and/or overweight trucks.
- Further transit priority implementation occurred in 2021 as part of RapidBus and Bus Speed & Reliability programs, in partnership with local road authorities. TransLink provided funding and technical support to enable delivery of 'rapid response bus priority' projects with low cost materials on high priority corridors across the region.

Price the Transportation System to Reduce Congestion and Overcrowding, Improve Fairness, and Support Transportation Investment**Payment**

- Expanded "Compass for Organizations" to care facilities and seniors' homes for HandyDART services.

Transit

- In partnership with Province of B.C., implemented the Get On Board program to allow children aged 12 and under to ride all transit services free of charge.
- Continued to develop the business case for strategic investments in the Compass system.

Partner to Make It Happen

TransLink collaborates with a broad range of partners and stakeholders to maximize the value and effectiveness of the transportation services and infrastructure and to achieve the best regional planning outcomes.

Align Transportation and Land Use**With Partner Agencies**

- Approved Transport 2050 (T2050) which is closely aligned with a draft of Metro 2050. With over three phases of consultation between 2019 and 2021, over 38,000 surveys and over 4,000 ideas for the future of transportation, through 360 in-person or virtual events across 27 municipalities and over 160,000 conversations with the public and engagement with over 500 stakeholder groups, Transport 2050 has been officially adopted as the region's new 30-year transportation strategy.
- Completed the Maple Ridge-Pitt Meadows Area Transport Plan with approval from municipal partners in 2021.
- Actively participated in partner agency plans to ensure shared regional transportation goals are addressed. Included transportation plans in Surrey, Burnaby, and City of North Vancouver, land use plans in Vancouver, Burnaby, and Pitt Meadows, and multiple provincial infrastructure plans.

Innovate Through New Partnerships**With New Mobility Partners**

- Used the internal innovation management platform to support CMBC's Bright Ideas process for seeking innovative ideas from frontline staff.
- Garnered grant funding from BC Hydro to initiate a study into deployment options for direct current fast-charging stations on TransLink-owned assets to support the electrification of shared fleets.
- Hosted a new virtual event of the New Mobility Research Dialogue featuring presentations from TransLink-funded researchers with discussions focused on public perceptions, design and policies for new mobility and transportation data and accessibility. The event was followed by a workshop session to identify research needs.
- Funded academic partnerships with universities across Canada via the New Mobility Lab Research Grants Program, including several virtual webinars and workshops for knowledge sharing and research applications to inform internal and regional initiatives.
- Reached milestone with T2050 New Mobility workstreams receiving feedback and general approval from the Regional Agency Advisory Group (RAAG) to move forward with policy recommendations, as well as provided input to the New Vision 10-Year Investment Plan to allocate funding for priority projects and programs in the first third of T2050.
- Hosted the annual New Mobility Forum virtually with over 300 attendees from Canada, the United States and Europe focusing on collaboration with industry representatives working on the topic of 'Digital Transformation' with discussions on the state of technology and potential policy implications.

Funding

Under the Plan, new funding sources are needed to support transportation system expansion. Key updates regarding TransLink's funding model in 2021, as it relates to the Plan, are as follows:

Capital Funding and Partner Government Contributions***Greater Vancouver Regional Fund***

- Approved funding for the TransLink flagship electric transit centre, which is a key pillar in advancing the Low Carbon Fleet Strategy.

Federal Contribution Programs

- In 2021, Federal government announced new capital funding programs: Stimulus Capital Funding and a new Permanent Transit Fund (starting 2026). The Stimulus Capital Funding is dedicated to system expansion, fleet electrification or zero-emission vehicles (ZEVs), and active transportation.

Provincial Contribution Towards 10-Year Vision

- In 2020, the Provincial and Federal governments announced their commitment to deliver SLS to Langley, thus moving away from a staged approach. In July 2021 the Province also announced that they will take on the delivery of the SLS Project.

Investing in Canada Fund

- Investing in Canada Fund is the second phase of funding committed by the Government of Canada to assist in delivering Phase Two of the 10-Year Mayors' Vision: 2018-2027 Investment Plan. In 2021, TransLink continued to submit applications for projects eligible for this funding program, including OMC4, Burrard Station upgrades and other critical infrastructure projects.

The uncertainty of ridership outlook and the significant revenue losses resulting from the pandemic have created a deficit that will persist over the long term. This significant deficit will need to be addressed in the development of the next 10-year Investment Plan in 2022, and through continued work with Senior Government partners.

3 2021 Financial Plan

The Plan identifies operating expenses over the ten-year period from 2018 to 2027, as well as how those expenses will be funded from established revenue sources. These revenues and expenses take into account commitments made, services and programs provided and assumptions, using the Public Sector Accounting Board (PSAB) accounting standards. The table below compares the 2021 actual results to the 2021 year of the Plan.

TransLink

Consolidated Statement of Operations

(\$ millions)	Actual 2021	2021 Year in the Plan (June 28, 2018)	Fav/(Unfav) Over Plan	% Change
Revenue				
Taxation				
Fuel tax	389.6	420.2	(30.6)	(7.3%)
Property tax	418.8	426.6	(7.8)	(1.8%)
Parking sales tax	50.7	85.0	(34.3)	(40.3%)
Hydro levy	22.4	22.2	0.2	0.8%
Replacement tax	17.9	18.0	(0.1)	(0.6%)
Transit	414.0	713.2	(299.2)	(41.9%)
Government transfers				
Senior Government Relief Funding	31.8	-	31.8	100.0%
Senior Government Funding	107.2	194.1	(86.9)	(44.8%)
Golden Ears Bridge Tolling Replacement Revenue	64.8	64.8	-	-
Amortization of deferred concessionaire credit	23.2	23.3	-	-
Investment income	52.9	59.3	(6.4)	(10.8%)
Development Cost Charges	44.8	29.7	15.1	50.9%
Miscellaneous revenue	22.0	6.3	15.7	> 200.0%
Sub Total Continuing Operations Revenue	1,660.1	2,062.6	(402.4)	(19.5%)
Gain (Loss) on disposal of tangible capital assets	0.6	(0.5)	1.1	> 200.0%
Total Revenue (PSAB)	1,660.7	2,062.2	(401.5)	(19.5%)
Expenditures				
Bus Operations	806.3	864.7	58.4	6.8%
Rail Operations	346.7	362.4	15.7	4.3%
Transit Police	44.8	42.2	(2.6)	(6.1%)
Corporate Operations	103.6	106.0	2.5	2.3%
Roads and Bridges	120.1	140.6	20.5	14.6%
Amortization of tangible capital assets	233.8	308.0	74.2	24.1%
Interest	182.0	225.3	43.3	19.2%
Sub Total Continuing Operations Expenditures	1,837.3	2,049.2	211.9	10.3%
Corporate One-time	21.8	33.6	11.8	35.2%
Total Expenditures (PSAB)	1,859.1	2,082.8	223.7	10.7%
Surplus (Deficit) for the period (PSAB)	(198.4)	(20.6)	(177.8)	> (200.0%)
Accumulated Surplus¹, beginning of the year	2,028.5	1,575.6	452.9	28.7%
Accumulated Surplus¹, end of the year	1,830.1	1,555.0	275.1	17.7%

¹ The Accumulated Surplus is derived under Public Sector Accounting Standards and does not represent cash.

Revenues:

The COVID-19 pandemic continued to have a significant negative impact on revenue in 2021, with fundamental shifts in traditional travel behaviour ongoing as people continued to work remotely and limited non-essential travel amid fluctuating numbers of COVID-19 cases and varying degrees of physical distancing restrictions. As a result, the total 2021 revenue of \$1.7 billion was \$401.3 million (19.5 per cent) unfavourable to the 2021 year in the Plan.

Fuel tax revenue was unfavourable by \$30.6 million (7.32 per cent) compared to the Plan primarily due to the impact of COVID-19 on driving in the region, with depressed driving levels during the first half of 2021 resulting in associated declines in fuel consumption. Furthermore, the Plan did not anticipate the attritional impact of Zero-Emission Vehicles, the growth in which has been significant and sustained since 2019. Parking sales tax revenue was unfavourable by \$34.3 million (40.3 per cent) to the Plan. The decline in parking sales tax was proportionately greater than the decline in fuel tax revenue, as demand significantly reduced for monthly parking subscriptions due to the increased availability of cheaper alternatives and irregular patterns of remote work. Property tax revenue was unfavourable to the Plan by \$7.8 million (1.8 per cent) due to a lower than expected development growth rate in the prior year during the onset of the pandemic, which drives the non-market rate for the current year.

Transit revenue of \$414.0 million was \$299.2 million (41.9 per cent) unfavourable to the Plan. Ridership in the second year of the pandemic remained significantly down on pre-covid expectations, with most people continuing to work or study remotely and to limit their non-essential travel. Partially offsetting this, other transit revenue was favorable to plan, mainly as a result of higher revenue from carbon credit sales, advertisement revenue and property rentals.

The Development Cost Charges (DCC) program revenue was \$44.8 million for 2021, \$15.1 million (50.9 per cent) favourable to the Plan as new development activity in the region ramped up, together with projects delayed from 2020 due to the onset of the pandemic.

Total government transfers were \$203.8 million, which include the Greater Vancouver Regional Fund (GVRF), Canada Line funding, Senior Government relief funding, Build Canada Fund and other miscellaneous programs. In addition, there is funding provided by the Province of BC in lieu of tolling revenue on the Golden Ears Bridge as bridge tolling was eliminated on September 1, 2017. TransLink received Senior Government relief funding of \$31.8 million in 2021, of which \$16.9 million was towards higher than anticipated fuel tax revenue losses and \$14.9 million supported the implementation of the Get on Board ridership recovery program, providing free transit for children aged 12 and under. Senior Government funding was unfavourable by \$86.9 million mainly due to delays of bus and Community Shuttle vehicle projects that have shifted the revenue recognition of government transfers and the delay of revenue recognition for Public Transit Infrastructure Fund (PTIF) funding.

Investment income was \$6.4 million (10.8 per cent) unfavourable to the Plan primarily due to lower interest rates resulting from the Bank of Canada monetary policy. The Central Bank lowered its official rate by 150 basis points in March 2020 to mitigate the negative economic impact of the COVID-19 pandemic, which remained unchanged through to the end of 2021.

Miscellaneous revenue of \$22.0 million was \$15.7 million favourable to the Plan mainly due to the reclassification of recoveries for materials and labour which were shown net of expenses in the Plan, one-off compensation received for renegotiated agreements and new projects as well as favourable recoveries for TransLink, BCRTC and Transit Police, partially offset by lower recoveries for CMBC due to project delays.

Gain on disposal of assets was \$0.6 million as compared to a \$0.5 million loss in the Plan. The gain realized during the year was due to the sale of property rights whereas the Investment Plan included an estimate for the loss on disposal of BCRTC capital spares which did not materialize during the year.

Expenses:

Bus Operations expenses were \$58.4 million (6.8 per cent) favourable to the Plan. This is mainly due to the impact of the pandemic on global fuel prices, reduced service levels compared to the Plan that led to fewer litres consumed and lower labour costs, better fuel consumption rate under improved traffic conditions, lower vehicle maintenance costs as well as lower HandyDART costs due to lower demand.

Rail Operations expenses were \$15.7 million (4.3 per cent) favourable to the Plan, mainly due to lower service costs as a result of the COVID-19 pandemic with lower service levels compared to the Plan, as deferred service expansion, partially offset by higher contractual labour increases.

Transit Police expenses were \$2.6 million (6.1 per cent) unfavourable to the Plan, mainly due to higher contractual labour increases and higher benefit costs due to change in pension plan providers for the police officers.

Corporate Operations expenses were \$2.5 million (2.3 per cent) favourable to the Plan, mainly due to lower professional fees as a result of the deferral of various initiatives, lower credit card fees as a result of reduced ridership, lower technology costs and lower print usage as a result of remote work.

Roads and Bridges expenses were \$20.4 million (14.5 per cent) favourable to the Plan mainly due to the timing of project delivery and savings due to vacancies. This variance was partly offset by the reclassification of \$3.4 million of RapidBus construction costs from Corporate One-Time.

Amortization expense was \$74.2 million (24.1 per cent) favourable to the Plan mainly due to timing differences in completion of planned projects. Additionally, changes in the estimated useful lives of the Richmond and Vancouver Transit Centre as compared to the Plan contributed to the positive amortization variance.

Interest expense for 2021 was \$43.3 million (19.2 per cent) favourable to the Plan mainly due to significantly lower average debt levels and lower interest rates.

Corporate One-time expenses were \$11.8 million (35.2 per cent) favourable to the Plan mainly due to delays in RapidBus project costs as a result of COVID-19, partly offset by costs relating to the December 2020 cyberattack incident.

4 2021 Capital Program

Schedule 1

Schedule 1 below lists the projects that were included in the 2021 Capital Program as Approved in Principle (AIP), and indicates their current status. The schedule includes activity related to new capital projects in 2021, including any carry forward AIP projects from 2020.

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Equipment								
Automatic Train Control Existing Equipment Replacement Program	6,120	-	-	6,120	-	6,120	6,120	Dec-31-25
CMBC Facilities Camera Replacement	1,600	-	-	1,600	-	1,600	1,600	Feb-28-23
CMBC Hoist Asset Renewal Program	919	-	-	919	-	919	919	Mar-31-23
Compass Vending Machine Spares ¹	1,966	-	-	-	-	-	-	-
Fare Gates Capacity Increase - Priority Stations ²	953	-	-	1,902	563	953	1,516	Nov-30-23
Mark (MK) III Vehicle Lifting Jacks ¹	400	-	-	-	-	-	-	-
Metro Vancouver Transit Police Equipment Expansion	103	May-06-21	121	121	79	-	79	Dec-31-21
Onboard Technology Assets Program ^{1 2}	51,626	Jun-18-21	28,856	72,058	26,871	36,442	63,313	Jun-30-23
Rail Switch Machine Test Bench	570	Jul-15-21	727	727	-	674	674	Dec-31-22
Replacement of Hegenscheidt Underfloor Lathe	4,344	-	-	4,710	62	4,649	4,711	Dec-31-23
SkyTrain Customer and Operations Telecommunications Upgrade Phase 1 – 4 ²	7,700	Feb-26-21	6,200	25,232	10,760	14,647	25,407	Dec-31-24
Equipment Total	76,301		35,904	113,389	38,335	66,004	104,339	
Facilities								
BCRTC OMC 1 and 2 - Space Optimization and Modernization	4,050	-	-	3,950	1,736	2,127	3,863	Dec-31-22
Burnaby Transit Centre Facility Improvement for Phase 2 Expansion - Design	1,647	Apr-09-21	1,647	1,647	91	1,456	1,547	Dec-31-22
Burnaby Transit Centre Fleet Overhaul maintenance lunch room upgrades	1,195	Jul-15-21	1,665	2,000	208	1,799	2,007	Jul-31-22
Bus Facility Customer Amenities Improvement Program ¹	6,573	-	-	-	-	-	-	-

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Canada Line Capstan Station Project ²	44,129	Jul-15-21	52,031	57,078	6,933	50,284	57,217	May-31-23
Columbia SkyTrain Station Upgrades - Concept confirmation and lift design ³	1,655	Jun-18-21	1,655	-	-	-	-	-
Facility Retrofit Projects - Burnaby Transit Centre Stores ¹	2,100	-	-	-	-	-	-	-
Marpole Transit Centre - Design and Early Site Works	51,836	-	-	67,321	1,616	65,708	67,324	Dec-31-23
Metro Vancouver Transit Police Headquarters Expansion ²	843	Jun-18-21	2,151	2,311	89	2,191	2,280	Aug-31-22
OMC Perimeter Security Upgrade	1,195	-	-	1,990	391	1,323	1,714	May-31-22
Port Coquitlam Transit Centre Facility Improvement for Phase 2 Expansion - Design	1,647	May-06-21	1,647	1,647	182	1,349	1,531	Dec-15-22
PowerSmart Upgrades - SeaBus - Design	696	-	-	696	-	696	696	Jul-31-23
PowerSmart Upgrades ¹	159	-	-	-	-	-	-	-
Richmond Transit Centre Facility Upgrades to Accommodate Double Decker Buses	2,455	-	-	12,802	9,840	3,454	13,294	Oct-31-22
SeaBus Facility Upgrades - Design	2,360	Feb-26-21	2,360	2,805	506	2,314	2,820	Jun-30-23
Facilities Total	122,540		63,156	154,247	21,592	132,701	154,293	
Infrastructure								
2022 Running Rail Replacement	12,444	Apr-09-21	12,444	12,444	832	11,375	12,207	Mar-31-23
Brentwood SkyTrain Station Upgrades – Phase 1 and 2 ²	17,000	Feb-26-21	21,862	32,662	1,630	31,032	32,662	Jun-30-24
Broadway Station Track Intrusion System Upgrade	1,800	Aug-31-21	1,441	2,200	275	1,866	2,141	Mar-31-23
Burnaby Mountain Gondola Transit ²	2,200	Dec-16-21	800	2,200	616	1,476	2,092	Jun-30-23
Burrard Station Upgrade	62,905	Apr-09-21	71,270	82,560	8,113	75,367	83,480	Dec-31-24
Bus Speed and Reliability	4,243	Jun-04-21	4,160	4,160	-	4,160	4,160	Dec-31-24
CMBC Pavement Rehabilitation 2021	1,165	Mar-11-21	1,165	1,165	573	-	573	Jan-31-22
Edmonds OMC Capacity Upgrade	14,000	-	-	104,438	32,606	71,710	104,316	Dec-31-24
Expo Line Elevator Replacement	25,905	Oct-07-21	12,000	27,840	688	26,819	27,507	Apr-30-24
Expo Line Surrey Power Rail Replacement ²	12,500	Nov-04-21	14,812	14,812	-	14,812	14,812	Jun-30-24

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Expo Line Traction Power Equipment Replacement	10,200	-	-	20,547	476	20,146	20,622	Dec-31-25
Expo Line Tunnels Ventilation System Rehabilitation	1,000	-	-	6,165	3,137	2,159	5,296	Apr-30-22
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1 and 2 ²	40,216	Dec-16-21	3,950	85,447	29,263	50,177	79,440	Dec-31-24
Knight Street Bridge - Deck & Sidewalk Rehab - design and Implementation	15,500	Nov-04-21	15,500	17,500	892	16,550	17,442	Oct-31-23
New Simon Fraser University Exchange Contribution	3,185	-	-	3,185	-	3,185	3,185	Jun-30-24
Port Coquitlam Transit Centre Infrastructure to Support Battery Electric Buses	30,604	Apr-09-21	4,945	30,604	101	30,526	30,627	Dec-31-25
Replace 3 Escalators at Commercial Broadway Station	6,900	May-25-21	10,506	10,506	59	10,280	10,339	Dec-31-24
Richmond Transit Centre Roof Replacement	1,592	May-25-21	1,592	1,592	27	1,530	1,557	Sep-30-22
Safety Assurance for Rail Expansion	1,850	Jan-27-21	1,850	1,850	31	1,804	1,835	Dec-31-25
SeaBus Facility and Seawall Rehabilitation Year 1 of 2	2,300	May-25-21	970	2,300	77	2,149	2,226	Dec-31-22
SkyBridge Vertical Expansion Rail Joint Implementation	2,086	Feb-26-21	2,086	3,036	1,305	1,695	3,000	Dec-31-22
SkyTrain Roof Replacement	4,508	Feb-26-21	4,508	4,508	638	3,391	4,029	Apr-30-22
Stational Access and Safety Project and Integrated Program Management	96,300	Mar-11-21	10,428	97,125	1,007	95,978	96,985	Dec-31-25
TransLink Owned Bicycle Infrastructure	12,762	-	-	17,082	2,728	13,794	16,522	Dec-31-24
Trolley Overhead On-Street Infrastructure State of Good Repair Program 2021	4,607	Apr-22-21	4,607	4,607	2,399	2,021	4,420	Jun-30-23
Trolley Overhead Rectifier Station State of Good Repair Program	10,007	May-06-21	10,007	10,007	192	9,838	10,030	Dec-31-23
Waterfront Station Power Systems Upgrade	6,678	May-25-21	6,202	7,338	703	6,392	7,095	Mar-31-23
Westham Island Bridge - Howe Truss Replacement	2,122	Oct-07-21	300	2,122	-	2,171	2,171	Apr-30-23
Infrastructure Total	406,579		217,405	610,002	88,368	512,403	600,771	
Major Construction								

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Broadway Subway Project-Added Scope	42,614	Dec-16-21	32,000	125,656	12,090	114,034	126,124	Dec-31-29
Expo and Millennium Upgrade Project (EMUP) - Systems Upgrades and Integrations Services	14,000	Mar-26-21	8,271	919,362	138,537	781,604	920,141	Dec-31-28
EMUP - Optical Transportation Network	11,228	-	-	11,228	-	11,228	11,228	Dec-31-26
EMUP - Propulsion Power Upgrades Expo and Millennium Lines-Design ²	78,198	Sep-27-21	34,700	88,849	1,695	87,302	88,997	Dec-31-26
OMC4 - Storage and Maintenance	518,200	-	-	658,270	115,963	539,061	655,024	Dec-31-27
SkyTrain Operation Control Centre ²	66,854	Apr-09-21	66,854	110,991	18,359	92,921	111,280	Dec-31-25
Surrey Langley Skytrain Project - Project Development	6,000	Feb-12-21	2,400	38,953	25,570	13,393	38,963	Dec-31-23
Major Construction Total	737,094		144,225	1,953,309	312,214	1,639,543	1,951,757	
Technology								
2019 - 2021 Transportation Analytics Program	500	-	-	500	-	500	500	Apr-30-22
2021 IT Infrastructure Refresh	7,400	-	-	7,400	-	7,400	7,400	Dec-31-23
BCRTC Software Application Renewal Program	1,369	-	-	6,592	2,825	3,107	5,932	Dec-31-22
Bus Daily Operations Management System Product Migration ²	6,724	-	-	27,435	10,559	16,561	27,120	Dec-31-24
Claims Management System Replacement	812	Feb-26-21	685	812	26	127	153	Dec-31-23
CMBC CloudSuite Enterprise Asset Management Implementation - Business Definition	750	Dec-16-21	750	750	-	750	750	Oct-31-22
Compass Vending Machines (CVM) ¹	124	-	-	-	-	-	-	-
Enterprise Content Management ¹	1,000	-	-	-	-	-	-	-
Enterprise Emergency Communication System Implementation	500	-	-	500	-	500	500	Oct-31-22
Enterprise Health and Safety System	2,600	Jul-15-21	815	3,598	1,029	2,097	3,126	Mar-31-24
Enterprise IT Security End-point Protection System Implementation	1,494	-	0	1,494	-	1,494	1,494	Jul-31-23
Finance Enterprise Resource Planning and BCRTC Enterprise Asset Management	68,473	Jul-30-21	68,473	100,894	41,395	55,953	97,348	Dec-31-23

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
OMC1 3rd Floor Server Room Upgrade	1,000	-	-	1,247	63	1,170	1,233	Apr-30-23
Provincial Digital Evidence Management Solution Implementation	500	-	-	500	-	500	500	Mar-31-23
Technical Drawings and Library Management System	3,100	-	-	3,100	-	3,100	3,100	Oct-31-22
TransLink Enterprise Assets Management ²	2,240	Oct-25-21	1,050	5,604	2,330	2,829	5,159	Dec-31-23
Technology Total	98,586		71,773	160,426	58,227	96,088	154,315	
Vehicles								
2022 Transit Police Non Revenue Vehicles Expansion - 5 Vehicles	436	Feb-26-21	450	450	-	450	450	Feb-28-22
2021 BCRTC Service Support Vehicles Expansion	241	Nov-19-21	284	284	-	282	282	Dec-31-22
2021 Community Shuttle Expansion ¹	2,600	-	-	900	-	900	900	Jun-30-23
2021 Conventional Bus Expansion 3	95,350	-	-	46,845	89	46,843	46,932	Jun-30-24
2021 HandyDART Expansion	1,610	-	-	1,610	-	1,610	1,610	Mar-31-24
2022 BCRTC Service Support Vehicles Replacement - 6 Vehicles	411	Nov-19-21	361	334	-	332	332	Dec-31-22
2022 Community Shuttle Replacement - 64 Buses	15,900	Apr-09-21	15,900	15,900	-	15,900	15,900	Feb-28-23
2022 HandyDART Vehicles Replacement - 44 Vehicles	6,720	Mar-26-21	6,800	6,800	-	6,797	6,797	Sep-30-23
2022 Service Support Vehicles Replacement - 22 Vehicles	1,395	Apr-22-21	1,187	1,255	-	1,227	1,227	Aug-31-22
2022 Transit Police Non Revenue Vehicles Replacement - 6 Vehicles	490	Feb-26-21	517	517	110	415	525	Mar-31-22
2023 Conventional Bus Replacement - 57 Battery Electric Buses	88,740	-	-	88,740	-	88,740	88,740	Dec-31-25
Vehicles Total	213,893		25,499	163,635	199	163,496	163,695	
Major Road Network (MRN)								
2021 MRN Structures - Seismic Upgrades Upgrade Program	15,778	Jun-04-21	15,778	15,778	-	15,778	15,778	Dec-31-26
2021 Major Road Network and Bike (MRNB) Capital Program	22,678	Jun-04-21	22,678	22,678	-	22,678	22,678	Dec-31-26
2021 MRN Pavement Rehabilitation Program	24,948	Jun-04-21	24,948	24,948	24,262	249	24,511	Dec-31-25

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
2021 Walking Infrastructure to Transit (WITT)	5,850	Jun-04-21	5,850	5,850	-	5,850	5,850	Dec-31-26
Bicycle Infrastructure Capital Cost (BICCS)	16,192	Jun-04-21	18,399	18,399	-	18,399	18,399	Dec-31-26
MRN Total	85,446		87,653	87,653	24,262	62,954	87,216	
Grand Total	1,740,439		645,615	3,242,661	543,197	2,673,189	3,216,386	

- (1) Project is cancelled or scope is reduced.
- (2) The 2021 AIP Budget of these projects have been initiated and rolled up with the prior program years' phases.
- (3) The AIP budget was repurposed and activated as a feasibility study for the scope definition of Columbia SkyTrain Station Upgrade.

Schedule 1a

Schedule 1a below lists the status of TransLink capital programs with project additions, cancellations, disencumbered Approved in Principle projects, and projects not yet initiated during 2021.

Project and Program Titles	Budget (\$ thousands)	Reason
Additions		
Accept Interac Flash at Compass Gates	2,118	The project is to enhance Compass system to expand the Tap to Pay feature to contactless debit cards.
Future of Work Technology Enablement	4,000	To acquire and deploy technology in order to facilitate a productive workforce as TransLink transitions to the future of work. This project is required in order to modify existing systems to support the hybrid / resident / and remote work styles.
HandyDART Norland Facility	4,749	To implement improvements at the Norland Avenue leased property to accommodate the existing fleet of HandyDART coaches.
Main Street Garbage Enclosure Extension	361	Project is required to enlarge the existing garbage enclosure to accommodate the three Commercial Retail Units vendor requirements at the station.
Relocation of TransLink Customer Service Centre	2,699	Project is required to perform tenant improvements at the Waterfront Station to relocate the Compass Customer Service center and WCE office to the Waterfront Station.
Free Transit for Kids 12 and Under	3,060	Project is aimed to update the back-end Compass infrastructure to deliver fare product solution for provincially mandated free transit for ages 12 and under.
Additions Total	16,987	
Project Cancellations and Scope Reductions		
2021 Community Shuttle Expansion	1,700	Project was cancelled due to the decline in ridership associated with COVID-19.
2021 Conventional Bus Expansion	64,945	Number of buses ordered were reduced and additional budget returned to the capital envelope due to the decline in ridership associated with COVID-19.
Compass Vending Machine Spares	1,966	Project was cancelled as a cost saving measure.
Compass Vending Machines (CVM)	124	Project budgets returned to the capital envelope due to savings realized.

Project and Program Titles	Budget (\$ thousands)	Reason
Farebox Replacement	4,633	
Mark (MK) III Vehicle Lifting Jacks	400	
Onboard Technology Assets Program	10,000	
Facility Retrofit Projects - Burnaby Transit Centre Stores	2,100	Project scope was deemed not viable after a completion of a feasibility study.
PowerSmart Upgrades	159	
Bus Facility Customer Amenities Improvement Program	6,573	Project was cancelled as the planned scope was addressed in other projects.
Enterprise Content Management	1,000	Project was cancelled due to delays in project initially caused by the December 2020 cyberattack.
Project Cancellations and Scope Reductions Total	93,600	
Projects Not Initiated		
2019 - 2021 Transportation Analytics Program	500	Project initiations were deferred due to the December 2020 cyberattack. Initiations are expected to be reassessed in 2022.
2021 IT Infrastructure Refresh	7,400	
BCRTC Software Application Renewal Program	1,369	
CMBC Facilities Camera Replacement	1,600	
Enterprise Emergency Communication System Implementation	500	
Enterprise IT Security End-point Protection System Implementation	1,494	
Provincial Digital Evidence Management Solution Implementation	500	
Technical Drawings and Library Management System	3,100	
Automatic Train Control Existing Equipment Replacement Program	6,120	Project initiations has been deferred until 2022, as other higher priority projects took precedence.
CMBC Hoist Asset Renewal Program	919	
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1	12,216	
Expo Line Traction Power Equipment Replacement	10,200	Project initiations was deferred in order to better define the project scope, budget and schedule.
New Simon Fraser University Exchange Contribution	3,185	
TransLink Owned Bicycle Infrastructure	6,300	
2021 HandyDART Expansion	1,610	Project initiation was deferred due to revised expansion requirements. Initiation is expected to be reassessed in 2022.
2023 Conventional Bus Replacement - 57 Battery Electric Buses	88,740	Project has not been initiated as it is dependent on the initiation of a related battery infrastructure project. Complexity in battery-electric propulsion has created difficulties obtaining consultants, resulting in delays. This project is expected to be initiated in Q2 2022.
EMUP - Optical Transportation Network	11,228	Project has not been initiated as it is awaiting the completion of an ongoing feasibility study. The feasibility study is targeting completion by Q1 2022.

Project and Program Titles	Budget (\$ thousands)	Reason
Expo Line Elevator Replacement	11,805	Project initiation was deferred due to delay in obtaining responses to an issued Request For Proposal from the vendor, which would provide better accuracy of the project budget. Project is expected to be initiated in Q3 2022.
Marpole Transit Centre - Design and Early Site Works	51,836	Project initiation was deferred due to delays in obtaining permits and regulatory approvals.
OMC4 - Storage and Maintenance	267,000	Project initiation was deferred due to the delays in detailed design phase which pushed back the initiation of the remaining phases of this project into 2022.
PowerSmart Upgrades - SeaBus - Design	696	Project initiation was deferred due to better alignment with a future SeaBus project. Initiation is expected to be reassessed in 2022.
System Integration and Program Management	50,000	Project initiation was deferred due to delays in preliminary work through 2021.
Projects Not Initiated Total	538,318	

Schedule 2

Schedule 2 provides a comparison of the 2021 cash flow forecast in the 2018 Investment Plan to actual spending in 2021. This schedule includes comments for projects with variances greater than \$2.0 million.

	2021 Cash Flow (\$ thousands)			
Project and Program Titles	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	Comments on Variances > \$2 Million
Equipment				
Automatic Train Control Existing Equipment Replacement Program	-	7,000	(7,000)	Project was originally anticipated to complete prior to 2021. Variance is due to delays in completing the initial project design.
Farebox Replacement	-	4,428	(4,428)	Project was not included in the Investment Plan (see rationale above).
Guideway Geometry Asset Condition Monitoring using an Outfitted MKII	3,000	-	3,000	Project is not initiated due to prioritization of other key projects and lack of design information to advance the project. Need for this project is to be further evaluated in future years.
Millennium Line Fire and Life Safety Systems (FLSS) Equipment Replacement	-	2,460	(2,460)	Variance is due to delays in implementation caused by change in project scope. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years.
SkyTrain Advanced Radio System Phase 1&2	5,412	1,143	4,269	Variance is due to delays in the first phase of the project, when the technology selection process took longer than anticipated, which results in the delays in phase 2 initiation. Significant portion of the cash flow has been shifted to 2022 and 2023.
SkyTrain Customer and Operations Telecommunications Upgrade Phase 1 - 4	-	4,721	(4,721)	Variance is due to delays in defining project scope, schedule, and budget. Cash flows have shifted from prior years into 2021 and future years.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Onboard Technology Assets Program	-	10,159	(10,159)	Variance is due to change in project scope. The project is now multi-phase, consolidating other transit management and communication projects. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years. Program is expected to be completed in 2022 with significant implementation costs forecasted next year.
Equipment projects with current year variances less than \$2 million	3,186	6,790	(3,604)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Equipment Total	11,598	36,701	(25,103)	
Facilities				
Canada Line Capstan Station Project	-	5,530	(5,530)	Variance is due to delays in defining the scope and design for the project with City of Richmond. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years.
Marpole Transit Centre - Design and Early Site Works	115,230	1,093	114,137	Variance is due to delays in the project initiation and permitting delays, which have resulted in the majority of cash flows shifting to subsequent years.
Facilities projects with current year variances less than \$2 million	4,541	3,660	881	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Facilities Total	119,771	10,283	109,488	
Infrastructure				
Burrard Station Upgrade	17,680	1,999	15,681	Variance is due to delays in design and procurement phases. Forecast for costs associated with construction work have been extended to future periods.
CMBC Pavement Rehabilitation 2021	4,500	573	3,927	Variance is due to savings realized and timing differences between Investment Plan and actuals.
Compass Implementation for HandyDART	-	3,790	(3,790)	Project was not included in the Investment Plan (see rationale above).
Edmonds OMC Capacity Upgrade	14,296	21,837	(7,541)	Variance is due to timing differences caused by procuring construction related materials and equipment earlier than forecasted.
Expo Line Station Escalators	5,000	19,867	(14,867)	Variance is due to a change in project scope. The project is now multi-phase, combined with other escalators replacement projects. Project spending has increased due to redesign and using higher grade escalators. Program is expected to be completed in 2022 with significant implementation costs forecasted next year.
Infrastructure Improvements	5,000	-	5,000	Variance is due to delays in defining the project scope and initiation. The project is forecasted to commence in 2022.
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1 and 2	10,969	(4,602)	15,571	Variance is due to delays in completing Phase 1 of the project. Detailed design of the R6 project

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
				(Phase 2) will commence in 2022. Cashflows have been shifted accordingly into future years.
Knight Street Bridge - Deck & Sidewalk Rehab - design and Implementation	10,000	861	9,139	Variance is due to increase in project scope to address the catwalk upgrades. There was a delay on deck construction as work on the catwalk was prioritized. Cash flows have shifted from 2021 into future years.
Power System Upgrades for SkyTrain at OMC	-	4,732	(4,732)	Project was originally anticipated to be completed prior to 2021. Additions of new scope impacted the project schedule and shifted the cash flows to later years than anticipated by the Investment Plan.
SeaBus Terminals Interior Refurbishment	-	3,329	(3,329)	Project was originally anticipated to be completed prior to 2021. Additions of new scope and supply chain issues impacted the project schedule and shifted the cash flows to later years than anticipated by the Investment Plan.
Seismic Upgrade of Expo Line Guideway - design & implementation	10,000	-	10,000	Variance is due to delays in defining the project scope. Project initiation has been deferred to future program years.
Skytrain Passenger Information Displays Upgrade	-	4,893	(4,893)	Project was originally anticipated to be completed prior to 2021. Variance due to delays caused by brownfield conditions, change in scope and COVID-19 impacts.
Trolley Overhead Rectifier UBC Group (Blanca, Cleveland, Parkway) Replacement	5,333	-	5,333	Variance is due to delays in the project initiation. Oakridge rectifier was prioritized first which led to delay in initiation to UBC group rectifier. Project is deferred to program year 2022.
TransLink Owned Bicycle Infrastructure	5,381	1,322	4,059	Variance is due to delays in project initiation for previous program years, as other higher priority projects taking precedence. Project schedule and cash flow have been shifted accordingly into future years.
Running Rail Replacement – 2019 and 2021	6,330	8,574	(2,244)	Variance is due to additional scope being added to the project.
Yard Track Reconditioning	-	2,567	(2,567)	Project was originally anticipated to be completed prior to 2021. Variance is due to change in construction method to minimize service shutdowns that resulted in extensions of the construction timelines and cashflows.
Infrastructure projects with current year variances less than \$2 million	19,059	23,137	(4,078)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Infrastructure Total	113,548	92,879	20,669	
Major Construction				
Broadway Subway Project	510,061	2,045	508,016	Variance is due to change in delivery of the project. The project implementation phase is now being delivered by the Province. TransLink provides support services required for the integration with rest of the SkyTrain network, as well as alternative transportation support during construction.
EMUP - Fleet Acquisition	118,831	88,365	30,466	Variance is due to accelerated payment schedule which shifted cash flows from 2021 to 2020.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
EMUP - Optical Transportation Network	2,165	-	2,165	Variance is due to the project awaiting the completion of an ongoing feasibility study. The feasibility study is targeting completion by Q1 2022. As a result, cash flows have shifted from 2021 to future years.
EMUP - Propulsion Power Upgrades Expo and Millennium Lines-Design	8,737	1,213	7,524	Variance is due to delays in retaining the prime design consultant and working to find suitable locations at which to build the new substations. Project cashflows have shifted from 2021 to future years.
SkyTrain Operation Control Centre	34,277	11,693	22,584	The project has been delayed due to unforeseen site contamination at the construction site. As a result, construction and the associated cash flows have been delayed to 2022 and future years.
South of Fraser Rapid Transit (Light Rail Transit)	357,704	-	357,704	Implementation of the South of Fraser Rapid Transit (Light Rail Transit) project was suspended following the Mayors' Council decision to advance the Surrey Langley SkyTrain Project.
OMC4 - Storage and Maintenance	46,297	20,146	26,151	The variance is due to delays in the design phase caused by changes in scope and issues identified during quality control review with the design team. Cash flows have shifted from 2021 into future years.
Surrey Langley Skytrain Project - Project Development	-	3,116	(3,116)	Mayors' Council made a decision to advance the Surrey Langley SkyTrain line in replacement of the South of Fraser Rapid Transit (Light Rail Transit). The Surrey Langley SkyTrain project development scope was not included in the Investment Plan.
Evergreen Line - TransLink Contribution	-	(3,605)	3,605	Variance is due to reversal of previous accrual.
Major Construction projects with current year variances less than \$2 million	-	998	(998)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Major Construction Total	1,078,072	123,971	954,101	
Technology				
Bus Daily Operations Management System Product Migration	-	4,712	(4,712)	Variance is due to delays in project implementation caused by feasibility study results and the subsequent budget increase request. As a result, total project cash flows increased substantially, and timing was shifted to 2021 and subsequent years. Vendor resource constraints and impacts associated with the December 2020 cyberattack have further delayed the implementation effort.
BCRTC Software Application Renewal Program	9,400	694	8,706	Project initiation was deferred due to the December 2020 cyberattack. Cash flows have shifted from 2021 to 2022.
Efficiency improvement and Quick Pay Back Projects	5,000	-	5,000	The project was cancelled.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Finance Enterprise Resource Planning and BCRTC Enterprise Asset Management	11,620	27,211	(15,591)	Variance is due to project schedule delay causing a shift in cash flows into 2021 and an overall cost increase due to the complexity of the project.
Technology projects with current year variances less than \$2 million	6,050	7,164	(1,114)	Variances are mainly due to delays caused by the December 2020 cyberattack and timing differences between Investment Plan forecasts and actual expenses in 2021.
Technology Total	32,070	39,781	(7,711)	
Vehicles				
2020 Community Shuttle Expansion	2,163	-	2,163	Project initiation was deferred due to declined ridership and global supply chain issues which have significantly impacted the supplier's production capacity which extended overall production schedule. Cash flows have shifted from prior years into 2022.
2020 Conventional Bus Expansion	72,047	16,610	55,437	Project scope was reduced due to the decline in ridership and manufacturing constraints associated with COVID-19.
2020 Conventional Bus Replacement	3,789	9,257	(5,468)	Variance is due to technical deficiencies identified in other related project cascading delays with the current project. Furthermore, COVID-19 has significantly impacted the supplier's production capacity delaying overall production schedule. Cash flows have been shifted from prior years into 2021 and 2022.
2021 Community Shuttle Replacement	14,072	11,657	2,415	Variance is due to global supply chain issues which have significantly impacted the supplier's production capacity delaying the overall production schedule. Cash flows have been shifted from 2021 into 2022.
2021 HandyDART Replacement	6,711	86	6,625	Variance is due to global supply chain issues and supplier's plant shutdown during the pandemic, which have significantly impacted the supplier's production capacity delaying the overall production schedule. Cash flows have been shifted from 2021 into 2022.
Additional SeaBus Vessel - Burrard Chinook	-	2,690	(2,690)	Variance is due to unexpected remedial modifications that needed to be made to the vessel. COVID-19 has further shifted the necessary remedial work. Project was originally anticipated to complete prior to 2020. Cash flows have shifted from prior years into 2021.
West Coast Express (WCE) Fleet Procurement	-	2,460	(2,460)	Project was originally anticipated to complete prior to 2020. Variance is due to a change in project scope and delays in procurement of a necessary locomotive.
Vehicles projects with current year variances less than \$2 million	5,041	7,898	(2,857)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Vehicles Total	103,823	50,658	53,165	
MRN				

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Bicycle Infrastructure Capital Cost Sharing (BICCS) Funding Program	15,938	11,988	3,950	MRN funding programs allow municipalities up to four years to complete construction, and one additional year to invoice TransLink. Translink payment occurs at project completion subsequent to a detailed payment request review. Due to scaling issues caused by the expansion of MRN funding in recent years as well as difficulties in securing vendors in a constrained market, municipalities have been experiencing construction delays on these programs. As a result, municipality-driven projects are being largely completed towards the end of the four-year timeframe which have shifted cash flows into future years.
MRN and Bike Capital (MRNB) Funding Program	26,397	8,215	18,182	
MRN Pavement Rehabilitation Funding Program	25,956	24,501	1,455	
MRN Structures Rehabilitation and Seismic Upgrade Funding Program	17,158	860	16,298	
Walking Infrastructure to Transit (WITT) Funding Program	6,599	1,620	4,979	
MRN Total	92,048	47,184	44,864	
Grand Total	1,550,930	401,457	1,149,473	

5 Transportation Demand Management

Transportation Demand Management (TDM) is coordinated in Metro Vancouver under TransLink's TravelSmart Program. TravelSmart represents partnerships between TransLink, municipalities, various government partners as well as non-governmental and industry partners, all committed to helping more people choose transit, ridesharing, carpooling, car-sharing, cycling and walking in place of single-occupancy vehicle trips. Changing behaviour is a component of the TDM measures necessary to balance growing mobility expectations against the capacity of our transportation system and the impacts of our travel choices.

TDM is legislated as part of TransLink's mandate in the *South Coast British Columbia Transportation Authority Act* (under section 4(1) (b)), and TravelSmart was Canada's first integrated transportation demand management program.

The Plan and Regional Growth Strategy (RGS) 2023 describes policies to meet the growing demands from an anticipated one million-plus new residents by 2050, and 600,000 new jobs in the region over the next 30 years. Central to the strategy are goals for denser land use and increased investment in transit and active transportation to create the conditions for reducing the high level of single-occupancy vehicle trips in most areas.

The Transport 2050 (T2050) responds to the RGS and describes how to provide convenient choices for everyone by 2050, "active transportation and transit are competitive choices accounting for at least half of all passenger trips, with the taxi, ride-hail and car-share accounting for most of the remaining passenger trips" and how to provide carbon-free choices for everyone such that by 2030: "we have lowered carbon pollution from light-duty vehicles by 65 per cent over 2010 levels; and have eliminated carbon pollution from transport altogether by 2050." Behaviour change measures are essential to T2050, as they provide the motivation, information and support necessary to enable individuals to change their travel habits.

TransLink's Transit-Oriented Communities (TOC) guidelines highlight the necessity for Transport Demand Management strategies to "discourage unnecessary driving and promote sustainable modes of travel", including providing incentives for travelers to make the most effective use of all of our transportation networks, carshare,

carpool and parking management supports, as well as workplace and school travel planning, to take advantage of available capacity and reduce transport network crowding and congestion.

Due to significantly reduced commuting starting in 2020 amid the onset of the COVID-19 pandemic that continued into 2021, number of registered participants for some programs declined considerably compared to previous years. In order to follow the appropriate safety protocols, community stations were not held and participants were not fully counted at stations.

The following summarizes activities and outcomes from the 2021 business year according to the ‘target area’ headings contained in the 2021 TravelSmart work and program plans.

2021 TravelSmart Headline Results

- Developed the Compass for Developments Program;
- Developed TDM Guidelines for Local Governments;
- Created a ‘TravelSmart for Business’ employer program to promote transit subsidy and sustainable commuting programs for employees;
- Launched ‘Kid Commute – A Walking School Bus’ Program: TransLink has developed a walking program for elementary schools as part of Safe and Active travel for youth and in response to municipalities concern for school zone safety; and
- Assisted the Province in launching the Get on Board program providing free transit for children 12 and under.

2021 TravelSmart Programs, Partners and Events

Development TDM

- Advanced the creation of a Compass for Developments program, which will be a one-time bulk purchase option for developers, property managers, or any organization that wishes to provide transit passes as a TDM measure for their tenants or clients.
- Developed TDM Guidelines for local jurisdictions and the development community in Metro Vancouver with insight and opportunities to improve the processes, strategic development and implementation of TDM across the region. These guidelines help to set a more unified tone for how TDM can be conceptualized throughout the region, enabling local jurisdictions and developers to execute TDM more effectively in both a general yet context-sensitive fashion.

TravelSmart for Business

- Supported large employers with the creation of a new ‘TravelSmart for Business’ employer program to promote transit subsidy and sustainable commuting programs for employees. The program includes a new landing page, client intake form, transit staff pass sell sheet, Mobility Service Provider (MSP) partner offers and resources, webinar content and a digital marketing campaign to reach large employers.
 - 29 businesses engaged for TDM travel planning in 2021.
 - Reached over 10,800 businesses and individuals through e-newsletter blast and additional print and social media impressions via Board of Trade events.
 - 12 TravelSmart intake forms completed since website launch on September 8 (campaign rollout continuing in early 2022).
 - Total of 1,992 TravelSmart for Business website impressions (September 8 - December 30) with a 233 per cent increase in page views following the TDM contacts e-blast and a further 108 per cent increase following the LinkedIn ad buy and Google Search launch.

- Mobi Bike share increased corporate program members to 121 and employee sign-ups to 4,900 (38 per cent increase in 2021).
- TDM and New Mobility teams developed pilot programs for key industrial estates South of the Fraser, major employers and developments, including Campbell Heights, Mitchell Island, Gloucester Estate, Amazon, Fortis BC and Fraser Health Authority.

Transit Training

Youth

- Launched 'Kid Commute – A Walking School Bus' Program. TransLink has developed a walking program for elementary schools as part of Safe and Active travel for youth and in response to municipalities concern for school zone safety.
 - In partnership with DASH (Dedicated Action for School Health), City of Vancouver, City of North Vancouver and Ministry of Transportation and Infrastructure.
 - Three types of Walking School Bus programs at schools in Metro Vancouver were piloted.
 - A Walking School Bus is an organized group of children and caregivers that walk to school together on a regular basis. This will provide families with more free time before and/or after school, reduce dangerous levels of traffic and congestion near school neighbourhoods, improve mental and physical health and decrease air pollution near school zones.
- Assisted the Province in launching the Get on Board program for children 12 & under.
 - In partnership with BC Transit, Kids 12 and Under Ride free was rolled out across the Province on September 1, 2021.
 - Education and Awareness campaign was launched throughout the transit network.
 - Communications on safety, program highlights and policy change were developed and distributed on digital channels, in print media and internally.
- Supported HUB Cycling with Everyone Ride 4/5, a cycling education program.
 - 5,876 kids at 63 different schools participated at school in this bike skills program.
 - 458 kids participated in the Everyone Rides 4/5 online version.
 - 29 per cent increase in demand for the program compared to when it last ran in 2019.
- Bike to School Week
 - 13,710 students took part in Bike to School Week (24 per cent increase in 2019).
 - Participating schools grew from 71 in 2020 to 126 schools in 2021, including 28 first-time schools.
 - 15,046 other active transportation trips were logged including walking, skateboarding, scootering (48 per cent increase from 2020).

Seniors and Newcomers

- Hosted 33 Webinars with New Canadians on basic travel training.
- Supported Living Streets Program from Better Environmentally Sound Transportation (BEST) to encourage more connections for pedestrians through online articles, campaigns and a walking survey to address road safety concerns and barriers to active transportation and shared mobility modes.
- Contributed to newsletters, social media and campaigns to support various TravelSmart initiatives through partners, municipalities and the province to share within their networks and preferred media. Estimating over 100,000 subscribers in total.
- Better Environmentally Sound Transportation (BEST) facilitated three excursions (winter festive transit walks) with estimated 55 seniors participating.

Cycling Initiatives:

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

- Total of 19,554 page views on the new translink.ca/cycling landing page, 416 social media engagements and 2,300 views of Let's Ride posts, including:
 - A 61 per cent increase in monthly page views in February when new cycling maps were posted online.
 - A 53 per cent increase in monthly page views in June when the campaign video was posted.
- Continued promotion of 2020 #BikeToTransit campaign in partnership with HUB, Better Environmentally Sound Transportation (BEST) to encourage first/last-mile connections to transit:
 - Reaching 5,065 people and 9,205 impressions via Mobi Bike Share's social channels.

Bike Awards

The first cycling event of the calendar year was another adapted virtual event celebrating the success stories of individuals and organizations making biking better in Metro Vancouver, including infrastructure improvements and the resiliency the community has shown throughout the pandemic:

- The 2021 event welcomed 316 participants (an increase of 78 per cent from 2020).
- A total of 68 per cent of award winners came from outside Vancouver (a 19 per cent increase from 2020).
- A total of 2,500 online impressions.

Bike Education

- Reached 8,935 Metro Vancouver youth who received an on-bike cycling course through their schools (700 per cent increase from 2020). Half of the schools had never hosted a Bike to School course.
- Reached 93 schools (up from 14 in 2020) and 19 municipalities (up from 7 in 2020).
- 768 people enrolled in an online cycling safety course.
- 1,397 participants took part in a public education course or workplace workshop.
- Bike Sense: Platinum sponsor for the 7th edition of Bike Sense - a printed and online how-to guide for cycling, including cycling safety, security and equipment tips.
 - Delivered 19,470 publications including over 16,000 to 164 bike shops.
 - 8,300 social media and website impressions and reached 8,936 people via e-mail distribution.

Go By Bike Week (Bike to Work Week)

- TransLink supported the annual Bike to Work Week celebration via "Go by Bike Week" which was adapted to future-proof the event and campaign in light of COVID-19 and an increase in remote work (decrease in commuting). This included moving the campaign online, developing new engagement strategies with supporters and sponsors to encourage more cycling trips across Metro Vancouver.
- Total of over 8,088 registered for Bike to Work Week (an increase of 15 per cent from 2020):
 - Spring: Over 5,000 participants (an increase of 1,948 compared to 2020), including 2,162 new cyclists (110 per cent increase from 2020) and a total of 61,629 Greenhouse Gases (GHG) saved (58 per cent increase).
 - Fall: 3,088 registered participants (decrease of 24 per cent compared to 2020) including 972 new cyclists. A total of 28,100 GHGs were saved and 129,593 km cycled.
 - 50 per cent of 2021 participants were women and non-binary, a primary indicator of cycling safety in the region and an increase of 3 per cent from 2020.
- 3.37 million marketing impressions in total for Spring and Fall events (exceeding the target by 12 per cent).
- A total of six webinars were delivered across the Spring and Fall events, providing online workshops, video tutorials and prizes to 1,211 participants.

Bike to School Week

Due to the suspension of in-class learning, Fall and Spring 2020 as well as Spring 2021 Bike to School Week programming was affected. As a result, HUB Cycling delayed the 2021 event to Fall, and, impressively, topped 2019 results, even despite COVID-19:

- A total of 40,498 bike trips were logged (331 per cent increase from 2020 and 24 per cent increase over 2019).
- Participating schools grew from 71 in 2020 to 126 schools, including 28 first-time schools.
- 13,710 students took part in Bike to School Week (24 per cent increase since it last ran in 2019).
- 15,046 other active transportation trips were logged including walking, skateboarding and scootering (48 per cent increase from 2020).

Bike to Shop Campaign

- 2,245 registrations (53 per cent increase from 2020) and 1,600 people visiting businesses (50 per cent increase from 2020).
- Total of 119 participating businesses in 2021 (up from 17 in 2020, a 700 per cent increase).
- A total of 20 neighbourhoods (an increase from 3 in 2020) and 10 municipalities reached (an increase from 2 in 2020).
- Hosted 11 'Knowledge HUBs' (up from 1 in 2020) providing free bike repairs and prizes.
- Nearly one-quarter of participants were new to the event in 2021.

Bike Valet

- Supporting TDM measures for the Broadway Subway project, including working with BEST, HUB Cycling and Project 529 to support cycling in the Mount Pleasant and Main and Broadway area for 11 weekend days over the summer in coordination with the City of Vancouver and the Province.
- Total of 122 days with 8,303 total bikes parked.

Bike Donations and Repairs

- TransLink provided advertising space on bike racks and lockers at ten locations throughout Metro Vancouver to promote Pedal and Our Community Bikes programming. Pedal advances transport equity to many of the most vulnerable populations in the community by providing:
 - 660 refurbished and donated bicycles, removing them from the waste stream
 - 170 bikes through the Pedals for People program (up from 83 in 2020)
 - Low-cost or free bike repairs and accessories to 418 bikes and micro-mobility devices
 - Bike mechanic employment opportunities for underserved communities

Bike Consulting Services

TransLink provided funding to HUB Cycling to deliver bike-friendly building consulting services to new developments and businesses, including the St. Paul's Hospital Redevelopment Project and Burnaby Hospital.

Activity and Outcome Report 2021

Target Area 1: Strengthen relationships with Municipalities, Non-governmental Organizations (NGOs) and Corporate Partners through the delivery of relevant Transportation Demand Management Programs	
Objectives	Results
Support stronger municipal partnerships through shared resources, information, campaigns, programs and initiatives.	<ul style="list-style-type: none"> Facilitated quarterly TDM Municipal Roundtable meetings with municipal TDM partners. This virtual forum is attended by TDM-focused stakeholders for each municipality in Metro Vancouver to share resources, encourage collaboration, innovation and report on TransLink and TravelSmart's key initiatives; BEST promoted walking routes in six municipalities in over 20+ articles; City of Vancouver Sustainable mobility toolkits; Public Affairs webinars with businesses and local governments; and Developed draft Regional Youth Strategy for final engagement planned for 2022 (paused due to pandemic).
Delivered travel training for schools, workplaces, seniors and newcomers across the region	<ul style="list-style-type: none"> Hosted 33 Webinars with New Canadians on TransLink's Safe Operating Action Plan initiatives and basic travel training; and BEST facilitated 3 excursions (winter festive transit walks) with estimated 55 seniors participated.
Increase partnerships with mobility service providers (MSPs) and internal and external stakeholders	<ul style="list-style-type: none"> Ongoing relationship development with MSPs including but not limited to: car-and-bike-sharing services, carpool platforms, commute management providers, cycling advocates, walking advocates, health authorities, regional planning agencies (such as Metro Vancouver, Clean BC and the Ministry of Transportation and Infrastructure); Launched first TransLink cycling campaign 'Let's Ride' (building from previous "Bike to Transit" campaign) to support TransLink's new regional cycling maps, BICCS (cycling infrastructure projects program) and bike parking amenities like Bike Parkades and new on-demand lockers. Working with TravelSmart's partners including HUB Cycling, BEST and Mobi bike share, the campaign is designed to encourage the benefits of combining bike trips with transit and increased access to the transit network; and Worked with Health Authorities and post-secondary institutions to support transit subsidies and commuting for low-income workers.
Developed strategic partnerships to strengthen community relations and develop ridership	<ul style="list-style-type: none"> Drafted the Regional Youth Travel Strategy with the launching of Free Transit for 12 and Under included, to advance active youth travel and partner with health authorities, municipalities and service providers. Community Partnerships: <ul style="list-style-type: none"> Science World exhibiting Transport 2050 Micro-City 3D experiential model supported by safe transit promotion; Britannia Mines exhibit featuring copper coating pilot on transit;

Target Area 1: Strengthen relationships with Municipalities, Non-governmental Organizations (NGOs) and Corporate Partners through the delivery of relevant Transportation Demand Management Programs	
Objectives	Results
	<ul style="list-style-type: none"> ○ Destination Vancouver and Business Improvement Areas; ○ Reconnect to our local attractions campaign; ○ Dine the Line; ○ Shop the Line; ○ Major sporting events including Rugby 7's, Vancouver Canucks, Vancouver Warriors, Vancouver White Caps, BC Lions; and ○ Girl Guides of BC.

Target Area 2: Support Enterprise priorities through community outreach and partnerships	
Objectives	Results
Enhance our community relations and help improve customer experiences with education and awareness in the community	<ul style="list-style-type: none"> • Continue to provide information, encourage use and educate on sustainable transportation options through online resources. • Key partnerships and events in 2021: <ul style="list-style-type: none"> Events & Festivals: <ul style="list-style-type: none"> ○ Surrey Canada Day – virtual ○ Coquitlam Canada day – drive-through ○ Pride Vancouver ○ Vancouver Mural Festival ○ Shipyards Festival ○ Fusion Festival ○ Khatsalano Festival ○ National Indigenous People Day – virtual ○ Surrey Tree Lighting ○ Surrey Holiday Lights ○ Kitsmas Holiday event on 4th ○ PNE / Playland / PNE Winterfest bus shuttle Post-secondary (on-campus events): <ul style="list-style-type: none"> ○ Langara College ○ Douglas College at Lafarge Lake ○ Capilano University ○ Douglas College – New Westminster campus ○ University of British Columbia ○ Emily Carr University of Art + Design ○ Alexander College ○ Simon Fraser University Board of Trade: <ul style="list-style-type: none"> ○ Vancouver Board of Trade virtual trade show exhibit ○ Vancouver Board of Trade CEO address/info booths ○ Surrey Board of Trade CEO keynote address/info booths • Richmond Chamber of Commerce business awards • Tap in to Win Sweepstakes Outreach at all SkyTrain Stations

Build public confidence to use transit	<ul style="list-style-type: none"> • Embedded the COVID-19 Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans, to ensure the continued safety of our customers and employees as COVID-19 transitions from an emergent health threat to an endemic disease to be managed by embedded operational practices. • Supported and promoted the Copper Pilot Project, Phase Two which was launched September 28 and will run for one year. This is a continuation of the success of Phase One, launched in 2020. • Hosted 55 webinars covering topics, such as Safe Operating Action Plan, projects, programs and partnership. These two-way information sessions are helping to improve our relationships with the business community, gather insights into return-to-work trends, identify return to transit barriers and seek new ideas to keep our system safe, while fostering future partnership and collaboration opportunities.
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Target Area 3: Support Enterprise priorities through community outreach & partnerships including Service Changes and Charitable Donations.

Objectives	Results
Inform and promote transit service changes	<ul style="list-style-type: none"> • Helped distribute marketing materials and quarterly service change information through community and partner channels and emails.
Assist in overcoming barriers to transportation	<ul style="list-style-type: none"> • Delivered the following initiatives to help individuals' access to community programs and services: <ul style="list-style-type: none"> ○ Charitable Donation Policy and Program ○ Compass Card Donation Bins Program ○ One Million Masks Collaboration

6 Short-Term Fares Assessed

Short-term fares for Bus, SeaBus, SkyTrain and HandyDART from January 1, 2021 to June 30, 2021 are shown in the table below.

Fare Type	Status	Time	Within 1-Zone	Within 2-Zones	Within 3-Zones
Regular Short-Term Fares:					
Cash*	Adult	Regular	\$3.00	\$4.25	\$5.75
		Off-Peak	All Zones — \$3.00		
	Concession	Regular	\$1.95	\$2.95	\$3.95
		Off-Peak	All Zones — \$1.95		
DayPass*	Adult	No restrictions	\$10.50 — valid all zones		
	Concession		\$8.25 — valid all zones		
Discounted Short-Term Fares:					
Stored Value*	Adult	Regular	\$2.40	\$3.45	\$4.50
		Off-Peak	All Zones — \$2.40		
	Concession	Regular	\$1.95	\$2.95	\$3.95
		Off-Peak	All Zones — \$1.95		
FareSavers	Adult		All Zones — \$24.00 (10 tickets)		

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Buses and HandyDART are all 1-Zone travel seven days a week.

Short-term fares for Bus, SeaBus, SkyTrain and HandyDART effective July 1, 2021 are shown in the table below.

Fare Type	Status	Time	Within 1-Zone	Within 2-Zones	Within 3-Zones
Regular Short-Term Fares:					
Cash*	Adult	Regular	\$3.05	\$4.35	\$5.90
		Off-Peak	All Zones — \$3.05		
	Concession	Regular	\$2.00	\$3.00	\$4.05
		Off-Peak	All Zones — \$2.00		
DayPass*	Adult	No restrictions	\$10.75 — valid all zones		
	Concession		\$8.45 — valid all zones		
Discounted Short-Term Fares:					
Stored Value*	Adult	Regular	\$2.45	\$3.55	\$4.60
		Off-Peak	All Zones — \$2.45		
	Concession	Regular	\$2.00	\$3.00	\$4.05
		Off-Peak	All Zones — \$2.00		
FareSavers	Adult		All Zones — \$24.50 (10 tickets)		

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Buses and HandyDART are all 1-Zone travel seven days a week. As of November 15, 2021, FareSavers are no longer available for purchase; however, they continue to be accepted on buses and HandyDART only.

WCE operates on a different fare structure than other transit services.

Short-term fares for WCE from January 1, 2021 to June 30, 2021 are shown in the table below.

Fare Type	Status	Within 1-zone	Within 2-zones	Within 3-zones	Within 4-zones	Within 5-zones
Regular Short-Term Fares:						
One-way Ticket*	Adult	\$5.75		\$7.50	\$9.25	\$12.50
	Concession	\$3.45		\$4.45	\$5.70	\$7.70
Return Ticket	Adult	\$11.00		\$14.50	\$17.75	\$23.75
	Concession	\$7.00		\$9.00	\$11.25	\$15.25
Discounted Short-Term Fares:						
One-way Ticket- Stored Value*	Adult	\$4.90		\$6.35	\$7.75	\$10.50
	Concession	\$2.90		\$3.70	\$4.80	\$6.45
Return Ticket- Stored Value	Adult	\$10.75		\$13.75	\$17.00	\$22.75
	Concession	\$6.75		\$8.50	\$10.75	\$14.50

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Short-term fares for WCE as of July 1, 2021 are shown in the table below.

Fare Type	Status	Within 1-zone	Within 2-zones	Within 3-zones	Within 4-zones	Within 5-zones
Regular Short-Term Fares:						
One-way Ticket*	Adult	\$5.90		\$7.65	\$9.45	\$12.80
	Concession	\$3.55		\$4.55	\$5.85	\$7.90
Return Ticket	Adult	\$11.25		\$14.85	\$18.15	\$24.30
	Concession	\$7.15		\$9.20	\$11.50	\$15.60
Discounted Short-Term Fares:						
One-way Ticket- Stored Value*	Adult	\$5.00		\$6.50	\$7.95	\$10.75
	Concession	\$2.95		\$3.80	\$4.90	\$6.60
Return Ticket- Stored Value	Adult	\$11.00		\$14.05	\$17.40	\$23.25
	Concession	\$6.90		\$8.70	\$11.00	\$14.85

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

7 Borrowings Undertaken in 2021

7.1 Long-term Borrowing

TransLink continues to minimize debt costs through strategic borrowings. Since 2010, TransLink has raised more than \$2.8 billion from investors in the capital market. During 2021, TransLink did not issue any bonds.

7.2 Short-term Borrowing – Commercial Paper Program

On May 13, 2010, TransLink launched a \$500.0 million Commercial Paper Program backstopped by a line of credit from a syndicate of six Canadian chartered banks. Having this \$500.0 million program available at favourable interest rates, compared to using a bank facility, provides flexibility in managing TransLink's cash flow needs.

Action	Deal #	Amount	Interest Rate (%)	Transaction Date	Maturity Date	Total Outstanding
Repay	308	-\$30,000,000			21-Jan-21	\$30,000,000
Issue	309	\$30,000,000	0.16853	21-Jan-21	22-Apr-21	\$60,000,000
Repay	307	-\$30,000,000			28-Jan-21	\$30,000,000
Issue	310	\$30,000,000	0.16853	28-Jan-21	29-Apr-21	\$60,000,000
Repay	309	-\$30,000,000			22-Apr-21	\$30,000,000
Issue	311	\$30,000,000	0.16806	22-Apr-21	24-Jun-21	\$60,000,000
Repay	310	-\$30,000,000			29-Apr-21	\$30,000,000
Repay	311	-\$30,000,000			24-Jun-21	\$0
Issue	312	\$30,000,000	0.18058	24-Jun-21	23-Sep-21	\$30,000,000
Repay	312	-\$30,000,000			23-Sep-21	\$0
Issue	313	\$30,000,000	0.19818	23-Sep-21	28-Oct-21	\$30,000,000
Repay	313	-\$30,000,000			28-Oct-21	\$0
Issue	314	\$30,000,000		28-Oct-21	27-Jan-22	\$30,000,000

B. AUDITED FINANCIAL STATEMENTS

The 2021 Audited Consolidated Financial Statements will be attached once they have been reviewed by the Finance and Audit Committee and approved by the Board of Directors.

C. COMPLAINTS SUMMARY

Corporate Overview

In 2021, TransLink's combined service hours for the Bus and Rail operations (excluding HandyDART) increased to 7.0 million service hours from 6.9 million service hours in 2020. The number of boarded passengers (excluding HandyDART) increased by 2.2 per cent from 218.1 million in 2020 to 222.8 million in 2021. For HandyDART, the number of boarded passengers increased by 9.9 per cent from 698 thousand in 2020 to 767 thousand in 2021.

TransLink remains committed to customer service excellence and safety is always our top priority. Our continued response to the COVID-19 pandemic following provincial guidelines with mandatory masks on board, physical distancing and vaccination policies for employees and contractors ensure the continued safety of our customers and employees. We will continue to monitor customer complaints closely and adjust our service as needed to best serve our customers.

In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink, including the shutdown of multiple network systems. As a result, Enterprise complaints information is incomplete, to various degrees, across the period of November 28, 2020 to August 19, 2021. The exception to this is complaints information for select contracted services (West Vancouver's Blue Bus, HandyDART and Compass Vending Machines), which is collected in separate external systems and were unaffected by the cyberattack. Table I below details complaint data availability:

Table I – 2020-2021 Complaint Datasets

Mode	2020 Complete Dataset	2021 Complete Dataset
CMBC (Conventional Bus and SeaBus) ¹	January 1 to November 27	August 19 - December 31
HandyDART ²	Full year	Full year
SkyTrain (Expo and Millennium Lines) ¹	January 1 to November 27	August 19 - December 31
SkyTrain (Canada Line) ¹	January 1 to November 27	August 19 - December 31
West Coast Express ³	Full year, except December 1 – December 13	Full year, except July 1 - August 18
TransLink Corporate ⁴	January 1 to November 27	August 19 - December 31
¹ 2020: From November 28 to December 31, no data was captured due to systems unavailability. 2021: From January 1 to May 31, limited data was compiled manually, primarily based on simplified feedback forms submitted through e-mail. Effective June 1, Customer Information Services telephone logs were restored, followed by the Online Feedback Form on August 19, at which point the full suite of complaints capturing information was fully restored. The exception throughout this time was West Vancouver's Blue Bus services, which were unaffected as information is recorded in external systems.		
² Collection of the complaint data was unaffected by the December 2020 cyberattack as information is recorded in external systems.		
³ WCE information was recorded on an external system until July 1, 2021, when it became integrated with TransLink tracking systems. 2020: From December 1 to December 13, no data was captured due to system unavailability. 2021: On July 1, WCE complaints tracking system was integrated with the main SkyTrain tracking system, thus complaints data availability was subject to the same system limitation as SkyTrain from July 1 to August 19, 2021.		
⁴ 2021: From November 28 to December 31, 2020 no data was captured except for Compass Vending Machines (CVM). 2021: From January 1 to May 31, limited data was compiled manually, primarily based on simplified feedback forms submitted through e-mail. Effective June 1, Customer Information Services telephone logs were restored,		

followed by the Online Feedback Form on August 19, at which point the full suite of complaints capturing information was considered fully restored.

The exception throughout this time was Compass Vending Machines, which were unaffected as information is recorded in external systems.

“Complaints per million customer interactions” represents the ratio of all complaints from across the Enterprise against the total number of Enterprise-wide customer interactions, allowing us to report on our performance. Customer interactions are defined as all boardings on the transit system. While we were able to collect complete complaint data starting August 19, 2021, a daily breakdown of the complaint data was unavailable. The first month of complete complaints data was September 2021. The 2021 ratio, therefore, is based on the full-month complaint data from the period of September 1 to December 31, 2021 matched with customer interactions for the same period, to enable comparability. The 2021 enterprise-wide complaints were 9,189 against a total of 90.4 million customer interactions, resulting in a ratio of 101.6 complaints per million customer interactions. In comparison, the 2020 enterprise-wide complaints were 22,081 against a total of 203.0 million customer interactions, resulting in a ratio of 108.8 complaints per million customer interactions. The 2020 ratio is calculated based on complaint data and customer interactions for the period from January 1 to November 27, 2020. The incomplete nature of the dataset impairs comparison with prior years.

A summary of complaints and customer interactions is provided in Table A below.

Table A

Corporate Summary	2021³	2020⁴	2019	2018
CMBC	11,335	13,388	27,552	29,019
SkyTrain (Expo and Millennium Lines)	701	1,272	1,582	1,711
SkyTrain (Canada Line)	94	153	305	233
West Coast Express	98	280	232	259
HandyDART	1,609	1,247	3,147	2,763
Transit Service Complaints	13,837	16,340	32,818	33,985
TransLink Corporate	2,949	5,857	11,228	10,370
Total Complaints	16,786	22,197	44,046	44,355
Total Customer Interactions¹	90,425,629	203,007,550	452,935,076	437,375,700
Complaints per Million Customer Interactions²	101.6	108.8	97.2	101.4

¹ The derivation of customer interactions for 2020 used a different methodology from previous years as a result of the temporary suspension of fare collection on buses in the first months of the COVID-19 pandemic, the replacement of fareboxes on buses and the December 2020 cyberattack.

² The 2021 ratio of “Complaints per million customer interactions” is based on the complete dataset of complaints for the period from September 1, 2021 to December 31, 2021. The 2020 ratio is based on the period from January 1, 2020 to November 27, 2020 when complete data was available.

³ Complaint data was collected in 2021 with limited data between January 1 and August 18, 2021 as complaint logs were incomplete for CMBC, SkyTrain Expo and Millennium Lines, SkyTrain Canada Line and TransLink Corporate. See Table I above.

⁴ 2020 complaint data was restated to include West Vancouver’s Blue Bus, HandyDART and CVM complaints information recorded between November 28 to December 31, 2020, and WCE complaints information between December 14 to 31, 2020.

Coast Mountain Bus Company

CMBC complaint data is normally collected through TransLink's online feedback form and Customer Information (CI) Services telephone logs, with the exception of HandyDART and West Vancouver's Blue Bus. With some of TransLink's systems taken offline following the December 2020 cyberattack, during the period from January to May 2021 complaints considered to be of a serious nature received by phone were tracked manually to ensure our customers' priority concerns were addressed.

On June 1, 2021, CI Services telephone logs were reactivated and the online feedback application was restored on August 19, 2021. As such, the telephone complaints data reported for the months of January through May 2021 are only a small subset of normal volumes. Furthermore, the change in data collection methodology for the period from January to May 2021 to an entirely manual process makes this data set more vulnerable to errors.

The lack of an online feedback application from January to August 18, 2021 significantly impacts the completeness and accuracy of complaints data during this period. As a reference, approximately 53.0 per cent of total complaints received across 2018 to 2020 were through the online feedback form.

The incomplete nature of the dataset impairs further analysis, but overall, when comparing the complete data set from September 1 to November 27, 2021 with the same period of the previous year, customer complaints have seen a slight increase.

For the months reported in 2021, 60 per cent of all complaints involved Transit Operators and 36 per cent were related to service delivery. CMBC remains committed to customer excellence and will continue to monitor closely customer complaints and adjust our service as needed to best serve our customers.

All complaints are logged and assigned a priority code of P1 or P3. P1 complaints are urgent and, in 2021, all were investigated within 48 hours. P3 complaints are less critical and must be resolved within 15 business days. Approximately 93 per cent of complaints were closed within 15 business days.

In 2021, we continued our focus on customer experience with the following accomplishments:

- Participated in a successful test of technology to sanitize surfaces on a 60-foot articulated bus and two double-decker buses. Based on sample-testing performed on transit and in a lab, the trial concluded that select copper products on transit are durable and kill up to 99.9 per cent of all bacteria within one hour of the bacteria's contact with the surface;
- Introduced a new SeaBus, the Burrard Chinook, to support 10-minute frequency in peak periods;
- In collaboration with Transit App, launched a new feature allowing customers to see the estimated number of seats remaining on board buses when planning their transit journey;
- Collaborated with Fraser Health Authority to bring a Mobile Vaccine Bus into the community, helping residents get vaccinated quickly and efficiently; and
- Started the installation of roughly 8,400 Braille bus stop signs. The project is expected to be completed by the end of 2022.

SkyTrain — Expo and Millennium Lines

In 2021, Expo and Millennium Lines recorded a total of 701 complaints. Due to the data loss from November 27, 2020 to December 31, 2020 and incomplete data collection from January 1, 2021 to August 18, 2021 as a result of the December 2020 cyberattack a daily breakdown of the complaint data was unavailable. The complete full month data was only received from September 1 to December 31, 2021.

Among the 701 complaints registered in 2021, over 33 per cent related to stations and/or areas around the stations (Parkways) and were primarily concerned with track noise. Most track noise complaints were received from residents living close to the SkyTrain systems and were during the summer months when people tend to open their windows. As an ongoing part of SkyTrain's maintenance program, rail replacement and rail grinding are performed to help alleviate the noise level and improve ride quality. Communications on SkyTrain Noise Study progress are published on TransLink's website.

The second-largest category of complaints was in the Customer Relations category and primarily concerned TransLink's mask policy which has been implemented in line with measures instituted by the Provincial Health Officer in response to the COVID-19 pandemic.

BCRTC continues to receive commendations from customers in appreciation for SkyTrain Attendants' courteous assistance. To further improve customer experience and safety, BCRTC continues to focus on delivering a reliable service and enhancing cleaning and disinfecting of high-touch areas in trains and at stations.

Aside from continued reliable services, BCRTC also accomplished the following significant projects in 2021 to enhance customer experience:

- Participated in TransLink's copper pilot project to test its benefits of killing bacteria and viruses on our fleet;
- Completed the installation of station digital display, speakers, and CCTV allowing for more real-time updates to customers; and
- Supported the pilot project of free WI-FI onboard trains and transit hubs.

SkyTrain — Canada Line

In 2021, Canada Line recorded a total of 94 complaints. Due to the data loss from November 27, 2020 to December 31, 2020 and incomplete data collection from January 1, 2021 to August 18, 2021 as a result of the December 2020 cyberattack, a daily breakdown of the complaint data was unavailable. The complete full month data was only received between September 1 to December 31, 2021.

Among the 94 complaints registered in 2021, 36 per cent related to Trains, primarily regarding the service schedule for passengers transfers at Bridgeport Station to and from YVR-Airport Station. Canada Line operators are closely monitoring the service performance throughout the system. Schedules are optimized for the entire Canada Line network. Other concerns included train wheel noise and the condition of the trains.

As with the Expo and Millennium lines, as customers returned to transit during 2021 their concerns tended to highlight the importance of safety during the pandemic. The second-largest category of complaints again fell under the Customer Relations category and mainly related to the mask policy. While staff reminded passengers of the provincial mandate to wear a mask, Canada Line also focused on improving its processes in response to the pandemic. Daily cleaning and disinfecting were scheduled on the trains and filter elements in the ventilation systems were upgraded on all trains to help keep customers safe.

Canada Line Attendants were praised for their demeanour while assisting customers. Customers appreciated the courteous and responsive service when they lost valuable items on the train.

West Coast Express

In 2021, WCE received a total of 98 complaints. Starting July 1, 2021, WCE integrated their complaints tracking system with CI Services. Prior to July 2021, WCE used an independent tracking system that was not affected by the December 2020 cyberattack. As CI Services did not have online feedback restored until August 19, 2021, WCE complaint data from July 1, 2021 to August 18, 2021 was incomplete.

In 2021, the largest category of complaints was under the Customer Relations category, most of which were regarding onboard customer-to-customer etiquette, for example, eating or drinking and not wearing masks. Approximately 30 complaints, which accounted for 30 per cent of the overall number, fell under the System Schedule category primarily driven by requests to add more trains to deliver the regular five-train service level and regarding certain service delays.

Throughout the pandemic, WCE has posted signs and made announcements to remind customers of social distancing and mask-wearing. Daily ridership has been monitored to ensure service levels are right-sized for the returning demand. Customers continued to send commendations in appreciation of the efforts made to accommodate them and the situation, and to the staff for their kindness and positivity during this challenging year.

HandyDART

HandyDART complaint numbers increased by 29 per cent between 2020 and 2021, while the number of trips increased by 12 per cent, as the COVID-19 pandemic continues to significantly impact service delivery. The collection of the complaint data was unaffected by the December 2020 cyberattack as a separate customer feedback tracking system was used.

Out of all complaints, operator-related complaints were 53 per cent, service-related complaints were 29 per cent and taxi complaints accounted for 18 per cent.

Every complaint is reviewed and both the complainant and the employee(s) concerned receive a follow-up. A thorough investigation is completed to understand the root cause and then appropriate steps are taken to rectify the situation including actions such as coaching and/or process review. Taxi complaints are reviewed with the taxi company and a similar process is followed. CMBC is working with all taxi companies to improve consistency in these processes.

All complaints are logged and assigned a priority code of P1 or P3. P1 complaints are deemed urgent, and in 2021, all P1 complaints were resolved within 48 hours. P3 complaints are deemed less critical and must be resolved within five business days. First Transit, the HandyDART service provider, continues to investigate every customer complaint including follow-up with the complainant. Coaching and remedial training are provided when required.

To reduce operator-related complaints, HandyDART Operator Refresher Training was developed in 2020 and continued in 2021. It includes a special focus on operator interaction with customers. In 2021, the frequency of the training was increased from annual to semi-annual. First Transit has also developed additional sessions for operators who had more complaints about their behaviour than the average. At year-end, about 20 per cent of the operators with several complaints had received two training sessions. Also, changes to scheduling have been implemented to improve both on-time performance and ride-times.

First Transit continues to support customer service training to the taxi companies at no cost to TransLink; however, with low taxi trip numbers in 2021 due to the COVID-19 pandemic and physical distancing orders, taxi training was limited. Nevertheless, discussions with the taxi associations focusing on improving the customer experience, commenced in 2021 and will continue in 2022.

Although the pandemic and its related effects continued through 2021, we maintained our focus on communication and engagement with HandyDART customers. The second iteration of our wellness check-in calls started in the spring of 2021 and was completed in the summer. Along with taking the time to connect with our valued customers, we wanted to take this opportunity to proactively reach out to gauge their interest in returning to travel with us, so we could better anticipate ridership demand. In addition, Compass on HandyDART was implemented in October 2021 as well as the age-based discounts on HandyDART as part of the HandyDART Modernization program as a customer experience improving initiatives.

Detailed Complaint Tables

Tables B and C show complaints received from 2018 to 2021. Table B reflects specific transit services while Table C covers TransLink Corporate in the same period.

Table B

CMBC	2021			2020 ³	2019	2018
	Bus ²	HandyDART	Total	Total	Total	Total
Service Delivery ¹	3,283	761	4,044	3,408	10,114	10,753
Service Planning	481	-	481	646	1,604	1,856
Staff	5,892	848	6,740	7,991	15,225	17,184
Website	61	-	61	109	183	161
Cell Phone/Radio	59	-	59	47	87	64
Accessibility/Racks	270	-	270	423	535	421
Other	1,289	-	1,289	2,011	2,951	1,343
Subtotal	11,335	1,609	12,944	14,635	30,699	31,782

¹ The complaint data for Bus is unavailable between November 28 and December 31, 2020 with the exception of West Vancouver's Blue Bus and HandyDART, and is considered incomplete between January 1 and August 18, 2021 as a result of the December 2020 cyberattack.

² Includes SeaBus and Community Shuttle as well as the contracted services of Langley and New Westminster Community Shuttles and West Vancouver's Blue Bus. Prior year total numbers included HandyDART. The complaint data for Bus except for West Vancouver's Blue Bus is incomplete between January 1 to August 18, 2021. HandyDART data includes all complaints from January 1 to December 31.

³ Restated 2020 complaint data to include contracted services complaint data as West Vancouver's Blue Bus and HandyDART were unaffected by the December 2020 cyberattack while Conventional Bus and SeaBus data pertains to the period from January 1 to November 27, 2020 only.

BCRTC	2021				2020 ³	2019	2018
	SkyTrain Expo and Millennium ¹	SkyTrain Canada Line ¹	West Coast Express ²	Total	Total	Total	Total
System Schedule	83	-	30	113	383	404	305
Fares & TVMS	-	-	-	-	2	8	17
Stations/Parkways	234	19	10	263	689	603	672
Trains	87	34	6	127	161	434	458
Customer Relations	156	19	36	211	317	417	531
Safety/Security	141	22	16	179	153	253	220
Sub-total	701	94	98	893	1,705	2,119	2,203

¹ The complaint data for Expo and Millennium and Canada Line is incomplete from January 1 to August 18, 2021 as a result of the December 2020 cyberattack.

² The complaint data for WCE was unaffected from January 1 to June 30, 2021, as a different customer feedback system was utilized. As of July 2021, the WCE complaint system was integrated with the CI Services, hence, the complaint data captured between July 1, 2021 to August 18, 2021 was considered incomplete.

³ 2020 data for SkyTrain Expo and Millennium and SkyTrain Canada Line is for the period from January 1 to November 27, 2020 while WCE complaint data is for the periods from January 1 to November 30, 2020 and from December 14 to December 31, 2020.

Transit Service Total	2021 ¹	2020 ²	2019	2018
Complaints (CMBC + BCRTC)	13,837	16,340	32,818	33,985
Total Customer Interactions	90,425,629	203,007,550	452,935,076	437,375,700

¹ Complaint data is incomplete between January 1 and August 18, 2021. Total Customer Interactions are normalized to enable comparability.

² Complaint data is incomplete between November 28 and December 31, 2020. Total Customer Interactions are normalized to enable comparability.

Table C

TransLink Corporate	2021 ¹	2020 ²	2019	2018
Policy-Related (Fares, service optimization, advertising, Compass, fare gates, etc.)	2,949	5,857	11,228	10,370

¹ Complaint data is incomplete between January 1 and August 18, 2021.

² Complaint data is incomplete between November 28 and December 31, 2020.

Complaint Handling Through Social Media

Customer complaints at TransLink are handled on several social media channels. In 2021, the CMBC-staffed @TransLink Twitter channel received the most complaints and/or comments followed by the TransLink-staffed Facebook and Instagram channels.

When complaints are made via social media, staff engage with customers to resolve the issue. If a complaint cannot be dealt with online, if a matter needs escalation or if privacy issues are a concern, customers are asked to log their complaints with CMBC's CI Services department through an online form or by contacting the department offline. Customers are then engaged on an individual basis until a resolution can be reached.

Twitter

In 2021, the primary social media channel for customer inquiries was through @TransLink on Twitter. This channel saw a similar number of customer communications to 2020 but lower than 2018 and 2019 due to a decrease in ridership as a result of the COVID-19 pandemic.

Tweets from @TransLink were down 21 per cent compared to 2020, tweeting on average 56 times a day compared to roughly 70 times a day in 2020 and roughly 120 times a day in 2019 and 2018.

At the end of 2021, the channel had maintained approximately the same follower count as 2020, with 199,000 followers compared to 196,000 followers at the end of 2019 and 180,000 followers at the end of 2018.

Most inbound tweets from customers were service-related inquiries about how to complete journeys and COVID-19 related matters. The top three most engaged tweets from @TransLink were about kids under 12 riding free, sweepstakes and May the 4th.

Facebook

Like Twitter, customer complaints and/or comments on Facebook remained similar to 2020. With 42,000 followers, the page maintained the same number of followers in 2021 as it had in 2020. This is in comparison to 39,600 in 2019 and 34,500 followers in 2018. The levelling off for followers is attributed to the reduction in ridership as a result of the COVID-19 pandemic and Facebook's stagnant growth overall as emerging social media users adopt Instagram and TikTok as their primary social media channels.

The most engaging posts in 2021 included a story on The Buzzer that was a guide for customers on how to best ride transit during the winter months, braille signage being installed on bus stops across Metro Vancouver and a sneak peek of the new Mark V SkyTrain car. A popular topic of conversation was COVID-19 and the related impacts to transit service such as overcrowding, masking and service levels.

Instagram

As Instagram becomes more of a “go-to” social media channel for more customers, this channel has evolved to deliver more service-related content. Customers are choosing to use Instagram to share concerns via comments on our posts and through direct messages. Topics of conversation included COVID-19 related concerns, such as overcrowding, masking and service levels.

The channel grew nearly 12 per cent to 23,500 in 2021 from 21,000 followers in 2020. The top-three most engaging posts on Instagram in 2021 were about the model Mark V SkyTrain car, “Tap In to Win” campaign and marking the 35th anniversary of Expo 86.

D. CUSTOMER SATISFACTION

2021 Customer Service Performance Ratings

Table D below summarizes the percentage of customers who gave good-to-excellent service ratings, which is defined as a rating of 8, 9, or 10 out of 10.

All transit systems and mode-specific attribute measures, including overall service, are based on asking customers directly. In other words, overall service is not calculated mathematically from any of the specific service attributes, such as frequency or reliability.

The analysis is segmented into the following groups:

- Transit System (includes people who have ridden the bus, SeaBus or SkyTrain at least once within the last 30 days);
- Bus System (includes all CMBC bus service, as well as West Vancouver Transit and contracted Community Shuttle service);
- SkyTrain (the SkyTrain segment includes the Expo, Millennium and Canada Lines);
- SeaBus;
- WCE; and
- HandyDART (with registered HandyDART customers).

Data are from three sources:

- TransLink's Bus, SkyTrain, SeaBus Customer Service Performance Survey interviews adults who have taken transit at least once within the last 30 days in Metro Vancouver. Interviews are conducted daily by phone;
- TransLink's WCE Customer Service Performance Survey is conducted twice per year (March and September) onboard the WCE train. Surveys are partially administered by an interviewer and may be completed by the individual; and
- TransLink's HandyDART Customer Service Performance Survey is conducted once per year in the Fall by phone, primarily with past month's users of the service.

Customer Service Performance Summary for 2021 — Transit System, Bus, SeaBus, SkyTrain, WCE and HandyDART

Transit System

The onset of the COVID-19 pandemic in 2020 triggered significant shifts in top ratings across Bus, SkyTrain and SeaBus, which were likely influenced by riders' changing perceptions and expectations of the transit system. That trend has continued in 2021, with ridership remaining well below pre-pandemic levels, and the incidence of qualifying for the Customer Service Performance studies also considerably lower than pre-pandemic levels. The results may also be impacted by the increased proportion of captive riders (those without access to a car) interviewed, which remains higher than pre-pandemic levels.

In 2021, three-quarters of adult transit riders (75 per cent) gave the system good-to-excellent scores of 8, 9 or 10 out of 10 for overall service. These high ratings were steadily maintained through the first three quarters of the year, dropping slightly in the last quarter of the year (71 per cent in Q4 2021), when the system got busier.

The top key drivers of riders' perception of TransLink's services are Value for Money and Good Connections. These both held steady throughout the year and their annual values are both in line with 2020. 61 per cent of TransLink's customers felt they were getting good-to-excellent value for the money they spend on transit (relatively unchanged

from the 60 per cent in 2020). More than half (56 per cent) of TransLink's customers rated transit services having Good Connections (the same proportion as 2020).

Bus

Close to three-quarters (72 per cent) of bus riders rated the overall bus service provided in Metro Vancouver as good-to-excellent, which was the same rating as 2020.

The top three strengths of the bus service remain: having an operator who drives safely and professionally, having a direct route and feeling safe from crime on board the bus. More than 80 per cent of riders gave scores of 8 or higher to each of these attributes.

Frequency of service, overcrowding and on-time reliability remain the three lowest-rated bus service attributes, although the ratings for each attribute remain higher than pre-pandemic values.

SkyTrain

In 2021, 83 per cent of SkyTrain customers, which includes Canada Line, gave the overall service good-to-excellent scores. This was up two percentage points from 2020.

Ratings for overcrowding improved in 2021 (65 per cent compared to 61 per cent in 2020). Courteous, Competent and Helpful Staff also showed improvement over last year (85 per cent compared to 80 per cent in 2020). Most other ratings were decreased from a year ago: most notably Staff Availability, Delays Announced and Explained, SkyTrain cleanliness and Feeling Safe from Crime Onboard were all down four percentage points from 2020.

SeaBus

SeaBus remains a high-rated transit mode with almost nine-in-ten (88 per cent) SeaBus customers rating the service an 8 out of 10 or higher overall. Ratings for Overall Service, Frequency of Service, Feeling Safe from Crime at the Terminal, Clean and Graffiti-Free Vessel and Trip Duration are all up from 2020; while crowding ratings are down from last year.

West Coast Express

Similar to 2020, 88 per cent of WCE riders gave Overall Service good-to-excellent scores this year (89 per cent in 2020). Service for much of the year remained reduced from five to three daily trains in each direction. In September this was increased from three to four trains in each direction. There was a noticeable improvement in the ratings for Frequency of Service between the March and September surveys. However, the year-over-year increase was quite minimal and still not up to the pre-COVID Frequency of Service ratings. On-time, Reliable Service (at 83 per cent) is up six percentage points from last year, but the largest change over the previous year was in having sufficient parking (45 per cent compared to 36 per cent in 2020), likely due to reduced overall demand for WCE service while parking capacity remained constant.

HandyDART

HandyDART remains a highly rated transit service, with 82 per cent of riders giving good-to-excellent ratings for overall service, down from 89 per cent 2020, but still rated high compared with prior years. With an increase in demand over 2020, most ratings were down slightly from last year. However, all ratings related to HandyDART vehicles (Cleanliness and Vehicle Safety) and drivers (Courteous Drivers, Skills to Assist Passengers) remained above 90 per cent (riders awarding good-to-excellent ratings).

Table D - 2021 Customer Service Performance Scores

Attributes*	Transit System	Bus System	SkyTrain	SeaBus	West Coast Express	Handy DART
	Per cent who gave scores of 8, 9 or 10 out of 10					
Overall Service	75	72	83	88	88	82
Value for Money	61				69	85
Good Connections	56				67	
Adequacy of Transit Information — Stops/Stations	58					
Adequacy of Transit Information On-Board — Bus	56					
Adequacy of Transit Information On-Board -- SkyTrain	72					
Adequacy of Transit Information On-Board — SeaBus	75					
Transit Information Availability (On-Board and Stations)					77	
Operation of Service During Convenient Hours	66				46	
Having Enough Bus Shelters	40					
Ease of Getting Information from Telephone Information Line	70					
Ease of Finding Information on Website	58					
Having a Courteous Bus Operator/Having Courteous, Competent and Helpful Staff/Drivers		79	85	95	95	93
Safe and Professional Bus Operator		89				
Feeling Safe from Crime on Board the Bus / SkyTrain		82	76			
Feeling Safe from Crime at the Stop and Transit Exchange /Inside SkyTrain Stations / at SeaBus Stations		78	71	86		
Feeling Safe from Crime (On-Board and Stations)					90	
Feeling Safe from Crime (WCE Parking Lots)					55	
Not Being Overcrowded		64	65	73	70	
On-Time, Reliable Service		67	88	93	83	79
Clean and Graffiti Free Buses / SkyTrain Cars / Vessel / Vehicles and Stations		78	73	88	93	
Having A Direct Route		84				
Trip Duration from the Time You Boarded to the Time You Got Off		81		92	89	
Frequency of Service		58	80	75	59	
Staff Availability			35	71	87	
Delays Are Announced and Explained			38		76	
Enough Parking					45	
Equipment Provides a Safe Ride					93	
Driver's Skills to Assist Passengers Who Have a Physical Disability						93
Feeling Safe from Injury When Riding HandyDART						91
Ease of Booking a Trip on HandyDART						84
HandyDART Vehicle Cleanliness and Good Repair						92
Availability of HandyDART When Needed						84

*Attributes that are not applicable under a particular mode are shaded grey

E. CHANGES TO ARTICLES OF THE AUTHORITY

The Articles of the Authority are established by the Board of Directors of the Authority pursuant to Section 190(3) (f) of the *South Coast British Columbia Transportation Authority Act*. The Articles are available on TransLink's website

The following sections of the Articles of the Authority were amended and were approved by the Board of Directors in 2021. The amendments themselves are in **bold** with removals shown with strikethroughs.

6. TELECONFERENCING/VIRTUAL MEETINGS

- 6.1 A director may participate in a meeting of the board by means of **virtual meeting technology**, conference telephones or other communications facilities by means of which all directors participating in the meeting can hear each other and provided that the Chair agrees to such participation.
- 6.2 A director participating in a meeting in accordance with this section shall be deemed to be present at the meeting and shall be included in the determination of quorum and be entitled to speak and vote.

13. BOARD SKILLS AND EXPERIENCE PROFILE

The Board Skills and Experience Profile sets out the combination of skills and experience that must be represented on the TransLink Board of Directors. Overall, Directors should have the skills and experience to effectively **oversee the operation of TransLink in an efficient and cost-effective manner**, monitor the performance of TransLink and the Chief Executive Officer and add value and provide support for management in establishing strategy and reviewing risks and opportunities and account to the public.

13.1 Personal Characteristics

Directors should possess the following personal characteristics:

- Integrity and accountability
- Demonstrated high ethical standards and integrity in their personal and professional dealings, and who are willing to act on, and remain accountable for, their Boardroom decisions
- Appreciation for the board's responsibility to the public
- Informed judgment
- Ability to provide wise, thoughtful counsel on a broad range of issues
- **Ability to be adaptable and flexible**
- ~~Financial literacy~~
- ~~Familiarity with processes for evaluating TransLink's performance~~
- Ability to understand and exercise due diligence with regard to the statutory obligations of TransLink as a corporation
- Mature confidence
- Preference for Board and team performance over individual performance
- Respect for others
- High performance standards
- A history of achievements that reflect high standards for themselves and others
- Ability to commit to time required to fulfil duties
- Ability to provide advice and make decisions in the best interest of the organization without regard to partisan politics
- No real or perceived conflicts

13.2 ~~Other~~ **Additional** Considerations

Within the context of the Board skills requirements, ~~consideration~~ emphasis should be given to diversity, as broadly defined, ~~of gender, cultural heritage and regional representation~~ which reflects the community throughout TransLink's transportation service region, including gender identity/sexual orientation, cultural heritage, generational/age, persons with disabilities, mobility, visible minorities/Indigenous peoples and regional representation.

13.3 Specific Skills and Experience

The Board's strategic priorities, and therefore the required skills and experience, change from time to time. However, given the Board's **current near and long-term** strategic priorities, and the associated challenges and opportunities, the Board members, as a group, should possess the following skills and experience, with each Director contributing knowledge, experience, and skills in at least ~~one~~ **one or two** domains.

- Previous Board experience
- Corporate leadership
- Strategic planning
- Policy ~~considerations~~ **experience** surrounding the establishment and delivery of a wide variety of road and transit services and the public environment of transportation
- Transportation operations similar in scope to TransLink's operations
- Capital project oversight
- Complex procurement processes
- Real estate development
- Community engagement and leadership
- **Knowledge of the federal, provincial, and local government environments as well as a treaty, unceded and non-land-based Nations**
- ~~Knowledge of the local government environment~~
- ~~Credibility with federal, provincial and municipal governments~~
- Finance
- Audit and internal controls
- Risk management
- Information technology, cyber security
- Legal
- Safety
- Sustainability
- Environmental strategies
- Marketing and communications
- Human resource processes

The Board of Directors may, from time to time, approve by resolution Board Competencies Guidelines which are supplemental to this Section 13.2 of the Articles for reference by the Screening Panel as a tool to provide additional background and guidance for the Skills and Experience requirements for prospective Board members as set out in Section 13.2 of the Articles.

F. BOARD SUMMARY

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
January 20, 2021	Board Meeting	<ul style="list-style-type: none"> Approved amendments to TransLink Investment Policy Approved HandyDART Users Advisory Committee 2021 Appointments
February 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> Received reports on Federal Funding, Surrey Langley Skytrain Project, HandyDART Modernization Project
March 8, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> Received reports on Response to COVID-19 Pandemic Impacts, Investment Plan, Rail Infrastructure Upgrades
March 15, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> Received reports on Transport 2050, Burnaby Mountain Gondola, COVID-19 Pandemic Impacts and Responses, Ridership Recovery, 2020 Access Transit Users' Advisory Committee Annual Report, 2020 HandyDART Users' Advisory Committee Annual Report
March 15, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> Subsidiary Board Appointments, recommended for Board approval Appointment of Conduct Review Advisor, recommended for Board approval In-Camera items, recommended for Board approval
March 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> Enactment of South Coast British Columbia Transportation Authority 2021 Property Tax Bylaw Number 137-2021, recommended for Board adoption Enactment of South Coast British Columbia Transportation Authority 2021 Replacement Tax Bylaw Number 138-2021, recommended for Board adoption South Coast British Columbia Transportation Authority Transit Tariff Bylaw 139-2021, recommended for Board adoption Approved Internal Audit and Continuous Improvement Project Plan for 2021 In-Camera item, recommended for Board approval
March 16, 2021	Board Meeting	<ul style="list-style-type: none"> Received In-Camera report
March 25, 2021	Board Meeting	<ul style="list-style-type: none"> Adopted South Coast British Columbia Transportation Authority 2021 Property Tax Bylaw Number 137-2021 Adopted South Coast British Columbia Transportation Authority 2021 Replacement Tax Bylaw Number 138-2021 Adopted South Coast British Columbia Transportation Authority Transit Tariff Bylaw 139-2021 Approved Subsidiary Board Appointments Approved Appointment of Conduct Review Advisor Approved In-Camera items
April 26, 2021	Board Meeting	<ul style="list-style-type: none"> Discussed In-Camera items

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
May 4, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> In-Camera item, recommended for Board approval
May 7, 2021	Board Meeting	<ul style="list-style-type: none"> Approved In-Camera item
May 11, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> 2020 Year End Financial and Performance Report, endorsed for public release 2020 Statutory Annual Report, recommended for Board approval 2020 Audited Consolidated Financial Statements, recommended for Board approval
May 20, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> Received report on Board Competencies
May 20, 2021	Board Meeting	<ul style="list-style-type: none"> Approved 2020 Statutory Annual Report Approved 2020 Audited Consolidated Financial Statements
June 2, 2021	Board Meeting	<ul style="list-style-type: none"> Received In-Camera report
June 7, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> 2020 Financial Information Act Filing, recommended for Board approval Q1 Financial and Performance Report, endorsed for public release Credit Agreement Extension, recommended for Board approval Ridership Recovery Program Initiative, recommended for Board approval South Coast British Columbia Transportation Authority Transit Tariff Bylaw 140-2021 recommended for Board adoption
June 7, 2021	Board Meeting	<ul style="list-style-type: none"> Approved 2020 <i>Financial Information Act</i> Filing
June 8, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> Burnaby Mountain Gondola Business Case Development, recommended for Board approval HandyDART Modernization Process, recommended for Board approval Ridership Recovery Program initiative, endorsed for Board approval
June 8, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> Amendments to the Articles of the South Coast British Columbia Transportation Authority and Board Competencies Guidelines, recommended for Board approval Subsidiary Board Appointments, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
June 17, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved HandyDART Modernization Process • Adopted South Coast British Columbia Transportation Authority Transit Tariff Bylaw 140-2021 • Approved Amendments to the Articles of the South Coast British Columbia Transportation Authority and approved Board Competencies Guidelines • Approved Modification to TransLink Rules and Regulations – Rule #11 • Approved Ridership Recovery Program initiative • Approved Burnaby Mountain Gondola Business Case Development • Approved Credit Agreement Extension • Approved Subsidiary Board Appointments
June 28, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • In-Camera item, recommended for Board approval
July 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Amendments to General Fund Investment Policy Limits, recommended for Board approval
July 21, 2021	Board Meeting	<ul style="list-style-type: none"> • Adopted Greenhouse Gas Reduction Sub-target for Light Duty Vehicles for 2030 • Approved the Recommended Fast and Reliable Network for inclusion in Transport 2050 Phase 3 public engagement • Adopted South Coast British Columbia Transportation Authority Tariff Bylaw Number 141-2021 • Adopted South Coast British Columbia Transportation Authority Tariff Bylaw Number 142-2021 • Approved amendments to General Fund Investment Policy Limits
August 25, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Q2 Financial and Performance Report, endorsed for public release
September 13, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Surrey Langley SkyTrain Project advancements, recommended for Board approval • TransLink Corporate Safety and Health Policy, recommended for Board approval • Addition of Rule #12 – No Smoking or Vaping to TransLink Rules and Regulations, recommended for Board approval • 2022 Development Cost Charges Bylaw, recommended for Board approval • Annual Review of Financial Risk and Debt Management Policies, recommended for Board approval • In-Camera items, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
September 14, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • TransLink Comments on Metro Vancouver's Metro 2050 Regional Growth Strategy, recommended for Board approval • New 10-Year Vision advancement, recommended for Board approval • In-Camera item, recommended for Board approval
September 14, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Appointment of Board Chair, recommended for Board approval • Board Committees appointments, recommended for Board approval • Creation of Joint Board and Mayors' Council Working Group, recommended for Board approval • In-Camera item, recommended for Board approval
September 23, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved TransLink Corporate Safety and Health Policy • Approved Addition of Rule #12 – No Smoking or Vaping to TransLink Rules and Regulations • Approved 2022 Development Cost Charges Bylaw • Approved Surrey Langley SkyTrain Project advancements • Approved TransLink Comments on Metro Vancouver's Metro 2050 Regional Growth Strategy • Approved creation of Joint Board and Mayors' Council Working Group • Approved Financial Risk and Debt Management Policies • Approved Board Committees appointments • Approved appointment of Board Chair • Approved In-Camera items
October 15, 2021	Board Meeting	<ul style="list-style-type: none"> • In-Camera discussion
November 10, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Q3 Financial and Performance Report, endorsed for public release
November 10, 2021	Board Meeting	<ul style="list-style-type: none"> • In-Camera discussion
November 22, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • 2022 Business Plan, Operating and Capital Budget, recommended for Board approval • Amendments to Acceptable Use of Corporate Computing Systems Policy, recommended for Board approval • Approved In-Camera items
November 23, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • HandyDART and Access Transit Users' Advisory Committees 2022 Committee appointments, recommended for Board approval • Independent Transit Service, BCAA Electric Vehicle Service, recommended for Board approval • Bowen Island Community Shuttle Extension, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
November 23, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Amendment of Subsidiary Governance Framework, recommended for Board approval • 2022 Committee Structure, Membership and Appointment of Vice-Chair, recommended for Board approval • In-Camera item, recommended for Board approval
December 2, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved 2022 Business Plan, Operating and Capital Budget • Approved, Independent Transit Service, BCAA Electric Vehicle Service • Approved Bowen Island Community Shuttle Extension • Approved Enterprise Greenhouse Gas Emissions and Climate Targets • Approved In-Camera items • Approved Transport 2050 • Approved Amendments to Acceptable Use of Corporate Computing Systems Policy • Approved HandyDART and Access Transit Users' Advisory Committees 2022 Committee appointments • Approved 2022 Committee Structure, Membership and Appointment of Vice-Chair
December 10, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • In-Camera item, recommended for Board approval

G. FARE COLLECTION BYLAW

The current version of the Fare Collection Bylaw is shown below.

Definitions

1. In this regulation:

"Act" means the *South Coast British Columbia Transportation Authority Act*;

"pass" means a record that the authority or a related party has issued or recognized as authorization for the person to whom it was issued to enter a fare paid zone or board a transit vehicle that is not a fare paid zone, and includes, without limitation, a transfer, a fare receipt, a monthly pass, any other time-limited pass and a payment card;

"payment card" means a record issued by the authority or a related party if the following apply:

- (a) the person to whom the record is issued can, by paying money to the authority or a related party, create or increase a credit balance on the record;
- (b) the credit balance on the record can be applied by the person to whom the record was issued towards any fare;

"surcharge date", in relation to a ticket, means the later of

- (a) the date that is 180 days after the date of service of the ticket,
- (b) if the person to whom the ticket was issued disputes his or her liability under the ticket in accordance with section 4, the date that is 31 days after the date on which a notice of decision in response to the dispute is provided to that person under section 4 (4), and
- (c) if the person to whom the ticket was issued appeals his or her liability under the ticket in accordance with section 7, the date that is 7 days after the date on which a notice of decision in response to the appeal is provided to that person under section 7 (5);

"ticket" means a ticket issued under section 248 of the Act.

Description of infraction

2. Every word and phrase set out in Column 2 of Schedule 1 to this regulation is authorized to be used on a ticket to describe the infraction of contravening the provision of the Act referred to in Column 1 opposite that word or phrase.

Ticketed amounts

3. (1) For the contravention of a provision of the Act set out in Column 1 of Schedule 1 to this regulation,
 - (a) Column 2 of Schedule 1 sets out the description of the infraction for the purposes of section 2, and
 - (b) Column 3 of Schedule 1 prescribes the fine for the infraction.(2) On the surcharge date applicable to a ticket, a surcharge of \$40 is added to and forms part of the ticketed amount if full payment of the ticketed amount is not made before the surcharge date.
(3) On the date that is 366 days after the date of service of the ticket, an additional surcharge of \$60 is added to and forms part of the ticketed amount if full payment of the ticketed amount is not made on or before that date.

Dispute process

4. (1) For the purposes of section 251 (1) of the Act, a person to whom a ticket has been issued may dispute his or her liability under the ticket
 - (a) within 14 days after the date of service of the ticket, or

- (b) if the authority is satisfied that, due to extenuating circumstances, the person was not reasonably able within that 14-day period to dispute liability under the ticket, within any longer period that the authority may, in writing, specify.
- (2) To dispute liability under a ticket, the person to whom the ticket was issued must, within the dispute period referred to in subsection (1) of this section, provide to the authority, in accordance with subsection (3), a notice of the dispute
 - (a) identifying on which of the grounds set out in section 251 (1) of the Act the person is basing the dispute, and
 - (b) providing any information relevant to the dispute.
- (3) A notice of dispute under subsection (2) of this section must be provided to the authority by
 - (a) mailing it to the head office of the authority, or
 - (b) providing it electronically in the manner set out on the authority's website.
- (4) Within 30 days after receiving a notice of dispute under subsection (2), the authority must
 - (a) decide whether to confirm or cancel the ticket, and
 - (b) provide to the person who submitted the notice of dispute, in accordance with subsection (5), notice of that decision and the basis on which it was made.
- (5) A notice of decision under subsection (4) must be provided to the person who submitted the notice of dispute by
 - (a) mailing the notice of decision to the postal address provided for that person in the notice of dispute, or
 - (b) emailing the notice of decision to the email address provided for that person in the notice of dispute.

Appeal period

- 5. (1) For the purposes of section 253 of the Act, a person who has disputed liability under a ticket in accordance with section 4 of this regulation and Division 3 of Part 12 of the Act may appeal liability under the ticket to an arbitrator
 - (a) within 30 days after the authority provided notice under section 4 (4) of this regulation of the authority's decision, or
 - (b) if the arbitrator is satisfied that, due to extenuating circumstances, the person was not reasonably able within that 30-day period to appeal liability under the ticket, within any longer period that the arbitrator may, in writing, specify.
- (2) A request under subsection (1) (b) for an extension of time within which to appeal liability under a ticket must
 - (a) set out the reason why the person was unable to provide a notice of appeal within the 30-day period referred to in subsection (1) (a), and
 - (b) be provided to the authority by
 - (i) mailing the request to the head office of the authority, or
 - (ii) providing the request electronically in the manner set out on the authority's website.
- (3) Promptly after receiving a request referred to in subsection (2), the authority must provide the request to the arbitrator.
- (4) Within 14 days after receiving a request under subsection (3), the arbitrator must provide notice to the appellant and the authority as to whether an extension of time within which to appeal liability under the ticket has been granted and if an extension is granted, indicate the date before which the notice of appeal must be provided to the authority.

Additional grounds for appeal

- 6. For the purpose of section 253 (c) of the Act, a person may appeal liability under a ticket on the ground that relevant information was not submitted in the dispute procedure.

Appeal process

7. (1) To appeal liability under a ticket, the person to whom the ticket was issued must, within the appeal period referred to in section 5 (1), provide to the authority, in accordance with subsection (2) of this section, a notice of appeal
- (a) identifying on which of the grounds set out in section 253 of the Act or section 6 of this regulation the person is basing the appeal, and
 - (b) providing any information relevant to the appeal.
- (2) A notice of appeal under subsection (1) must be provided to the authority by
- (a) mailing it to the head office of the authority, or
 - (b) providing it electronically in the manner set out on the authority's website.
- (3) Promptly after receiving a notice of appeal under subsection (2), the authority must provide the notice of appeal to the arbitrator who has the earliest availability.
- (4) An arbitrator to whom a notice of appeal is provided under subsection (3) may request from the appellant or the authority any additional records or information that the arbitrator considers appropriate and may, in his or her sole discretion, authorize the appellant and the authority to provide the additional records or information to the arbitrator in one or more of the following manners:
- (a) in person;
 - (b) in writing;
 - (c) electronically.
- (5) After receiving a notice of appeal under subsection (3), the arbitrator must
- (a) confirm or cancel the ticket, and
 - (b) provide, in accordance with subsection (6), to
 - (i) the person who submitted the notice of appeal, and
 - (ii) the authority notice of that decision and the basis on which it was made.
- (6) A notice of decision under subsection (5) must be provided to the person who submitted the notice of appeal by
- (a) mailing the notice of decision to the postal address provided for that person in the notice of appeal, or
 - (b) emailing the notice of decision to the email address provided for that person in the notice of appeal.

Cancellation of tickets

8. If a ticket is cancelled under section 4 or 7 and some or all of the ticketed amount of the ticket has been paid to the authority, the authority must refund the amount paid.

Payment of fare

9. For the purposes of section 244 (1) (a) of the Act, a person may satisfy the requirement to pay the fare required by the tariff in any of the following manners:
- (a) if a pass has been issued to the person and that pass is valid for application to the fare,
 - (i) if a device that can record the use of the pass has been installed or made available by the authority or a related party for the fare paid zone or transit vehicle, by using the pass in such a way that
 - (A) its use is recorded by the device, and
 - (B) if the pass is a payment card, the unpaid portion, if any, of the fare is debited from the pass, or
 - (ii) if there is no such device installed or made available by the authority or a related party for the fare paid zone or transit vehicle but there is a transit employee at the person's entry point to the fare paid zone or transit vehicle, by presenting that pass to that transit employee for inspection;

- (b) if, under the tariff, another form of payment is authorized,
 - (i) if a device that can recognize that form of payment has been installed or made available for the fare paid zone or transit vehicle by the authority or a related party, by using that form of payment in such a way that
 - (A) its use is recorded by the device, and
 - (B) if applicable, the unpaid portion, if any, of the fare is debited from the form of payment, or
 - (ii) if there is no such device installed or made available by the authority or a related party for the fare paid zone or transit vehicle but there is a transit employee at the person's entry point to the fare paid zone or transit vehicle, by presenting that form of payment to that transit employee for inspection.

Proof of payment

- 10.** To comply with section 244 (1) (b) of the Act in relation to a fare, a person must
- (a) obtain and retain any receipt issued by the authority or a related party for the payment of that fare,
 - (b) if a pass that is valid for application to the fare is used, retain the pass, or
 - (c) if under the tariff another form of payment is authorized and that other form of payment is used, retain that form of payment and obtain and retain
 - (i) any receipt issued by the authority or a related party, and
 - (ii) any record in the person's power or control, whether in electronic form or otherwise, that confirms that the form of payment was used in payment of the fare.

Schedule 1

South Coast British Columbia Transportation Authority Act

Provision	Contravention	Fines
Section 244 (1) (a)	Fare evasion	\$173
Section 244 (2)	Failure to produce	\$173

H. SECTION 248 TICKETS AND COLLECTIONS

The numbers of tickets issued and dollar amounts collected under Section 248 from January 1 to December 31, 2021 are represented in the table below.

	Tickets Issued under Section 248 (number)*	Collected Ticket Amounts (\$)*
January 1 to December 31, 2021	5,891	705,207

** Preliminary estimates based on best available data at time of reporting.*

I. DEVELOPMENT COST CHARGES

The DCC Program was established as part of the funding strategy for investments included in the 10-Year Mayors' Vision. TransLink's Phase Two Investment Plan outlines the capital project categories that would be supported by the DCC program. For 2021, the DCC reserve fund had no opening balance and total contributions of \$44.8 million during the year were fully recognized as revenue. In the reporting year, a total of 26 applications were approved for a total waiver of \$3.8 million of levies.

DCC Reserve Fund	2021 (\$)
Opening balance	-
Contributions	44,773,260
Revenue recognized	(44,773,260)
Ending balance	-

DCC Waiver Applications	Number of Applications	Value of Applications (\$)
Approved DCC waiver applications	26	3,750,620
Approved DCC reduction applications	-	-

During the year ended December 31, 2021, the funds from the \$44.8 million recognised in DCC revenue have been proportionately allocated as follows:

Summary of DCC Program As of December 31, 2021 (\$ thousands)	Current Budget	Senior Government Funding	TransLink Capital Cost	Allocation of DCC Received
Bus Exchange/ Depot and SeaBus Expansion	169,389	58,306	111,083	4,907
New Major Projects	72,283	14,722	57,561	2,543
SkyTrain and West Coast Express Expansion	1,341,385	496,501	844,884	7,323
Total DCC Program	1,583,057	569,529	1,013,528	44,773

Consolidated Financial Statements
(Expressed in thousands of dollars)

**SOUTH COAST BRITISH COLUMBIA
TRANSPORTATION AUTHORITY**

And Independent Auditors' Report thereon

Year ended December 31, 2021



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INDEPENDENT AUDITORS' REPORT

To the Members of the Board of Directors of the South Coast British Columbia
Transportation Authority

Opinion

We have audited the consolidated financial statements of the South Coast British Columbia Transportation Authority (the "Authority"), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Authority as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditors' report thereon, included in the 2021 Annual Statutory Report and 2021 Year-End Financial and Performance Report documents.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indicators that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the 2021 Annual Statutory Report and 2021 Year-End Financial and Performance Report documents as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



Chartered Professional Accountants

Vancouver, Canada
March 24, 2022

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash and cash equivalents	\$ 575,623	\$ 397,571
Accounts receivable (note 7(k))	159,207	893,870
Loan receivable (note 3)	131,060	182,358
Restricted cash and cash equivalents and investments (note 4(a))	1,237,197	1,033,354
Investments (note 4(b))	165,616	96,059
Debt reserve deposits (note 5)	26,272	28,565
	<u>2,294,975</u>	<u>2,631,777</u>
Liabilities		
Accounts payable and accrued liabilities (note 7(k))	364,458	374,319
Debt (note 6)	2,937,864	3,035,241
Deferred government transfers (note 7(a))	1,325,681	1,196,485
Golden Ears Bridge contractor liability (note 8(a))	1,013,077	1,024,302
Deferred concessionaire credit (note 9(a))	432,629	455,902
Employee future benefits (note 10(b))	138,224	132,335
Deferred revenue and deposits	64,449	59,895
Deferred lease inducements	13,890	14,780
	<u>6,290,272</u>	<u>6,293,259</u>
Net debt	(3,995,297)	(3,661,482)
Non-financial assets		
Tangible capital assets (note 12)	5,704,158	5,579,590
Supplies inventory	91,161	83,613
Prepaid expenses	30,040	26,826
	<u>5,825,359</u>	<u>5,690,029</u>
Commitments and contingencies (note 13)		
Accumulated surplus	\$ 1,830,062	\$ 2,028,547

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:

"Lorraine Cunningham"
Chair

"Sarah Clark"
Director

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations
(Expressed in thousands of dollars)

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

	2021 Budget (note 2(t))	2021 Actual	2020 Actual
Revenues:			
Taxation (note 17)	\$ 888,774	\$ 899,448	\$ 849,986
Transit (note 7(l))	421,548	413,961	385,934
Government transfers (note 7(a))	552,357	203,780	793,771
Amortization of deferred concessionaire credit (note 9(a))	23,273	23,273	23,337
Investment income	46,715	52,882	53,763
Development cost charges (note 11)	16,889	44,773	19,734
Miscellaneous revenue	17,422	21,974	18,394
Gain (loss) on disposal of tangible capital assets	-	560	(10)
	1,966,978	1,660,651	2,144,909
Expenses:			
Bus operations	1,022,629	979,003	933,863
Corporate operations	229,553	147,371	139,963
Rail operations	488,338	472,086	441,894
Roads and bridges	173,005	215,172	158,157
Transit Police	45,374	45,504	41,475
	1,958,899	1,859,136	1,715,352
Surplus (deficit) for the year	8,079	(198,485)	429,557
Accumulated surplus, beginning of year	1,801,129	2,028,547	1,598,990
Accumulated surplus, end of year	\$ 1,809,208	\$ 1,830,062	\$ 2,028,547

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Changes in Net Debt
(Expressed in thousands of dollars)

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

	2021 Budget (note 2(t))	2021 Actual	2020 Actual
Surplus (deficit) for the year	\$ 8,079	\$ (198,485)	\$ 429,557
Acquisition of tangible capital assets	(654,296)	(358,471)	(422,176)
Amortization of tangible capital assets	249,942	233,789	229,450
Loss (gain) on disposal of tangible capital assets	-	(560)	10
Net proceeds from disposal of tangible capital assets	-	674	14
	(404,354)	(124,568)	(192,702)
Change in supplies inventory	(7,300)	(7,548)	(4,677)
Change in prepaid expenses	(1,500)	(3,214)	4,084
	(8,800)	(10,762)	(593)
Decrease (increase) in net debt	(405,075)	(333,815)	236,262
Net debt, beginning of year	(4,115,388)	(3,661,482)	(3,897,744)
Net debt, end of year	\$ (4,520,463)	\$ (3,995,297)	\$ (3,661,482)

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Cash Flows
(Expressed in thousands of dollars)

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

	2021	2020
Cash provided by (used for):		
Operating transactions:		
Surplus (deficit) for the year	\$ (198,485)	\$ 429,557
Non-cash changes to operations (note 15)	92,698	111,031
Changes in non-cash operating working capital (note 15)	775,781	(647,516)
Cash provided by (used for) operating transactions	669,994	(106,928)
Capital transactions:		
Purchase of tangible capital assets	(358,471)	(421,289)
Net proceeds from disposal of tangible capital assets	674	14
Cash used for capital transactions	(357,797)	(421,275)
Investing transactions:		
Decrease (increase) in restricted cash and cash equivalents and investments	(203,843)	67,753
Increase in investments	(69,557)	(34,778)
Decrease (increase) in debt reserve deposits	2,293	(576)
Cash provided by (used for) investing transactions	(271,107)	32,399
Financing transactions:		
Debt proceeds	-	650,000
Premiums on financing	-	12,435
Repayments of debt	(68,833)	(338,987)
Repayments of Golden Ears Bridge contractor liability	(11,225)	(9,046)
Government transfers received for tangible capital additions	217,020	74,977
Lease inducements received	-	1,936
Cash provided by financing transactions	136,962	391,315
Increase (decrease) in cash and cash equivalents	178,052	(104,489)
Cash and cash equivalents, beginning of year	397,571	502,060
Cash and cash equivalents, end of year	\$ 575,623	\$ 397,571
Supplementary information:		
Interest paid	\$ 187,960	\$ 192,027
Tangible capital assets acquired by capital lease	-	887

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

1. Operations:

The South Coast British Columbia Transportation Authority, formerly the Greater Vancouver Transportation Authority, (the “Authority” or “TransLink”) was established in June 1998 as a regional public transportation authority under the South Coast British Columbia Transportation Authority Act (the “Act”) to provide for the planning, funding, management and operation of an integrated regional transportation system for the Greater Vancouver region.

The COVID-19 outbreak was declared a pandemic in 2020 by the World Health Organization. The related government-imposed restrictions, social distancing measures, and work from home protocols have had an adverse effect on the demand for public transportation and the Authority’s operations, mainly in the form of reduced transit and taxation revenues. The situation remains dynamic, and ultimate duration and long-term effects on the Authority’s operations are not known at this time. The short-term impact has been offset through relief funding provided by senior government to help the Authority maintain operations and service levels (note 7(i)).

2. Significant accounting policies:

(a) Basis of presentation:

These consolidated financial statements of the Authority have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

(b) Basis of consolidation:

These consolidated financial statements include the accounts of the Authority and its active wholly-owned subsidiaries as follows:

- (i)* Coast Mountain Bus Company Ltd. (“CMBC”) - bus, SeaBus and community shuttle services;
- (ii)* British Columbia Rapid Transit Company Ltd. (“BCRTC”) - SkyTrain services on the Expo, Millennium and Canada Lines;
- (iii)* West Coast Express Limited (“WCE”) - commuter rail services;
- (iv)* Transportation Property and Casualty Company Inc. (“TPCC”) - a captive insurance company which provides insurance liability coverage to the Authority’s operating subsidiaries; and
- (v)* TransLink Security Management Ltd. (“TSML”) - transit police services.

All intercompany balances and transactions have been eliminated upon consolidation.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(c) Basis of accounting:

TransLink follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay. Interest expense is recognized on an accrual basis.

(d) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(e) Financial instruments:

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value:

Investments and derivatives that are quoted in an active market are reflected at fair value as at the reporting date. The Authority does not hold any investments or derivatives that are quoted in an active market. Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and related balances are reversed from the consolidated statement of remeasurement gains and losses. As at December 31, 2021, the Authority does not have any unrealized gains or losses and a consolidated statement of remeasurement gains and losses has not been included in these financial statements.

(ii) Cost:

All other financial instruments are recorded at cost. Gains and losses on financial instruments recorded at cost are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are included in the cost of the related investments.

Accounts receivable, loan receivable and accounts payable and accrued liabilities are measured at amortized cost using the effective interest rate method. Any gains, losses or interest expense is recorded in the annual surplus (deficit) depending on the nature of the financial liability that gave rise to the gain, loss or expense. Valuation allowances are made when collection is in doubt.

(f) Supplies inventory:

Supplies inventory is valued at the lower of average cost and net realizable value. Cost includes purchase price, import duties, other net taxes, and transport, handling and other costs directly attributable to acquisition. Net realizable value is the estimated current replacement cost.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(g) Tangible capital assets:

Tangible capital assets have been recorded as follows:

- (i) Tangible capital assets are recorded at cost, including capitalized interest as described in note 2(h). Cost includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset, including the purchase price and other acquisition costs such as installation costs, design and engineering fees, legal fees, survey costs, site preparation costs, freight charges, transportation, insurance costs and duties.
- (ii) As part of the establishment of the Authority, certain tangible capital assets contributed by the Province of British Columbia (the "Province") and BC Transit were recorded at the estimated fair value at the date of transfer based on appraisals carried out.
- (iii) Amortization is provided on the cost less estimated salvage value on a straight-line basis over a period not exceeding the estimated useful lives as follows:

Asset	Years
Land improvements	30
Buildings	30 - 50
Bridges, guideways, stations, and tunnels	30 - 100
Other supporting systems (tracks, rail, roads, electrical, drainage, ventilation)	8 - 40
Vehicles and SeaBus	5 - 40
Equipment	5 - 40

(h) Capitalization of interest:

Interest costs directly attributable to construction projects and major capital acquisitions are capitalized from the commencement of the capital outlays until the assets are ready for use.

(i) Major Road Network ("MRN") expenditures:

Part 2 of the Act provides that the Authority must establish a MRN, comprising an integrated system of highways throughout the transportation service region, and the Authority must contribute funds to the municipalities for the purpose of constructing and maintaining any part of the MRN within that municipality if certain conditions are met.

Funding related to operating and maintaining the MRN are expensed under the heading "maintenance, materials and utilities". Funding related to road, cycling and walking infrastructure is expensed under the heading "capital infrastructure contributions" as the related assets are the property of the appropriate municipalities who assume all the rights and obligations.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(j) Pension plans and employee future benefits:

(i) Pension plan:

The Authority, its subsidiaries and employees make contributions to the Public Service Pension Plan ("PSPP"). These contributions to the PSPP are expensed as incurred.

(ii) Employee future benefits:

Post-retirement and post-employment benefits are available to the majority of the Authority's employees. The cost of post-retirement benefits is actuarially determined, prorated on service and management's best estimate of retirement ages and expected health care costs. The cost of post-employment benefits to disabled employees is actuarially determined based on future projected benefits of currently disabled employees. The obligations under these post-retirement and post-employment benefit plans are accrued as the employees render services necessary to earn the future benefits. The measurement date of the accrued benefit obligation coincides with the Authority's fiscal year. The most recent actuarial valuation of the plans was December 31, 2021. The plans are unfunded and require no contributions from employees. Employer contributions are based upon expected annual benefit payments.

Actuarial gains or losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains or losses are amortized over the average remaining service period of active employees in the consolidated statement of operations. The amortization period of the active employees covered by the post-retirement plan is 12-years (2020 - 11-years) and post-employment plan is 6-years (2020 - 6-years).

(k) Deferred revenue:

The Authority defers the portion of the revenue collected from transit services relating to services not yet rendered. This revenue is recognized in the year in which related services are provided.

(l) Development cost charges:

Development cost charges are restricted by legislation for expenditures on eligible capital projects. These amounts are included in deferred revenue and deposits upon receipt and recognized as revenue when qualifying expenditures are incurred.

(m) Deferred concessionaire credit:

Deferred concessionaire credit represents the funding provided by the Canada Line concessionaire towards the design and construction phases of the Canada Line in exchange for the right to operate the line over the 30-year operating term. This amount is amortized to income on a straight-line basis over the operating term of the concessionaire agreement which commenced in August 2009 and will expire in July 2040.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(n) Government transfers:

Restricted transfers from governments are deferred and recognized as revenue as the related stipulations in the agreement are met. Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

A significant portion of the Authority's government funding for capital purposes is received from the federal government through the Canada Community Building Fund ("Gas Tax") program and other similar programs. Under these agreements, the Authority is required to acquire or construct specific transit assets using these funds. The Authority 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.

(o) Liability for contaminated sites:

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- (i) an environmental standard exists;
- (ii) contamination exceeds the environmental standard;
- (iii) the Authority is directly responsible or accepts responsibility;
- (iv) it is expected that future economic benefits will be given up; and
- (v) a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(p) Income taxes:

The Authority is a tax-exempt corporation, which is exempt from Canadian Federal and British Columbia Provincial income taxes as it is deemed to be a public body performing the function of government in Canada. The Authority's subsidiaries file on the basis that they are exempt from Canadian Federal and British Columbia Provincial income taxes.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(q) Foreign currency translation:

Transactions of the Authority and its subsidiaries originating in foreign currencies are translated at the rates in effect at the time of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated to Canadian dollars at exchange rates in effect at the statement of financial position dates. Foreign exchange gains and losses are included in income.

(r) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

(s) Segment disclosure:

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the Authority. TransLink has provided definitions of segments used and presented financial information in the segmented format (note 18). Business Technology, Human Resource, Payroll and Administrative Services costs are managed by the corporate segment and allocated among the operating segments, as appropriate. Interest has been allocated based on the allocated depreciation.

(t) Budget data:

The budget data presented in these consolidated financial statements were approved by the Board of Directors on December 17, 2020.

3. Loan receivable:

In 2016, the Authority sold the Oakridge Transit Centre land for proceeds of \$440,000,000. The Authority received \$54,050,000 of proceeds in 2021 (2020 - \$11,950,000) with the remaining payment due in annual instalments as follows:

	Instalments
January 20, 2022	\$ 66,000
January 20, 2023	66,000
Total	\$ 132,000

The instalments are secured by a mortgage on the land sold.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

3. Loan receivable (continued):

The loan receivable of \$131,060,000 (2020 - \$182,358,000) is the present value of the instalments due as at December 31, 2021 using a discount rate of 2.10% (2020 - 2.10%).

Interest accrues on each instalment if it is not paid one month prior to its due date. Interest accrues at 18.00% per annum, calculated and compounded half-yearly. Interest in the amount of \$390,600 (2020 - \$310,900) has been included in the loan receivable balance for unpaid instalment amounts. Provided the purchaser is in compliance with the land sale agreement and related mortgage, the purchaser can prepay all or any part of the remaining instalments at any time without notice, bonus, or penalty.

4. Restricted and unrestricted cash and cash equivalents and investments:

The Authority holds investments consisting of term deposits, money market instruments, and bonds held at various financial institutions.

Investments are recorded at amortized cost. The bonds have an average initial term of 201-months (2020 – 207-months) and an average remaining term to maturity of 153-months (2020 - 162-months). All bonds held by the Authority, as at December 31, 2021 and 2020, were rated A or higher.

Details of interest rate and maturity date ranges of the term deposits are as follows:

	2021	2020
Interest rate range	0.60% - 1.61%	0.81% - 2.95%
Maturity date range	March 2022 - June 2026	January 2021 - December 2022

Details of effective interest rates and coupon rates of the government and corporate bonds are as follows:

	2021		2020	
	Effective rates	Coupon rates	Effective rates	Coupon rates
Weighted average rate	2.67%	2.87%	3.03%	3.26%
Interest rate range	0.93% - 4.51%	1.10% - 5.20%	1.59% - 4.47%	1.60% - 5.20%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

4. Restricted and unrestricted cash and cash equivalents and investments (continued):

(a) Restricted cash and cash equivalents and investments:

	2021	2020
Government transfers for capital project funding (i):		
Cash and cash equivalents	\$ 141,095	\$ 235,303
Investments:		
Term deposits and money market instruments	262,144	132,638
Bonds (note 16(b))	122,401	22,641
Total government transfers for capital project funding	525,640	390,582
Self-administered sinking funds:		
Cash and cash equivalents	9,639	15,517
Investments:		
Term deposits and money market instruments	32,309	35,183
Bonds maturing beyond one year (note 16(b))	402,702	310,310
Total self-administered sinking funds	444,650	361,010
Land reserve:		
Cash and cash equivalents	79,429	117,584
Term deposits	157,500	88,280
Total land reserve	236,929	205,864
Green Bond proceeds:		
Cash and cash equivalents	-	46,388
TPCC (wholly-owned captive insurance subsidiary):		
Cash and cash equivalents	3,743	12,148
Bonds (note 16(b))	26,235	17,362
Total TPCC	29,978	29,510
Total restricted cash and cash equivalents and investments	\$ 1,237,197	\$ 1,033,354

(i) Unspent government transfers for capital project funding consist of \$500,558,000 (2020 - \$362,912,000) of Gas Tax funds and \$25,082,000 (2020 - \$27,670,000) of other funding.

(b) Unrestricted investments:

Unrestricted investments are comprised of term deposits and money market instruments in the amount of \$165,616,000 (2020 - \$96,059,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

5. Debt reserve deposits and callable demand notes:

The Authority is required to pay the Municipal Finance Authority of British Columbia ("MFA") debt reserve deposits into a debt reserve fund of 1.00% of the face value of each debenture borrowing from the MFA. These are interest bearing restricted funds administered by the MFA and are only refundable once the respective debt issue has been fully repaid.

If at any time the MFA does not receive sufficient funds to meet payments or sinking fund contributions due on the Authority's debt obligations, the interest and principal payments or sinking fund contributions will be deducted from this debt reserve fund.

In addition to the debt reserve deposit, the Authority is required by the MFA to issue a non-interest bearing demand note for an amount equal to one-half the average annual installment of principal and interest relative to any debt borrowed less the debt reserve deposit. The demand notes payable to the MFA are callable only if, in the event of a default by the Authority or Metro Vancouver (the interposed significant lender over the Authority's long-term debt), there are insufficient funds in the Authority's debt reserve deposit held at the MFA to meet a required interest, principal payment or sinking fund contribution. As the Authority is in full compliance with its debt payments and no such call has been made by the MFA on these demand notes, their face value has not been recorded as a liability on the consolidated statement of financial position. At year-end, the maximum value of the demand notes totaled \$27,696,000 (2020 - \$29,343,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

6. Debt:

	2021	2020
Unsecured commercial paper, due in the next 12 months	\$ 30,000	\$ 60,000
Unsecured sinking fund bonds held by the MFA, weighted average coupon rate of 3.96% (effective rate 3.98%), maturing at various dates from 2022 to 2036, 10- to 30-year original term	1,033,998	1,100,043
Less: accumulated payments to MFA administered debt sinking funds (including vested and accrued actuarial earnings)	(648,637)	(653,415)
Unsecured serial debenture held by the MFA, coupon rate of 5.10% interest payable semi-annually (effective rate 5.19%), maturing in 2025, principal repayment of approximately \$2 million annually, 20-year original term	11,334	13,993
Unsecured bullet maturity bond series TL-2, face value \$200 million, interest rate 4.65% (effective rate 4.70%), maturing 2041, original 30-year term	198,757	198,724
Unsecured bullet maturity bond series TL-3, face value \$250 million, interest rate 3.85% (effective rate 3.82%), maturing 2052, original 40-year term	251,380	251,411
Unsecured bullet maturity bond series TL-4, face value \$365 million, interest rate 4.45% (effective rate 3.97%), maturing 2044, original 30.5-year term	391,995	392,777
Unsecured bullet maturity bond series TL-5, face value \$465 million, interest rate 3.05% (effective rate 2.43%), maturing 2025, original 10.5-year term	474,481	477,143
Unsecured bullet maturity bond series TL-6, face value \$200 million, interest rate 3.15% (effective rate 3.18%), maturing 2048, original 31-year term	198,788	198,765
Unsecured bullet maturity bond series TL-7 (Green), face value \$400 million, interest rate 3.25% (effective rate 3.31%), maturing 2028, original 10-year term	398,416	398,227
Unsecured bullet maturity bond series TL-8 (Green), face value \$200 million, interest rate 2.65% (effective rate 2.68%), maturing 2050, original 31-year term	198,650	198,623
Unsecured bullet maturity bond series TL-9, face value \$400 million, interest rate 1.60% (effective rate 1.64%), maturing 2030, original 10-year term	398,644	398,498
Capital leases, weighted average implicit rate of 2.85% (2020 - 3.18%), maturing at various dates from 2022 to 2023	58	452
	\$ 2,937,864	\$ 3,035,241

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

6. Debt (continued):

The Authority has an unsecured revolving credit facility with a syndicate of Canadian financial institutions totaling \$500 million which will expire on March 23, 2025. The credit facility is to be used primarily as a liquidity backstop of commercial paper and provides for loans at varying rates of interest based on certain benchmark interest rates, specifically the Canadian prime rate and the Canadian bankers' acceptance rate, and on the Authority's credit ratings at the time of drawdown. The Authority is also required to pay commitment fees, which are also dependent on the Authority's credit ratings. This credit facility has no financial covenants or requirement to maintain a specific credit rating and was not drawn upon in 2021.

The Authority's unsecured commercial paper program is backstopped by the abovementioned syndicated credit facility which enables it to issue commercial paper up to a maximum aggregate of \$500 million. As at December 31, 2021, \$30,000,000 (2020 - \$60,000,000), was owed under this commercial paper program at an average interest rate of 0.24% (2020 - 0.23%) and is due for repayment in January 2022 (2020 - January 2021).

The future debt payments, future actuarial interest credit on the MFA sinking fund payments and unamortized premium / issue costs are summarized as follows:

	Commercial Paper	Sinking Fund on Bonds Held by MFA	Serial Debenture Held by MFA	Bullet Maturity Bonds	Capital Leases	Total
Future payments:						
2022	30,000	33,777	2,727	-	56	66,560
2023	-	31,357	2,797	-	2	34,156
2024	-	31,357	2,868	-	-	34,225
2025	-	29,188	2,942	465,000	-	497,130
2026	-	29,188	-	-	-	29,188
Thereafter	-	48,390	-	2,015,000	-	2,063,390
	30,000	203,257	11,334	2,480,000	58	2,724,649
Future actuarial interest	-	183,106	-	-	-	183,106
	30,000	386,363	11,334	2,480,000	58	2,907,755
Unamortized premium / (issue costs)	-	(1,002)	-	31,111	-	30,109
	\$ 30,000	\$ 385,361	\$ 11,334	\$ 2,511,111	\$ 58	\$ 2,937,864

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments:

(a) Deferred government transfers:

	Balance, January 1, 2021	Contributions received	Interest earned	Recognized as revenue	Balance, December 31, 2021
Capital project funding:					
Canada Line	\$ 430,015	\$ -	\$ -	\$ (23,245)	\$ 406,770
Gas Tax	401,448	154,130	4,999	(50,458)	510,119
Public Transit Infrastructure Fund	251,212	8,340	-	(3,364)	256,188
Building Canada Fund	54,633	-	-	(2,968)	51,665
Capstan Station	27,671	3,000	-	(5,589)	25,082
Investing in Canada Infrastructure Program	21,368	45,702	-	-	67,070
Evergreen Line	6,300	-	-	(700)	5,600
Transit Secure Fund	3,660	-	-	(489)	3,171
Miscellaneous programs	178	849	-	(1,011)	16
	1,196,485	212,021	4,999	(87,824)	1,325,681
Operating funding:					
Golden Ears Bridge foregone tolling	-	64,751	-	(64,751)	-
Safe Restart	-	31,800	-	(31,800)	-
Canada Line Operating Fund (note 9(c))	-	19,233	-	(19,233)	-
Properties Environmental Program	-	156	-	(156)	-
Other cost sharing projects	-	16	-	(16)	-
	-	115,956	-	(115,956)	-
	\$ 1,196,485	\$ 327,977	\$ 4,999	\$ (203,780)	\$ 1,325,681

The balance as at December 31, 2021 of \$1,325,681,000 (2020 - \$1,196,485,000) consists of:

- (i) Unspent Gas Tax funds of \$500,558,000 (2020 - \$362,912,000) and unspent funds for various other projects of \$25,082,000 (2020 - \$27,670,000); and
- (ii) Spent funds of \$800,041,000 (2020 - \$805,903,000) that will be recognized as revenue as the related stipulations in the agreements are met.

(b) Gas Tax funding:

The Authority receives funding annually from the Government of Canada via a Gas Tax funding agreement between the Authority and the Union of British Columbia Municipalities ("UBCM"). The Authority is required to spend the funds on defined tangible capital assets to support the mandate, as prescribed in the agreement.

In 2015, the Authority entered into a new funding agreement with UBCM (the "Agreement").

Under the terms of the Agreement, for tangible capital assets acquired prior to April 1, 2014, the Authority is required to continue to retain title to the ownership of the infrastructure for a period of 10-years, or the useful life of the asset, if less than 10-years. Accordingly, once the contributions are spent on eligible items and the assets are placed into service, the contributions are amortized to revenue over 10-years, or the assets' useful life if less than 10-years.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(b) Gas Tax funding (continued):

Tangible capital assets acquired on or after April 1, 2014 are not subject to stipulations and the contributions are recognized in revenue when the funds are spent on eligible items.

Receipts and disbursements for the year are as follows:

	2021	2020
Opening balance, unspent funds	\$ 362,912	\$ 403,571
Amount received during the year	154,130	-
Interest earned	4,999	6,231
Amount spent on designated public transit projects	(21,483)	(46,890)
Closing balance, unspent funds	\$ 500,558	\$ 362,912

(c) Canada Line funding:

The Authority has received certain contributions for the Canada Line infrastructure from the Federal and Provincial Governments with the stipulation that TransLink operate and maintain the Canada Line for a minimum of 30-years, equal to the operating agreement with the concessionaire. If the assets are disposed prior to the 30-year term, the Authority is required to refund a portion of the contributions received, the amount of which decreases over time. As such, the Authority recognizes the revenue from the contributors over the holding period of 30-years.

(d) Building Canada Fund:

The Building Canada Fund was established by the Government of Canada to provide strategic funding to infrastructure projects managed by Canadian provinces, territories, and municipalities. Through an agreement with the Province, the Authority obtains funding from the Major Infrastructure Component of the Building Canada Fund which supports various projects related to public transit. In addition to the federal funds, the Authority also receives provincial funding for certain Building Canada Fund related projects.

Under the agreement, if any of the assets acquired are disposed or used in a manner other than as described in their request for funding, the Authority is required to return a portion of the contribution to the Province as follows:

Portion of contribution refund	Up to 1 year after the project completion date	Reduction in refund each year afterward
Fixed assets (non-movable)	100%	4%
Non-fixed assets (movable)	100%	10%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(d) Building Canada Fund (continued):

Accordingly, the Authority recognizes the revenue over the stipulation periods of 10- or 25-years.

(e) Public Transit Infrastructure Fund:

The Public Transit Infrastructure Fund ("PTIF") was established by the Government of Canada to provide funding to support the rehabilitation of transit systems, new capital projects, and planning and studies for future transit expansion to foster long-term transit plans. The Government of Canada has entered into a bilateral agreement with the Province, which in turn has entered into an agreement with the Authority to provide senior government funding for eligible projects under the PTIF program.

Under the agreement, if any of the acquired or constructed assets are sold, leased, disposed or used in a manner other than as described in their request for funding before March 31, 2026 for all projects or at any time within 5-years from the agreement end date of March 31, 2022 for certain projects as agreed to by the Government of Canada, the Authority is required to return any funds received from the Province and or the Government of Canada that had, at any time, been applied in respect to the asset sold, leased or disposed.

Accordingly, the Authority recognizes the revenue over the stipulation period of 5-years.

(f) Evergreen Line:

In 2016, TransLink received \$30,261,000 of Evergreen Line project assets funded by partners of the British Columbia Transportation Financing Authority ("BCTFA"), of which \$7,000,000 was funded by PPP Canada Inc. and has a 25-year holding period stipulation on the related tangible capital assets. If the assets are disposed prior to the 25-year term, the Authority is required to repay a portion of the funding, the amount of which decreases over time.

Accordingly, the Authority recognizes the revenue based on milestones throughout the stipulation period of 25-years.

(g) Capstan Station funding:

On March 21, 2012, TransLink entered into a Funding Agreement with City of Richmond ("CoR") in relation to the design and construction of the Canada Line Capstan Station. The project was divided into three phases: preliminary design, detailed design and construction, and CoR agreed to contribute funding for the three phases totaling \$25,316,600 (subject to inflationary adjustments). On December 16, 2019, TransLink received the total funding from CoR and is required to complete the project within 30-months of the date of receipt.

Accordingly, the Authority will recognize revenue as expenditures are incurred on the project.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(g) Capstan Station funding (continued):

On December 15, 2020, TransLink entered into an additional agreement with CoR which entitled the Authority to receive \$3,000,000 within 30-days of the agreement date to fund revised design elements of the station. The funding was received on January 29, 2021 resulting in TransLink being obligated to deliver the revised design elements. This funding will be returned if the revised design elements are not constructed within the completed Capstan Station. The Authority will recognize revenue for this additional funding upon completion of the revised design elements.

(h) Investing in Canada Infrastructure Program:

The Investing in Canada Infrastructure Program ("ICIP") was established by the Government of Canada as a way to deliver funding to communities through the Investing in Canada Plan. The ICIP program provides long-term stable funding to help reduce pollution and increase resilience to climate change, build strong, dynamic, and inclusive communities, and ensure Canadian families have access to modern, reliable services that improve their quality of life.

Investments in infrastructure are being made through targeted streams. Through the Public Transit stream, the Government of Canada is investing in the construction, expansion, and improvement of public transit infrastructure for projects that improve the capacity of public transit infrastructure, improve the quality or safety of existing or future transit systems, and improve access to the public transit system.

The Government of Canada entered into a bilateral agreement with the Province, who in turn has entered into an agreement with the Authority to provide funding for eligible projects under the ICIP program.

Under the agreement, if any of the acquired or constructed assets are sold, leased, disposed, or used in a manner other than as described in their request for funding for 5-years after the substantial completion date of each project, the Authority is required to return a portion of the contribution to the Province.

Accordingly, the Authority will recognize the revenue over the stipulation period of 5-years.

(i) Safe Restart funding:

In response to the impacts of COVID-19, the Government of Canada and the Province announced in 2020 that they have entered into the Federal/Provincial Safe Restart Funding Agreement to help provinces and territories safely restart their economies under their individual recovery plans. The commitment from the Government of Canada to provide funding to the Province is conditional on the Province matching federal contributions under a 50/50 cost-sharing arrangement.

Under the British Columbia Restart Plan, the Province recognized transit as an essential service which is both critical for providing public mobility during the acute phases of COVID-19 and for supporting the social and economic recovery of the region.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(i) Safe Restart funding (continued):

On October 26, 2020, the Province entered into a Contribution Agreement with TransLink to provide \$644,000,000 in relief funding. The contribution was intended to assist TransLink with maintaining transit services by providing financial relief to TransLink for the estimated \$600,000,000 of fiscal impacts for 2020 and 2021, and to offset TransLink's estimated \$44,000,000 in revenue losses from limiting average annual public fare increases to 2.3% from 2021 to 2024.

On March 31, 2021, an Amending Agreement was entered into to provide TransLink with further relief funding in the amount of \$31,800,000. The contribution was intended to assist TransLink with managing the financial impacts of COVID-19, with \$16,900,000 to offset lower than forecasted fuel tax revenue and \$14,900,000 to offset the anticipated costs and foregone revenue of providing free transit for youth aged 12 and under.

Funding for this program has been recognized as government transfers revenue in the year the related agreements were signed.

(j) Golden Ears Bridge foregone tolling revenue:

In August 2017, the Province announced the removal of tolls on the Golden Ears Bridge (the "GEB") effective September 1, 2017. The Authority entered into an agreement with the Province to receive payments for foregone projected toll revenue to 2050, provided that the Authority does not charge users tolls for any new crossings and ensures the continued availability and operation of the GEB. The Authority recognizes the funding as government transfers revenue if these conditions are met.

(k) Working capital balances:

	2021	2020
Trade accounts receivable	\$ 23,517	\$ 39,058
Due from Government of Canada	10,045	333,447
Due from Province of British Columbia	90,971	501,894
Due from regional districts	31,883	17,477
Due from other authorities	2,791	1,994
Accounts receivable	\$ 159,207	\$ 893,870

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(k) Working capital balances (continued):

	2021	2020
Trade accounts payable and accrued liabilities	\$ 248,132	\$ 272,113
Due to Government of Canada	6,752	6,072
Due to Province of British Columbia	5,044	11,318
Due to regional districts	96,615	78,790
Due to other authorities	7,915	6,026
Accounts payable and accrued liabilities	\$ 364,458	\$ 374,319

(l) Transit revenues:

Included in transit revenues is \$15,500,000 (2020 - \$7,040,000) of contributions from the Province to assist with administering the U-Pass BC program and to offset foregone transit revenues.

8. Golden Ears Bridge:

(a) Golden Ears Bridge contractor liability:

In 2006, the Authority entered in a fixed-price contract with the Golden Crossing General Partnership (the "GCGP") to design, construct, finance, operate, maintain, and rehabilitate the GEB. The contract was executed in March 2006 and terminates in June 2041.

The GEB contractor liability to finance the construction is repaid by the Authority over the operating term as follows:

	2021	2020
Opening balance	\$ 1,024,302	\$ 1,033,348
Interest accretion on contractor liability to last payment date	63,826	64,185
Payments made	(75,051)	(73,231)
Ending balance	\$ 1,013,077	\$ 1,024,302

As the last monthly payment of the year was made on December 8, 2021, the interest accrual from December 9 to 31, 2021 of \$3,977,000 (2020 - \$3,915,000) is included in accounts payable and accrued liabilities.

Capital and interest payments to the GCGP commenced on substantial completion of the project. The nominal (based on 2005 dollars) monthly blended capital and interest payments, prior to escalation for the Consumer Price Index ("CPI"), are \$4,792,000.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

8. Golden Ears Bridge (continued):

(a) Golden Ears Bridge contractor liability (continued):

The obligation to the GCGP bears interest at an effective rate of 6.70% per annum. The effective interest rate is the implicit interest rate, which establishes the net present value of the payment stream equal to the cost of the bridge, considering future payments adjusted by the forecasted CPI with an estimated annual inflation rate of 2.00%. The estimated payments in the next 5-years are as follows:

	Capital and Interest
2022	\$ 79,046
2023	80,632
2024	82,252
2025	83,888
2026	85,568

(b) Operating agreement with GCGP:

The Authority also pays the GCGP a monthly Operating, Maintenance, Rehabilitation ("OMR") fee of \$316,198 (based on 2005 dollars), which escalates based on CPI. Including an estimated 2.00% inflation rate per annum, the OMR payments to GCGP in the next 5-years are expected to be as follows:

	OMR
2022	\$ 5,215
2023	5,320
2024	5,427
2025	5,535
2026	5,646

9. Canada Line:

The Canada Line is a light rail rapid transit line that links central Richmond, the Vancouver International Airport and downtown Vancouver. The concessionaire ("InTransit BC") is contracted to operate the Canada Line from August 2009 to July 2040.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

9. Canada Line (continued):

(a) Deferred concessionaire credit:

The deferred concessionaire credit represents contributions made by the concessionaire to design and construct the Canada Line in exchange for the right to operate. This amount is being amortized over the concession term which ends July 2040.

	2021	2020
Opening balance	\$ 455,902	\$ 479,239
Less: amortization	(23,273)	(23,337)
Closing balance	\$ 432,629	\$ 455,902

(b) Operating commitments:

Base operating and maintenance payments to the Canada Line concessionaire (with 2003 being the base year), prior to adjustments for operational metrics and inflation, are as follows:

	Each 28-day period
January 2022 to December 2034	\$ 6,462
January 2035	5,289
February 2035 to July 2040	4,117

The total estimated base operating and maintenance payments, excluding taxes, to the concessionaire for each of the next five years adjusted for certain operational metrics and inflation, are as follows:

2022	\$ 126,000
2023	129,000
2024	132,000
2025	134,000
2026	137,000

The base operating and maintenance payments are subject to special events and passenger volume adjustments as well as quality and availability deductions according to the provisions of the contract.

(c) Operating contributions:

The Province has committed to provide funding of \$1,478,000 at each 28-day period to November 2039 related to the Canada Line operating expenses, which is approximately \$19,300,000 per annum subject to quality and availability deductions. The funding received in 2021 was \$19,233,000 (2020 - \$19,284,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

10. Pension plans and employee future benefits:

(a) Pension plans:

The Authority and its subsidiaries contribute to the Public Service Pension Plan (the “Plan” or “PSPP”), which is a multi-employer defined benefit plan, together with other British Columbia public service employers, in accordance with the Public Sector Pension Plans Act.

In addition to the PSPP, TSML contributes on behalf of its sworn members to the Municipal Pension Plan Group 5 (“MPP”), which is also a multi-employer defined benefit plan, together with other British Columbia public service employers, in accordance with the Public Sector Pension Plans Act.

The British Columbia Pension Corporation administers the PSPP and MPP pension benefits on behalf of the employers and the employees to whom the Act applies. The long-term funding of the PSPP and MPP is based on the level contribution method. Using this method, employer contribution rates are set out so that, in combination with member contributions, they will fully pay for benefits earned by the typical new entrants and will maintain the unfunded accrual liability (“UAL”) for funding purposes, if any, as a constant percentage of employer payroll. The actuary does not attribute portions of the UAL to individual employers. Contributions are expensed in the year when payments are made. Every three years, an actuarial valuation is performed to assess the financial position and the adequacy of funding. For the PSPP, the latest full actuarial valuation was carried out as at March 31, 2020 and resulted in a surplus of \$2,667,000,000. For the MPP, the latest full actuarial valuation was carried out as at December 31, 2018 and resulted in a surplus of \$2,866,000,000. The next valuation for PSPP will be as at March 31, 2023, with results available in 2024 and for MPP will be as at December 31, 2021 with results available in 2022.

In 2021, the Authority recorded total expense for pension contributions of \$56,957,000 (2020 - \$56,064,000).

(b) Employee future benefits:

(i) Post-retirement:

In addition to the post-retirement benefits provided by the Plan, the Authority, CMBC and TSML continue to provide life insurance benefits to eligible retired employees.

In fiscal 2011, PSPP officially announced that effective April 1, 2012 it will no longer subsidize extended health benefits for the retirees’ dependents. As per the COPE collective agreements, the benefits are the responsibility of TransLink and CMBC and therefore, the Authority funds (for eligible retired COPE employees) the remaining cost of extended health, which is not paid by the PSPP.

In the collective agreement between TSML and the Transit Police Professional Association (“TPPA”) union ratified on November 27, 2014, the parties eliminated extended health retiree benefits for new employees.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

10. Pension plans and employee future benefits (continued):

(b) Employee future benefits (continued):

(i) Post-retirement (continued):

Employees with one complete year of service or more as of November 27, 2014 were eligible for retirement benefits as follows:

- employees with at least 10-consecutive years of service at TSML and eligible to retire on pension with TSML as of December 31, 2018 who elected by May 26, 2015 to retire on or before December 31, 2018.
- all other eligible employees were paid a lump-sum of \$750 per year of service calculated as of November 27, 2014.

BCRTC also sponsors a post-retirement plan which provides extended health and dental benefits to eligible retired employees.

Effective December 31, 2020, all eligible BCRTC employees who retire after December 31, 2020 will be required to join the PSPP retiree benefit plan for themselves and their dependents, resulting in the PSPP being the first payer for claims. In return, BCRTC will reimburse the cost of PSPP extended health and dental premiums incurred by the retirees. In 2020, this plan amendment resulted in a reduction of prior period service costs in the amount of \$23,773,000. The amount has been partially offset against existing unamortized actuarial losses in the amount of \$4,661,000 for post-retirement benefits.

The total expense recorded in the consolidated financial statements, in respect of post-retirement obligations under these plans amounts to \$7,393,000 (2020 - \$9,112,000 recovery, including the above reduction in prior period service costs).

(ii) Post-employment:

The Authority, CMBC and TSML provide extended health, dental and life insurance benefits to employees on approved long-term disability leave (post-employment benefits).

BCRTC provides extended health, dental, life insurance and pension benefits to employees on approved long-term disability leave.

Effective December 24, 2012, WCE employees on approved long-term disability leave receive extended health, dental and life insurance benefits.

The total expense recorded in the consolidated financial statements for the year, in respect of obligations under these plans, amounts to \$2,916,000 (2020 - \$2,310,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

10. Pension plans and employee future benefits (continued):

(b) Employee future benefits (continued):

(iii) Summary of the Authority's post-retirement and post-employment plans is as follows:

	Post-retirement benefits	Post-employment benefits	Total 2021	Total 2020
Accrued benefit obligation	\$ 88,850	\$ 20,632	\$ 109,482	\$ 113,569
Unamortized net actuarial gain	19,650	9,092	28,742	18,766
Accrued benefit liability	\$ 108,500	\$ 29,724	\$ 138,224	\$ 132,335

The accrued benefit liability is not funded.

(iv) The expense for the year is comprised of the following components:

	Post-retirement benefits	Post-employment benefits	Total 2021	Total 2020
Current period benefit cost	\$ 6,422	\$ 5,133	\$ 11,555	\$ 10,328
Plan amendment	-	-	-	(20,280)
Interest cost	2,174	363	2,537	3,510
Amortization of actuarial gains	(1,203)	(2,580)	(3,783)	(360)
Net expense (recovery)	7,393	2,916	10,309	(6,802)
Actuarially determined payments	(1,542)	(2,878)	(4,420)	(4,572)
Change in accrued benefit liability	\$ 5,851	\$ 38	\$ 5,889	\$ (11,374)

(v) The significant assumptions used are as follows:

	2021	2020
Discount rates	2.40% - 2.80%	1.50% - 2.20%
Expected health care cost trend rates	4.00% - 5.90%	4.00% - 6.00%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

11. Development cost charges:

The Authority collects development cost charges for the purpose of funding capital costs of eligible projects in the transportation service region. In accordance with the Act, these funds must be held in a separate reserve fund until the qualifying costs are incurred, at which time the amounts are recognized as revenue.

	2021	2020
Opening balance	\$ -	\$ -
Contributions	44,773	19,734
Revenue recognized	(44,773)	(19,734)
Ending balance	\$ -	\$ -

12. Tangible capital assets:

Cost	Balance, January 1, 2021	Additions, net of transfers	Disposals	Balance, December 31, 2021
Land	\$ 516,209	\$ 6,806	\$ (114)	\$ 522,901
Land improvements	46,730	11,035	-	57,765
Buildings	363,508	23,421	-	386,929
Bridges, guideways, stations, and tunnels	2,372,044	-	-	2,372,044
Other supporting systems	1,260,855	36,058	-	1,296,913
Vehicles and SeaBus	2,100,755	11,811	(5,062)	2,107,504
Equipment	857,954	45,912	(611)	903,255
Tangible capital projects in progress	423,794	223,428	-	647,222
	\$ 7,941,849	\$ 358,471	\$ (5,787)	\$ 8,294,533

Accumulated amortization	Balance, January 1, 2021	Amortization expense	Disposals	Balance, December 31, 2021
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	(24,614)	(1,930)	-	(26,544)
Buildings	(139,599)	(9,806)	-	(149,405)
Bridges, guideways, stations, and tunnels	(262,775)	(24,243)	-	(287,018)
Other supporting systems	(368,408)	(46,467)	-	(414,875)
Vehicles and SeaBus	(1,023,811)	(105,101)	5,062	(1,123,850)
Equipment	(543,052)	(46,242)	611	(588,683)
	\$ (2,362,259)	\$ (233,789)	\$ 5,673	\$ (2,590,375)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

12. Tangible capital assets (continued):

Net book value	Balance, January 1, 2021	Balance, December 31, 2021
Land	\$ 516,209	\$ 522,901
Land improvements	22,116	31,221
Buildings	223,909	237,524
Bridges, guideways, stations, and tunnels	2,109,269	2,085,026
Other supporting systems	892,447	882,038
Vehicles and SeaBus	1,076,944	983,654
Equipment	314,902	314,572
Tangible capital projects in progress	423,794	647,222
	\$ 5,579,590	\$ 5,704,158

Included in tangible capital assets is capital leased equipment with a net book value of \$1,905,000 (2020 - \$4,105,000).

Interest capitalized during the year amounted to \$3,479,000 (2020 - \$3,699,000).

(a) Expo and Millennium Line:

The Expo and Millennium Line guideways and related systems are leased/licensed from the Province for nominal proceeds and the Authority is responsible for operations and maintenance. As at December 31, 2021, the Authority has made leasehold improvements on the Expo and Millennium Line guideways with a net book value totaled \$318,998,000 (2020 - \$304,075,000). The Expo and Millennium line leases expire on January 31, 2023 and have renewal options. As the Authority expects to renew the leases, the improvements are capitalized and amortized over their expected useful lives and not the term of the leases.

(b) West Coast Express:

BCTFA leases to TransLink all its interests (owned and otherwise) with respect to the West Coast Express properties and infrastructure. As at December 31, 2021, the net book value of West Coast Express improvements totaled \$2,846,000 (2020 - \$2,945,000).

(c) Evergreen Line:

The Evergreen Line (an extension of the Millennium Line) links neighborhoods in Burnaby, Port Moody and Coquitlam and is operated by TransLink as part of the regional transportation network. The Evergreen Line is funded by the Government of Canada, BCTFA, TransLink and other partners. On October 31, 2016, the Evergreen Line was substantially completed and accordingly, a portion of the Evergreen Line infrastructure ("TransLink Evergreen Line Infrastructure") was transferred from BCTFA to TransLink including stations, guideway and the related systems east of Inlet Centre station (excluding Inlet Centre station) and the vehicle storage facility. As at December 31, 2021, the net book value of Evergreen Line guideways and system owned by TransLink, excluding SkyTrain vehicles, totaled \$303,521,000 (2020 - \$310,287,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

12. Tangible capital assets (continued):

(c) Evergreen Line (continued):

As BCTFA holds the underlying property rights on which the TransLink Evergreen Line Infrastructure is located, BCTFA and TransLink have agreed to enter into an agreement whereby TransLink may exercise and obtain the benefit of BCTFA's interests to such property rights for a 100-year term on certain terms and conditions, including that if the agreement expires or terminates then BCTFA will reimburse TransLink for the remaining net book value of the TransLink Evergreen Line Infrastructure.

13. Commitments and contingencies:

(a) Operating leases:

The Authority is committed to annual lease payments in respect of office premises and vehicles, in the following amounts:

2022	\$ 20,809
2023	19,968
2024	18,251
2025	13,993
2026	13,373
	<hr/>
	\$ 86,394

Included in the payment schedule above are certain commitments that extend beyond 2026. Significant commitments beyond 2026 are as follows:

- (i) The Authority has a premise lease with the Brewery District Investments Ltd. for the head office of TransLink and TSML which ends in 2033. The monthly commitment for basic rent and operating costs subsequent to year 2026 ranges from \$889,000 to \$918,000.

(b) WCE - lease and operating commitments:

In connection with operating the Commuter Rail System, the operating commitment for WCE include train operations, office lease, rolling stock maintenance, and miscellaneous services.

The following summarizes the WCE operating commitments:

2022	\$ 16,323
2023	15,576
2024	12,813
2025	9,695
2026	17
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	\$ 54,424

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

13. Commitments and contingencies (continued):

(c) Operating commitment with Cubic Transportation System Inc.:

The Authority has a contract with Cubic Transportation Systems Inc. ("Cubic") to operate its transit fare system. The contract expires in December 2025 with the Authority having the option to extend the term of the contract for an additional 5 years.

Base payments to Cubic under the contract terms for operations and maintenance are adjusted periodically based on CPI.

The projected base payments adjusted for inflation are as follows:

2022	\$ 15,048
2023	15,588
2024	16,194
2025	25,051
	<hr/>
	\$ 71,881

An amount of \$8,231,000 has been included in the above figures and is payable in 2025 should the Authority choose not to extend the contract.

(d) MRN Capital Funding:

The Authority has signed several funding agreements with municipalities for major MRN projects. At December 31, 2021, the net amount of MRN capital infrastructure contributions committed and not paid is \$133,864,000 (2020 - \$121,159,000). This amount will be paid to the municipalities upon completion of their projects.

(e) Lawsuits and claims:

As at December 31, 2021, a number of lawsuits and claims, arising in the ordinary course of business, have been initiated against the Authority. Management is of the opinion that sufficient provisions net of any recoveries have been recorded in the consolidated financial statements for any lawsuits and claims made against the Authority, except as noted below.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

13. Commitments and contingencies (continued):

(e) Lawsuits and claims (continued):

(i) A number of lawsuits against TransLink and/or its subsidiary in relation to the Canada Line project remain outstanding. The Authority does not believe that reasonable estimates of any potential losses can be made at this time and therefore, no provisions have been recorded in the consolidated financial statements for the following:

- A class action lawsuit filed by Cambie area merchants, where no specific amount has been claimed at this time. The main claims of the merchants for damages for the tort of nuisance were dismissed in 2015. The courts have only allowed claims of a lesser value, specifically for injurious affection to property interests, to be advanced by the merchants. After various legal proceedings over a number of years, it is likely the parties will engage in settlement discussions toward a final resolution in the near future. Approximately 100 claims may be advanced. The amount of these claims cannot be estimated at this time.
- A lawsuit filed by a number of Cambie area merchants, where no specific amount has been claimed at this time.
- Two additional lawsuits each filed by individual Cambie area merchants, where no specific amount has been claimed at this time.

Once a reasonable estimate of the potential liability, if any, is determined, a provision will be recognized.

(ii) A proposed class action lawsuit and labor grievances have been filed against the Authority or its subsidiaries in relation to the data breach resulting from the cyberattack in 2020 against the Authority. The Authority believes that the outcome of the claims and a reasonable estimate of any potential losses cannot be determined at this time and therefore, no provisions have been recorded in the consolidated financial statements.

(f) Other capital and inventory commitments:

At December 31, 2021, \$1,008,965,000 (2020 - \$962,274,000) has been contractually committed for other capital projects and inventory.

(g) Letters of credit:

As at December 31, 2021, the Authority has issued letters of credit to the Receiver General of Canada and several municipalities totaling \$2,458,000 (2020 - \$942,000) which expire in 2022.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

14. Contractual rights:

The Authority is entitled to future revenues based on contracts and agreements it has entered into by year-end to fund operating costs, capital expansion and debt repayment. These include, but are not limited to, funding agreements for Canada Line, Golden Ears Bridge foregone tolling, Gas Tax, ICIP, BC Bus Pass program and the U-Pass BC program. The following summarizes the amounts receivable expected under all such contracts and agreements over the next 5-years:

2022	\$	510,921
2023		537,629
2024		297,598
2025		203,660
2026		154,712
	\$	1,704,520

The annual amounts beyond 2026 range from \$27,746,000 to \$174,603,000 until 2050.

15. Statement of cash flows:

	2021	2020
Non-cash changes to operations:		
Amortization of tangible capital assets	\$ 233,789	\$ 229,450
Amortization of bond premium	(2,901)	(1,661)
Amortization of deferred concessionaire credit	(23,273)	(23,337)
Amortization of deferred government transfers	(87,824)	(66,955)
Amortization of deferred lease inducements net of additions	(890)	(608)
Loss (gain) on disposal of tangible capital assets	(560)	10
Sinking fund interest held by MFA	(25,643)	(25,868)
	\$ 92,698	\$ 111,031

	2021	2020
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	\$ 734,663	\$ (646,981)
Decrease in loan receivable	51,298	7,651
Increase in supplies inventory	(7,548)	(4,677)
Decrease (increase) in prepaid expenses	(3,214)	4,084
Increase (decrease) in accounts payable and accrued liabilities	(9,861)	6,087
Increase (decrease) in deferred revenue and deposits	4,554	(2,306)
Increase (decrease) in employee future benefits	5,889	(11,374)
	\$ 775,781	\$ (647,516)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

16. Financial instruments:

(a) Credit, interest and foreign exchange risk:

Unless otherwise noted, it is management's opinion that the Authority is not exposed to any significant credit or interest rate risk as a result of its financial instruments.

The Authority is exposed to minimal credit risk as the majority of its accounts receivables are due from government sources.

Interest rate risk related to the Authority's debt will be subject to the market interest rates at the date of refinancing, but this risk is mitigated by spreading maturities of borrowings over multiple years and also regularly making contributions to sinking funds in order to repay all long-term bullet debt over a pre-determined amortization period.

The Authority's operations are all based in Canada and exposure to foreign exchange fluctuations is not significant.

There has been no change to any of the risk exposures from 2020.

(b) Fair values:

The fair values of certain debt and assets are represented in the table below. Management considers the carrying value of all financial instruments to approximate their fair value.

	Fair values	Amortized cost
2021		
Restricted investments:		
Government transfers for capital projects - bonds	\$ 121,556	\$ 122,401
TPCC - bonds	26,015	26,235
Self-administered sinking funds - bonds	432,361	402,702
2020		
Restricted investments:		
Government transfers for capital projects - bonds	\$ 23,593	\$ 22,641
TPCC - bonds	17,730	17,362
Self-administered sinking funds - bonds	357,042	310,310

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

17. Taxation revenue:

	2021	2020
Property tax	\$ 418,787	\$ 398,377
Fuel tax	389,652	364,524
Parking rights tax	50,733	47,310
Hydro levy	22,377	21,857
Replacement tax	17,899	17,918
	\$ 899,448	\$ 849,986

18. Segmented information:

(a) Bus operations:

Fixed route bus services, SeaBus service and custom transit are delivered through CMBC and various contractors that operate the Community Shuttle routes, West Vancouver Blue Bus, and HandyDART. The Bus operations represent the operating costs and the allocated amortization and interest costs.

(b) Corporate operations:

TransLink corporate is the organization's head office, responsible for organizational leadership and oversight, and the development and undertaking of TransLink's strategic transportation and financial plans. Other functions centralized at the corporate office include capital project management, legal services, information systems, human resources, corporate finance, transportation systems planning, internal audit, marketing, real estate services and the transportation demand management program.

(c) Rail operations:

Automated light rail and commuter train services are provided by BCRTC and WCE, and through the concession agreement for the Canada Line. The Rail operations represent the operating costs and the allocated amortization and interest costs.

(d) Roads and bridges:

TransLink owns and operates the Knight Street Bridge, Pattullo Bridge, Westham Island Bridge, and the Golden Ears Bridge. In partnership with the municipalities, TransLink supports the MRN, a network of major roads throughout Metro Vancouver. The roads within the MRN network are generally owned by municipalities. TransLink provides funding for the operations, maintenance, and rehabilitation of the MRN, and shares in the costs of eligible capital improvements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

18. Segmented Information (continued):

(e) Transit Police:

The South Coast British Columbia Transportation Authority Police Service ("Transit Police") maintains order, safety and security on transit facilities and adjacent areas, and is authorized to enforce laws. The Transit Police coordinate its activities with jurisdictional police as well as other transit security staff.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

18. Segmented Information (continued):

	2021						2020
	Bus operations	Corporate operations	Rail operations	Roads and bridges	Transit Police	Total	
Revenues:							
Taxation	\$ -	\$ 899,448	\$ -	\$ -	\$ -	\$ 899,448	\$ 849,986
Transit	-	413,961	-	-	-	413,961	385,934
Government transfers	-	203,780	-	-	-	203,780	793,771
Amortization of deferred concessionaire credit	-	-	23,273	-	-	23,273	23,337
Investment income	-	52,882	-	-	-	52,882	53,763
Development cost charges	-	44,773	-	-	-	44,773	19,734
Miscellaneous revenue	9,385	10,475	696	-	1,418	21,974	18,394
Gain (loss) on disposal of tangible capital assets	-	560	-	-	-	560	(10)
	9,385	1,625,879	23,969	-	1,418	1,660,651	2,144,909
Expenses:							
Administration	22,063	18,223	5,635	25	2,756	48,702	48,236
Capital infrastructure contributions	-	-	-	72,711	-	72,711	36,611
Contracted services	71,448	14,248	131,731	5,612	-	223,039	215,418
Fuel and power	51,865	-	15,352	-	-	67,217	55,906
Insurance	16,729	323	6,136	1,294	96	24,578	29,327
Maintenance, materials, and utilities	77,030	2,037	54,064	37,595	1,579	172,305	148,470
Professional and legal	1,883	23,544	3,286	1,423	257	30,393	25,443
Rentals, leases, and property tax	16,940	12,534	1,423	296	2,298	33,491	29,230
Salaries, wages and benefits	548,334	54,430	129,071	1,211	37,823	770,869	707,922
Expenses before amortization and interest	806,292	125,339	346,698	120,167	44,809	1,443,305	1,296,563
Amortization of tangible capital assets	114,733	14,710	83,290	20,597	459	233,789	229,450
Interest	57,978	7,322	42,098	74,408	236	182,042	189,339
	172,711	22,032	125,388	95,005	659	415,831	418,789
	979,003	147,371	472,086	215,172	45,504	1,859,136	1,715,352
Surplus (deficit) for the year	\$ (969,618)	\$ 1,478,508	\$ (448,117)	\$ (215,172)	\$ (44,086)	\$ (198,485)	\$ 429,557

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

19. Comparative information:

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