# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

**TransLink Sustainability Report, December 2010** 

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GRI <u>REPORT</u>

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# Setting a baseline





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

**Regional Economy** 

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# VISION, MISSION, VALUES (

### Vision

### Mission

### Values

and foster trust.

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Integrity — We will act honestly and with integrity at all times. We will treat others

Excellence — We will strive for excellence in all that we do and will be a leader in enhancing sustainability through the transportation services we provide. We will encourage innovation and the implementation of best practices throughout our

Sustainability — Sustainability will be a key factor in all our strategies, business plans, decisions and operations. We will incorporate economic, environmental and

Accountability — We will be results oriented and fiscally responsible. We will set measurable targets and hold ourselves accountable to achieve them.

10.00

TRANS

Vision, Mission, Values

**Sustainability Policy** 

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# SUSTAINABILITY POLICY

# TransLink is committed to being a recognized world leader in transportation sustainability.

### AS AN ORGANIZATION:

- We will set economic, environmental and social targets appropriate to our vision and mandate
- We will develop and implement a corporate sustainability strategy
- We will incorporate sustainability commitments into our business processes and practices
- We will operate in an open, transparent, responsible and accountable manner
- We will make decisions that consider economic, social and environmental objectives and reflect our commitment to sustainability and leadership, ensuring the best value for transportation investments
- We will aim for continual innovation and improvement in all aspects of our business to reach our goal of becoming sustainable transportation leaders

### AS AN EMPLOYER:

- We will cultivate a diverse, inclusive and respectful workplace and provide a safe and healthy work environment
- We will encourage employees to innovate and play an active leadership role in the pursuit of our sustainability goals
- We will empower employees with the resources they need to make responsible decisions regarding sustainability in the workplace and encourage them to expand this into their personal lives

### AS A TRANSPORTATION PROVIDER:

- minimizing adverse impacts, locally and globally

### AS A MEMBER OF THE COMMUNITY:

- and the public to obtain meaningful input into TransLink activities

### TO DETERMINE HOW WE ARE DOING, TO MEET OUR VISION AND TARGETS, AND TO PREPARE FOR FUTURE CHALLENGES WE WILL:

- Regularly document our progress in publicly available reports
- Evaluate our progress and adjust implementation where needed
- anticipated challenges and opportunities



• We will provide a diversity of transportation services and pursue operation and design innovations that maximize the benefits to society, the economy and the environment while

• We will develop a resilient transportation system that can adapt to the region's changing needs and foster our capacity to respond in challenging or exceptional situations

• We will work with our community partners to enhance the livability, sustainability and resilience of our region and provide leadership for transport systems around the world

• We will conduct transparent, inclusive and respectful consultations with our stakeholders

• We will encourage and recognize the efforts of employees, subsidiaries, service contractors and partners for their sustainability practices and innovations

• Measure and track our progress towards achieving our sustainability targets

• Monitor emerging economic, social and environmental trends to identify and manage



# CONTENTS

Vision, Mission, Values Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

Employees h

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# CHAIR'S MESSAGE



TransLink's mandate is to provide sustainable transportation solutions within the Metro Vancouver region. Sustainability is the nature of our business, a responsibility that we take very seriously and always have.

> Guided by 🐌 Transport 2040 – the long-range strategy TransLink developed in 2008 - we make choices about transportation and influence future land use decisions. Our mission is to protect the natural environment, reduce greenhouse gas emissions, foster an inclusive and fair society, and support a vibrant, sustainable economy. This is what sustainability means to us.

In 2009, the Board of Directors approved a sustainability policy that articulates TransLink's commitment to making sustainability central to our decision-making, our plans, our practices and our operations. This policy commits us to being a recognized world leader in transportation sustainability. To fulfill this aspiration, not only do we need to be worldclass in creating a sustainable region through transportation excellence, but we need to operate our business to the highest standards of sustainability governance.



Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information



### CONTENTS

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### CHAIR'S MESSAGE (CONTINUED)

To this end, the Board recently formalized its role to provide oversight over TransLink's sustainability performance by incorporating this mandate into its Governance Committee terms of reference.

The role of the Board of Directors is to help define the sustainability vision and ensure there is full implementation of the sustainability policy across the organization.

For the first time, we are reporting on our performance from a sustainability perspective, establishing the benchmark for future progress and providing increased accountability for our actions on our environmental, economic, and social goals.

Sustainability is increasingly becoming a business imperative for companies, and this is very much the case for TransLink, whose core mandate contributes to sustainability and quality of life. We believe that by maintaining a strong sustainability compass to guide our business we will further build our social license to operate, increase customer satisfaction, reduce costs, enhance employee engagement, foster strong stakeholder relations and advance learning and innovation.

TransLink is continually striving to increase the opportunity for sustainable transportation choices. In 2009, we delivered the following major improvements to the transit system and Major Road Network:

- Completed Canada Line, the Golden Ears Bridge, commissioned a new SeaBus, and added new lower-emission and fuel-efficient buses to the fleet
- Made the transit system safer and more accessible for everyone through improved security measures and by adding more custom transit vehicles for those with special mobility needs
- Improved our organizational structure to improve efficiency and effectiveness





The 2010 10-Year Transportation and Financial Plan, approved by TransLink and the Mayors' Council in 2009, provided \$130 million in new funding. While our aspiration was for a larger increase in support of system expansion, TransLink is now on a stable financial footing at a time when transportation agencies across North America are cutting service, raising fares and seeking other efficiencies to address funding cuts. We are committed to seeking new revenue sources to help us achieve our sustainable transportation goals, and we will focus on optimizing the existing transportation network to continue moving the region towards sustainability.

In the coming years, TransLink will report on its corporate sustainability performance every two years and on corporate and regional performance every five years. We recognize that we are at the beginning of a mission, and that much more effort is needed to become a recognized leader in transportation sustainability, as per our sustainability aspiration.

On behalf of the board of directors, I affirm our commitment to achieving TransLink's vision for the region, and to report on our progress along the way.

DALE PARKER | Board Chair

Performance against GRI indicators Click icon for more information



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

1 Sustainability Governance and Management

**Community and Stakeholders** 

Regional Economy

Environment

5 Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### CEO'S MESSAGE GRILL



Climate change, population growth and changing travel needs will continue to challenge the livability and quality of life in the communities of Metro Vancouver; these key risks for the region are key risks for TransLink. TransLink's role as a provider of sustainable transportation options is more important now than ever because what we do allows others to take actions that will make the region a better place to live.

In addition to providing sustainable transportation choices, we want to run a sustainable operation. We've made important steps in the past year, including adopting a sustainability policy, signing onto the **W** UITP Sustainable Development Charter (a set of sustainability commitments for transit companies developed by the international transit association), and appointing a Director, Corporate Sustainability to coordinate our sustainability initiatives across the enterprise. Corporate TransLink is also a member of the American Public Transit Association's Climate Change Working Group, and has signed on to APTA's Sustainability Commitment. Through APTA we are helping to shape policies and programs to guide North American transit agencies towards sustainability. TransLink strongly supports the Canadian Urban Transit Association, of which it is a member, and appreciates its commitments and achievements in promoting sustainable transportation nationally.

Transport 2040 is our 30-year vision for the region. Now, with this report, we start the process of managing our corporate sustainability footprint, an area that has not had the same attention enterprise-wide as has our regional efforts. The sustainability report, our first, establishes a benchmark, and sets out a short term strategy towards achieving the aspirations of our sustainability policy.

In business, what gets measured gets done, so while we have been leaders in transportation sustainability for many years, we are now methodically tracking our performance with the objective of identifying opportunities for improvement both in what we do internally, and how we support the region's aspirations. While we currently lack concrete metrics and targets to guide our internal sustainability performance, going forward we will develop robust metrics, targets and measures to guide our future performance.

Our most important sustainability issues are prioritized for review in this report, setting out our role in the following areas: helping the region reduce its transportation impacts on climate change; improving the safety, security, and accessibility of the transit system; achieving stable funding; ensuring effective stakeholder engagement; and establishing our internal sustainability management systems. Our key challenge in achieving our sustainability goals arises from the interrelationships among transportation and other urban factors in minimizing greenhouse gas emissions. TransLink works closely with municipal, regional and senior government partners to connect the region and enhance its livability.

Performance against UITP indicators Click icon for more information Performance against GRI indicators Click icon for more information 👸 Click for more information



### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

**CEO's Message** 

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Environment

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### CEO'S MESSAGE (CONTINUED)

We achieved some notable successes in 2009. We have expanded our fully wheelchair-accessible transit system to historic levels of service. We ran the largest ever public consultation, "Be Part of the Plan", to secure public feedback on service and funding options for future service delivery. While we did not receive sufficient funding to fully implement our plans to achieve the service goals outlined in Transport 2040, we closed a structural funding gap and now have the means to maintain service levels at a time when transit systems across North America are cutting service and raising fares beyond the increase in cost of living.

In addition, Coast Mountain Bus Company introduced anti-idling and driver training programs focussed on fuel efficiency and a smoother ride, which are on track to realize significant GHG reductions and financial savings.

We know we have more to do to put our own house in order. In the coming years we will create a baseline of the greenhouse gas emissions of our administrative offices and non-revenue fleet; set enterprise-wide targets and plans to reduce our overall GHG emissions over time; explore sustainable commuting options for our employees, and engage them in finding ways to operate more sustainably. We plan to introduce sustainable infrastructure guidelines that include measures to reduce the environmental footprint of our facilities, and enhance the safety and security of our customers and the communities in which we operate. We also plan to introduce a purchasing policy that will leverage environmental, social and economic benefits. As we implement plans and report on our performance we will continue to look to our stakeholders — both internal and external — to guide our efforts. Transport 2040 did not set targets, so the work of target development will be undertaken in future years. Employees and selected external stakeholders have reviewed this report in draft form and provided feedback. Your feedback on this report will help us improve our sustainability planning and reporting so that our future efforts can better address your interests and priorities. Please send your comments to: 🕲 sustainability@translink.ca. I look forward to hearing from you.

Jan 1 lin

IAN JARVIS | Chief Executive Officer



Performance against GRI indicators Click icon for more information

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

>

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# ABOUT THIS REPORT

This report is prepared in accordance with the TransLink Sustainability Policy, and with the 🐌 UITP Sustainable Development Charter, to which TransLink is a signatory. TransLink is committed to producing sustainability reports to measure and track progress towards achieving sustainability goals and targets, and identify areas for improvement. TransLink is disclosing its sustainability performance as a demonstration of its commitment to transparency and accountability and to engage stakeholders in a dialogue on how it can work with others to advance sustainability in the region. TransLink plans to use its sustainability reporting as a basis for ongoing discussion with stakeholders about how to promote and advance a sustainable transportation system in Metro Vancouver.

This comprehensive sustainability report, TransLink's first, is intended to serve the information needs of key stakeholders, including employees, customers, funding partners, the communities of Metro Vancouver, labour unions and other transit agencies. GRI 3.5

TransLink also produces annual reports on its corporate and financial performance. Its 🍈 2009 Annual Report provides an overview of TransLink's performance on its Transport 2040 goals to advance sustainability in the region. As such, the 2009 Sustainability and Annual Reports have a high degree of alignment in reporting on TransLink's sustainability performance in Metro Vancouver.

# TransLink's sustainability performance is documented under six themes:



AND MANAGEMENT



**REGIONAL ECONOMY** 



**ENVIRONMENT** 



**FUNDING** 

Performance against GRI indicators Click icon for more information



O TransLink performance targets



### COMMUNITY AND STAKEHOLDERS





TRANS



Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ABOUT THIS REPORT (CONTINUED)

### Report Scope GRI3.5

Sustainability issues are wide-ranging and touch many parts of the organization, the people it serves and the broader community. TransLink applied a "materiality" process to determine priority topics, issues and impacts for reporting. A primary factor in determining material, or relevant, issues on which to report was TransLink's long term sustainability goals within its 30-year sustainability strategy, 🐌 Transport 2040. TransLink also assessed the degree of significance to stakeholders based on its understanding of their priorities, the impacts of key sustainability risks to the organization's ability to deliver on its mandate 🐌 (see page 21 for a list of these risks), and the approach peer transit organizations are taking to the issue. Lastly, it considered the degree of control or influence TransLink had over the issue, prioritizing those impacts where it had operational control over the outcome.

This report establishes a baseline against which future performance will be measured using Transport 2040 and the Sustainability Policy as a framework. Data gathering posed a challenge in this first report resulting in a lack of trend data, and limited benchmarking to other transportation systems. The lessons learned through compiling this report will be gathered and analyzed to inform the approaches taken to subsequent reports. Data measurement systems will be enhanced and benchmarking conducted, allowing for improvements in TransLink's sustainability performance

# Data Challenge

Collecting data for all the indicators from across TransLink, including its subsidiaries and contracted service providers, presented some obstacles. Data collection systems vary from one entity to another and in some cases no data is collected for many important indicators. For future reports TransLink expects to expand the selection of indicators and the coverage across the organization as data collection systems and processes are improved and coordinated.





GRI 3.9

TransLink followed the 🕙 Global Reporting Initiative (GRI) Sustainability Reporting Framework G3 Guidelines to inform decisions about what and how to report. The **GRI** is a voluntary international standard for reporting that many companies follow to disclose their performance and impacts in a consistent, accountable and transparent fashion. Custom performance measures are included in this report to address issues that relate to the unique dimensions of TransLink and the public transportation industry and are important to our stakeholders.

See the 🐌 GRI Content Index for a summary of the GRI indicators used in the report. TransLink applied GRI Application Level "C" requirements, meaning that TransLink has met GRI's first-level reporting criteria for beginning reporters. TransLink has not sought external assurance on this report. GRI 3.13

TransLink consulted with a group of six sustainability specialists with experience in sustainability reporting to receive feedback on the degree to which the report fosters accountability and transparency and aligns with best practice, considering such factors as relevance, balance, completeness, accuracy, comparability and clarity, in alignment with GRI Reporting Principles. They met for three hours to review an early draft of the report and provide high level feedback on the report, 🖤 summarized

### on page 76.

TransLink also sought feedback from its Stakeholder Roundtable (a 15-member group representing business, labour, environment, youth, social policy and accessibility organizations) and two enterprise-wide employee groups on its sustainability reporting approach. Stakeholder feedback was very positive, and while employees had many questions and comments, there was strong support for the report as a tool to drive performance and support employee engagement. Globally, transportation sector organizations are committing themselves to more sustainable outcomes for the communities in which they operate, their customers and employees, and the environment overall. Sustainability initiatives are being spearheaded by a variety of transportation associations such as the Canadian Urban Transit Association (CUTA), American Public Transportation Association (APTA)

Performance against GRI indicators Click icon for more information

Click for more information

# TransLink is Guided by Global Standards





### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ABOUT THIS REPORT (CONTINUED)

and the International Association of Public Transport (UITP). TransLink is working in collaboration with these organizations to improve sustainability measuring and reporting nationally and internationally.

In preparing this report TransLink was guided by UITP's pilot sustainability reporting framework which aims to set the standard for international reporting within the public transportation sector. The UITP has identified 70 potential reporting indicators which they are piloting. They recommend reporting on three indicators from each list of social, environmental, economic and governance indicators, for a total of 12 indicators. TransLink has exceeded the UITP-recommended minimum level of reporting in its first sustainability report. TransLink uses the following symbol to indicate when it is reporting on a UITP indicator:

The Canadian Urban Transit Association, CUTA, has also produced a set of sustainability indicators for reporting purposes based on TransLink's indicators, published in the spring of 2010. TransLink's 2009 report includes CUTA's recommended sustainability indicators.

### TransLink's Sustainability Performance Reporting Boundaries GRI 3.6. 37, 38

This report covers the activities of the TransLink enterprise operating in the Metro Vancouver region of British Columbia, Canada. Where data is available the activities of TransLink's key service contractors is included. See adjacent diagram for an overview of TransLink's operations, including its subsidiaries and key service contractors.

This report covers the period from January 1, 2009 to December 31, 2009. This 2009 report is based on an annual reporting cycle while future corporate sustainability reports will be based on a biennial reporting cycle. GRI 3.1, 3.3

As this is TransLink's first report, there are no changes from previous reporting periods in the scope, boundary or measurement methods applied in this report and there are no re-statements of information provided in earlier reports. GRI 3.10, 3.11



Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

GRI 3.7

Click for more information

O TransLink performance targets U Strategic challenges Red Text Glossary term



### CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment Community and Stakeholders Regional Economy Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ABOUT THIS REPORT (CONTINUED)

All references to TransLink, the 'Group', the 'Company', the 'Agency', and the 'Authority' within this report refer to the South Coast British Columbia Transportation Authority. SkyTrain (BCRTC) statistics include Canada Line results, except where noted. The use of the word 'bus' refers to scheduled bus service unless otherwise stated, and excludes Community Shuttles and HandyDART services. Data includes Albion Ferry (Fraser River Marine Transportation Ltd.) results, except where noted. Pacific Vehicle Testing Technologies Ltd. (PVTT) is referred to as AirCare, except in the Employee section.



# TransLink's Regional and Corporate Role

TransLink's core service mandate is to enhance social, economic and environmental conditions through the provision of mobility services. Through these services, TransLink fosters social inclusion, economic opportunity and environmental quality. This report addresses both TransLink's internal (administrative and corporate) and external (regional) roles.

TransLink's understanding of its overall sustainability mandate includes both an external and internal dimension, as reflected in its vision and mission statements and sustainability policy.



# Beyond TransLink's Reporting Scope Guar

The roles of municipal governments and Metro Vancouver (Greater Vancouver Regional District) are critical to TransLink's ability to increase the share of all trips that are taken on sustainable modes because those entities make decisions about land use and urban form. Land use and urban form choices have a significant influence on the effectiveness of public transport, ability of pedestrians and cyclists to get around safely, movement of goods and services, and the quality of our communities.

While TransLink maintains positive working relationships with government decision-makers and their staffs, land use and urban form decisions are outside the organization's control and reporting scope. However, TransLink and Metro Vancouver work closely together on the draft 🍈 Regional Growth Strategy a land use framework for planning across Metro Vancouver related to utilities, transportation, housing and air quality — to coordinate policy and implementation plans for major transportation investments in support of regional aspirations.

In addition, Metro Vancouver has indicated that it will prepare annual reports on the progress of the proposed **Regional Growth Strategy** (anticipated to be put forward for adoption in 2011), including a set of performance measures, such as land-use related measures of relevance to transportation. These regional growth strategy indicator reports will complement TransLink's sustainability reports to provide a more complete picture of land use and transportation performance in the region.

# Contact for Further Information GR34

Please send your feedback on this report to: Director, Corporate Sustainability: sustainability@translink.ca

Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information



# CONTENTS

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

**Employees** 

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# About TransLink

Fire Paid Zone 🔊 🕅

The South Coast British Columbia Transportation Authority commonly known as TransLink, is a regional authority governed by the BC South Coast British Columbia Transportation Authority Act.









### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink Sustainability Governance and Management

**2** Community and Stakeholders

A Regional Economy

Environment

5 Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ABOUT TRANSLINK (CONTINUED)

TransLink provides a regional transportation system that moves goods and people in support of the region's growth strategy, provincial and regional environmental objectives, and the economic development of the Metro Vancouver service region in British Columbia, Canada.

TransLink's head office is located at 1600 – 4720 Kingsway, Burnaby, British Columbia. Its functions include major capital project management, legal services, corporate information systems strategy, corporate finance, strategic and transportation systems planning, internal audit, marketing, public affairs, real estate services and TravelSmart programs which promote alternatives to single occupancy vehicle use in the region. TransLink co-plans and co-funds the Major Road Network (MRN), which comprises major regional arterials in the region not owned by the provincial government. The MRN currently includes 2,325 lane-km of roadways and four bridges: Knight Street, Pattullo, Westham Island and Golden Ears. The roads of the MRN are primarily owned by the region's 21 municipalities, but TransLink provides funding for maintenance and co-funds some major and minor capital projects. GRI 2.4

TransLink is a multi-modal transportation authority, and the first of its kind in North America. TransLink maintains close relationships with municipal and regional governments, and the governments of British Columbia and Canada, all of whom play significant roles in supporting, maintaining and building Metro Vancouver's transportation system.

# TransLink is the first transportation authority in North America to have responsibility for planning, financing and managing public transit and the Major Road Network.



Performance against GRI indicators Click icon for more information



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### **ABOUT TRANSLINK** (CONTINUED)

### History GRI 2.6

TransLink was established in 1998 under the Greater Vancouver Transportation Authority Act. Primary responsibility for public transit in Metro Vancouver was transferred from British Columbia Transit, a provincial crown corporation, to TransLink in April 1999. Most assets and liabilities related to the provision of public transportation services in Metro Vancouver were transferred to TransLink. The Province of British Columbia retains ownership of the infrastructure and property interests of the Expo and Millennium SkyTrain lines and the West Coast Express (these have an estimated net book value of \$1.5 billion); and TransLink is responsible for maintenance and operations. The Greater Vancouver Transportation Authority Act was significantly amended and re-named the South Coast British Columbia Transportation Authority Act in November 2007. See 🖱 The Road Less Travelled (published by TransLink in 2008), for further information on the formation of the authority and its major challenges and accomplishments.

### TransLink Operations GRI 22, 23, 28, 29

Transportation services are delivered by TransLink group companies and contractors. TransLink group companies include:

Coast Mountain Bus Company Ltd. (CMBC), TransLink's largest operating company, operates over 96 per cent of the region's bus service (the balance are contracted out). As of December 31, 2009, the fleet operated by CMBC included 1,078 conventional buses, 260 electric trolley buses, 133 Community Shuttle minibuses and three SeaBus passenger ferries. CMBC manages Community Shuttle and HandyDART contracted services referenced below. www.coastmountainbus.com

British Columbia Rapid Transit Company Ltd. (BCRTC) operates the Expo and Millennium automated light rail SkyTrain lines. At the end of 2009, 250 vehicles were in service and a further eight new vehicles were placed in service in early 2010. BCRTC manages the Canada Line concession agreement referenced below. 🐌 www.skytrain.info





July 31, 2009.

Pacific Vehicle Testing Technologies Ltd. (PVTT) provides emission testing for vehicles in the Lower Mainland under the name of AirCare. PVTT retains Envirotest Canada, a contractor, to deliver AirCare services. 🕚 www.aircare.ca

### **Service Contractors include:**

**Community Shuttle** minibus services in Langley, New Westminster and Bowen Island are operated by independent contractors using a fleet of 30 minibuses. The District of West Vancouver operates minibus service in West Vancouver and Lions Bay with a fleet of five vehicles.

**Canada Line** is an automated rail system which opened in August 2009, connecting downtown Vancouver with Richmond and the Vancouver International Airport and using 20 vehicles. The line is operated under a 35-year concession agreement with InTransit BC.

The Golden Ears Bridge operates under a 35.5 year agreement with the Golden Crossing General Partnership to maintain and rehabilitate the bridge.

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West Coast Express Ltd. (WCE) operates five commuter trains each weekday morning from Mission City in the Fraser Valley to downtown Vancouver, with return trips each afternoon. It also contracts out the TrainBus coach bus service, a direct service linking passengers to WCE stations. West Coast Express is a wholly-owned subsidiary of BCRTC and operates its train through a contract with Canadian Pacific Railways. 🐑 www.westcoastexpress.com

Fraser River Marine Transportation Ltd. (Albion Ferry) served as a transportation connection between Langley and Maple Ridge until its closure

**Transportation Property & Casualty Company Inc.** is a captive insurance company owned by TransLink.

West Vancouver Blue Bus transit service is operated by the District of West Vancouver, using a fleet of 46 buses.

HandyDART is a shared-ride custom transit service for people who cannot use conventional services. As of 2009, there were 362 vehicles in the HandyDART fleet operated by MVT Canadian Bus, Inc.



# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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### **ABOUT TRANSLINK** (CONTINUED)

# Awards and Recognition **GRIZIO**



- TransLink's website 🛞 www.TransLink.ca was recognized as the best in the business by the American Public Transportation Association (APTA) for its accessibility, trip-planning tools and interactive online forum.
- The Customer Information Line, operated by the Coast Mountain Bus Company in support of all of TransLink's transit services, was named Call Centre of the Year by the BC Contact Centre Association.
- The Canadian Council of Public Private Partnerships awarded the Canada Line Rapid Transit Project the Gold Award for Infrastructure and the Golden Ears Bridge the Silver Award for Infrastructure, recognizing innovation and excellence in structuring and delivering public private partnerships.
- The Golden Ears Bridge received the 2009 Bill Curtis Technical Achievement Award for Outstanding Technical Achievement from the Canadian Institute of Transportation Engineers, Greater Vancouver Chapter.



- fourth year in a row.

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O TransLink performance targets

• The Association for Commuter Transportation recognized TransLink's efforts in building collaboration and capacity for transportation demand management in Canada, creating awareness, strategies and policies to reduce single-occupancy vehicle travel and contribute to a sustainable region.

• SkyTrain was named "Best Organization" in the Fifth Annual Lieutenant Governor's Public Safety Awards, recognizing leadership, achievement and innovation in promoting public safety in BC.

• APTA named TransLink's safety and security education and awareness campaign as the best among transit agencies in North America.

• Coast Mountain Bus was named one of the Top 55 Employers in BC for the



- Vision, Mission, Values
- Sustainability Policy Chair's Message
- CEO's Message
- About this Report
- About TransLink

1	Sustainability Governance and Management	
2	Environment	
3	Community and Stakeholder	
4	Regional Economy	
5	Funding	

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# Sustainability Governance and Management

33% Percentage of women on our Board of Directors

"Sustainability governance is emerging in Canada as "good governance" practice. When assessed against the national CSR (Corporate Social Responsibility) Governance Guidelines developed by CBSR and Industry Canada, TransLink's board shows they have a number of leading practices in place. TransLink's approach to CSR governance is a good model for other boards to follow."

> Adine Mees, President and CEO, Canadian Business for Social Responsibility

Performance against GRI indicators Click icon for more information

TRANS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# **SECTION 1 >** FRAMFWORK & STRUCTURF

### Governance Structure GR 4.1

TRANSLINK BOARD OF DIRECTORS

Establishes subsidiaries and appoints boards & chairs

Supervises the management of the affairs of TransLink

Proposes to the Commissioner a customer satisfaction

Proposes to the Commissioner a customer complaint

Approves project & program public consultation plans

Prepares & implements long-term transportation strategies (30-year) & 10-year transportation and

survey process and conducts surveys annually

Holds a public annual general meeting

Appoints chair of Board of Directors

Appoints CEO

financial strategic plans

process and implements it

Publishes an annual report

TransLink has a multi-tiered governance structure that includes the Board of Directors, the 🐌 Mayors' Council on Regional Transportation and the **(iii)** Regional Transportation Commissioner. The Mayors' Council is comprised of the mayors from the 21 municipalities within the Metro Vancouver region and the Chief of the Tsawwassen First Nation.

Since TransLink was originally created through an Act of the Legislature, we do not have traditional shareholders. Because TransLink is not a publicly-traded company or a crown corporation, the Business Corporations Act does not apply to our operations. Further information can be found in the 🛞 South Coast BC Transportation Authority Act.

### The Board GRI 4.2, 4.3, 4.7

which individuals are recruited.

### **MAYORS' COUNCIL**

Appoints chair of Mayors' Council Appoints TransLink Board of Directors Appoints Commissioner & Deputy Commissioner(s) Receives and approves transportation and financial plans as laid out in the Legislation

### COMMISSIONER

Key to Symbols

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TransLink's independent Board of nine directors oversees the management of TransLink's affairs. Before any person is selected as a member of the Board, he or she must first be screened by an independent panel comprised of one member each from the Vancouver Board of Trade, Chartered Accountants of British Columbia, Greater Vancouver Gateway Council, Ministry of Transportation and Infrastructure and the Mayors' Council. The Screening Panel assesses each potential candidate using a rigorous evaluation process. Sustainability is a specific skill and competency that is evaluated and is one of the key areas of expertise for

Two separate individuals fill the roles of Board Chair and Chief Executive Officer. Board members do not exercise management roles within the organization. Details on committee mandates and additional general information on our approach to governance can be found in our 🐌 Board Governance Manual.



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders Regional Economy

Employees

Funding

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# **SECTION 1 > FRAMEWORK & STRUCTURE** (CONTINUED)

### Transit Police GRI 4.1

The Transit Police force was established in 2005 as a designated policing unit under the Police Act as a supplementary policing agency within the South Coast British Columbia Transportation Authority's (TransLink) service region. The force is comprised of both sworn members - known as Designated Constables - and civilian staff, all of whom are TransLink employees. Designated Constables are subject to the same police complaint process and professional code of conduct as municipal police officers.

The Transit Police force is considered a supplementary policing agency because the jurisdictional police agency retains primary responsibility for policing. As such, our Transit Police forces works in close partnership with other jurisdictional police forces.

### Did You Know?

- Transit Police is the only armed transit police force in Canada and has the full powers of the provincial police.
- Constables have the ability to enforce the Criminal Code of Canada and issue violation tickets for infractions of provincial statutes.
- Constables are subject to the same police complaint process and professional code of conduct as municipal police officers.

Transit Police are governed by a 🐌 Transit Police Board, which is appointed by and accountable to the Minister of Public Safety and Solicitor General. The Transit Police Board is responsible for ensuring that the Transit Police force provides effective and efficient services, and preserves the safety and security of the transit system. The Board coexists in a unique relationship with TransLink, ensuring that the Transit Police remain a separate unit within TransLink while adhering to the mandate and corporate objectives of the entire organization.

Designated Constables are subject to the same police complaint process and professional code of conduct as municipal police officers. Complaints against a Transit Police Member may be submitted to the Transit Police Professional Standards Unit, the Transit Police Discipline Authority or the B.C. Office of the Police Complaint





Commissioner. Thirty-four complaints were filed against Transit Police in 2009, 0.2 per officer. More information on the complaints process can be found on the Transit Police website.

# Ethical Conduct GRI4.6

We hold all of our employees and directors to the highest standard of personal and professional integrity. That's why in 2008, TransLink updated and adopted a robust 🛞 Director and Officer Code of Conduct and Conflict of Interest Guidelines. TransLink also requires all directors and officers to file a Disclosure Statement with the Corporate Secretary upon his or her appointment, annually by January 15, and as required by changed circumstances. The South Coast British Columbia Transportation Authority Act sets out specific conflict of interest situations which must be disclosed by directors and screening panel members, and the steps that directors must take to avoid exercising their duties when they have a conflict of interest. To help advise our Board members, TransLink retains a Conduct Review Advisor to act as a neutral and independent resource to directors and officers and to provide clear interpretation of standards of business conduct and guidelines for actual or perceived conflicts of interest.

# Transparency GR 4.4

TransLink values public input and participation. To facilitate public dialogue on key issues, we publish a summary of agenda items for regularly scheduled Board meetings on the TransLink website five calendar days before each meeting and time is allocated to public delegations at the start of every Board meeting. The Board also posts the CEO Report, quarterly financial reports and a summary of decisions made on our website, within two business days of the conclusion of their meeting. Wiew past reports and decisions here.

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TransLink's quarterly and annual financial performance reports are also made available to the public online along with an annual summary of customer feedback and complaints. For full details, including the nature of complaints and how they were resolved, see the 🐌 2009 Statutory Annual Report.



### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders **Regional Economy** 

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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### **SECTION 2 >** THE SUSTAINABILITY IMPERATIVE GRIZE

TransLink is committed to developing and maintaining a sustainable transportation system for the benefit of the region. By providing transportation options that reduce the use of single occupant vehicles, we are helping to make a positive impact on the environment, regional economy and the lives of our customers.

But we also recognize that TransLink's operations generate negative environmental and social impacts including emissions and waste. By adopting sustainability as a corporate initiative and committing to regular sustainability reporting, we are demonstrating our commitment to our values and to improving our performance over time.

### Business Benefits of TransLink's Sustainability Commitment

In addition to the positive environmental and social impacts, there are several business case benefits from integrating sustainability into our business model including:

- Building a stronger brand and reputation
- Increasing customer loyalty
- Reducing costs and helping manage risks
- Improving recruitment, retention and productivity of our employees
- Advancing learning and innovation
- Improving business partner relations

### Management, Policy and Planning GRI 4.8, 4.9, 4.12, 4.13

TransLink's adoption of sustainability as a corporate initiative and commitment to regular sustainability reporting sets an example for transportation agencies, and for other public and private organizations in Metro Vancouver who have not yet begun to manage and report on their sustainability performance. In 2009, TransLink adopted a 🐌 Sustainability Policy to guide the development of a sustainable transportation system that aims to meets the needs of people, organizations and businesses, as well as foster the ecological, economic and social well-being of the Metro Vancouver region and beyond.

The policy applies to all employees and activities of TransLink and its subsidiaries, and is a key instrument in achieving Transport 2040 goals. It recognizes that we have





a responsibility to operate in a manner that is socially, environmentally and financially sound so that we are leading by example and continually empowering others to make sustainable transportation choices of their own. In 2009 TransLink appointed a Director, Corporate Sustainability to lead and coordinate sustainability planning and reporting. In addition, throughout 2009 a cross-departmental working group was formed to design and implement our sustainability policy, reporting indicators and plans. The working group reports to an executive-level committee, which reports to Executive and the Board of Directors. The Director, Corporate Sustainability reported to the Board Governance Committee on an as-needed basis. Over the next two years we will develop a robust approach to implementing the sustainability policy, including internal communications, engagement and training.

### In 2009 TransLink became Canada's first full signatory to the UITP Charter for Sustainable Development, the international trade association framework for sustainability.

One of TransLink's key performance drivers is the 🍈 International Association of Public Transport (UITP) Charter for Sustainable Development, which TransLink signed in 2009. By signing the charter, we clearly demonstrated that sustainable development is an important strategic objective and committed to conducting sustainability reporting. In addition to the Sustainability Policy, TransLink has developed various parallel policies and strategies with respect to critical sustainability issues. They include:

Performance against GRI indicators Click icon for more information

Click for more information





Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **SECTION 2 >** THE SUSTAINABILITY IMPERATIVE (CONTINUED) GRI12

Though formal practices related to building a corporate sustainability culture are relatively new within TransLink, we have implemented a number of initiatives over the past several years. Future plans include developing policies in the areas of infrastructure, safety, procurement and carbon, and creating a structured decisionmaking framework. This tool will help to integrate sustainability considerations into all operational and strategic decisions with an aim to apply it to pilot projects in 2011 and fully implement it across the organization in 2012.

To date, we have undertaken sustainability planning throughout our internal divisions and operating companies on an annual basis. From 2011 onwards, TransLink will be developing longer-term, group-wide sustainability plans and strategies that incorporate measures to fulfill the sustainability policy and advance towards the Transport 2040 vision.

# Transport 2040

The decisions we make today will determine how attractive, vibrant and sustainable our region is 30 years from now. That's why TransLink created 🐌 Transport 2040 - a regional transportation strategy to keep people and our economy moving, strengthen our communities, and protect the environment. The plan was adopted in



access to transportation choices.

Transport 2040 is intended to guide our organization as we further develop and operate an efficient and sustainable transportation system throughout Metro Vancouver. A key measure of the strategy's success will be the extent to which travel mode share changes from the current proportion of single occupant vehicle trips to significantly greater portion of trips being taken on transit, or by cycling, walking and ride-sharing, and reducing the overall number of vehicle kilometres travelled in the region. 🐌 See Appendix 1.1 for a summary of our Transport 2040 performance.

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6

Aggressively reduce greenhouse gas emissions from transportation, in support of federal, provincial and regional targets.

Most trips are by transit, walking and cycling.

The majority of jobs and housing in the region are located along the Frequent Transit Network (frequent, reliable services on designated corridors throughout the day, every day).

Travelling in the region is safe, secure and accessible for everyone.

Facilitate economic growth and efficient goods movement through effective management of the transportation network.

Ensure stable, sufficient and appropriate funding for TransLink to positively influences transportation choices.

Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information

2008 and developed through approximately 200 consultations with key stakeholder groups, local government representatives and subject area experts.

Transport 2040 sets goals for the kind of transportation future the region needs; a system that's safe, fosters economic growth and that lowers GHG emissions and brings urban and transportation planning closer together so that more people in more communities have more transportation choices and options.

The strategy reflects the Province of B.C. Transit Plan, and aligns with Metro Vancouver's Livable Region Strategic Plan and Air Quality Management Plan. It also recognizes the direction undertaken in Metro Vancouver's draft Regional Growth Strategy. These strategies and plans address land use, community planning and

### **TRANSPORT 2040 GOALS**



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Environment

**Regional Economy** 

- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# SECTION 2 > THE SUSTAINABILITY IMPERATIVE (CONTINUED) GRI12

# Sustainability Risks

TransLink's sustainability risks have been prioritized for their relevance to our long term strategic direction and impact on our financial performance. They inform our sustainability plans and include the following risks, along with the corresponding page number in the report where our approach to managing the risks are addressed:

- Mode share (pages 28 31):
- If the current mode share is extrapolated for expected population growth, the region will experience severe congestion, air quality deterioration and reduced access to jobs and social opportunities for people who rely on public transit.
- GHG emissions (pages 28 31, 41):
  - Industry and job locations are dispersed and increasingly forced to edges of the region, necessitating longer commutes and greater truck movements.
  - Light- and heavy-duty vehicles are major contributors of GHG emissions.
- TransLink's fleet contributes to GHG emissions and criteria air contaminants.
- Livability (pages 41, 49 51):
- Deteriorating livability may occur as a result of delays related to traffic congestion, reduced access to Asia-Pacific gateway facilities, and reduced walkability of neighbourhoods and commercial areas.
- Inadequate funding (pages 53 55):
- TransLink relies in part on revenue derived from fuel taxes, which rise and fall depending on fuel consumption within the region. There is a risk to that source if fuel prices rise and people and businesses buy less fuel. Not only do revenues fall, but also costs



identify and manage anticipated challenges and opportunities.

situations.





Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information

# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

- Sustainability Governance and Management
- Environment Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



### SECTION 2 > THE SUSTAINABILITY IMPERATIVE (CONTINUED) GRI12

increase as TransLink pays more per litre to meet increased demand for transit service.

- Committing more capital for infrastructure renewal and expansion reduces operating funds.
- Fare evasion and fraud reduce revenue from passenger use of the system.
- Climate change (page 55):

- Intense weather events increase wear on infrastructure and reduce service reliability.

- Rising sea levels and floods can affect some facilities.
- Impact of extreme weather on passengers and operators.
- Security and natural threats (including) pandemics) and disasters. (page 37 and 55)
- Demographic changes including our aging population and increased immigration. (page 39 – 40, 95)
- Increase in criminal activity, vandalism, and pick pocketing. (Page 37 – 38)
- Negative public and customer perception of safety and crime on the system. (Page 43 – 44)
- Employees (Page 58 62):
- Employee safety
- Talent shortage
- Employee engagement and retention
- Reputation (Page 17 26):
- A gap between vision or policy and current operating practices.





Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information



# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment Community and Stakeholders Regional Economy Funding

> Summary of 2009 Sustainability Performance

**GRI** Content Index

Employees

6

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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### SECTION 3 > STAKEHOLDER ENGAGEMENT () GRI 4.14,15,4.16

We strive to continually engage and educate our regional partners, community members, all levels of government and other stakeholders to address their priorities and ensure the success and understanding of our plans and policies. Since decisions can have significant implications for the regional economy, environment and communities, it's essential that we



consult the public and key stakeholders on major plans and decisions consistently and comprehensively.

In identifying stakeholders for consultation and engagement, TransLink is guided by its stakeholder map. The stakeholder map was developed through staff consultation and reflects the extensive range of key organizations and perspectives which TransLink takes into account when undertaking major initiatives. GRI 4.15 () See stakeholder consultations on page 44.



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# Delivering on Regional Commitments

### How Should W **Regional Com**



We will conduct transparent, inclusive and respectful consultations with our stakeholders and the public to obtain meaningful input into TransLink activities.



Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment Community and Stakeholders Regional Economy Funding

Summary of 2009

Employees

6

Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# **SECTION 3** STAKEHOLDER ENGAGEMENT (CONTINUED)

# Sustainability Partnerships and Innovations

To move forward on our sustainability journey, we know that we must invest in new ways of doing things through innovative approaches and collaborative partnerships.

TransLink typically works through partnerships when developing and implementing transportation improvements in the region.



For example, in 2009, we began multi-year technical studies for rapid transit service in the Cities of Vancouver and Surrey regarding the possible UBC Line and Surrey Rapid Transit options respectively. TransLink has partnered with the Province of British Columbia, the Cities of Surrey, Vancouver and City of Langley, the University of British Columbia, the University Endowment Lands and Metro Vancouver to ensure the plans that are developed meet both the local and regional transportation needs of Metro Vancouver.



Performance against UITP indicators Click icon for more information GRI 3.7

Performance against GRI indicators Click icon for more information





# CONTENTS

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance
	and Management

2	Environment
3	Community and Stakehold
4	Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### **SECTION 3** STAKEHOLDER ENGAGEMENT (CONTINUED)

The Roberts Bank Rail Corridor Program is a partnership in which we coordinated stakeholder engagement and managed project delivery. The program itself is a comprehensive package of road and rail upgrades to improve the movement of goods to and from critical trade gateways in the region. These improvements are funded by an unprecedented collaboration of 12 partners representing local, regional, provincial and federal governments as well as private industry. TransLink is facilitating the program to ensure it is delivered on behalf of its partners so that local, regional, provincial and national goals are met.

Innovation is another important component of our sustainability commitment. In 2009 TransLink participated in four sustainability initiatives with external partners aimed at achieving economic, social and environmental benefits.

TransLink relies on the cooperation and acceptance of government partners and other stakeholders to develop longterm plans, deliver on infrastructure projects, uncover new sustainability opportunities and create vibrant communityoriented spaces at transportation hubs. By building and maintaining strong partnerships across all of our businesses now, we are helping to ensure the success of our region in the future. A list of 🐌 sustainability partnerships is provided in the appendix.

# Strategic Challenge

TransLink's decisions can have significant implications for the regional economy, environment and communities so it is essential that it consult the public and key stakeholders on its major plans and decisions consistently and comprehensively. TransLink needs to continue to set and follow very high standards in stakeholder consultation and engagement in order to ensure it is addressing regional priorities responsibly, accountably and transparently.



partners to enhance the livability, sustainability and resilience of our region and provide leadership for



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Performance against GRI indicators Click icon for more information

Click for more information

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TRANS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink



- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



# **SECTION 4** > 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 – 2012 PLANS

### Summary

TransLink's board has many leading corporate social responsibility practices in place, and the organization has made a clear commitment to sustainability by adopting a policy, assigning a staff resource, and to reporting at international standards. Our overall performance in sustainability governance provides a solid foundation for future initiatives.

# Additional Links and Tables

South Coast British Columbia Transportation Authority Act Board Governance Manual Director and Officer Code of Conduct and Conflict of Interest Guidelines UITP Charter for Sustainable Development BC Crown Agency Corporate Governance Good Practices Checklist 2009 Progress Against Objectives TABLE 1.1 Transport 2040 Performance TABLE 1.2 Conformance with BC Crown Agency Corporate Governance Good Practices Checklist TABLE 1.3 Sustainability Partnerships

20	09 SUSTAINABILITY ACHIEVEN
SUSTAINA	BILITY GOVERNA
2009 PLANS	2009 ACHIEVEMENTS
SUSTAINABILITY FRAMEW	ORK
Adopt Sustainability Policy	Complete
Approve sustainability reporting indicators	Complete
Become a Signatory to the UITP Charter for Sustainable Development	Complete
SUSTAINABLE PLANNING	

GRI 3.7



### IENTS AND 2010 – 2012 PLANS

# ANCE AND MANAGEMENT

**2010 PLANS** 

2011-12 PLANS

Develop and pilot a making tool" to ensure sustainability factors

sustainability function and the Governance Committee

Include sustainability

decision-making tool

dashboard" for board

Develop and implement

Integrate sustainability

sustainability alignment/

Develop 2011-2012 sustainability plan

Develop 2013-5



# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance
	and Management

Environment

Community and Stakeholders

**Regional Economy** 

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved

# Environment

Road-based transportation accounts for more than one-third of all GHG emissions in Metro Vancouver, with the majority from private vehicles.

> Estimated trips made by walking, cycling and transit in 2008.

600,000 Number of people that used the Central Valley Greenway in its first year of operation.

"TransLink plays a vital role in putting in place the solutions to reach a low-emission transportation system and improve the health of our communities. With the quality of life for our region on the line, governments from all levels need to cooperate and get to work securing sustainable funding for public transit and green infrastructure. Only then can we make this vision become a reality."

Peter Robinson, CEO, David Suzuki Foundation

Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information

TRANS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)

TRANSPORT 2040 GOAL 1

# The Road to 2040

Transportation accounts for the largest share of greenhouse gas (GHG) emissions in British Columbia. In fact, road-based transportation accounts for more than onethird of all GHG emissions in Metro Vancouver alone, with the majority from private vehicles. That's why TransLink is committed to finding solutions to reduce regional GHG emissions through more efficient transit service and supporting programs that promote transit use, cycling, walking, ridesharing and teleworking.

TransLink is dedicated to accomplishing the long-term planning vision of Transport 2040, starting with the implementation of existing investment commitments and priorities, and working towards the expansion of service to meet future demand and accommodate planned growth in the region. While current funding levels are sufficient to maintain the existing transit system, TransLink will continue to look for opportunities to upgrade and expand transit, and strengthen funding for roads, bridges and cycling infrastructure. Effective management of the Major Road Network will continue to be a focus as we continue to move forward.

### REGIONAL VEHICLE KILOMETRES TRAVELLED (VKT)

### Estimated VKT (2005) = 18.914 billion km

Estimated VKT per capita (2005) = 8,702 km

Most recent estimate is from 2005 Lower Fraser Valley Air Emissions Inventory report (source: Metro Vancouver)





We will provide a diversity of transportation services and pursue operation and design innovations that maximize the benefits to society, the economy and the environment while minimizing adverse impacts, locally and globally

We will make decisions that consider economic, social and environmental objectives and reflect our commitment to sustainability and leadership, ensuring the best value for transportation investments

Metro Vancouver has set targets to reduce greenhouse gas emissions by 33 per cent by 2020 and 80 per cent by 2050 (compared to 2007 levels). TransLink plays an important role in helping to achieve these ambitious targets. We are working closely with Metro Vancouver on its draft 🍈 Regional Growth Strategy — a management plan focused on land use policies to guide the future development of the region and support the efficient provision of transportation, regional infrastructure and community services.

TransLink's collaboration with Metro Vancouver focuses on helping to strengthen the link between transportation and land use with the goal of reducing the distance people travel and the number of trips they make, while increasing the portion of trips made by walking, cycling, transit and ride-sharing.

One key element in the calculation of GHG emissions is total regional Vehicle Kilometres Travelled (VKT). This is an important metric that helps TransLink assess the extent of mode shift, but it's also a challenging one to estimate so TransLink is working with the Insurance Corporation of British Columbia (ICBC), Metro Vancouver, and the Ministry of Transportation and Infrastructure to determine a methodology and process to improve data quality. The data referenced in this report relies largely on 2005 studies. Metro Vancouver will update this information with more current data in 2010.

We will set economic, environmental and social targets appropriate to our vision and mandate



Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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### ENVIRONMENT (CONTINUED)

TRANSPORT 2040 GOAL 2

# Changing Habits, Shifting Modes

TransLink can help reduce vehicle kilometres travelled (VKT) by facilitating and encouraging a transportation mode shift, demand side management and supporting smart land use. By tracking VKT per capita, TransLink can monitor progress in reducing reliance on single occupant vehicle travel. Performance tracking will improve with updated regional data in 2010.

Data from 2008 demonstrates an encouraging trend in 🐌 Mode Share by Trips, with the region already making about 26 per cent of trips by walking, cycling and transit. The remaining 74 per cent of trips were made as either a driver or a passenger in an automobile. Another encouraging trend is a reduction in the median journey to work or post-secondary school. In 1996 the median commuting distance in Metro Vancouver was 7.7 km; in 2006 that distance was 7.4 km. (Census Journey-to-Work Surveys 1996 and 2006)

TransLink is also monitoring the extent of emissions from both light- and heavy-duty vehicles. Emissions from road-based transport 🔭 Table 2.1 is a function of vehicle fuel efficiency, fuel type and technology changes, as well as the rate of turnover of the regional fleet of vehicles. TransLink's influence on regional GHG's is relatively limited because we do not control the types of vehicles people buy, the fuel they use or how long they keep them. We do provide vehicle emissions testing through AirCare to reduce air contaminants and ensure older vehicles conform to standards. Data collected in 2010 will provide the necessary information to assess the region's progress on this Transport 2040 goal.

TransLink has improved the fuel economy of its own fleet of vehicles. As () Table 2.2 demonstrates, we have reduced emissions rates from fleet vehicles by approximately five per cent compared to 2007 levels. The reduction has been primarily achieved through the purchase of more efficient vehicles as older equipment is replaced.

Both the number of trips and the mode share for public transit have been steadily increasing over the past 10 years. Approximately 12.5 per cent of all trips were made



by public transit in 2008, compared to 10.8 per cent in 2004 and 10.1 per cent in 1999. The number of trips per person by all travel modes in Metro Vancouver declined to 2.65 in 2008 from a peak of 3.24 per day in 2004, which suggests an encouraging trend: people are taking fewer trips and combining more purposes into each trip.

To further encourage mode shift, TransLink increased transit service hours by 6.5% (in contrast to a budgeted 6.7%) in 2009, with plans to increase service hours in 2010 by 5.9%, or 348,972 hours. (Funding uncertainties prevented TransLink from fully implementing transit service expansion plans.) By making public transit available for longer periods of time, we are helping more people make smart travel choices.

7.4 per cent.

Canada Line plays an important role in shifting mode share and has been an unprecedented success. The new SkyTrain line surpassed ridership expectations after less than one year of operations carrying 100,000 passengers daily on weekdays from Richmond and YVR Airport to downtown Vancouver.

# All fleet can accommodate bikes, including buses, SeaBus, SkyTrain and West Coast Express

TransLink's fleet has been bike-friendly since fall 2007. Bikes can go on the bus, SeaBus, SkyTrain and West Coast Express. Bike lockers are also available at most SkyTrain stations and bus exchanges to help those transit riders who prefer to cycle to a station and need safe and secure bike storage.

As part of the federal Urban Transportation Showcase Program, TransLink completed and opened the 🍈 Central Valley Greenway, a new 24-kilometre pathway in Metro Vancouver, connecting downtown Vancouver, Burnaby and New Westminster. The greenway also joins the SkyTrain and bus systems, other bike routes and urban trails, and gives cyclists and walkers a new way of getting around. The Central Valley Greenway has attracted more than 600,000 users in its first year of operation.

Performance against GRI indicators Click icon for more information

TransLink sets an annual forecast for ridership growth on the transit system. For 2009 the 10-Year Plan forecast a ridership increase of 7.5 per cent. The actual increase achieved was 5.1 per cent. For 2010 the forecast increase in ridership is



### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)

TransLink's 🍘 TravelSmart program was created to help reduce single occupancy vehicle trips, reduce overall vehicle emissions and ease traffic congestion by offering alternative commuting options and incentives, such as the Employer Pass program that offers reduced prices on transit passes.

An overview of the TravelSmart program is provided in the 🍈 Community and Stakeholder chapter.

Shifting travel from single occupant vehicles to more sustainable modes is critical to reducing greenhouse gas emissions, improving goods movement and limiting the negative effects of traffic on our communities.

### Frequent Transit Network

The strong relationship between land use and transportation is what drives TransLink's focus on creating and serving transit-supportive communities. In 2009 TransLink continued advancing strategies to extend the Frequent Transit Network (FTN). As of December 31, 2009, the FTN was 477 kilometres in length. More than three-quarters of the region's passenger activity occurs on the FTN on weekdays. That proportion approaches 90 per cent on weekends. See 🍈 Table 2.7.

The launch of Canada Line significantly improved the quality of transit service for many, but since there was an existing bus rapid transit service in the corridor, the FTN did not grow significantly in size between Richmond and Vancouver. However, the overall FTN did expand during the year when bus routes #123 (Brentwood Station / New Westminster Station along Canada Way and 8th St.), #403 (Bridgeport Station / Three Road) and #351 (Crescent Beach/ Bridgeport Station) were brought up to FTN levels of service.



Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information



### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)

proportion of the population and jobs accessible to the FTN has increased steadily to 45 per cent of the population (a 36 per cent increase) and 65 per cent of the jobs (a 27 per cent increase). Based on the 2009 data, we know that the current increases are due to the expansion of the FTN rather than changing development patterns. See 🐌 Table 2.6. With 2011 Census data it will be clearer whether there is continued growth in housing and jobs located near frequent transit hubs. Due to funding constraints, there are no plans to extend the FTN between 2010 and 2012. However, the 2010 Service Optimization Initiative, which will review and adjust service on transit routes to ensure efficient use of resources, may result in either extensions or contractions of the FTN starting in 2011.

# Strategic Challenge

Most of our progress towards achieving the Transport 2040 goals to date has occurred because of system expansion undertaken in the past five years. Without the allocation of additional funding, investment, resources, strong demand-side management strategy, and co-ordination of land use and transportation, these gains will erode and the goals of Transport 2040 will be more difficult to achieve.

### Corporate Environmental Performance

TransLink first adopted a corporate 🛞 Environmental Policy in 2003, committing the company to reduce the environmental impacts of its operations and services, to include the environment as a factor in business decisions, and to adopt and maintain an environmental management system.

TransLink and its operating companies use an Environmental Management System that follows ISO 14001 - an international standard for Environmental Management Systems – to ensure proper monitoring, response and improvement across the





environmental practices.

# GRI E18

() A full summary of energy consumption and greenhouse gas emissions is contained in the appendix of this report. In 2009 the total amount of energy required for TransLink's road and rail operations rose by 5.6 per cent from 2007 because the size of the fleet increased. See Table 2.9. However, energy consumption per transit passenger kilometre has dropped by two per cent during this period. See 🍈 Table 2.10.

TransLink implemented a number of measures to lessen its carbon footprint, including the purchase of more efficient transit vehicles. Buses are the backbone of the Metro Vancouver public transit service and account for the majority of its emissions. In 2009, TransLink added 240 new buses to its fleet using funding made available through the federal 🍈 Gas Tax fund.

### New Fleet in 2009

Performance against GRI indicators Click icon for more information



enterprise. The system includes a process for regular review of environmental impacts and performance, as well as setting goals for continual environmental improvement and staff training and awareness, among other items.

In implementing the Environmental Policy, TransLink has focused its efforts on managing the GHG emissions of its transit fleet and facilities, reducing the air quality impacts of its operations and exceeding legislation, regulations and accepted

### Managing Energy Consumption and Greenhouse Gas Emissions

• 34 articulated trolley buses have 96 per cent lower GHG emissions than conventional buses 180 diesel-electric hybrid buses with 22 per cent lower fuel consumption and GHG emissions • New SeaBus uses 18 per cent less fuel and produces 18 per cent fewer GHG emissions than its two older counterparts



### CONTENTS

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)

In 2009 Coast Mountain Bus Company launched a major anti-idling program, that included an associated education and awareness campaign; interior bus cleaning system that doesn't require buses to idle to dry the interior after cleaning; and, operating the SeaBus on shore power when moored at the maintenance dock. Coast Mountain Bus Company plans to adopt an anti-idling policy in 2010 to track and reduce the idling time of buses at facilities and on the road.

The Driver Training for Fuel Efficiency program was implemented at CMBC to reduce fuel consumption and improve the customer experience. It is targeted at newlyhired bus operators and used as a refresher for existing drivers, teaching strategies and behaviours that save energy while offering customers a smoother ride without increasing travel time. To date the program has achieved fuel savings of up to 10 per cent on both diesel and electric-diesel hybrid equipment – an average savings of 3.4 litres per 100 kilometres.

O The 2009 GHG target for CMBC was a two per cent reduction over 2008 (tonnes/million passengers) but instead of dropping, GHG tonnes per million passengers increased by approximately 1.3 per cent. However, absolute GHG emissions from CMBC decreased, as did GHG emissions once they were normalized against fleet mileage. (a drop of 2.2% when normalized to transit passenger vehicle km) See 🍈 Table 2.10. This is a much more descriptive measurement because it gives a better understanding of emissions based on overall fleet use. As such, TransLink seeks to reduce its overall GHG emissions from its revenue fleet through measures such as alternative fuels and operating efficiencies. The more important goal of reducing personal vehicle trips in the region (as measured by regional vehicle kilometres travelled) makes absolute reductions from fleet a secondary goal. Going forward, CMBC will set its emission reduction targets based on ridership (i.e. passengers per kilometre) as a more appropriate indication of its progress in reducing GHG emissions from its fleet. O CMBC has set a 2010 target of three per cent reduction in GHG emissions intensity, basing its target on fleet mileage, rather than an absolute reduction. In 2011 – 2012 CMBC will develop longer term plans and targets to reduce GHG emissions from its revenue fleet. is based on fleet mileage.

Working with () BC Hydro's Power Smart Partners program, CMBC aims to reduce energy use and GHG emissions from its facilities.



# Air Quality of this report.

TransLink regularly tracks its generation of Criteria Air Contaminants, a group of air pollutants that cause smog, acid rain and health hazards. Typically these are the products of the combustions of fossil fuels or industrial processes. The data indicates that Criteria Air Contaminants from the diesel bus fleet are decreasing due to the incorporation of emission control technologies such as exhaust gas recirculation and diesel particulate filters on buses purchased since 2007.

### **Compliance with Environmental Permits** () A full summary of reportable discharges and incidences of spills or exceedances is contained in the appendix of this report.

in 2010.

TransLink recognizes that there is more that it can do at head office and across the group to reduce its corporate and non-revenue fleet GHG emissions. This includes GHGs from business travel, buildings, paper consumption and employee commuting. A major corporate priority for the organization is to develop a carbon management plan for its administrative operations. In addition TransLink will also initiate a project to develop and implement a sustainable workplace policy and program to tackle its waste, water and other environmental impacts from its offices.

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🐌 Click for more information

O TransLink performance targets

### The appendix is contained in the appendix is

In 2009 CMBC continued its commitment to continuous improvement in preventing spills to waterways. Its fish habitat protection project focused on upgrading storm drainage systems around bus loops and transit centres to prevent hazardous materials from reaching fish-bearing waters. Future plans include enhancing CMBC's storm water collection systems with oil-water separators and improving catch basins in high risk areas, bringing waste oil tanks up to code, reducing anti-freeze leaks from Nova buses, and reducing non-point source pollution at the Access Transit (HandyDART) vehicle maintenance site.

In addition, CMBC will implement improvements recommended by a fluid handling audit which will determine loss levels through engine consumption, leaks and spills. TransLink is replacing its aging Surrey Transit Centre wastewater treatment plant to reduce discharge violations. The new treatment facility is scheduled to be built



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management
2	Environment

Community and Stakeholders

Regional Economy

5 Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)

### Summary

Public transportation services and programs to reduce the use of private automobiles are critical to reducing emissions but TransLink's influence on land use – arguably the most important factor in shifting travel to sustainable modes – is limited. Opening the Canada Line was TransLink's most significant environmental achievement in 2009. Replacing older diesel buses with more efficient, cleaner equipment helps to reduce air contaminants and greenhouse gases. TransLink has demonstrated a real commitment to environmental protection, but further work on corporate practices, innovation, and development of more robust metrics is required to support the agency's aspiration to be a world leader in this area.

2009 PLANS	2009 ACHIEVEMENTS
MODE SHIFT	
Increase 2009 annual transit service hours by 6.7 %	Increased annual transit service hours by 6.5% or a additional 365,140 hours Opened Central Valley Greenway
	Complete: CMBC upgrade
Implement fish habitat protection project	storm drainage systems at 2 Burnaby depots
	storm drainage systems at 2 Burnaby depots Complete

Performance against GRI indicators Click icon for more information



### 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 – 2012 PLANS

# NMENT

**2010 PLANS** 

### 2011-12 PLANS

Increase annual transit service hours by 5.9 % or an additional 348,972 hours Under the current plan, service hours increase only on Canada Line, and only slightly 2011 Base Plan and Outlook, Page 18

Two Supplemental Plans were prepared and are before the Mayors' Council. Of the two Plans, only the "Moving Forward" option contains service increases, only in 2012. Dage 14 and page 13 on "Delivering Evergreen and NFPR (North Fraser Perimeter Road)"

Storm water upgrades to be completed at all depots and bus loops at 3 SkyTrain stations

Complete Surrey Transit Centre bus wash and fuel island replacement Implement physical upgrades recommended by fluid handling audit (e.g. alarm systems, equipment redesign)

Perform a mass-balance audit of major fluids to determine loss levels through engine consumption, leaks and spills

Reduce water consumption for bus and train washing

continued next page



# CONTENTS

Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### ENVIRONMENT (CONTINUED)



	2009 SUSTAINABILITY ACHIEVEM	
2009 PLANS	ENVIRON 2009 Achievements	
REVENUE FLEET FUEL CONSUMPTION / GHG EMISSIONS		
Implement anti-idling program at CMBC	Underway	
Implement CMBC driver training program for new employees and as a refresher for existing drivers	Complete / ongoing	
Conduct trial replacement of hydraulic fans with electric fans on coaches	Trial is underway	
• CMBC: Two per cent reduction in GHG emissions (tonnes/ million passengers) over 2008	Did not achieve: GHG tonnes per million passengers increased approximately 1.3 per cent	

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### IENTS AND 2010 – 2012 PLANS

# NMENT **2010 PLANS** Implement anti-idling policy and measures Complete Phase 4 of revenue fleet the bus technology

demonstration project aimed to quantify and predict fuel consumption and CAC emissions on recently-acquired fleets

Implement program to replace hydraulic fans with electric fans on coaches

OCMBC: Three per cent reduction in carbon footprint intensity measured as tonnes of CO<sub>2</sub> emitted per million kms of fleet mileage

Develop longer term GHG emission reduction plan and targets for

2011-12 PLANS

Implement alternative fuel demonstration project and route-optimizing opportunities as identified through UBC study

continued next page



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



### **ENVIRONMENT** (CONTINUED)

### Additional Links and Tables

**TABLE 2.1** Metro Vancouver GHG (CO, equivalent) Emissions from Road-Based Transport (2005)

TABLE 2.2 TransLink Transit Vehicle GHG Emissions Comparison to Region

- TABLE 2.3 Mode Share by Trips
- TABLE 2.4 Mode Share by Percentage
- TABLE 2.5 Auto Ownership in Metro Vancouver
- **TABLE 2.6** Proportion of Population and Employment Accessible to the FTN
- TABLE 2.7 FTN Transit Passenger Boardings and Per Passenger-km
- **TABLE 2.8** Revenue Fleet Energy Use and GHG Emissions
- **TABLE 2.9** Summary of Revenue Fleet Energy Use and GHG Emissions by Mode
- TABLE 2.10 Summary of Revenue Fleet Energy Consumption and GHG Emissions
- **TABLE 2.11** Transit Facility Energy Consumption and GHG Emissions
- TABLE 2.12 Air Quality
- TABLE 2.13 Bus Wash by Depot
- **TABLE 2.14** Reportable Discharge and Incidence of Spills/Exceedances

### 2011 - 2012 SUSTAINABILITY PLANS (CONTINUED)

### SUSTAINABLE WORKPLACE

• Develop and implement sustainable workplace policy and program for administrative areas

### WASTE MANAGEMENT

- Explore feasibility of composting programs for lunchrooms

### **ENVIRONMENTAL TRAINING – CMBC**

- Implement environmental training and staff awareness programs including environmental training for all positions
- Training for maintenance employees in the area of Hazmat/spill training
- Spill response drills at all transit depots
- Five spill response drills at SeaBus
- Publish regular environmental newsletters for staff, post regular environmental topics to staff intranet site and hold annual "Enviroday"

### SUSTAINABLE INFRASTRUCTURE DESIGN

• Implement sustainable design criteria for facilities (including Crime Prevention through Environmental Design principles) in proposed Infrastructure Policy and capital projects approval process

### **GHG MANAGEMENT FOR ADMINISTRATION AND NON-REVENUE FLEET**

• Develop GHG management plan for administration and non-revenue fleet





### **ENVIRONMENT**

• Implement measures to reduce non-hazardous waste from transit centres and recycle fluorescent light bulb tubes





# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# Community and Stakeholder

ase in transit service hours 2005 – <mark>20</mark>09

Number of people who participated in our "Be Part of the Plan" public consultation through community consultations and online

2./0 Number of registered panelists on "TransLink Listens" - our online stakeholder engagement platform

> 1,000 Number of cars taken off the road in a year

through TravelSmart : GHG emissions reduced by 4,600 tonnes "TransLink's commitment to an accessible transit service was initially focused on persons affected by mobility impairments, but now includes consideration of the needs of persons with sensory disabilities as well. This is an important step as they work toward becoming North America's most progressive accessible public transit service provider."

"Coming from an organization that has embedded accountability, integration, and open and informed decision-making into our Charter for Sustainability, it is refreshing and important to acknowledge the degree to which TransLink has invested in creating innovative, open and fair processes to involve stakeholders in the critical transportation decisions facing the Lower Mainland.<sup>4</sup>

> Marion Town, Senior Regional Manager, Greater Vancouver Sea-to Sky Region Fraser Basin Council

Performance against GRI indicators Click icon for more information



Rob Sleath, Chair, ACCESS Transit Users' Advisory Committee
Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **SECTION 1 >** SAFFTY AND SECURITY

#### TRANSPORT 2040 GOAL 4 Travelling is safe, secure and accessible.

TransLink is optimizing the safety, security and usability of the transport system through design, enforcement and policing, technology, and information sharing. One of the key strategies for this Transport 2040 goal is to make transit, walking and cycling appealing by ensuring they are safe, attractive, easy to use and provide good value.

The federal government provided funding to TransLink in 2009 via its 🕚 Transit Secure program. This allowed the organization to improve and enhance the security of the transit system. Security initiatives included: upgrading lighting, installing closed-circuit monitoring systems, implementing employee training programs and raising public awareness of potential dangers. TransLink is now using the latest in security technology and will continue searching for new, innovative ways to improve the transit system even further.

TransLink has a powerful security tool that is uncommon among transportation authorities: the Transit Police Service — a fully accredited and legally authorized police service under the B.C. Police Act. Established in 2005, Transit Police provide policing on and around the transit system in a collaborative relationship with other jurisdictional police forces. Transit Police officers have the full powers of provincial police and the ability to enforce the Criminal Code of Canada, in addition to issuing violation tickets for infractions of provincial statutes. Further details on Transit Police governance and mandate are included in the 🕲 Sustainability Governance and Management chapter.

Transit Police have a role in transit system safety, too. In 2009, they initiated the acquisition and positioning of 15 defibrillators — a lifesaving device for people with heart conditions — at SkyTrain stations; employees were trained in their use. Transit Police also developed and implemented a pandemic policy to address the spread of the H1N1 virus. Policy implementation included prevention, reporting, training and deployment of equipment.



TRANS USTAINABILIT POLICY

We will provide a diversity of transportation services and pursue operation and design innovations that maximize the benefits to society, the economy and the environment while minimizing adverse impacts, locally and globally.

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information



Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **SECTION 1 >** SAFETY AND SECURITY (CONTINUED)

British Columbia Rapid Transit Company (SkyTrain) received the 2009 Lieutenant Governor's Award for Public Safety, British Columbia's highest safety honour. SkyTrain has a dedicated group of safety professionals who are continuously overseeing and improving safety for the longest automated, driverless, light rapid-transit system in the world.

Although TransLink's authority does not extend to all areas related to traffic safety the company does have a mandate that includes the Major Road Network and an aspiration to increase the use of sustainable modes such as cycling. While TransLink's influence on results is limited, we maintain a keen interest in the safety of the entire regional transportation network. An overview of the incidence of traffic fatalities, and bicycle and traffic injuries is summarized in 🖱 Table 3.1 in the appendix of this report.

#### SkyTrain received B.C.'s highest safety honour in 2009: the Lieutenant Governor's Award for Public Safety.

TransLink has selected a number of key performance indicators to track the safety of the road and transit network. Because perceptions can have a powerful influence on transportation mode choice we also measure the way the public feels about safety and security.

Personal security is vitally important. We want our customers to feel safe and secure, whether they are a driver, passenger, cyclist, pedestrian or transit user. TransLink actively monitors the incidence of crime on the SkyTrain network 🐌 Table 3.2, an indicator of the security of the transit system. Violent crime rates were down in 2009 over 2007 and 2008, although theft under \$5,000 increased slightly.

TransLink monitors perception of personal security on the system through customer surveys. Perception of security remained relatively constant in the last three years with slight improvements in SeaBus and SkyTrain. Overall, a higher percentage of people feel safe on the bus than on SkyTrain; however, perception of safety on the SkyTrain has increased significantly since the August 2009 opening of Canada Line. West Coast Express has the highest level of perceived security of all public transit modes at more than 90 per cent, but there has been a small decline over the last three years. 🐌 Table 3.3 provides an overview of the perception of personal security from 2007 to 2009



Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information





Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

**Regional Economy** 

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **SECTION 2** ACCESSIBILITY

#### Accessibility Vision

"A seamless and inclusive public transit system that welcomes every member of the region's diverse community with a fully integrated range of bus, rail, ferry and custom transit services that is inviting, responsive, safe, comfortable and affordable and that fully meets the needs of all people to access transit vehicles, amenities, information, customer service, training and other programs."

TransLink is fully committed to ensuring that the transit system is accessible for as many people as possible, recognizing the physical, cognitive or other challenges they might face. In 2009, we continued to roll out the 🖱 Access Transit Strategy, which was originally adopted in 2007. Key components of the strategy include:

- creating an Access Transit Office and Users' Advisory Committee
- providing better customer support
- improving access to a full range of transit services
- increasing availability and effectiveness of custom transit

TransLink achieved full wheelchair accessibility for all bus and rail vehicles in 2008. We have been working since then to further improve access to SkyTrain stations and increase the number of bus stops that are accessible. In 2009 the capital project to install a second elevator at Scott Road SkyTrain Station was approved with completion planned for 2011-2012. The elevator will address serious access issues at this important transportation hub.

TransLink has set a goal of **o** increasing bus stop wheelchair accessibility by one per cent per year and will improve access at key SkyTrain stations as they are



The entire transit fleet is 100% wheelchair accessible.

upgraded. In 2009, 54 per cent of the more than 8,200 bus stops in the system were wheelchair-accessible. See 🕚 Table 3.4. Apart from TransLink station facilities and bus loops, all bus shelters and furniture in the region are the property of the municipality in which they are located. Through the Coast Mountain Bus Company, TransLink works with municipalities to increase the number of accessible stops. By making the entire transit system as accessible as possible, we are seeking to lower barriers and increase use of the system for all users, reducing pressure on custom transit service.

HandyDART, operated by MVT Canadian Bus Inc., is a custom, shared-ride service that uses specially equipped vehicles to accommodate passengers with physical or cognitive disabilities. HandyDART service hours were sharply reduced from October 23, 2009 to January 13, 2010 because of a labour disruption between the operator and employees represented by the Amalgamated Transit Union (ATU). See Table 3.5. During that time, HandyDART service hours were limited to essential services such as renal dialysis and cancer treatment trips. In 2010, TransLink plans to increase HandyDART service hours by 16 per cent to 598,000 hours from 515,435 planned for 2009.

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Llick icon for more information

Performance against GRI indicators Click icon for more information

Click for more information

O TransLink performance targets



Vision, Mission, Values

- Sustainability Policy
- Chair's Message
- CEO's Message
- About this Report

About TransLink



- Environment
- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### PROVISION OF HANDYDART SERVICES AND NUMBER OF CUSTOMERS

**SECTION 2** ACCESSIBILITY (CONTINUED)

	2009	2008	2007
Service hours	515,435**	592,435	548,858
Active customers*	19,551	19,559	19,604

\*Active customers defined by CUTA as having used the system, at least once, within a 12-month rolling period

\*\*Drop in service hours in 2009 attributable to 11-week dispute between the service operator and its union employees. Service was limited to medically-essential trips

In 2009 the Access Transit Office centralized many HandyDART functions, such as registration and bookings, to improve customer service. The usability of the TransLink website for people with disabilities was enhanced through three website accessibility upgrades. The upgrades follow the Web Content Accessibility 2.0, an international web accessibility standard. The vast majority of pages of the TransLink website now conform to the highest international accessibility standards so that people with disabilities who use text-only browsers or other assistive technology will be able to read the content on the page, including text descriptions for all images. While every effort has been made to make our website as accessible as possible, there are still some elements of the site that have limited accessibility, such as Google Transit Maps and Trip Planner.

Table 3.4 in the appendix of this report outlines the accessibility improvements that TransLink has made over the past year.

One emerging accessibility issue that TransLink is monitoring is the growing number of seniors living in areas where frequent transit service is not feasible. A dialogue among all levels of government, along with key stakeholder groups, will be required to address the transportation implications of what is expected to be a dramatic demographic shift.



Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

O TransLink performance targets



#### CONTENTS

Vision, Mission, Values

## Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# **SECTION 3 >** QUALITY OF TRANSIT

Traffic congestion has consequences that can affect our quality of life. As part of its many efforts to reduce pressure on the Major Road Network TransLink operates TravelSmart a customer-focused, workplace-based initiative that reaches out to commuters through their employers to encourage use of sustainable transportation modes. Employer and employee take-up of these programs are an important measure of the effectiveness in supporting communities.

#### TravelSmart cuts emissions

TravelSmart includes the 🕚 Employer Pass Program and sponsorship of Ride Share and Bike to Work Week programs. In 2009 these three TravelSmart programs resulted in a reduction of 4,576 tonnes of GHG emissions, the equivalent of taking about 1,000 cars off the road for a year.

A full overview of each TravelSmart program is contained in tables 3.6, 3.7 and 3.8 in the appendix of this report.

TransLink also provides information and tips for employers and employees on active transportation, teleworking (working from home), guaranteed ride home policies and car sharing at: (\*) http://www.translink.ca/en/Driving/Carsharing.aspx

# Quality of Transit Service

Although transit service has expanded considerably, customer perceptions have not substantially changed. This may be a result of crowding on popular routes or unmet expectations of customers new to the system.

TransLink is dedicated to offering efficient, safe, reliable and comfortable services. Quality of service and affordability are key indicators of customer satisfaction and relate to TransLink's public reputation, which in turn affect the ability of the agency to raise funds for operations and expansion, and influence ridership.



Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information



#### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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#### **SECTION 3** QUALITY OF TRANSIT (CONTINUED)

# Strategic Challenge

TransLink has experienced five years of unprecedented growth in transit services providing enough additional capacity to manage ridership growth projections for the next couple of years. Without additional investment, however, there will be a significant strain on the system, which will lead to deterioration of its quality and customer satisfaction and delay achievement of long-term sustainability goals.

# Affordability of transit

Transit fares are an important source of revenue, covering approximately 50 per cent of operating costs. See 🐌 Table 5.3. Fare prices can influence transit use or demand, and for those who are transit-dependent, present barriers to social sustainability if fares are unaffordable.

TransLink's fare system has a three-zone structure. In 2009, travel within a single zone was \$2.50, travel within two zones was \$3.75 and travel within three zones was \$5.00. However, because transit system customers are increasingly using Fare Saver tickets, monthly passes, U-Passes or the Employer Pass Program to save money, the average fare per revenue passenger is less than the farebox price of a single zone trip.

The Consumer Price Index measures changes in prices paid by consumers for consumer goods and services. In 2009, CPI did not change, however, the annual percentage change in transit fare prices versus the CPI decreased by 2.6 per cent. This indicates that the relative cost of transit compared to the overall basket of goods purchased by consumers decreased in Metro Vancouver in 2009. For more information on the percentage change in transit fare prices versus CPI, see 🖲 Table 3.16 in the appendix of this report.

Customer perception of value for money has an influence on people's willingness to use transit services. In a survey of TransLink customers, 41 per cent of people rated the value for money of the transit system as good to excellent, up from 36 per cent in both 2008 and 2007. This suggests that the customer perception of value for money is becoming less polarized and that an increasing number of people are satisfied with the transit network. The West Coast Express customer perception of value for money remains consistently above the rest of the transit system at 69 per cent.

#### CUSTOMER PERCEPTION OF ON-

Perception of 'providing on-time, Bus. reliable service' (average score out of 10; SkyTrain: % good to excellent) SeaBus:

WCE:

Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.

> In the decades since the existing fare policy was introduced, the transit system and the Metro Vancouver region have undergone considerable change. In 2011 TransLink plans to conduct a comprehensive fare review to determine if updates to fare policies and structures are required in order to better reflect the current needs of the region. Social equity and affordability will be considered as part of this review.

Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information



		DIFFERENT	MODEC
time reliabilit	Y ACROSS	DIFFERENT	MODES

2009	2008	2007
7.3; 54%	Bus: 7.2; 53%	Bus: 7.2; 54%
8.3; 88%	SkyTrain: 8.2; 74%	SkyTrain: 8.2; 76%
8.9; 90%	SeaBus: 8.9; 89%	SeaBus: 8.9; 89%
9.0; 93%	WCE: 8.9; 91%	WCE: 8.9; 90%



Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

**Regional Economy** 

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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## **SECTION 3 >** QUALITY OF TRANSIT (CONTINUED)

#### Customer Satisfaction @

In 2009, TransLink implemented a 🖲 Customer Service Charter outlining its commitment to increasing customer satisfaction, launched an online confidential feedback process and provided more service information through electronic media.

The TransLink enterprise saw significant improvement in 2009 with respect to complaint handling and customer service. New processes and systems were developed and introduced throughout the organization to address both singular customer service issues and systemic problems. Customer complaints dropped by 10 per cent over 2008 and 11 per cent over 2007.



#### Customer complaints to TransLink have steadily declined since 2007

Particularly noteworthy is that customer complaints decreased at the same time as transit service significantly increased. Not only was the Canada Line launched, but there was also a very large increase in total bus service: bus, an increase of 365,140 transit service hours in 2009. ( See page 29 where this is discussed.)

TransLink provides a summary of its Customer Service Performance survey in the Contraction Annual Statutory Report.

#### SATISFACTION WITH LEVEL AND QUALITY OF TRANSIT SERVICE

2009	2008	2007
Bus: 7.6; 59%	Bus: 7.4; 57%	Bus: 7.4; 57%
SkyTrain: 8.0; 69%	SkyTrain: 7.8; 66%	SkyTrain: 7.9; 68%
SeaBus: 8.4; 78%	SeaBus: 8.3; 80%	SeaBus: 8.5; 81%
WCE: 8.9; 90%	WCE: 8.9; 90%	WCE: 9.0; 93%
SkyTrain: 85%; 90.9%;	SkyTrain: 86.1%	SkyTrain: 86.5%
WCE: 85%; 85.9%	WCE: 84.8%	WCE: 86.4%
2010 targets:		
SkyTrain: 86.5%		
	Bus: 7.6; 59% SkyTrain: 8.0; 69% SeaBus: 8.4; 78% WCE: 8.9; 90% SkyTrain: 85%; 90.9%; WCE: 85%; 85.9% 2010 targets:	Bus: 7.6; 59%       Bus: 7.4; 57%         SkyTrain: 8.0; 69%       SkyTrain: 7.8; 66%         SeaBus: 8.4; 78%       SeaBus: 8.3; 80%         WCE: 8.9; 90%       WCE: 8.9; 90%         SkyTrain: 85%; 90.9%;       SkyTrain: 86.1%         WCE: 85%; 85.9%       WCE: 84.8% <b>2010 targets:</b>

\* Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.





Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

Click for more information

WCE 86.5%



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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#### SECTION 4 > STAKEHOLDER ENGAGEMENT GRI 4.16, 4.17, SO1

Every year TransLink works diligently to gather input from various stakeholders so that we can understand and consider their concerns as we make plans and decisions on a broad range of issues. It is important to note that while TransLink cannot implement each and every idea put forward by stakeholder groups, their feedback is always considered.

In 2009, TransLink implemented four consultations to seek stakeholder input, including:

• "Be Part of the Plan" — TransLink's largest-ever public consultation was designed to determine stakeholder support for various levels of service and corresponding revenue sources and levels. More than 2,700 people attended presentations from February to June, while thousands provided their input via TransLink's first-ever online consultation. A 🖱 summary consultation report is available online

#### More than 2,000 people attended presentations, 700 residents attended consultations, and thousands participated online during the "Be Part of the Plan" public consultation process.

- TransLink's Stakeholder Roundtable (originally formed in 2008 to gather input into our Transport 2040 plan) met six times, paying particular attention to issues related to the 2010 10-Year Plan. Participants were drawn from business, labour, environment, youth, social policy and accessibility organizations, but offered their opinions as individuals. Their input and discussions helped TransLink better understand the implications of proposed options and in some cases led to changes or refinements in our proposed plans.
- TransLink conducted a satisfaction survey of its "TransLink Listens" engagement platform — an online consultation vehicle. As of December 31, 2009 there were 7,222 registered panelists who regularly provided commentary on a wide range of transportation issues. The satisfaction survey found that 80 per cent of panelists were moderately to very satisfied with their experience while 77 per cent would recommend membership to a friend.





• TransLink invited 155 mayors and councillors from Metro Vancouver's 21 municipalities and Tsawwassen First Nation to participate in an online survey to help evaluate and improve the effectiveness of TransLink's communications processes with local government officials. Results will inform TransLink's communications approaches with local government officials.

The 🐌 Buzzer blog is an online place where TransLink shares news, commentary, and behind-the-scenes stories directly with customers and encourages dialogue amongst the transportation community. Launched in 2008, the blog is the web companion to the 🖲 Buzzer newsletter, the free publication found on all Metro Vancouver transit vehicles since 1916. Total posts in 2009 were 464 and total comments were 4,362.

including:

- Review and analysis of transit route productivity (also called Service Optimization Initiative)
- Smart Card Implementation
- U-Pass expansion
- North Shore Area Transit Plan

In 2010, TransLink will engage stakeholders on the following projects and plans

#### • 2011 10-Year Plan

- UBC and Surrey Rapid Transit Studies
- Roberts Bank Rail Corridor Program
- Marine Drive Transit Bus Lane (West and North Vancouver)
- Pattullo Bridge development
- 202nd Street Park and Ride

For more information on Stakeholder Engagement see page 23.



Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

### 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 – 2012 PLANS

	2009 SUSTAINABILITY ACHIEVEN	ЛE
2009 PLANS	COMMUNITY AND 2009 ACHIEVEMENTS	)
CURITY		
nplement measures to nprove security, including ghting, closed-circuit nonitoring systems, mployee training rograms and public wareness campaigns	Transit Secure program implemented to enhance transit security	
ransit Police: urchase and deploy 5 defibrillators across ne SkyTrain network	Achieved	
ransit Police: Develop nd implement a andemic Policy	Achieved	
CESSIBILITY		
pgrade website to nprove functionality nd accessibility for eople with physical and ognitive barriers	3 website accessibility upgrades completed	



Customer complaints dropped dramatically from 2007 to 2009; service hours on the fully-wheelchair accessible fleet increased; public consultation on plans,

programs and services reached more people in more ways than ever; and with

the launch of Canada Line, more Transit Police were deployed on the system and overall people felt safer on transit. People with mobility challenges continue to

face barriers at some SkyTrain stations and many bus stops are not yet wheelchair

accessible. TransLink's performance in supporting the communities it serves and responding to stakeholder issues is good, but customer perceptions of service

reliability and value for money require attention.

Summary

Performance against GRI indicators Click icon for more information



#### ITY ACHIEVEMENTS AND 2010 – 2012 PLANS

#### **STAKEHOLDERS**

**2010 PLANS** 

#### 2011-12 PLANS

3CRTC: perform 3

partnership to other and security program and

Day to operating Commercial-Broadway

O Increase number of accessible bus stops by 1% per year (55% in 2010)

• 57% of bus stops to be accessible by 2012

continued next page



## CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 - 2012 PLANS (CONTINUED)



	2009 SUSTAINABILITY ACHIEVEM
	COMMUNITY AND
2009 PLANS	2009 ACHIEVEMENTS
AFFORDABILITY	
TRAVELSMART	
CUSTOMER SERVICE	
Implement Customer	Launched Customer
Service Charter	Service Charter

Performance against UITP indicators Click icon for more information GRI 3.7

Performance against GRI indicators Click icon for more information





continued next page



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

- Community and Stakeholders
- Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### Additional Links and Tables TABLE 3.1 Incidence of Traffic Fatalities and Reported Traffic and Bicycle Injuries in Metro Vancouver **TABLE 3.2** Incidence of Crime on SkyTrain TABLE 3.3 Perception of Personal Security TABLE 3.4 Accessibility for the Mobility, Hearing and Visually Impaired, **2009 PLANS** and those for whom English is Not a First Language **TABLE 3.5** Provision of HandyDART Services and Number of Customers TABLE 3.6 Employer Pass Program Implement Public TABLE 3.7 Ride-Share Program Consultation Plan for the 2010 10-Year TABLE 3.8 Bike to Work Week Program Transportation and Financial Plan TABLE 3.9 Availability of Transit Services **TABLE 3.10** Customer Perception of On-Time Reliability Across Different Modes TABLE 3.11 Transit Convenience and Reliability TABLE 3.12 Transit Service Hours TABLE 3.13 Ratio of Scheduled to Delivered Service TABLE 3.14 Customer Perception of Overcrowding TABLE 3.15 Annual Percentage Change in Transit Fare Prices versus Consumer Price Index (CPI) TABLE 3.16 Customer Perception of Value for Money

2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 - 2012 PLANS (CONTINUED)

2009 ACHIEVEMENTS STAKEHOLDER ENGAGEMENT Public Consultation Plan



#### 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 – 2012 PLANS

## COMMUNITY AND STAKEHOLDERS

#### **2010 PLANS**

2011-12 PLANS

on programs and plans, North Shore Area Transit Vancouver), Pattullo Bridge Park and Ride





Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink



Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# Regional Economy

"While TransLink has readily acknowledged its role and responsibility in addressing economic growth and goods movement, our Council has been disappointed with TransLink's ability to move forward on identified needs as a result of its economic constraints and focus on transit. We are, however, optimistic with the restructuring of the organization and increased emphasis on the need to address these areas that are so critical to the future success of the Gateway, Region and Province."

> Bob Wilds, Managing Director, Greater Vancouver Gateway Council

minutes the average one-way commute for Metro Vancouver residents to and from work or post-secondary institutions.

Key to Symbols

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information

8



Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix





Economic growth and efficient the transportation network

# Good Movement, Great Economy

**REGIONAL ECONOMY** (CONTINUED)

Good road conditions are essential to achieving efficiency gains in economic activity. That's why, as the agency responsible for both transit and major roads, TransLink continues to invest in the entire integrated transportation network in the region.

Because travel time reliability is affected by numerous factors, including congestion - for which there is currently insufficient data - TransLink lacks a guality indicator or measure that will accurately demonstrate the overall speed and travel time reliability on the Major Road Network. That being said, one metric that is currently available is pavement condition, which indicates the type and severity of surface distress types. TransLink measures pavement condition closely because it has a direct effect on travel speed, vehicle maintenance costs to vehicle owners — including trucking companies — and the cost of improving roads to meet TransLink's pavement condition criteria.

TransLink uses two indexes to measure pavement condition:

- International Roughness Index (IRI) measures how bumpy, or rough, a road surface is on a scale from zero (completely smooth) to 10 (extreme roughness). IRF takes travel speed into consideration and quantifies the effect that pavement roughness has on the suspension of a vehicle.
- Pavement Condition Index (PCI) measures of how distressed a road's pavement is, where a zero indicates the most severely distressed pavement (e.g. cracks and rutting) and 100 indicates pavement with no apparent distress.

Surveys were completed in 2002, 2005 and 2008 to access the pavement condition on the Major Road Network. The results are summarized in 🐌 Table 4.1 in the appendix of this report. TransLink's policy is that pavement rehabilitation should be undertaken to maintain Oan average PCI greater than or equal to 75 and In average IRI less than or equal to 2.6.

To address the backlog of roads where the condition of pavement is below standard, TransLink is increasing the funding rate for MRN operations by two per cent.



We will set economic, environmental and social targets appropriate to our vision and mandate.



We will make decisions that consider economic, social and environmental objectives and reflect our commitment to sustainability and leadership, ensuring the best value for transportation investments.

We will provide a diversity of transportation services and pursue operation and design innovations that maximize the benefits to society, the economy and the environment while minimizing adverse impacts, locally and globally.



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### **REGIONAL ECONOMY** (CONTINUED)

# Average Commute Time

In 2008, the average one-way commute for Metro Vancouver residents was 32 minutes to and from work and post secondary education institutions.

# Goods Movement

TransLink achieved a significant milestone in supporting economic growth and efficient goods movement with the opening of the Golden Ears Bridge. The sixlane bridge opened well ahead of schedule on June 16, 2009 and, along with its associated road network, now provides a vital link between Maple Ridge and Pitt Meadows on the north sides of the Fraser River, and the Langleys, Surrey and adjacent communities to the south. Travel time has been reduced, opening up new economic opportunities. The one kilometre-long bridge also has two metre-wide cycling and pedestrian pathways protected from traffic by concrete barriers.

The Golden Ears Bridge was constructed under a fixed price contract using a private financing strategy so that the bridge construction would not affect TransLink's borrowing limits or other funding requirements. It is the first of its kind in western Canada to use a fully electronic tolling system.

#### Golden Ears Bridge constructed on time and on budget.

TransLink works together with municipalities to co-fund minor and major capital projects on the Major Road Network to improve safety and mobility. Municipalities also receive annual funding from TransLink for maintenance of the network of major roads throughout Metro Vancouver.

The Coast Meridian Overpass in Port Coquitlam, which TransLink co-funded, was largely completed in 2009 and opened March 7, 2010. The overpass crosses Canadian Pacific Railway tracks that bisect the city. This 580-metre, four-lane overpass with separated bike lanes and a pedestrian pathway provides a safe, direct and convenient route for all modes of transport, while allowing rail freight to move more freely. TransLink provided \$60 million of the total project cost of \$135 million.



The Asia-Pacific Gateway Corridor is an integrated set of investment and policy measures focused on trade with the Asia-Pacific Region. Its mission is to establish Canada's Asia-Pacific Gateway Corridor as the best transportation network, facilitating global supply chains between North America and Asia.

In support of this federal Gateway Initiative, TransLink is working with the Canadian government, Province of British Columbia, CN Rail and Canadian Pacific Railway to build a series of road and rail upgrades in the Roberts Bank Rail Corridor. Work has begun on the Corridor, which will connect Canada's largest container facility and major coal terminal with the rest of North America. This will significantly improve the flow of goods and ultimately strengthen the region and Canada's competitiveness in the global marketplace.

In addition to capital upgrades, measures to improve the flow of goods and services also rely on reduced use of private vehicles either through the reduction of trips or shifts to other modes. The interdependence of transit supply and road use is well understood at TransLink, which has a mandate in both areas. Achieving the aspirations of the Transport 2040 strategy to reduce dependence on private vehicles, and foster complete communities along a corridor of frequent transit services can facilitate improved goods movement on the Major Road Network.

that influence transportation choice.

Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information



# Strategic Challenge

Metro Vancouver is Canada's primary gateway to the Asia-Pacific markets, contributing significantly to regional, provincial and national economies through the movement of goods and passenger travel. With container traffic expected to rise in volume in the future, the region is challenged to ensure efficient access for trucks to key gateway facilities including ports and U.S. border crossings.

Success will require innovation to get more from existing capacity on the transit system and road network, while focusing on implementing new revenue sources



#### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### **REGIONAL ECONOMY** (CONTINUED)

TransLink aspires to provide for freight movements in a way that enhances the regional economy while protecting the quality of life that attracts people and industries — particularly the highly mobile high-technology sector. But like many other regions, Metro Vancouver is challenged to identify the resources to keep infrastructure in a state of good repair and to expand it to meet the needs of the growing population and economy. TransLink needs to look at ways to enable it to make the best use of existing road capacity and to provide priority, in some instances, to goods movement.

TransLink is working with Transport Canada to create a Container Inventory Management System to provide a more effective way to manage container movements. A further project with Transport Canada and the BC Ministry of Transportation and Infrastructure is focused on studying opportunities for improvements to regional goods movement (Applied Freight Research Initiative).

See the 🖱 Appendix 1.3 for further details on these two projects.

#### Summary

The successful completion of the Golden Ears Bridge and Coast Meridian Overpass were significant contributions to the region's economy in 2009. Further work to improve the efficiency of the Major Road Network and improve the flow of goods and services is required whether through more investment or better use of existing infrastructure. While TransLink understands that investments in transit can improve the overall efficiency of the transportation network in support of a robust economy, funding issues continue to limit the agency's ability to meet demands for service and achieve the degree of mode shift that would clearly reduce congestion on major roads and bridges.

	2009 SUSTAINABILITY ACHIEVEM
2009 PLANS	REGIONAL E 2009 Achievements
	ECONOMIC GROWTH AND
Complete Golden Ears Bridge Upgrade Roberts Bank Rail Corridor to advance the Asia-Pacific Gateway Corridor Initiative	<ul> <li>Golden Ears Bridge opened in June 2009</li> <li>Work begun on Roberts Bank Rail Corridor</li> </ul>



Performance against GRI indicators Click icon for more information



#### ENTS AND 2010 – 2012 PLANS

#### ECONOMY

#### **2010 PLANS**

#### 2011-12 PLANS

#### D GOODS MOVEMENT



# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# Funding

"I applaud TransLink for setting a goal of achieving stable, sufficient, appropriate funding that influences transportation choice. The organization has demonstrated its commitment to effective management, but it will require the coordinated efforts of municipalities and senior governments to achieve TransLink's funding goals."

Mayor Peter Fassbender, Chair, Mayors' Council and Mayor, Langley City

Performance against UITP indicators Click icon for more information

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# 189,129,202 revenue passengers in 2009

# \$170 million



O TransLink performance targets U Strategic challenges Red Text Glossary term

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### FUNDING (CONTINUED)

#### TRANSPORT 2040 GOAL 6 $\mathbf{S}$

Funding for TransLink is stable, sufficient, appropriate and influences transport choice

Adequate funding is critical to TransLink's ability to meet the region's transportation needs. TransLink was created in 1999 to address major shortcomings in the regional transportation system, including the funding necessary for its development and support. Securing sufficient funding continues to be a major strategic challenge in meeting the level of investment the region requires to achieve its environmental, economic and social objectives.

In 2004 TransLink proposed a three-year plan and a 10-year outlook that included construction of the Canada Line, investment in seven Major Road Network projects including the Golden Ears Bridge, significant fleet expansion and renewal, as well as considerable expansion of regional cycling infrastructure. The proposal included detailed financial plans for the first three years and acknowledged the challenge of securing sufficient funding in later years.

In 2009 TransLink undertook its most intensive public outreach and consultation program ever to determine what level of funding the region could support and the degree of transportation system growth it desired. The three proposed options were: to live within the existing funding envelope, which would have necessitated deep cuts to transit service; to raise taxes and fares so that existing levels of service could be maintained; and to dramatically increase service and invest in new infrastructure with new funding sources.

The plan that was ultimately selected and adopted by the Mayors' Council included \$130 million in new annual revenue to maintain road and transit operations at 2009 levels, but not enough for significant upgrades or service expansion.

The 2010 10-year plan resolved a long-standing funding gap anticipated in 2011. New funding measures for 2010 include increased revenue from transportationrelated sources including a transit fare increase, an additional three cents per litre tax on fuel sold in the region and an increase in the sales tax on paid off-street parking.

Because the estimated funding level required to achieve Transport 2040 goals was not secured in the 2010 10-year plan nor is it included in the 2011 Transportation and Financial Plan, additional funds will be required to move the region toward the goals of Transport 2040 and a more sustainable transportation future.





and globally.

situations.

We will provide a diversity of transportation services and pursue operation and design innovations that maximize the benefits to society, the economy and the environment while minimizing adverse impacts, locally

We will develop a resilient transportation system that can adapt to the region's changing needs and foster our capacity to respond in challenging or exceptional

#### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### FUNDING (CONTINUED)

#### Strategic Challenge

Current funding streams will not provide sufficient resources to achieve the Transport 2040 vision for the region. New, stable funding sources that reflect the value created for residents, businesses and transportation system users - and where possible influence transportation choice - must be developed. Providing transit service over a very large area with a relatively sparse population is more costly than serving higher populations in areas where amenities are close by and trips can be shorter.

Funding and resources will always be constrained, driving a need to make the best use of existing capacity on the transit system and the Major Road Network, and ensuring future infrastructure is efficient and effective. Finding ways to maximize existing capacity will require innovative thinking and a willingness on the part of transportation users to consider changing habits and new pricing systems to shift travel or modes of travel.

Reducing the use of private automobiles – which make up 90 per cent of all vehicles on the road – relies on land use planning that brings amenities closer to where people live, making sustainable modes of transportation more attractive. These kinds of shifts make transit more cost effective to operate and improve the bottom line.

TransLink's strategy to achieve the Transport 2040 funding goal is to diversify and stabilize revenue sources, while pursuing new and innovative ways to fund transportation. With that in mind, TransLink selected several indicators to track our progress in achieving the Transport 2040 goal of using transportation-related sources of revenue to fund the road network and transit system. These sources include transit fares, bridge tolls, fuel and parking sales taxes. Non-transportationrelated sources for TransLink include property taxes, the replacement tax, hydro levies and interest income.

TransLink has committed to broadening transportation-related and general funding sources to make full use of opportunities for revenue generation.

#### FUNDING SOURCES (\$000,000) Hydro Levy **2%** Hydro Levy 2% Parking Sales Tax 2% Parking Sales Tax 2% Replacement Tax\* 1% Replacement Tax\* 2% Fares 39% opert 37% Tax 28% 28% 28% Transit Fares Transit Fares 328 Bridge Tolls Bridge Tolls Fuel Tax Fuel Tax 268 262 247 Property Tax Property Tax 256 Replacement Tax 22 Replacement Tax 15 Parking Sales Tax Parking Sales Tax Hydro Levy Hydro Levy Interest Incom Interest Income

Total

\*Replacement Tax, was Parking Site Tax in 2007

\$ 896

Total

Currently, transportation-related funding sources account for 70 per cent of TransLink's revenue not including senior government capital contributions. While funding sources have stayed the same on a percentage basis over this period, there has been an increase in transportation-related funding of \$39 million over the three years – a positive trend that is consistent with TransLink's goal to increase revenues in ways that influence transport choice. Over the long term, the indicators are expected to reveal the influence transportation-related funding sources have on individual's sustainable transport decisions.

TransLink also receives provincial and federal funding for its operations. Government funding is summarized in 🕚 Table 5.2 in the appendix of this report.

Key to Symbols

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GRI 3.7

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Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

**Regional Economy** 

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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#### FUNDING (CONTINUED)

# **Operating Efficiencies**

In addition to seeking new sources of revenue to expand service, TransLink has also committed to improving the efficiency of the organization at all levels. TransLink developed a strategy to foster better internal alignment and create an integrated organization where everyone across the group of companies works toward the same objectives with systems, processes and key performance indicators in place and aligned with those objectives.

TransLink also commenced an organizational review in autumn 2009 to maximize efficiencies and better align the TransLink family of companies. The organizational realignment resulted in the reduction of staff, executive positions and the amalgamation of some functions that had currently been split between TransLink, Coast Mountain Bus Company and BC Rapid Transit Company. Processes for capital projects were altered with the aim of improving efficiency while maintaining appropriate oversight and financial management.

The rate of fare box recovery has dropped by more than two per cent since 2007, while the number of revenue passengers increased in 2009 over previous years, in part due to the additional rapid transit line and 214 new buses. 🕚 See Table 5.3. It is typical during service expansion to see a lag in productivity because new services are not generally as well utilized as more established ones. A task force is considering a range of factors that may have contributed to revenue decline, including level of fare evasion. The introduction of micro-chip embedded fare cards in 2013 will also provide important information about transit system use that may have a positive impact on the ratio of revenue to costs.

As part of the organization's efforts to maintain a resilient transportation system, TransLink recognizes the need for ongoing identification and management of natural and security risks that could affect its operations and infrastructure. To that end, TransLink has identified the need to conduct a climate change adaptation study to assess the effect of climate change on infrastructure and determine adaptation measures. TransLink will also conduct a hazard, risk and vulnerabilities assessment. Both sets of studies are targeted for implementation in 2011.



Performance against GRI indicators Click icon for more information





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink



**Regional Economy** 

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### FUNDING (CONTINUED)

#### Summary

Organizational realignment resulted in staff reductions and process changes aimed at reducing corporate overhead while maintaining productivity. The impact of these changes will be assessed in future reports, but the initiative to become more efficient while seeking additional funds for operations and investment was immediately recognized by the provincial government and key stakeholders. Securing adequate funding continues to challenge TransLink as it strives to achieve the goals of Transport 2040 while meeting current demands for service.





**2009 PLANS** 

FUNDING STABILIZATION

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#### 2009 SUSTAINABILITY ACHIEVEMENTS AND 2010 – 2012 PLANS

#### FUNDING

2009 ACHIEVEMENTS

#### **2010 SUSTAINABILITY** PLANS

#### 2011-12 PLANS



## CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

#### 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# Employee

"I have seen some movement toward more environmentally-friendly work practices. The trick is getting people to see their individual actions as an important and positive step for the community as a whole."

> Jim Armstrong, Member, Port Coquitlam Transit Centre Environmental Management System Local Committee, CMBC

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Performance against GRI indicators Click icon for more information



Number of years in a row CMBC has been named a top 55 Employer in BC



#### CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### **EMPLOYEES** (CONTINUED)

TransLink values its employees and the contributions they make everyday to serve our customers. The organization is committed to cultivating diversity and inclusion in the workplace and to supporting employees to help them achieve their personal and career goals. In the organization's 10-year history, TransLink has continually adjusted its structure to support growth and meet the increasingly complex needs of the public and other stakeholders. The adjustments required by change can create a challenging environment for employees.

TransLink launched an organizational review in 2009 that focused on integrating select business services across different functional areas, improving business processes and implementing new technologies. Throughout the process – which continued in 2010 - TransLink and its subsidiaries focused on ways to maintain their unique cultures while fostering a commitment to a single vision and mission, striving to maintain a healthy work environment and support for healthy lifestyles equally for all employees.

Based on the results of the organizational review, 96 staff positions were eliminated, including six at the executive level. Changes to the executive structure included assigning new responsibilities and changing reporting relationships with a focus on improving alignment, effectiveness and efficiency across the organization. With the launch of the Canada Line rapid transit service, additional Transit Police were added to the employee roster at TransLink, and staff were added at BCRTC as the fleet grew and the Canada Line went into service.

# Strategic Challenge

Strategic Challenge: An enterprise-wide initiative to align all employees behind a common vision, mission and set of priorities was planned in 2009 and implemented in 2010. The challenge is to make a successful transition in business practices to align TransLink and its family of companies so that we create the sustainable transportation network that will help make this region a better place to live.

\*References to TransLink in this section relate to the corporate head office and include the Transit Police (SCBCTAPS), except where noted. References to TransLink elsewhere in the report relate to the entire enterprise. AirCare employees are noted as PVTT for Pacific Vehicle Testing Technologies. Fraser River Marine Transportation Ltd. employee results are not included in this section as they are not available due to closure July 31, 2009. All employee numbers represent "head counts".

200

TRANS LINK USTAINABILITY POLICIES

We will encourage and recognize the efforts of employees, subsidiaries, service contractors and partners for their sustainability practices and innovations.

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We will cultivate a diverse, inclusive and respectful workplace and provide a safe and healthy work environment.

We will encourage employees to innovate and play an active leadership role in the pursuit of our sustainability goals.

We will empower employees with the resources they need to make responsible decisions regarding sustainability in the workplace and encourage them to expand this into their personal lives.

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

and Management

**Regional Economy** 

Summary of 2009

**GRI** Content Index

Against Objectives

Glossary of Terms

Appendix

**Expert Panel Statement** 

2009 Progress

Sustainability Performance

Funding

6 Employees

Environment

Sustainability Governance

Community and Stakeholders

#### EMPLOYEES (CONTINUED)

NUMBER OF EMPLOYEES* GRI 2.8, LA1.													
		2	009				2	008		:	2007		
	TransLink*	CMBC	BCRTC	WCE	PVT	TransLink*	CMBC	BCRTC	WCE PVT	TransLink* CMBC	BCRTC	WCE	PVT
Full Time Regular	428	5,464	601	12	11	389	5,157	529	12 11	329 4,742	508	11	11
Part Time Regular	9	113	80			13	102	77		12	108	76	
Temporary or Casua	al 13	285	22	3		10	217	22	3	8	206	19	3
Total	450	5,862	650	15	11	412	5,476	628	15 11	349 5,056	558	14	11
Total		6	,960				6	,562			6,009		

\* Does not include regular contractors who work for the group (85 in 2009, 75 in 2008 and 77 in 2007).

Restructuring reduced positions, but there was a net gain in total numbers because of additional Transit Police and BCRTC staff required for contract management, and to service additional SkyTrain vehicles.

#### Unions at TransLink and Subsidiaries

The following is a list of unions that represent employees across the TransLink organization, for numbers see Table 6.6.

RANSLINK	>	Canadian Office and Professional Employees
CMBC	>	Canadian Auto Workers
		Canadian Office and Professional Employees
		Canadian Union of Public Employees
BCRTC	>	Canadian Union of Public Employees
PVTT	>	Canadian Office and Professional Employees
WCE	>	Not applicable



# Employee Engagement

TransLink is committed to promoting a quality work-life balance, encouraging teamwork across all subsidiaries, as well as communicating and consulting with employees to build an engaged and motivated workforce. A key indicator of employee satisfaction is employee engagement.

To monitor progress, TransLink conducted an employee engagement survey for exempt (non-union) employees in 2008. While CMBC achieved a higher than average employee engagement score TransLink and other operating entities scored below the Canadian average. See Table 6.1. BC Rapid Transit Company and West Coast Express conducted a follow-up employee engagement survey in 2009 that revealed an improvement in employee engagement among exempt employees. Going forward, TransLink and its operating companies plan to conduct regular employee engagement surveys of exempt employees.

Coast Mountain Bus Company conducts annual company-wide "Employee Pulse Checks" to monitor employee engagement levels in each division. The pulse check is comprised of six sections: engagement, work tasks, work environment, managing performance, learning and development, and recognition. Each division takes their individual results and develops action items to fill gaps and continually improve employee engagement.

#### CMBC has been selected as a Top 55 Employer in BC for four years in a row.

For four years in a row, CMBC has been selected by the Top 100 Employers in Canada competition as one of the Top 55 Employers in B.C. The competition rates employers on a number of areas including physical environment, work atmosphere and communications, health benefits, financial benefits and compensation, familyfriendly benefits, employee engagement, training and development, diversity, environmental leadership and community involvement. Winning this distinction has greatly impacted CMBC's ability to attract talent.

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Key to Symbols Performance ag

Performance against UITP indicators Click icon for more information Performance against GRI indicators Click icon for more information

GRI 3.7





Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

#### 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## **EMPLOYEES** (CONTINUED)

TransLink developed and launched an employer brand in 2009 that was specifically designed to attract and retain top talent. External efforts focused on communicating our strong value proposition: that our employees are important contributors to the growth of Metro Vancouver and enhance the region's renowned quality of life. Table 6.2 provides an overview of the employee turnover rate, broken out by each operating company. Our hope is that by communicating a compelling employee value proposition, TransLink will be able to attract the best and brightest candidates.

# Training and Development

The TransLink enterprise is committed to employee training and development to build internal capacity and foster employee engagement. This includes actively promoting from within the organization 🐌 Table 6.3. Support for employee development includes tuition reimbursement, attendance at conferences and workshops, professional memberships, apprenticeships and operator and maintenance trainee wages 🐌 Table 6.4. Developing our existing employees also has a positive financial impact because it significantly reduces the organization's recruitment costs. We track the degree of internal hires annually to monitor our performance in this area. 🕐 Table 6.3

Operational employees such as Coast Mountain Bus Company Transit Operators and Transit Police members have annual mandatory training requirements to maintain their qualifications. In 2009 these employees also undertook additional training in preparation for the 2010 Olympic and Paralympic Winter Games.

#### Work-Life Balance and Employee Well-being ()

TransLink and its subsidiary companies have made work-life balance and employee well-being a top priority. Employees are encouraged to pursue a balanced lifestyle and take advantage of the policies and programs that have been put into place, including:

> • three weeks annual vacation at time of hire and incremental annual vacation entitlement based on years of service





Individuals in management roles are encouraged to be adaptable and allow staff to make flexible work arrangements where appropriate. Job share arrangements are available to employees to facilitate reduced workweeks, where childcare, elder care and other special circumstances exist. Pacific Vehicle Testing Technologies' (AirCare) collective agreement allows for telecommuting by staff where operationally practical and feasible. No employees have pursued this opportunity during the reporting period.

TransLink and its subsidiary companies are committed to a supportive workplace in which diversity is valued and where all persons are treated with respect and dignity. Harassment or discrimination of any kind in the workplace is not tolerated. Employees who feel they are not being treated in a respectful manner have many options to have their concerns heard and addressed, including speaking directly with management or their union, utilizing the grievance process or calling a dedicated, confidential harassment line.

# Workplace Safety

The safety and security of TransLink's employees are of paramount importance and are one of the group's core values. Under the Workers Compensation Act of British Columbia employers are required to establish a Joint Health and Safety Committee in any workplace that regularly employs 20 or more workers. TransLink and its subsidiary companies comply with this regulation and 100 per cent of employees are represented in joint health and safety committees.

• comprehensive health benefits including prescription drugs, eyeglasses, physiotherapy, massage, registered psychologists' services and mobility aides

 the ability to work at various locations at the subsidiary companies

 access to Employee and Family Assistance services on a confidential basis for both exempt and unionized employees



#### CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### **EMPLOYEES** (CONTINUED)

In addition, CMBC, WCE and BCRTC have Safety and Health policies in place, outlining employees' right to a safe and healthy workplace, that everyone has a duty to work safely and to promote safe working conditions, safe work practices and positive attitudes towards accident prevention, and outlining roles and responsibilities for staff.

Table 6.5 provides an overview of the time lost to accidents or injuries across the TransLink organization. TransLink head office, West Coast Express and Pacific Vehicle Testing Technologies employees were injury-free in the reporting period.

# Code of Conduct

The TransLink group is committed to the highest standards of ethics and accountability. All operations are conducted with honestly, integrity and in a manner that instills and fosters trust. To advance this commitment, TransLink's exempt employees are required to sign a Code of Conduct while union employees are requested to sign it. Out of 228 employees at TransLink's head office, 222 signed the Code of Conduct (97 per cent) in 2009. Of the six who did not sign the Code, five are on leave of absence while the sixth one is a union employee and therefore not required to sign.

West Coast Express requires its employees to sign Codes of Conduct, though BCRTC and CMBC do not. British Columbia Rapid Transit Company requires all new employees to sign a confidentiality agreement when they are hired that clearly establishes how employees should conduct themselves with respect to confidential information and developments. British Columbia Rapid Transit Company's collective agreement sets out expectations pertaining to fostering harmonious relations. West Coast Express administers a whistle-blowing protection policy, which outlines expectations for employees to report suspected "misconduct" anonymously or otherwise, and clarifies that reports provided in good faith will not be subject to discipline. CMBC has posters in the workplace outlining the Code of Conduct.



O TransLink performance targets

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consecutive years.

behaviours.



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## Coverage of defined benefit plan obligations GRIEC3

TransLink, CMBC, and PVTT and their employees contribute to the Public Service Pension Plan, which is a multi-employer defined benefit plan administered by the British Columbia Pension Corporation in accordance with the Public Sector Pension

Participation in these pension plans is mandatory for all full-time regular and parttime regular employees, as well as temporary employees who reach 50 per cent of the Year's Maximum Pensionable Earnings (YMPE). Optional enrolment for temporary employees who have not reached 50 per cent of the YMPE, but who have over two years of service is also made available.

BCRTC and its employees contribute to a defined contribution pension plan, administered by Great West Life. Participation in the pension plan is mandatory for all full-time regular and part-time regular employees. After one month of service temporary employees are eligible to make voluntary contributions.

West Coast Express and its employees contribute to a defined contribution pension plan, administered by Great West Life. All full-time and part-time/casual are eligible to participate in the pension plan. Full-time employees are eligible from the date of hire and part-time/casual employees are eligible after two years of continuous employment and with earnings of 35 per cent of the YMPE in each of two

# **Employee Engagement on Sustainability**

TransLink's Sustainability Policy sets the course for future employee engagement on sustainability at the workplace and beyond. There are a number of employee programs in place across TransLink and its subsidiaries to encourage and motivate employees to participate in initiatives that promote sustainable workplace



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink



Environment

Community and Stakeholders



Funding

6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

#### **EMPLOYEES** (CONTINUED)

Coast Mountain Bus Company and BCRTC, for example, have employee-led "green teams" that are actively engaged in considering ways to reduce waste, energy and water use. TransLink plans to conduct group-wide sustainability training and establish an employee program to promote sustainable workplace behaviours in 2011 and 2012. Efforts will also be undertaken to integrate sustainability into human resource practices and to measure employee perception of TransLink's sustainability commitments over the coming period.

#### Summary

Key to Symbols

Perhaps TransLink's greatest strength is the quality of its employees, but the degree to which those people feel committed to the organization they work for varies widely. Workplace safety is a core value, demonstrated by safety policies and initiatives that have the additional societal benefit of contributing to road safety in the region. While overall performance in this area is mixed, the organizational alignment initiative and commitment to employee sustainability engagement are likely to result in improvements. TransLink plans to introduce a sustainability engagement program for employees in the coming two years.



20	009 SUSTAINABILITY ACHIEVE	MENTS AND 2010 – 2012 PLA	NS
	EMPLO	OYEES	
2009 PLANS	2009 ACHIEVEMENTS	2010 PLANS	2011-12 PLANS
EMPLOYEE ENGAGEMENT			
Launch organizational review to build effective, accountable and customer-focused team Launch employee intranet site to provide information on employee benefits	Organizational review launched / underway "Q TransLink" employee portal launched	Continue organizational review process; create Change Management Director position	Develop and implement plan to improve employee engagement scores Implement employee sustainability program that includes training on Sustainability Policy and sustainability decision-making tool implementation Develop and implement employee volunteer policy and program
EMPLOYEE SAFETY Establish accident	Complete	Develop Safety Policy at	
prevention working group for employees and customers		TransLink	
• BCRTC to achieve target of 2.5 loss time frequency per 200,000 hours	Did not achieve; 3.08 result for 2009	• BCRTC to achieve target of 2.6 loss time frequency per 200,000 hours	
• WCE to achieve target	Achieved	WCE to achieve target	

Performance against GRI indicators Click icon for more information

GRI 3.7

of 0 loss time frequency

per 200,000 hours

of 0 loss time frequency per 200,000 hours



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment Community and Stakeholders Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE

The following is an at a glance summary of our 2009 sustainability performance.

INDICATOR	MEASURE	2009	PAGE	UITI
	Sustainability Governa	ince and Management		
Director independence	% of independent (i.e. non-executive) board members	The independent Board of nine directors oversees the management of TransLink's affairs	Page 17	
Sustainability-related experience of Directors	Inclusion of sustainability competencies in Board selection	Sustainability is a specific skill and competency that is evaluated and is one of the key areas of expertise for which individuals are recruited.	Page 17	
Sustainability responsibility in the organization	Director and/or working group responsible for implementing sustainability       In 2009 TransLink appointed a Director, Corporate Sustainability to lead and coordinate sustainability planning and reporting. In addition, throughout 2009 a cross-departmental working group was formed to design and implement our sustainability policy, reporting indicators, and plans. The working group reports to an executive-level committee, which reports to Executive and the Board of Directors.		Page 19	Gov
Receipt of regular reports on sustainability performance	Regular reports on sustainability performance to Board of Directors	Director, Corporate Sustainability reported to the Governance Committee on an as-needed basis in 2009	Page 19	Gov
Director Code of Conduct	% annual sign off of the Directors and Officers Code of Conduct	TransLink also requires all directors and officers to file a Disclosure Statement with the Corporate Secretary upon his or her appointment, annually by Jan. 15, and as required by changed circumstances.	Page 18	
Conformance with the BC Crown Agency Corporate Governance Good Practices Checklist	Benchmark practices against the Checklist	100% conformance with Checklist	Appendix 1.2 Page 85	
Public reporting of Board discussion and corporate performance	# of times TransLink published a summary of items to be considered by the Board in advance of a meeting and a summary of decisions made following the board meeting	TransLink publishes a summary of agenda items for regularly scheduled board meetings on its website five calendar days before each meeting and time is allocated to public delegations at the start of every board meeting		
	# of times the CEO's report, quarterly financial reports and summary of decisions made by the Board were posted on the website	In 2009 six CEO reports and Board meeting summaries, three quarterly performance reports and one annual report were published on translink.ca.		
Stakeholder input to the Board of Directors	Number and type of special sessions held with public / stakeholders	In 2009, TransLink implemented four consultations to seek stakeholder input.	Page 44	Gov
Sustainability innovation and partnerships	Number and nature of sustainability innovations and partnerships	TransLink participated in six sustainability initiatives with external partners.	Page 86	
Sustainability policies and procedures	Statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance	Mission, vision, values (all incorporates sustainability); Sustainability Policy; Environment Policy; Emissions Policy; Customer Service Charter, and Access Transit Strategy	Pages 3 and 19	Gov 4 parti

Key to Symbols

Performance against GRI indicators Click icon for more information





Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment

Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009
	Sustainability Governance an	nd Management (CONTINUED)
Accountability	Number of complaints filed against Transit Police; and per officer	34 complaints; 0.2 / officer
	Summary of the number and nature of customer complaints received and TransLink's response	Number of complaints: 26,076 Nature of complaints and TransLink response fou 2009 Statutory Annual Report page 84 – 86
	Comparison of operations to the strategic plan	TransLink reports financial performance quarterly on operational performance compared to the stra
Directors' sustainability knowledge	Number and nature of sessions on sustainability offered and attended by directors	Three of TransLink's directors attended a worksho Canadian Business for Social Responsibility on board in sustainability governance
Sustainable risk management	Risk management priorities	See page 21
	Enviror	nment
Regional energy consumption and GHG emissions	Total and per 1,000 people regional VKT	18.914 billion VKT (2005) 8.702 million VKT per
	Total and per 1,000 people regional GHG emissions from transport (cars, light trucks, heavy vehicles and transit vehicles) (tonnes)	5,386,785 t CO <sub>2</sub> e (2005) 2,480 t per 1,000 people (2005)
	Average light, heavy and transit vehicle GHG emissions rate per 100 km travelled	Light Duty Vehicles emissions rate: 27.67 kg $CO_2e$ per 100 km traveled (2005) Heavy Duty Vehicles emissions rate: 137.71 kg $CO_2e$ per 100 km traveled (2005) TransLink Transit Vehicles emissions rate: 100.93 kg of $CO_2e$ per 100 km travelled (2009)
Mode share	Daily trips by mode, including automobiles (driver and passenger), transit, walking, cycling, and other; percentage of total trips (000s)	Auto Driver: 3,293 (55.9 per cent) (2008) Auto Passenger: 1,049 (17.8 per cent) (2008) Transit: 736 (12.5 per cent) (2008) Walking: 648 (11.0 per cent) (2008) Cycling: 88 (1.5 per cent) (2008) Other Modes: 78 (1.3 per cent) (2008) Total trips per day: 5,892 (2008)
	Average number of daily trips per 1,000 people (2008)	2,650 (2008)
	Median journey to work distance (km) (2006)	7.4 km (2006)

Key to Symbols

GRI 3.7

Performance against GRI indicators Click icon for more information



	PAGE	UITP
	Page 18	
found at: 36	Page 43	
erly and reports annually strategic plan		
sshop sponsored by on the role of the		
	Page 21	Gov 7
per 1,000 people	Page 28	
	Page 87	
	Page 87	Env 7
9)		
	Page 87	Soc 5 partial
	Page 87	
	Page 29	



Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

- Sustainability Governance and Management Environment Community and Stakeholders
- Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009
	Environmen	t (CONTINUED)
Mode share	Auto ownership (actively insured light duty vehicles); growth rate; vehicle ownership per 1,000 people	1,014,941 vehicles 1.9% annual growth rate 437.8 vehicles per 1,000 people
FTN accessibility	Population and jobs within 400m of frequent transit corridors or within 800m of rapid transit stations (broken down by established and new/expanded FTN corridors) and as a proportion of total population and jobs in the region	Population: 45% Jobs: 65%
	FTN transit passenger boardings and passenger-km travelled (average weekday, Saturday and Sunday), normalized by length of FTN (2009 FTN = 477 km)	Boardings/km of FTN: Average Weekday: 1,768 Average Saturday: 1,156 Average Sunday: 891
		Passenger km travelled/km of FTN: Average Weekday: 12,046 Average Saturday: 7,409 Average Sunday: 5,771
Energy consumption and GHG emissions at transit and facilities	Transit and facilities energy consumption (GJ equivalent)	Transit: 2,354,161 GJ Facilities: 354,027 GJ
	Fleet energy consumption (GJ equivalent) normalized to passenger transit vehicle 100 km (% change over previous year)	0.11 GJ (-2.2%)
	Proportion of total fleet energy consumption from renewable sources (assumes 96% of electrical energy is hydro-electric; does not include biodiesel)	19% of energy from renewable resources
	Fleet GHG emissions CO <sub>2</sub> e (tonne)	147,857 t
	Energy consumption propulsion fleet (GJ) (propulsion refers to rail or ferry transport)	462,172 GJ
	Energy consumption on-road fleet (GJ) (on-road refers to vehicles that travel by road bus, shuttle bus, minibus)	1,891,989 GJ
	Total CO2e from fleet per revenue passenger km by all modes (annual change) (grams)	71.44 g (-2.7%)
	Proportion of facility energy consumption from renewable sources (assumes 96% of electrical energy is hydro-electric)	59%

GRI 3.7



F	PAGE	UITP
Pa	age 88	
Pa	age 88	Eco 16
Pa	age 88	
	age 89 and 90	Env 4
Pa	age 91	Env 3
Pa	age 90 E	nv 5 partial
Pa	age 90	Env 7
Pa	age 90	Env 3
Pa	age 90	Env 3
Pa	age 90	Env 8
Pa	age 90	Env 5



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment

Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009	PAGE	UITP
	Environmer	nt (CONTINUED)		
Criteria Air Contaminant emissions	Total emissions from transit fleet vehicles by CAC type (tonne)	CO: 206 t NOx: 790 t SO2: 1 t VOC: 28 t PM10: 20 t PM2.5: 20 t NH3: 2 t	page 92	Env 12 partial
Reportable discharge and incidence of spills / exceedances	Total water discharge (cubic metres) by quality and destination	41,071 m <sup>3</sup> bus wash to sanitary sewer	Page 92	
	Number and volume of significant spills / exceedances and \$ value of fines	CMBC: 7, totaling over 155 litres BCRTC: 1 release of 22.7 kg Fines: \$0	Page 93	
	Community an	d Stakeholders		
Incidence of traffic fatalities and reported traffic and bicycle injuries in Metro Vancouver	Number of traffic fatalities; per 1,000 people	84; 0.037 (2008)	Page 94	Soc 17
	Number of serious injuries (resulting in permanent impairment or disability); per 1,000 people	766; 0.33 (2008)	Page 94	Soc 17
	Number of bicycle collisions; per 1,000 people; annual average bike collisions per km of on- and off-street bike routes	809.8; 0.37; 0.56/km (2002 - 2006)	Page 94	Soc 17
	Number of traffic crashes; per 1,000 people	149,337; 64.4 (2008)	Page 94	Soc 17
Incidence of crime on TransLink property	Incidence of crime on SkyTrain; per 1,000 revenue passengers	5525; 2.9	Page 94	
Perception of personal security	% of those surveyed who feel safe from crime onboard the Bus, SkyTrain, WCE are good to excellent (average score out of 10; % good to excellent)	Bus: 8.4; 77% SkyTrain: 7.3; 61% WCE: 9.0; 90%	Page 94	
	% of those surveyed who give good-to-excellent ratings for the vehicles/vessels/stations being clean and graffiti free (average score out of 10; % good to excellent)	Bus: 7.8; 62 % SkyTrain: 8.0; 57% SeaBus: 8.4; 78% WCE: 9.2; 94%	Page 94	

Performance against GRI indicators Click icon for more information



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

- Environment
- Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009	PAGE	UITP
	Community and	Stakeholders (CONTINUED)		
Accessibility for the mobility, hearing and visually impaired, and those for whom English is not a first language	% of bus stops, fleet and infrastructure which are accessible to people with disabilities	Bus Stops: 54% accessible Fleet: 100% accessible AirCare:100% of testing centres are accessible	Page 95	Soc 6 partial
	% of fleet and stations which include real time announcements and displays; plans to implement	SkyTrain: 100% (Canada Line has both announcements and display of next stops; Expo and Millennium Lines have announcements only) WCE stations: 100% Bus and CMBC-operated Community Shuttle buses: 100% Contracted Community Shuttle buses: 0; currently not scheduled for implementation SeaBus: Real-time arrival display count-down clock West Vancouver Transit: 0; implementation scheduled for 2010	Page 95	Soc 6 partial
	Number of languages in which travel information and public information is available	SkyTrain: 150 languages WCE: 150 languages CMBC: "Timetables" printed in English, French, Simplified Chinese, Traditional Chinese, and Punjabi	Page 95	Soc 6 partial
Provision of HandyDART services	HandyDART service hours; number of customers	Service hours: 515,435 hrs Active customers: 19,551	Page 95	





Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

IDICATOR	MEASURE	2009
	Community and Sta	akeholders (CONTINUED)
TravelSmart program impacts	Employer Pass Program Number of employers participating (as a proportion of all registered companies in the region) Number of employees participating (as a proportion of all employees in the region) Total estimated reduction in VKT and GHGs from program	276 / 1.5% 20,869 / 1.5% VKT reduction: 2,014,958 km GHG reduction: 369 t
	Ride-Share Program Total ride-share groups Estimated commuting trips eliminated Estimated number of commuting km eliminated Estimated reduction in CO2 emissions (tonnes) Economic savings	3,450 380,000 15,000,000 km 4,140 t \$5.7 million
	Bike to Work Week Commuter stations Registered participants Registered workplaces Registered new cyclists Registered new winter cyclists Commutes logged CO2 reduction (tonnes) Distance cycled (km)	61 8,594 1,648 1,059 360 25,349 67 t 300,539 km
Availability of transit services	Transit vehicle revenue km; per 1,000 people	118,300,471 km; 51,020 km per 1000
Customer satisfaction	Transit space-kilometres; per 1,000 people Mechanisms for customers to file complaints	9.030 billion km; 3.895 million km per 1000 Customer Service Charter was implemented and established for online filing of customer complain
Customer perception of on-time reliability	Customer perception of on-time reliability across different modes — average rating; % good-to-excellent	Bus: 7.3; 54% SkyTrain: 8.3; 88% SeaBus: 8.9; 90% WCE: 9.0; 93%



	PAGE	UITP
	Page 95	
	Page 95	
	r age 55	
	Page 96	Soc 20 partial
	Page 96	
	Page 96	
and procedure plaints	Page 43	GRI PR5
	Page 96	





Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

NDICATOR	MEASURE	2009	PAGE	🌐 UITP
	Community and Sta	akeholders (CONTINUED)		
Transit convenience	Total publicly scheduled service hours; per 1,000 people	5,953,553 hrs; 2,570 per 1,000 people	Page 97	
and reliability	Total scheduled service hours delivered; per 1,000 people	5,953,607 hrs; 2,567 per 1,000 people	Page 97	
	Total service hours delivered; per 1,000 people	6,469,042 hrs; 2,790 per 1,000 people	Page 97	
	Ratio of scheduled to delivered service	CMBC, Community Shuttle and SeaBus: 99.85% SkyTrain: 99.54% WCE: 99.95%	Page 97	
	Average daily hours of operation by mode	Bus: 15,637 hrs Rail: 3,183 hrs	Page 97	
Overcrowding	Customer perception of "not being overcrowded" on SeaBus, SkyTrain, Bus, WCE — average score; % good to excellent	Bus: 6.7; 46% SkyTrain: 6.5; 42% SeaBus: 7.9; 67% WCE: 6.8; 41%	Page 97	
Affordability of transit	Annual percentage change in transit fare prices versus CPI	-2.60%	Page 97	
Value for money	Customer perception of transit value for money — average score; % good to excellent	Bus, SkyTrain and SeaBus: 6.4; 41% WCE: 7.8; 69%	Page 97	
Satisfaction with level and quality of transit service	Perception of "overall service" for each transit mode — average score; % good to excellent	Bus: 7.6; 59% SkyTrain: 8.0; 69% SeaBus: 8.4; 78% WCE: 8.9; 90%	Page 43	GRI PR Soc
	Regional	Economy		
Pavement condition (defined in body of report)	Average PCI; average IRI; % of roads below TransLink standard	76.4 PCI; 2.9 IRI; 29.1% (2008)	Page 98	
Overall speed and travel time reliability on the Major Road Network	Average time spent commuting (journey to work and school)	32 minutes one-way (2008)	Page 50	

GRI 3.7







Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009	PAGE	UITP
	Fund	ling		
Funding source	\$ value of funding derived from public / government sources; % of funding	\$170M; 15.1%	Page 54	GRI EC4 Eco 2
Transportation-related funding sources	Percentage of funding derived from transportation related sources / sources that influence transportation choices	68%	Page 99	Eco 2
Number of revenue passengers	Annual revenue passengers; average per day	189,129,202; 518,162	Page 99	
Fare box recovery: revenue-cost ratio	Passenger revenue as % of operating cost	49.80%	Page 99	Eco 6
Cost of transit provision	Operating cost per total vehicle kilometer Operating cost per passenger kilometer Operating cost per service hour Bus Avg. Oper. Cost / Service Hour Rail Avg. Oper. Cost / Vehicle Kilometer Custom Transit Avg. Oper. Cost/Service Hour	\$5.33 / vehicle km \$0.327 / passenger km \$122.72 / service hour \$110.74 \$2.71 \$78.38	Page 100	Eco 5
	Emplo	yees		
Number of employees	Number of employees by head office and subsidiary	TransLink: 470 CMBC: 5,862 BCRTC: 601 WCE: 15 PVTT: 12	Page 59	GRI LA1 Eco 17
Union representation	Number of unionized employees; unionization rate	TransLink: 279; 59% CMBC: 5,577; 95% BCRTC: 555; 85% WCE; 0 PVTT: 9; 72%	Page 102	GRI LA4
Management diversity	Board and Executive diversity	Board: 3/9 (33%) female directors and 1/9 (11%) from a visible minority Executive: 2/7 (29%) female executive members	Page 59	GRI LA13 partial Soc 13 partial
Staff engagement	Engagement scores by division (exempt employees)	TransLink: 54% (2008) CMBC: 78% (2008) BCRTC: 57% (2009) – includes WCE; 51% (2008) WCE: 46% (2008)	Page 101	Gov 6
Employee turnover	Number and % of voluntary resignations	124; 1.8%	Page 101	GRI LA2 partial Soc 4

Key to Symbols

Performance against UITP indicators Click icon for more information

GRI 3.7

Performance against GRI indicators Click icon for more information





Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

- Environment
- Community and Stakeholders
- Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## SUMMARY OF 2009 SUSTAINABILITY PERFORMANCE (CONTINUED)

INDICATOR	MEASURE	2009
	Employee	s (Continued)
Employee training and development	Number / % of non-entry level positions filled internally	TransLink: 6; 23% CMBC: 39; 27% BCTRC: 49; 89% WCE: one position was filled externally PVTT: n/a
	Programs for skills management and learning	Includes tuition reimbursement, conferences, wo memberships, apprenticeships and operator and trainee wages
	Training expense per employee	TransLink: \$1,626/employee CMBC: \$1,412/employee BCRTC: \$551/employee WCE: \$733/employee PVTT: \$12/employee
	Number of apprenticeships	CMBC: 60 BCRTC: 4 Others: n/a
Employee health and safety	Days lost; lost time frequency per 200,000 working hours	TransLink: 0.00; 0.00 BCRTC : 58.1; 3.02 WCE: 0.00; 0.00 CMBC: not avail.; 7.90 SCBCTA Police Services: 221.57; 5.90 PVTT: 0.00; 0.00
Coverage of defined benefit plan obligations	Nature of participation in pension plans	TransLink, CMBC, PVTT and employees participat benefit plan; BCRTC, WCE and employees partic contribution plan



	PAGE	UITP
	Page 101	
workshops,	Page 60	GRI LA11 partial
and maintenance	lage oo	Soc 8 partial
	Page 101	GRI LA10 partial Soc 8 partial
		Soc o partiar
	Page 101	
	Tage 101	
	Page 101	GRI LA7 partial, Soc 9 partial
		SOC 9 partia
ipate in a defined rticipate in a defined	Page 61	GRI EC3
p		





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink



2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **GRI CONTENT INDEX** > PROFILE DISCLOSURES

Profile Disclosure	Description
1.1	Statement from the most senior decision-maker of the organization. Page 6 - 6
1.2	Description of key impacts, risks, and opportunities. Page 19 - 22
	NAL PROFILE
Profile Disclosure	Description
2.1	Name of the organization. <i>Page 12</i>
2.2	Primary brands, products, and/or services. Page 14
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures. <i>Page 10 and 14</i>
2.4	Location of organization's headquarters. Page 13
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report. <i>Page 13</i>
2.6	Nature of ownership and legal form. Page 14
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries). <i>Page 13</i>
2.8	Scale of the reporting organization. <i>Page 14, 59</i> The second sec
2.9	Significant changes during the reporting period regarding size, structure, or ownership. <i>Page 14</i>
2.10	Awards received in the reporting period. Page 15
<b>REPORT PARAI</b>	METERS
· · · · ·	
Profile Disclosure	Description
3.1	Reporting period (e.g., fiscal/calendar year) for information provided. Page 1
3.2	Date of most recent previous report (if any). Page 8
3.3	Reporting cycle (annual, biennial, etc.) Page 10
3.4	Contact point for questions regarding the report or its contents. Page 11

GRI CONTENT INDEX	STANDARD DI	
3 > REPORT PARAMETERS (CONTINUE		
Profile Disclosure	Description	
3.6	Boundary of the joint ventures, s	
3.7	Specific limitati	
3.8	Basis for report operations, and period to period	
3.9	Data measurem assumptions an compilation of any decisions n Protocols. Data metric basis, wi	
3.10	Explanation of in earlier report acquisitions, ch methods). <i>Page</i>	
3.11	Significant char or measuremer	
3.12	Table identifying Page 72 - 74	
3.13	Policy and curre for the report.	

#### **4 COVERNANCE, COMMITMENTS, AND ENGAGEMENT**

Profile Disclosure	Description
4.1	Governance str the highest gov strategy or orga
4.2	Indicate whether executive office
4.3	For organizatio members of the executive mem

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#### CLOSURES: PROFILE DISCLOSURES (CONTINUED)

ne report (e.g., countries, divisions, subsidiaries, leased facilities, suppliers). Page 10-11

ions on the scope or boundary of the report. Page 11

ting on joint ventures, subsidiaries, leased facilities, outsourced d other entities that can significantly affect comparability from od and/or between organizations. Page 10 -11

ment techniques and the bases of calculations, including nd techniques underlying estimations applied to the the Indicators and other information in the report. Explain not to apply, or to substantially diverge from, the GRI Indicator a calculation methodologies are explained on a metric-bywhere possible. Page 9

the effect of any re-statements of information provided rts, and the reasons for such re-statement (e.g. mergers/ hange of base years/periods, nature of business, measurement ie 10

nges from previous reporting periods in the scope, boundary, nt methods applied in the report. Page 11

ig the location of the Standard Disclosures in the report.

rent practice with regard to seeking external assurance Page 9

ructure of the organization, including committees under vernance body responsible for specific tasks, such as setting anizational oversight. Page 17 - 18

her the Chair of the highest governance body is also an er. Page 17

ons that have a unitary board structure, state the number of he highest governance body that are independent and/or nonbers. Page 17


Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management
2	Environment
3	Community and Stakeholders
4	Regional Economy
5	Funding
6	Employees

Summary of 2009 Sustainability Performance

**GRI Content Index** 

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **GRI CONTENT INDEX** > PROFILE DISCLOSURES (CONTINUED)

	COMMITMENTS, AND ENGAGEMENT (CONTINUED)
Profile Disclosure	Description
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. <i>Page 18</i>
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided. <i>Page 18</i>
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics. <i>Page 17</i>
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. <i>Page 3 and 19</i>
4.9	Procedures of the highest governance body for overseeing the organization identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. <i>Page 19</i>
4.12	Externally developed economic, environmental, and social charters, principles or other initiatives to which the organization subscribes or endorses. <i>Page 19</i>
4.13	Memberships in associations (such as industry associations) and/or national/ international advocacy organizations in which the organization: - Has positions in governance bodies; - Participates in projects or committees; - Provides substantive funding beyond routine membership dues; or - Views membership as strategic. <i>Page 19</i>
4.14	List of stakeholder groups engaged by the organization. Page 23
4.15	Basis for identification and selection of stakeholders with whom to engage <i>Page 23</i>
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group. <i>Page 44</i>
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. <i>Page 44, 76 - 77</i>

Performance against GRI indicators Click icon for more information

SUMMARY OF 2009 SUSTAINABILITY PERFORMANC



Vision, Mission, Values

Sustainability Policy Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management	

Community and Stakeholders

Environment

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI Content Index** 

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# **GRI CONTENT INDEX** > PERFORMANCE INDICATORS

CONTENT INDEX STAND	ARD DISCLOSURES: PERFORMANCE INDICATORS	GRI CONTENT INDEX STANE	DARD DISCLO
	ECONOMIC	SOCIAL: LA	ABOUR PRA
Performance Indicators	Description	Performance Indicators	Descript
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital	LA4 LA6	Percenta agreeme Percenta
	providers and governments. Source: (*) Annual Report and Financial Statements	LAU	manager
EC3	Coverage of the organization's defined benefit plan obligations. <b>(*)</b> <i>Annual Report Pages 72 and 73</i>	LA7	Page 60 Rates of
EC4	Significant financial assistance received from government. Page 99		and num
	ENVIRONMENTAL	LA10	Average category.
Performance Indicators	Description	LA11	Programs the conti managin
EN3	Direct energy consumption by primary energy source. Page 89-91	LA13	Composi
EN4	Indirect energy consumption by primary source. Page 89-91		per categ
EN16	Total direct and indirect greenhouse gas emissions by weight. <i>Page 89-91</i>		members
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved. <i>Page 31 partial</i>		S
EN20	NOx, SOx, and other significant air emissions by type and weight. <i>Page 92</i>	Performance Indicators	Descript Nature, s
EN21	Total water discharge by quality and destination. Page 92	100	that asse
EN23	Total number and volume of significant spills. Page 93		including
EN28	Monetary value of significant fines and total number of non- monetary sanctions for non-compliance with environmental laws		SOCIAL: P
	and regulations. Page 93	Performance Indicators	Descript
SOCIA	L: LABOUR PRACTICES AND DECENT WORK	PR5	Practices surveys n

Performance Indicators	Description
LA1	Total workforce by employment type, employment contract, and region. <i>Page 59</i>
LA2	Total number and rate of employee turnover by age group, gender, and region. <i>Page 101 partial</i>



Key to Symbols

Performance against GRI indicators GRI 3.7 Click icon for more information

Click for more information

### OSURES: PERFORMANCE INDICATORS (CONTINUED)

### ACTICES AND DECENT WORK (CONTINUED)

### iption

- tage of employees covered by collective bargaining ments. Page 102
- tage of total workforce represented in formal joint gement-worker health and safety committees that help or and advise on occupational health and safety programs. 50
- of injury, occupational diseases, lost days, and absenteeism, umber of work-related fatalities by region. Page 101 partial
- ge hours of training per year per employee by employee ory. Page 101 partial
- ams for skills management and lifelong learning that support ntinued employability of employees and assist them in ging career endings. Page 60 partial
- osition of governance bodies and breakdown of employees tegory according to gender, age group, minority group ership, and other indicators of diversity. Page 59 partial

### **SOCIAL: SOCIETY**

### iption

, scope, and effectiveness of any programs and practices sess and manage the impacts of operations on communities, ng entering, operating, and exiting. Page 44 partial

### **PRODUCT RESPONSIBILITY**

### iption

- es related to customer satisfaction, including results of surveys measuring customer satisfaction. Page 43
- Additional information related to methodology is outlined on: Page 89 of the 2009 Annual Statutory Report
- TransLink Customer Service Charter



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

ability Governance nagement

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# 2009 PROGRESS AGAINST OBJECTIVES

INITIATIVES	PROGRESS
SUSTAINABILITY GOVERNANCE AND MANAGEM	ENT
Adopt Sustainability Policy	٠
Determine sustainability reporting indicators	•
Become a Signatory to the UITP Charter for Sustainable Development	٠
ENVIRONMENT	
Water Quality and Conservation	
Implement fish habitat protection project	•
Repair pumps and alarms at Surrey and North Vancouver Transit Centres	•
Replace Surrey Transit Centre bus wash and fuel island	0
Revenue Fleet Fuel Consumption / GHG Emissions	
Implement CMBC anti-idling program	0
Implement CMBC driver training program for new employees and as refresher for existing drivers	•
Conduct trial replacement of hydraulic fans with electric fans on coaches	0
CMBC: 2 per cent reduction in GHG emissions (tonnes/million passengers) over 2008	O Increased approximate 1.3 per cent
COMMUNITY AND STAKEHOLDERS	
Security	
Implement measures to improve security, including lighting, closed-circuit monitoring systems, employee training programs and public awareness campa	eigns
Transit Police to deploy defibrillators across the SkyTrain network	•
Transit Police to develop and implement a Pandemic Policy	•
Accessibility	
Upgrade website to improve functionality and accessibility for people with phy and cognitive barriers	vsical •

#### **INITIATIVES** (CONTINUED)

#### COMMUNIT

#### **Customer Service**

Implement Customer Service Charter

#### Stakeholder Consultation

Implement public consultation plan for Transportation and Financial Plan

#### Economic Growth and Goods Mover

Complete Golden Ears Bridge

Upgrade Roberts Bank Rail Corridor to Gateway Corridor Initiative

### **Funding Stabilization**

Approve a Funding Stabilization Plan

Launch organizational review to develo accountable and customer-focused tea

### Employee Engagement

Launch organizational review to build and customer-focused team

Launch employee intranet site to provi

### Employee Safety

BCRTC to achieve target of 2.7 loss tir

WCE to achieve target of 0 loss time f

	<ul> <li>Achieved</li> </ul>	• Underway	O Not achieved
			PROGRESS
Y AND STA	KEHOLDERS	(CONTINUED)	
			٠
r the 2010 1	0-Year		•
REGIONA	L ECONOMY		
ment			
			٠
advance the	e Asia-Pacific		0
FUI	NDING		
			٠
op internal a am	lignment and l	build an effectiv	/e, •
EMP	LOYEES		
effective, acc	countable		٠
ide informati	on on employe	ee benefits	٠
me frequency	/ per 200,000	hours	<b>0</b> 3.02 result for 200
requency per	r 200,000 hou	rs	٠



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

 Sustainability Governance and Management
 Environment
 Community and Stakeholders

Regional Economy

5 Funding

6 Employees

Summary of 2009 Sustainability Performance

GRI Content Index

2009 Progress Against Objectives



Glossary of Terms

Appendix

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# **EXPERT PANEL STATEMENT GRA17** FEEDBACK AND TRANSLINK RESPONSE

FEEDBACK		TRANSLINK RESPONSE
Elaborate on the materiality determination process; demonstrate how key reporting issues were determined	>	Enhanced description of materiality process.
Provide greater elaboration on TransLink's role in the region regarding land use and TransLink's role as an enabler of sustainability in the region	>	Elaborated on TransLink's roles regarding land use and as an enabler of
Provide more details regarding the evolution of TransLink's governance structure and the current governance context	>	More details provided on TransLink's governance structure, history, and
Show how TransLink is managing its sustainability risks and opportunities and how this is tied to TransLink's business strategy	>	Opportunity identification and management to be considered in longer and reported in next report.
Demonstrate reporting relationship between Sustainability function and the Board of Directors; provide more details on the Board's role in sustainability oversight	>	Provided more details regarding the reporting relationship between the Directors; more details regarding the Board's role in sustainability gover report.
Incorporate analysis of data and interpretation of results, compared to TransLink's performance expectations; comment on significance of results to TransLink and its plans to address any performance gaps	>	TransLink analyzed and interpreted results where trend data, benchmar to address performance gaps.
Compare TransLink's performance to other comparable transit systems where feasible	>	Comparable data was not available for this report. TransLink will endea next report.
Incorporate more performance targets against areas of measurement	>	TransLink will report on progress to targets in its 2010-11 report when
Increase depth of coverage in employee section and provide greater demonstration of TransLink's commitment to employees	>	TransLink lacks group-wide systems to consistently track its overall perform The 2010 organizational process review will result in increased ability to sustainability report.
Consult key stakeholders on draft report	>	TransLink consulted 15 members of the Stakeholder Roundtable and 22
Ensure that all perspectives of an issue being explored through stakeholder engagement are reported on where there is more than one outcome	>	TransLink analyzes all feedback received, and where appropriate include incorporated is not recorded in plans.

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TransLink performance targets

ler of sustainability.

, and context.

onger term sustainability strategy development

n the sustainability function and the Board of governance to be provided in the next sustainability

hmarks and targets exist with a focus on its measures

endeavor to provide more comparable transit data for

when more targets and data will be available.

l performance on employee measures. ility to report on employee matters in the next

nd 22 employees for their views on its draft 2009 report.

ncludes it in the final plan. Feedback that can <u>not be</u>



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management
2	Environment

Community and Stakeholders

Regional Economy

- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# **EXPERT PANEL STATEMENT GR4.17** > REPORT REVIEWERS

## **Report Reviewers**

As part of the thorough review process, we shared an early draft of the report with key stakeholder groups and allied business partners to gather input into its content. A sincere thank you goes out to:

Sustainability Strategist, Metro Vancouver
Manager, Corporate Environment and Sustainability, BC Hydro
Senior Accountability Associate, Vancity Credit Union
Sustainability Director, Mountain Equipment Co-op
Manager, Sustainability Evaluations Northwest and Ethical Investments L.P.
Senior Regional Manager, (Greater Vancouver Sea-to-Sky Region) Fraser Basin Council

The feedback that we received was very valuable and helped shape the final content of the report. The table 🕚 shown on the previous page provides an overview of the comments that we received on the draft report.

Moving forward, TransLink has committed to reporting on its corporate performance every two years. Regional performance metrics will be reported on every five years, with select corporate performance included.

As we implement plans and report on our future performance, we will continue to look to our stakeholders — both internal and external — to guide our efforts. This includes developing a set of targets that can be used to measure our progress in reaching the important goals set out in Transport 2040.

Your feedback on this report will also help us improve our sustainability planning and reporting so that our future efforts can better address your interests and priorities. We invite you to send your comments to 🖲 sustainability@translink.ca.

Key to Symbols

GRI 3.7





Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

**Glossary of Terms** 

Appendix

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# **GLOSSARY OF TERMS**

### Access Transit Office

The Access Transit Office was established in 2007 to ensure that accessible transit is integrated into all of TransLink's transit plans, projects and programs. The Access Transit Office works closely with the Users' Advisory Committee, a committee which provides advice on plans, programs and initiatives that enhance accessibility, to implement the recommendations of the Access Transit Strategy.

#### Asia-Pacific Gateway Corridor Initiative

A set of transportation investment and policy measures focused on trade with the Asia-Pacific Region. It focuses on road and rail connections between the Prince Rupert and Vancouver ports, major airports, border crossings and the interior of North America.

### Automated Passenger Count (APC) Load Factor

A measure of passenger crowding determined from APC information, representing the percentage of passenger spaces (seats plus standing spaces) on a transit vehicle that are occupied at a given location.

### American Public Transportation Association (APTA)

An industry organization composed of North America public transit service providers, private transportation design and operating companies, metropolitan planning organizations, state departments of transportation, and academic institutions. Its main functions are advocacy and information sharing.

### Bus Wash Discharge

Water and cleaning solution used in washing a bus and then discharged under a water license into a sanitary sewer.

### **Central Business District**

The commercial heart of a city or region. In this case, refers to the section of Downtown Vancouver centered around the Burrard SkyTrain Station.

### Conventional Bus

Key to Symbols

A 40-foot or 60-foot transit bus; excludes Community Shuttle and HandyDART vehicles.

### Corporate Social Responsibility (CSR)

Corporate social responsibility is the integration of social and environmental factors into business decision-making. Sometimes used interchangeably with sustainability or sustainable development.

### Canadian Urban Transit Association (CUTA)

The Canadian Urban Transit Association represents the public transit community in Canada.

### Demand Management

The application of strategies and policies to reduce travel demand (often specifically that of single-occupancy private vehicles), to redistribute this demand in space or in time or to shift this demand to non-SOV modes, such as walking, cycling, transit and ridesharing.

### Employer Pass Program

The Employer Pass Program allows qualified organizations to provide their employees with a personalized annual transit pass at a discount, through the convenience of

payroll deductions.

### Enterprise Risk Management

A framework of methods and processes used by organizations for managing risk. It typically involves identifying particular risks and opportunities relevant to the organization's objectives, assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress.

#### Fare

Tariff charged per ride. The authorized amount (whether cash, ticket, pass or valid transfer) paid for a ride on a transit vehicle.

### Farebox

An electronic fare collection machine that is installed on all TransLink buses, and used by customers to deposit cash fares and to validate tickets and transfers.

Conce Two z

### Federation of Canadian Municipalities

An advocacy organization representing the interests of Canadian municipalities on policy and program matters that fall within federal jurisdiction.

### Frequent Transit Network



### FareSaver Tickets

FareSaver tickets are sold in books of ten. Tickets are validated at a SkyTrain station by inserting them into the validator or on a bus by inserting them into the electronic farebox. Like cash fares, FareSaver tickets are valid for 90 minutes. Concession FareSaver tickets are valid in all three zones. Below are the prices.

ession \$17.00	One zone \$21.00
ones \$31.50	Three zones \$42.00

One- and two-zone FareSaver tickets can be upgraded for use in additional zones by adding the difference in the cash fare. TransLink calls this an AddFare.

An interconnected network of transit corridors with service frequency of every 15 minutes or better throughout the day and into the evening, seven days a week.

### Funding Stabilization Plan

TransLink developed the 2010 Funding Stabilization Plan which the Mayors' Council on Regional Transportation approved in October 2009. As a supplemental plan, the Funding Stabilization Plan increased the fuel tax and parking sales tax rates to the maximum allowed for in the legislation and also introduced increases to transit fares. These increases enable TransLink to maintain existing services and keep transportation assets in good repair. The Funding Stabilization Plan does not allow for the region to be on track toward the goals and vision of Transport 2040.



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

**Glossary of Terms** 

Appendix

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# GLOSSARY OF TERMS (CONTINUED)

#### Gateway

Within the transportation sector, a significant point for goods movement into or out of a region, country or continent. Gateways are typically a major airport or seaport but can also be located at confluences of rivers or at highway junctions. They are often the place at which goods are shifted from one mode to another (ex. from ship to train).

### Global Reporting Initiative (GRI)

An international, network-based organization that has developed a reporting framework for sustainability. The current version of this framework, the G3 Guidelines, was published in 2006.

### Greater Vancouver Regional District

The regional governing body for the Greater Vancouver area, also known as Metro Vancouver.

### International Association of Public Transport (UITP)

The International Association of Public Transport is an international, information-sharing network and advocacy organization for public transport. It is composed of public transport authorities and operators, policy decision-makers, scientific institutes and the public transport supply and service industry.

### International Roughness Index (IRI)

The IRI is a measure of how bumpy (how rough) a road surface is while considering travel speed. It quantifies the effect that pavement roughness has on a vehicle's suspension. IRI is based on a scale of 0 to 10 where 0 indicates a perfectly smooth road and 10 indicates extreme roughness.

### Major Road Network

TransLink provides planning, funding and coordination for more than 2,300 lane-kilometres of regionally-significant roadways, the Major Road Network (MRN). The SCBCTA Act (see SCBCTA in Glossary) <sup>o</sup>empowers TransLink to establish guidelines to identify which roads can become part of the MRN; establish standards for management, operation, construction and maintenance; as well as review and approve all proposed changes that could result in a reduction of people-moving capacity on the MRN. TransLink approval is also

required before truck movements can be prohibited from any road in the region (including non- MRN roads). In addition, the SCBCTA Act requires that TransLink provide funding to municipalities for maintenance and construction if the standards are being met, and to designate routes and times for dangerous goods movement. As part of its MRN commitments, TransLink provides operations, maintenance and rehabilitation (OMR) funding for the MRN to the municipalities.

### Materiality

As outlined in the Global Reporting Initiative's G3 Guidelines, the information in a report should cover topics and Indicators that reflect the organization's significant economic, environmental, and social impacts, or that would substantively influence the assessments and decisions of stakeholders.

### Mayors' Council on Regional Transportation

The Mayors' Council on Regional Transportation is composed of 22 members — the Mayors from all 21 municipalities within the transportation service region and a representative from the Tsawwassen First Nation. The Mayors' Council appoints the Board of Directors (from a list of candidates identified by the Screening Panel) and the Regional Transportation Commissioner (see Glossary). The Mayors' Council reviews and provides input on TransLink's long term transportation strategies and approves or rejects any plan that includes expenditures beyond those which can be funded by TransLink' existing funding sources and current borrowing limit.

### Metro Vancouver

A regional governing body comprised of 22 municipalities, one electoral area, and one treaty First Nation in the Greater Vancouver Area. Metro Vancouver provides core service to municipalities, such as drinking water, sewerage and drainage, solid waste management and regional parks. It also has planning and regulatory responsibility for utilities, air quality and regional growth. Its regional land-use plan, the Regional Growth Strategy, is currently under development and will supersede its previous Livable Region Strategic Plan. These regional land-use plans are supported by TransLink's plans for the regional transportation system.

### Mode

Pass

### Peak Hours

Rapid Transit Station A stop or station for a transit line that provides fast, frequent, reliable and high-capacity service, operating in an environment where interaction with and delay from other forms of transportation is minimized. Rapid transit may be provided by a number of technologies, including bus rapid transit, light rail transit (LRT) and heavy rail. Currently, the rapid transit stations in Metro Vancouver are those serving SkyTrain (Expo, Millennium and Canada Lines).

Metro Vancouver's long-term, regional land-use plan which is currently under development. It will replace the region's previous regional plan, the Livable Region Strategic Plan (LRSP), which was adopted in 1996. Under the SCBCTA Act (see SCBCTA in Glossary), the purpose of TransLink is to provide a regional transportation system that supports Metro Vancouver's Regional Growth Strategy.

Performance against GRI indicators Click icon for more information

Click for more information

Means of transportation. Examples include walking, cycling, transit and driving. Transit mode may also be disaggregated further, for example, train, bus, single occupant vehicle, and rideshare.

### **Off-Peak Period**

Non-peak or non-rush hours. From 09:30 until 15:00 and from 18:30 until the last bus Monday to Friday and all day Saturday, Sunday and holidays.

A means of prepaying for transit services for a particular period of time.

### Pavement Condition Index (PCI)

PCI is a measure of how distressed a road's pavement is, where a 0 indicates the most severely distressed pavement and 100 indicates pavement with no apparent distress. Pavement distress includes such deficiencies as cracking and rutting. The severity of these distresses determines the PCI rating for a given length of road.

The hours from start of transit service in the morning until 09:30 and from 15:00 until 18:30 Monday to Friday.

### Regional Growth Strategy



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

**Glossary of Terms** 

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# GLOSSARY OF TERMS (CONTINUED)

### **Regional Transportation Commissioner**

The independent regulator of TransLink and one of its governing bodies. The Commissioner is appointed by TransLink's Mayors' Council. Among other roles, the Commissioner rules on TransLink's applications for fare increases, fuel tax increases and the sale of any major TransLink facilities. The Commissioner also offers an opinion to the Mayor's Council about the reasonableness of assumptions made in TransLink's 3-Year Plan.

#### **Revenue Hours**

Revenue hours represent the time that transit vehicles are in revenue service, from the time they leave the trip start terminus to the time they arrive at the trip end terminus, and exclude recovery (layover) time at terminuses and deadheading times (i.e. time used by vehicles to travel from a depot to a service start point and to return to the depot from a service end point).

### Revenue Kilometres

Revenue kilometres represent the distance travelled by transit vehicles while in revenue service, from the time they leave the trip start terminus to the time they arrive at the trip end terminus, and exclude deadheading distance (i.e. distance travelled by vehicles from a depot to a service start point and to return to the depot from a service end point).

### **Revenue Passenger**

Passenger who is starting a transit trip, and not transferring from another transit vehicle.

#### Route

Key to Symbols

The path travelled to complete a trip. In the case of a transit vehicle, the prescribed path travelled by a transit vehicle for a scheduled journey from one trip terminus to another.

### Service Optimization Initiative

A process undertaken by TransLink as a result of the 2010 Funding Stabilization Plan's requirement to decrease the gap between transit operating costs and fare revenue. The initiative will increase the productivity of the transit system (more revenue riders) by reallocating resources from low performing transit services onto services that are expected to achieve average to above average productivity. The initiative will also reduce delivery costs by realizing operational efficiencies. The Service Optimization Initiative is both a one-time project to meet systemwide productivity requirements of the 2010 Funding Stabilization Plan and an ongoing program of transit service adjustments.

### South Coast British Columbia Transportation Authority (SCBCTA)

The legal name of TransLink, the regional transportation authority that is responsible for Metro Vancouver's multi-modal transportation network, including transit, roads and bridges, cycling and walking. The Authority is governed by the SCBCTA Act, an Act of the provincial legislature.

### Space-Kilometres

A measure of transit passenger capacity provided, measured as the distance travelled by transit vehicles in revenue service multiplied by the number of passenger spaces (seats plus standing spaces) on each vehicle.

### Sustainability

Sustainability, as with Corporate Social Responsibility, is the integration of social and environmental factors into business decision-making. Often used interchangeably with sustainable development.

### Sustainable Development

A term popularized by the UN Brundtland Commission (Report on the World Commission on Environment and Development) in 1987 to mean "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The term ties together concern for the carrying capacity of natural systems with the social challenges facing humanity. Sometimes used interchangeably with sustainability.

### Transport 2040

A 30-year strategy for the Metro Vancouver regional transportation system, prepared in 2008.

### TravelSmart

TransLink's Transportation Demand Management (TDM) implementation program (see Demand Management in Glossary). It promotes awareness and delivers education and information on a wide array of trip reduction initiatives and travel-option choices, including transit, cycling, walking and ride-sharing.

### **U-Pass**

Web Content Accessibility Guidelines (WCAG) are part of a series of web accessibility guidelines published by the World Wide Web Consortium (W3C). The Guidelines aim to make web content accessible, primarily for users with disabilities, but also for all users and for those using limited devices, such as mobile phones. The W3C is the main international standards organization for the World Wide Web.

Click for more information



U-Pass BC is a discount transit pass program available to all BC public post-secondary students should a referendum by each individual institution is passed to implement the mandatory transit pass. The cost is shared by all students whether they use transit or not, resulting in a lower price.

The program was previously sponsored by the Vancouver City Savings Credit Union but as of September, 2010, The Province of BC will take over the program and offer the same subsidized rates (\$30/month) for all referendum-approved BC public post-secondary school students.[7]

Currently available only to students at the University of British Columbia, Simon Fraser University, Capilano University, and Langara College but other institutions have the option to join the program as well.

### Vehicle Hours

The length of time a vehicle is on the road.

### Vehicle Kilometres Traveled (VKT)

The distance a vehicle has travelled.

### Web Content Accessibility Guidelines:



# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management

- Environment
- Community and Stakeholders

Regional Economy

5 Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **APPENDIX 1.1 >** Transport 2040 Performance

The following is a summary of our Transport 2040 Performance.

9

)	GOAL 1	GHGs from transport are aggressively reduced		
	INDICATOR	MEASURE	2009	2008
	Regional GHG emissions	Total and per capita regional VKT	18.914 billion VKT 8,702 VKT per capita (2005)	Not avai
		Total and per capita regional GHG emissions from transport (cars, light trucks, heavy vehicles and transit vehicles)	5,386,785 t CO <sub>2</sub> e 2,480 t per 1,000 people(2005)	Not avai
		Average vehicle GHG emissions per 100 km traveled Light duty vehicles Heavy duty vehicles Transit	0.028 t CO <sub>2</sub> e (2005) 0.138 t CO <sub>2</sub> e (2005) 0.101 t CO <sub>2</sub> e (2009)	Not avai Not avai 0.106 t

GOAL 1	GHGs from transport are aggressively reduced			
INDICATOR	MEASURE	2009	2008	2007
Regional GHG emissions	Total and per capita regional VKT	18.914 billion VKT 8,702 VKT per capita (2005)	Not available	Not available
	Total and per capita regional GHG emissions from transport (cars, light trucks, heavy vehicles and transit vehicles)	5,386,785 t CO <sub>2</sub> e 2,480 t per 1,000 people (2005)	Not available	Not available
	Average vehicle GHG emissions per 100 km traveled Light duty vehicles Heavy duty vehicles Transit	0.028 t CO <sub>2</sub> e (2005) 0.138 t CO <sub>2</sub> e (2005) 0.101 t CO <sub>2</sub> e (2009)	Not available Not available 0.106 t CO <sub>2</sub> e	Not available Not available 0.106 t CO <sub>2</sub> e
GOAL 2	Most trips by transit, cycling and walking			
INDICATOR	MEASURE	2009	2008	2007
Mode share	Daily trips by mode, including automobiles (driver and passenger), transit, walking, cycling, and other (000s); percentage of total trips	Auto Driver: 3,293 (55.9%) (2008) Auto Passenger: 1,049 (17.8%) (20 Transit: 736 (12.5%) (2008) Walking: 648 (11.0%) (2008) Cycling: 88 (1.5%) (2008) Other Modes: 78 (1.3%) (2008) Total trips per day: 5,892 (2008)		Transit: 10.1% (1999)
	Average number of daily trips per 1,000 people (2008)	2,650 (2008)	3,240 (2004)	2,890 (1999)
	Median journey to work distance (km) (2006)	7.4 km (2006)	7.7 km (2001)	7.6 km (1999)
	Auto ownership (actively insured light duty vehicles); Annual growth rate Vehicle ownership per 1,000 people	1,014,941 vehicles 1.9% annual growth rate 437.8 vehicles/1,000 people	996,446 vehicles 0.6% annual growth rate 438.3 vehicles/1,000 people	990,181 vehicles 1.9% annual growth rate 442.6 vehicles/1,000 people

Performance against GRI indicators Click icon for more information





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

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# **APPENDIX 1.1 >** Transport 2040 Performance (CONTINUED)

🕄 GOAL 3	AL 3 Majority of jobs and housing are located along the Frequent Transit Network				
INDICATOR	MEASURE	2009	2008	2007	
FTN accessibility	Proportion of regional population and jobs within 400m of frequent transit corridors or within 800m of rapid transit stations	Population: 45% Jobs: 65%	Population: 42% Jobs: 61%	Population: 33% Jobs: 51%	
	FTN transit passenger boardings and passenger km travelled (average weekday, Saturday and Sunday), normalized by length of FTN (2009 FTN = 477 km)	Boardings/km of FTN: Average Weekday: 1,768 Average Saturday: 1,156 Average Sunday: 891 Passenger km travelled/km of FTN: Average Weekday: 12,046 Average Saturday: 7,409 Average Sunday 5,771	Not available	Not available	
<b>GOAL 4</b> INDICATOR	Travelling is safe, secure and accessible MEASURE	2009	2008	2007	
Incidence of traffic fatalities and	Number of traffic fatalities; per 1,000 people	Not available	84 fatalities; 0.037 (2008)	Not available	
ported traffic and bicycle injuries in Metro Vancouver	Number of serious injuries per 1,000 people	Not available	766 serious injuries; 0.337 (2008)	Not available	
	(resulting in permanent impairment or disability);				
	(resulting in permanent impairment or disability); Number of bicycle collisions; per 1,000; average bike collisions per km of on- and off-street bike routes (2002 – 2006)	Not available	809.8; 0.37; .56/km (2002 – 2006 average)	Not available	

INDICATOR	MEASURE	2009	2008	2007
FTN accessibility	Proportion of regional population and jobs within 400m of frequent transit corridors or within 800m of rapid transit stations	Population: 45% Jobs: 65%	Population: 42% Jobs: 61%	Population: 33% Jobs: 51%
	FTN transit passenger boardings and passenger km travelled (average weekday, Saturday and Sunday), normalized by length of FTN (2009 FTN = 477 km)	Boardings/km of FTN: Average Weekday: 1,768 Average Saturday: 1,156 Average Sunday: 891 Passenger km travelled/km of FTN: Average Weekday: 12,046 Average Saturday: 7,409 Average Sunday 5,771	Not available	Not available
GOAL 4	Travelling is safe, secure and accessible			
<b>GOAL 4</b>	Travelling is safe, secure and accessible MEASURE	2009	2008	2007
INDICATOR		2009 Not available	<b>2008</b> 84 fatalities; 0.037 (2008)	2007 Not available
INDICATOR	MEASURE			Not available
INDICATOR cidence of traffic fatalities and orted traffic and bicycle injuries	MEASURE Number of traffic fatalities; per 1,000 people Number of serious injuries per 1,000 people	Not available	84 fatalities; 0.037 (2008)	Not available





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

**APPENDIX 1.1 >** Transport 2040 Performance (CONTINUED)

🤄 GOAL 4	Travelling is safe, secure and accessible			
INDICATOR	MEASURE	2009	2008	2007
Perception of personal security	Per cent of those surveyed who feel safe from crime onboard buses, SkyTrain (includes Canada Line for 2009), and WCE (average score out of 10; % responding good to excellent)	Bus: 8.4; (77%) SkyTrain: 7.3; (61%) WCE: 9.0; (90%)	Bus: 8.3; (76%) SkyTrain: 7.2; (53%) WCE: 9.1; (93%)	Bus: 8.4; (78%) SkyTrain: 7.5; (58%) WCE: 9.2; (95%)
	Per cent of those surveyed who give good-to-excellent ratings for the vehicles/vessels/stations being clean and graffiti free (average score out of 10; % responding good to excellent)	Bus: 7.8;(62%)SkyTrain: 8.0;(57%)SeaBus: 8.4;(78%)WCE: 9.2;(94%)	Bus: 7.8; (63%) SkyTrain: 7.4; (55%) SeaBus: 8.4; (78%) WCE: 9.1; (93%)	Bus: 7.7; (62%) SkyTrain: 7.5; (58%) SeaBus: 8.4; (78%) WCE: 9.2; (95%)
Accessibility for the mobility, hearing and visually impaired, and those for whom English is not a first language	Per cent of bus stops, fleet and infrastructure that are accessible to people with disabilities	Bus Stops: 54% accessible Fleet: 100% accessible AirCare: 100% of testing centres are accessible	Bus Stops: 51.6% Fleet 100% AirCare: 100% of testing centres are accessible	Bus Stops: 50% Fleet 100% AirCare: 100% of testing centres are accessible
	Per cent of fleet and station that include real time announcements; plans to implement	SkyTrain: 100% (Canada Line has both announcements and display of next stops; Expo and Millennium Lines have announcements only) WCE stations: 100% Bus and CMBC-operated Community Shuttle buses: 100% Contracted Community Shuttle buses: 0%; currently not scheduled for implementation SeaBus: Real-time arrival display count-down clock West Vancouver Transit: 0%; implementation scheduled for 201		Not available
	Number of languages in which transit and public information is available	SkyTrain: 150 languages WCE: 150 languages CMBC: "Timetables" printed in En French, Simplified Chinese, Traditional Chinese, and Punjabi	Not available glish,	Not available
	Provision of HandyDART services (service hours) and number of users	515,435 (Service hours) 19,551 (Active customers)	592,435 19,559	548,858 19,604

GRI 3.7 Performance against GRI indicators Click icon for more information





Vision, Mission, Values

### Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management
2	Environment
3	Community and Stakeholders
4	Regional Economy
5	Funding
6	Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



Copyright © Dec 2010 TransLink. All rights reserved.

# **APPENDIX 1.1 >** Transport 2040 Performance (CONTINUED)

GOAL 5	Economic growth and efficient goods movement are facilitated through efficient management of the transportation network			
INDICATOR	MEASURE	2009	2008	2007
Overall speed and travel time reliability on the Major Road Network	Average time spent commuting (journey to work and school)	Not available	32 minutes one-way (2008)	Not available
avement condition (definitions provided in body of report)	Average Pavement Condition Index; Average International Roughness Index; % of roads below TransLink standard	76.4 PCI; 2.9 IRI; 29.1% (2008)	75 PCI; 2.7 IRI; 25.6% (2005)	75.4 PCI; 2.4 IRI; 16.6% (2002
GOAL 6	Stable, sufficient, appropriate funding that influen	ces transport choices		
INDICATOR	MEASURE	2009	2008	2007
Funding sources	Funding sources, not including government (\$'000,000s)			
	Transit Fares	367; (38%)	360; (39%)	328; (37%)
	Bridge Tolls began July 15, 2009	11; (1%)	0; (0%)	0; (0%)
	Fuel Tax	260; (27%)	262; (28%)	268; (30%)
	Property Tax	264; (28%)	256; (28%)	247; (28%)
	Replacement Tax	18; (2%)	9; (1%)	22; (2%) (Parking Site Tax)
	Parking Sales Tax	16; (2%)	15; (2%)	15; (2%)
	Hydro Levy	18; (2%)	18; (2%)	18; (2%)
	Interest Income	2; (0.2%)	7; (1%)	0; (0%)
	Total	955; (100%)	927; (100%)	896; (100%)
Transportation-related	Per cent of transportation related funding sources / sources that	70.27%	69.66%	70.49%
funding sources	influence transportation choices			
	Government funding (\$'000,000s) Federal:			
	Gas Tax Agreement Funds	124	62	49
	Public Infrastructure	_	_	_
	Transit Secure	8	5	_
	Urban Showcase	2	5	_
	Canada Line Contribution	23	25	167
	Total Federal Gov't Funding	157	97	251
	Provincial:			
	Provincial Transit Plan	_	52	_
	Canada Line Contribution	13	60	58
	Total Provincial Gov't Funding	13	111	58
	Total Gov't Funding	170	208	309
		170	200	600



Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink



Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



Copyright © Dec 2010 TransLink. All rights reserved.

# APPENDIX 1.2 > Conformance with BC Crown Agency Corporate Governance Good Practices Checklist ()

ECTION	Conforms Does not confo
pard Composition and Succession	
Board composed of directors with required	
competencies and attributes	
Board is independent from management	
Nominations committee in place	
Competency matrix exists	
Board succession plan in place	
Director biography and term is published	
pard Responsibilities	
• Board publishes a charter that outlines governance process	<ul> <li>✓</li> </ul>
ommittees	
• Committees address finance, governance, human resources and compensation, and audit functions	<ul> <li>Image: A start of the start of</li></ul>
<ul> <li>Committee terms of reference are written, publicly available and reviewed annually</li> </ul>	✓
• Committees are informed of emerging best practice in corporate governance	<ul> <li>Image: A set of the set of the</li></ul>
<ul> <li>Audit Committee members are financially literate; at least one with financial background; independent from external auditors</li> </ul>	~
• External auditor reports to Audit Committee;	<b>v</b>
pard Chair	
Chair and CEO positions are separate	V
• Responsibilities of chair are described and publicly available	<ul> <li>Image: A set of the set of the</li></ul>
Chair and responsible Minister communicate regularly	<b>v</b>
dividual Directors	
Responsibilities of directors are described	
and publicly available, including minimum attendance expectations; directors' attendance records are public	<b>v</b>
Annual compensation to individual directors is published	

### SECTION

#### Chief Executive Officer or Preside

- Board has a job description fo
- Board establishes annual CEO and conducts annual CEO per
- Directors regularly meet in car

#### Corporate Secretary

• Board has a position description

#### Code of Conduct and Ethical Star

• Board has adopted and publis and Ethics

#### **Orientation and Professional Dev**

- Board has a comprehensive or for new directors
- Board has a culture that encou participate fully
- Board provides ongoing education for directors

#### Board, Committee and Director A

 Board annually assesses its per of committees, chair and direc

#### Communications Strategy

- Communications Strategy is in of stakeholders, employees, g
- Board chair is authorized spok is primary spokesperson for th

Performance against UITP indicators Click icon for more information Key to Symbols

GRI 3.7

Performance against GRI indicators Click icon for more information

Conforms	Does not conform
<b>~</b>	
~	
~	
<b>~</b>	
✓	
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~	
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~	



# CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **APPENDIX 1.3** > Sustainability Partnerships

In 2009 TransLink participated in four sustainability initiatives with external partners aimed at achieving economic, social and environmental benefits; some of them advance sustainability innovation in the region or the sector. They include:

- Partnering with the Green Municipal Fund, a program of the Federation of Canadian Municipalities
- This program provides funding for TransLink projects that improve environmental performance, reduce GHG emissions and reduce dependency on single occupancy vehicles in Metro Vancouver. The list of Environmental Reinvestment Fund projects will be confirmed in 2010.
- Working with Transport Canada to create a Container Inventory Management System to provide a more effective way to manage container movements by creating 'virtual container yards'.
- The intention is to share information about container locations among trucking companies to increase efficiency through a significant reduction of unnecessary truck movements. If successfully implemented this program would save time and money for truckers, and reduce GHG emissions and congestion on regional roads. TransLink and the Province of BC have been invited to participate as partners, providing financial support and technical advice. To date, TransLink has provided input into the scope of the program.
- Co-funding a goods movement improvement study (Applied Freight Research Initiative) with Transport Canada, the lead agency, and the BC Ministry of Transportation and Infrastructure.
- The first stage identifies what data is required, what information is not known, and how to better understand the goods movement industry. The Initiative is a continuation of federal government involvement in regional goods movement undertaken through the Asia Pacific Gateway Program.
- Seeking to contribute to community livability through enhancing the public spaces around transit stations, BCRTC and Emily Carr University of Art and Design launched a collaborative public art project. The one year pilot will showcase six installations from 2009 Emily Carr graduates along with artist statements at Burrard and Waterfront SkyTrain stations.



Performance against GRI indicators Click icon for more information

Click for more information



# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink



Environment

- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



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# **APPENDIX 2.1 - 2.4 >** Environment Charts



#### METRO VANCOUVER LIGHT DUTY AND HEAVY DUTY VEHICLE GHG EMISSIONS RATE PER 100 KM (2005)

Light Duty Vehicles GHG Emissions Rate = 27.67 kg of CO, equivalent per 100 km

Heavy Duty Vehicles GHG Emissions Rate = 137.71 kg of CO, equivalent per 100 km

\*CO, equivalent (CO,e) describes how much global warming a given type and amount of greenhouse gas may cause, using the functionally equivalent amount or concentration of carbon dioxide  $(CO_2)$  as the reference.

Source: 2005 Lower Fraser Valley Air Emissions Inventory report (Metro Vancouver)









19941999200420081,7001,8902,1102,2302,6873,1564,0833,2931,0481,1061,1291,049470622739736601680855648 (walk)88 (bike)88 (bike)88 (bike)4446982784,8505,7606,8405,8922,8603,0403,2402,650				
2,6873,1564,0833,2931,0481,1061,1291,049470622739736601680855648 (walk)88 (bike)88 (bike)88 (bike)446982784,8505,7606,8405,892	2008	2004	1999	1994
1,048       1,106       1,129       1,049         470       622       739       736         601       680       855       648 (walk)         88 (bike)       88 (bike)       88         44       69       82       78         4,850       5,760       6,840       5,892	2,230	2,110	1,890	1,700
470622739736601680855648 (walk)88 (bike)88 (bike)88 (bike)446982784,8505,7606,8405,892	3,293	4,083	3,156	2,687
601         680         855         648 (walk)           44         69         82         78           4,850         5,760         6,840         5,892	1,049	1,129	1,106	1,048
44         69         82         78           4,850         5,760         6,840         5,892	736	739	622	470
44     69     82     78       4,850     5,760     6,840     5,892	648 (walk)	855	680	601
4,850 5,760 6,840 5,892	88 (bike)			
	78	82	69	44
2,860 3,040 3,240 2,650	5,892	6,840	5,760	4,850
	2,650	3,240	3,040	2,860

Source: 1994 - 2008 Trip Diary Survey Percentages less than 100% due to other modes



## CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Community and Stakeholders

Regional Economy

Environment

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## **APPENDIX 2.5 - 2.7 >** Environment Charts

2.5 > AUTO OWNERSHIP IN METRO VANCOUVER 🌐					
	2009	2008	2007		
Total actively insured passenger vehicles	1,014,941	996,446	990,181		
Growth Rate	1.9%	0.6%	1.9%		
Per 1,000 people total actively insured passenger vehicles	437.8	438.3	442.6		

Source: ICBC actively insured light duty vehicles



### 2.6 > PROPORTION OF POPULATION AND EMPLOYMENT ACCESSIBLE TO THE FTN

Population and jobs within 400m of frequent bus corridors and within 800m of rapid transit stations and as a proportion of total population and jobs in the region.

Рорц	ulation		Employment					
Area	Populati	on (2006)*	Area	Employme	nt (2009)**			
Total (Metro Vancouver)	2,116,581	100%	Total (Metro Vancouver)	1,031,616	100%			
2007	703,495	33%	2007	529,870	51%			
2008	884,433	42%	2008	628,009	61%			
2009*	959,777	45%	2009*	667,009	65%			

\* Source: 2006 Population Census by Statistics Canada

\*\* Source: 2009 Map Info Business Points by Pitney Bowes

#### TOTAL FTN TRANSIT PASSENGER BOARDINGS AND PER PASSENGER-KM 2.7 > (average weekday and average Saturday), NORMALIZED BY FTN LENGTH

	2009 FT	N Passenger I	Boardings		2009	FTN Passenge	er Kms
	Average Weekday	Saturday	Sunday		Average Weekday	Saturday	Sunday
Conventional Buses*	508,000	351,000	271,000		2,191,000	1,424,000	1,113,000
SkyTrain	336,000	201,000	154,000		3,560,000	2,130,000	1,640,000
Total	844,000	552,000	425,000		5,751,000	3,537,000	2,753,000
Per kilometre of FTN	1,768 Boardings	1,156 Boardings	891 Boardings	Pa	12,046 assenger-kms	7,409 Passenger-kms	5,771 Passenger-kms
Passenger boardings on FTN as a proportion of entire transit system	78%	86%	88%		82%	88%	91%

\* Excludes West Coast Express service

Performance against UITP indicators Click icon for more information

Performance against GRI indicators GRI 3.7 Click icon for more information

Click for more information





## CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink



6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

# **APPENDIX 2.8 >** Revenue Fleet Energy Use and Greenhouse Gas Emissions

### 2.8 > REVENUE FLEET ENERGY USE AND GREENHOUSE GAS EMISSION ( GRI EN3, EH4, EN16

Fleet Component	Vehicle Type		2009		2008				2007	
		Volume	Energy Consumed GJ	CO <sub>2</sub> e	Volume I	Energy Consumed GJ	CO <sub>2</sub> e	Volume E	energy Consumed GJ	CO <sub>2</sub> e
Coast Mountain Bus Company	Diesel Bus (litres)	39,721,721 L	1,409,624	109,541	37,924,467 L	1,345,844	105,132	35,275,496 L	1,267,808	98,531
	CNG Bus (kg)	2,620,244 kg	128,392	8,209	3,203,000 kg	156,947	9,805	3,488,020 kg	170,913	10,592
	Electric Trolley Bus (kWh)	31,407,550 kWh	113,067	817	30,673,450 kWh	110,424	798	29,721,610 kWh	106,998	773
	Community Shuttle Bus (Diesel) (litres)	2,546,718 L	90,377	7,019	2,418,088 L	85,811	6,665	2,209,861 L	78,422	6,099
	SeaBus passenger ferry (Diesel) (litres)	1,144,894 L	40,629	3,427	1,103,921 L	39,175	3,318	1,081,594 L	38,383	3,298
West Vancouver Transit	Diesel bus (litres)	1,651,057 L	58,592	4,542	1,513,798 L	53,721	4,175	1,554,621 L	55,170	4,279
HandyDART*	Diesel minibus (litres)	1,984,000 L	70,407	5,482	2,226,422 L	79,010	6,082	2,226,000 L	82,585	6,198
SkyTrain	Electric light rail	102,737,181 kWh	369,854	2,671	98,416,486 kWh	354,515	2,559	97,846,859 kWh	352,248	2,538
West Coast Express	Diesel commuter train (litres)	1,163,504 L	41,290	3,583	1,172,549 L	41,611	3,610	1,157,066 L	41,061	3,566
Contracted Community Shuttle	Diesel minibus (litres)	606,690 L	21,530	1,672	523,347 L	18,572	1,435	428,824 L	15,218	1,177
Albion Ferry**	Diesel ferry (litres)	293,040 L	10,399	894	616,117 L	18,900	1,875	616,117 L	21,864	1,875
Total Translink Energy	Use and Fleet Emissions		2,354,161 GJ	147,857 t		2,304,314 GJ	145,454 t		2,230,670 GJ	138,926

\* The HandyDART labour disruption October – December 2009 affects the volume

\*\* Albion Ferry ceased operations July 31, 2009



Performance against UITP indicators Click icon for more information





# CONTENTS

**APPENDIX 2.9 - 2.10 >** Environment Charts

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

1	Sustainability Governance
	and Management

- Environment
- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

	2	2009 2008			2007		
Transit Mode	GJ	CO <sub>2</sub> e	GJ	CO <sub>2</sub> e	GJ	CO <sub>2</sub> e	
Bus	1,932,618	140,709	1,889,504	137,410	1,815,497	130,947	
Rail	411,144	6,254	396,126	6,169	393,309	6,104	
Albion Ferry*	10,399	894	18,900	1,875	21,864	1,177	
TOTAL	2,354,161GJ	147,857t	2,304,314GJ	145,454t	2,230,670GJ	138,926t	

\* Albion Ferry ceased operations July 31, 2009

### 2.10 > SUMMARY OF REVENUE FLEET ENERGY USE AND GHG EMISSIONS

	2009	2008	2007
Total direct (gas, natural gas or diesel)	1 0 6 2 2 4 0	1 0 20 5 0 1	1 771 474
fleet energy consumed (GJ) GRI EN3	1,862,240	1,839,591	1,771,424
Total Indirect (hydro electric)	400.004	764 700	
fleet energy consumed (GJ) GRI EN4	482,921	764,723	458,447
Total energy consumption on-road fleet (GJ) 💮 (on-road refers to vehicles that travel by road			
bus, shuttle bus, minibus)	1,891,989	1,850,329	1,777,114
Total energy consumption propulsion fleet			
(GJ) (propulsion refers to rail or ferry transport) 🌐	462,172	753,985	452,757
Proportion of total fleet energy consumption (GJ) from renewable sources (hydro electric)	19%	18%	19%
Total fuel energy consumption as a GJoule equivalent,	0.11	0.12	0.12
normalised to transit passenger vehicle 100 km (annual change)	(-2.2%)	(-0.6%)	
Total Co,e per revenue passenger km by all modes	71.44	73.40	72.84
(annual change) (grams)	(-2.7%)	(0.8%)	/2.04

GRI 3.7





Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



Copyright © Dec 2010 TransLink. All rights reserved.

# **APPENDIX 2.11 >** Transit Facility Energy Consumption and GHG Emissions

#### 2.11 > TRANSIT FACILITY ENERGY CONSUMPTION AND GHG EMISSIONS (including stations, bus loops and maintenance facilities) and maintenance facilities)

Facility	Fuel type	Total Volume (GJ)	Total CO <sub>2</sub> e Emissions		
СМВС	Natural Gas	132,395	7,427		
CMBC (includes bus loops)	Electricity	90,500	2		
SkyTrain	Electricity	98,244	3		
WCE	Electricity	13,184	0		
West Vancouver Transit	Natural Gas	1,325	74		
West Vancouver Transit	Electricity	1,983	0		
HandyDART (partial)*	Electricity	1,153	0		
AirCare	Electricity	11,509	0		
Air Care	Natural Gas	3,734	0		
Total TransLink (and select co	ontractor facilities)	354,027 GJ	7,717 t		
Total direct (natural gas or diese	el) energy consumed by facilitie	es GJ 🌐 GRI EN3	137,454		
Total indirect (hydro electric) energy consumed by facilities 🌐 GRI EN4					
Proportion of facility energy consumption from renewable sources (assumes 96% of electrical is hydro electrical) 🌐					

\*Data is not available from all the HandyDART contracted service facilities

GRI 3.7

Performance against GRI indicators Click icon for more information







Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix

Copyright © Dec 2010 TransLink. All rights reserved.

## **APPENDIX 2.12 - 2.13 >** Environment Charts

# 

2009 Criteria Air Contaminants*Emissions (tonnes)									
Vehicle Type	Distance or Fuel Use	Factor Type	CO	NOx	SO <sub>2</sub>	VOC	PM10	PM2.5	NH3
Diesel Bus	71,315,024 km	g/km	151	555	1	22	12	12	1
CNG Bus	4,776,871 km	g/km	22	50	0	1	0	0	0
Community Shuttle Bus	9,287,811 km	g/km	12	60	0	1	1	1	0
SeaBus	956 tonnes	kg/tonne	7	27	0	1	3	3	0
HandyDART	8,667,460 km	g/km	11	50	0	1	1	1	0
WCE Locomotive	972 tonnes	kg/tonne	8	54	0	3	2	2	0
Albion Ferry**	245 tonnes	kg/tonne	2	7	0	0	1	1	0
Total			212	802	1	28	20	20	2

Port Coquitla Richmond Total discharg

	2008 Criteria Air Contaminants* Emissions (tonnes)									
Vehicle Type	Distance or Fuel Use	Factor Type	CO	NOx	SO <sub>2</sub>	VOC	PM10	PM2.5	NH3	
Diesel Bus	66,058,911 km	g/km	193	639	1	23	18	18	1	
CNG Bus	4,875,000 km	g/km	22	51	0	1	0	0	0	
Community Shuttle Bus	8,818,705 km	g/km	11	57	0	2	1	1	0	
SeaBus	922 Tonnes	kg/tonne	6	26	0	1	3	3	0	
HandyDART	9,308,160 km	g/km	12	54	0	1	1	1	0	
WCE Locomotive	979 Tonnes	kg/tonne	8	55	0	3	2	2	0	
Albion Ferry**	514 Tonnes	kg/tonne	4	14	0	1	1	1	0	
Total			256	896	1	32	27	27	2	

2007 Criteria Air Contaminants* Emissions (tonnes)									
Vehicle Type	Distance or Fuel Use	Factor Type	CO	NOx	SO <sub>2</sub>	VOC	PM10	PM2.5	NH3
Diesel Bus	60,262,412 km	g/km	184	682	1	25	20	20	1
CNG Bus	4,875,000 km	g/km	22	51	0	1	0	0	0
Community Shuttle Bus	7,959,052 km	g/km	10	52	0	2	1	1	0
SeaBus	903 Tonnes	kg/tonne	6	25	0	1	3	3	0
HandyDART	8,795,245 km	g/km	11	51	0	1	1	1	0
WCE Locomotive	966 Tonnes	kg/tonne	8	54	0	3	2	2	0
Albion Ferry**	514 Tonnes	kg/tonne	4	14	0	1	1	1	0
Total			245	929	1	33	28	28	1

\*\*The diesel ferry (Albion) was taken out of service July 31, 2009.

Bus emission factor unit: g/km/vehicle converted to tonnes; SeaBus, ferry and locomotive emission factor unit is kg/tonnes of fuel converted to tonnes; SkyTrain and electric trolley buses do not produce CAC emissions.

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### 2.13 > BUS WASH BY DEPOT GRI EN21

Transit Centre	Bus wash discharge m <sup>3</sup>	Destination
Vancouver	8,841	Sanitary sewer
Burnaby	4,786	Sanitary sewer
North Vancouver	3,136	Sanitary sewer
Surrey	4,686	Sanitary sewer
West Vancouver	1,372	Sanitary sewer
Port Coquitlam	9,125*	Sanitary sewer
Richmond	9,125*	Sanitary sewer
Total discharge	41,071	

\*Based on an estimated 25,000 litres per day of bus wash discharge

\* CO – Carbon Monoxide; NOx – Nitrous Oxides; *SO*<sub>2</sub> – *Sulphur Oxides; VOC –Volatile Organic Compounds;* PM10 & 2.5 – Particulate Matter; NH3 – Ammonia

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



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# **APPENDIX 2.14** ➤ Summary of Reportable Discharges and Incidences of Spills or Exeedances GRIEN23.EN28

### Coast Mountain Bus Company

There were 1,461 spills of substances that required follow up in 2009. Seven spills, totaling over 155 litres, were reportable () (as defined by the Ministry of Environment) to the Provincial Emergency Program in 2009. All spills were successfully cleaned up and no fines were issued. (I) There were four exceedances of permitted wastewater discharge. All were minor and remediated. No fines were issued. CMBC had seven reportable spills in 2008 and 12 in 2007.

### British Columbia Rapid Transit Company (SkyTrain)

BCRTC had one release of 22.7 kg of a gaseous fire retardant that was reportable to the Provincial Emergency Program in 2009. A safe work procedure was prepared to ensure no future occurrences. No fine was issued.

### Others

Canada Line, WCE, HandyDART and West Vancouver Transit did not record any spills, exceedances or fines in 2009.

GRI 3.7





## CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

- Environment
- Community and Stakeholders
- Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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## **APPENDIX 3.1 - 3.3 >** Community and Stakeholders Charts

# **3.1** INCIDENCE OF TRAFFIC FATALITIES AND REPORTED TRAFFIC AND BICYCLE INJURIES IN METRO VANCOUVER

Number of traffic fatalities; per 1,000 people*	2008: 84 2007: 97	(0.037 per 1,000 people) (0.043 per 1,000 people)
Number of serious injuries; per 1,000 people* (resulting in permanent impairment or disability)	2008: 766 2007: 1,003	(0.337 per 1,000 people) (0.448 per 1,000 people)
Number of traffic crashes; per 1,000 people	2009: 149,337 2008: 152,148 2007: 155,833	(64.4 per 1,000 people) (66.9 per 1,000 people) (69.7 per 1,000 people)
Average bicycle collisions; per 1,000 people	2006: 809.8	(3.7 per 1,000 people)

Source: ICBC motor vehicle statistics 2008; ICBC bicycle accident statistics averaged 2002-2006 \* 2009 data unavailable

### **3.2** > INCIDENCE OF CRIME ON SKYTRAIN

	2009	2008	2007
Violent crime	1,437	1,598	1,592
Indecent act	44	58	59
Theft < \$5000	1,139	1,042	1,154
Mischief < \$5000	636	816	836
Cause disturbance	981	1,142	1,050
CDSA* offences	1,288	1,464	1,414
Total	5,525	6,120	6,105
Total incidents per 1,000 revenue passengers	2.9	3.4	3.5

\*Controlled Drug and Substance Act Note: Crime statistics for CMBC, SeaBus, WCE not available Source: Transit Police statistics

### 3.3 > PERCEPTION OF PERSONAL SECURITY

% of those surveyed who feel safe from crime onboard the Bus, SkyTrain and WCE (includes station) are good to excellent (average score out of 10; % good to excellent)\*

% of those surveyed who give good-to-excellent ratings for the vehicles/vessels/stations being clean and graffiti free (average score out of 10; % good to excellent)

\* TransLink does not measure perception of safety from crime onboard SeaBus. It measures perception of safety at the SeaBus station and for 2009 77% of those surveyed gave a good to excellent rating. In 2008 the figure was 75% and in 2007 it was 78%

\* Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.



	2009	2008	2007
	Bus: 8.4; 77%	Bus: 8.3; 76%	Bus: 8.4; 78%
	SkyTrain: 7.3; 61%	SkyTrain: 7.2; 53%	SkyTrain: 7.5; 58%
	Target: 7.5	Target: 7.4	WCE: 9.2; 95%
	WCE: 9.0: 90%**	WCE: 9.1: 93%**	
	WCL. 5.0, 5070	WCE. 5.1, 5570	
	• Target: 9.2	• Target: 9.1	
			Bus: 7.7; 62 %
	Target: 9.2	O Target: 9.1	Bus: 7.7; 62 % SkyTrain: 7.5; 58%
);	• Target: 9.2 Bus: 7.8; 62 %	• Target: 9.1 Bus: 7.8; 63 %	,
);	• Target: 9.2 Bus: 7.8; 62 % SkyTrain: 8.0; 57%	• Target: 9.1 Bus: 7.8; 63 % SkyTrain: 7.4; 55%	SkyTrain: 7.5; 58%



## CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management

- Community and Stakeholders
- Regional Economy

Environment

- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



# **APPENDIX 3.4 - 3.7 >** Community and Stakeholders Charts

**3.4.** ACCESSIBILITY IMPROVEMENTS (

		2009	2008	2007
% of fleet and infrastructure,	% of accessible bus stops	54%	51.6%	50%
including bus stops, which are accessible to people with physical disability*	Fleet: Bus, SkyTrain, SeaBus, AirCare: 100% of AirCare to			
Per cent of fleet and stations that have real time announcements and displays; plans to implement	SkyTrain stations: 100% (C and display of next stops; Ex WCE stations: 100% CMBC Buses including Com Contracted Community Shu SeaBus: real-time arrival dis West Vancouver Transit: 0; s	po and Millen nmunity Shuttl uttle buses: 0; splay (count-de	nium Lines have annour e: 100% currently not schedule own clock)	ncements only)
Number of languages in which travel and public information is available relative to main languages spoken in the region	SkyTrain: 150 languages WCE: 150 languages CMBC: "Timetables" printe Traditional Chinese, and Pu	5	French, Simplified Chine	ese,

\*An accessible bus stop has a concrete landing pad that can accommodate loading/unloading of wheelchairs, some of which also include connecting sidewalks from the bus stop to the nearest intersection.

3.5 > PROVISION OF HANDYDART SERVICES AND NUMBER OF CUSTOMERS				
	2009	2008	2007	
Service hours	515,435**	592,435	548,858	
Active customers*	19,551	19,559	19,604	

\*Active customers defined by CUTA as having used the system, at least once, within a 12-month rolling period

\*\*Drop in service hours in 2009 attributable to 11-week dispute between the service operator and its employees. Service was limited to medically-essential trips

# RIDE-SHARE PROGRAM (Tra Total ride-share groups Estimated commuting trips eliminated Estimated number of commuting kilometres eliminated Estimated reduction in CO<sub>2</sub> emissions (ton Economic savings\*\* Source: Jack Bell Ride-Share for BC 2005; each litre of gasoline releases 2.4 kg of CO,

\*\*Economic savings: based on Canada Automobile Association 2009 estimate of 38.4¢/km (2009), 41.4¢/km (2008), 42.8¢/km (2007) to own and operate a car driven 24k km/yr

Our region witnessed increased growth in uptake of the 🕙 Ride Share Program — Canada's only large-scale public vanpooling service and online ride-matching program operated by the Jack Bell Foundation.



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# 3.6 > EMPLOYER PASS PROGRAM

Number of employers participating\* (% of all employers in the region\*\*) Number of employees participating (% of all employees in the region\*\*) Total estimated reduction in VKT and GHGs (tonnes) as a result of implementation

\* To participate in the Employer Pass program, the employer must have at least 25 or more employees \*\*From www.bcstats.gov.bc.ca

TransLink continues to invest in the Employer Pass Program, which had helped to more than double GHG reductions from 2007 to 2009. This past year we implemented a new web-based software system to support expansion of the Employer Pass Program and enhance customer service. The popularity of this program continues to grow, especially with expanded transit service.

1			
	2009	2008	2007
	276/1.5%	265 / 1.3%	212 /0.9%
	20,869 / 1.5%	18,200/ 1.3%	15,042/1.1%
ion	VKT reduction: 2,014,958 kms GHG reduction:369 t	VKT reduction: 2,083,484 kms GHG reduction:381 t	VKT reduction: 885,366 kms GHG reduction:162 t

ansLink sponsors Jack Bell Ride-Share for BC in delivering this program)				
2009	2008	2007		
3,450	3,131	2,810		
380,000	360,000	320,000		
15,000,000 km	14,300,000 km	11,500,000 km		
4,140	3,864	3,174		
\$5.7 million	\$5.9 million	\$4.9 million		
	<b>2009</b> 3,450 380,000 15,000,000 km 4,140	200920083,4503,131380,000360,00015,000,000 km14,300,000 km4,1403,864		

\* Estimated reduction in CO<sub>2</sub> emissions (2009, 2008, 2007): based on avg. consumption of 11.5 L/100 km for light vehicles in



Vision, Mission, Values

### Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

- Environment
- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix



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# **3.8** > BIKE TO WORK WEEK PROGRAM (TransLink sponsors the Vancouver Area Cycling Coalition in delivering this program)

**APPENDIX 3.8 - 3.11 >** Community and Stakeholders Charts

	2009 (two events)	2008 (two events)	2007 (one event)
Commuter stations	61	52	23
Registered participants	8,594	8,445	3,550
Registered workplaces	1,648	1,500	591
Registered new cyclists	1,059	1,838	911
Registered new winter cyclists	360	1,066	0
Commutes logged	25,349	36,060	16,439
CO <sub>2</sub> savings(tonnes)	67	76	29
Distance cycled (km)	300,539	329,283	130,000 (approx.)

Source: Vancouver Area Cycling Coalition

Bike to Work Week is another component of TravelSmart. This bi-annual campaign of the 🖱 Vancouver Area Cycling Coalition is held in May and November and has led to ongoing GHG reductions in Metro Vancouver.

	2009	2008	2007
īransit vehicle revenue km	118,300,471 km	110,198,318 km	104,810,202 km
	(51,020 per 1,000 people) (48,	520 per 1,000 people)	(46,830 per 1,000 people)
Fransit passenger space-km	9.030 billion	Not available	Not available

Transit vehicle revenue km is calculated from scheduling data and/or from vehicle odometer readings

## 3.10 > CUSTOMER PERCEPTION OF ON-TIME RELIABILITY ACROSS DIFFERENT MODES

Perception of 'providing on-time, reliable service' (average score out of 10; % good to excellent)

Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.

### 3.11 > TRANSIT CONVENIENCE AND RELIABILITY\*

	2009	2008	2007
Total scheduled transit service hou	ırs; 5,953,553 hrs;	5,588,413 hrs;	5,333,014 hrs;
per 1,000 people	2,570 per 1,000 people	2,460 per 1,000 people	2,460 per 1,000 people

\*HandyDART is not included because it is a custom service with daily service levels that vary according to customer demand, unlike conventional transit service that operates according to a schedule

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2009	2008	2007
Bus: 7.3; 54%	Bus: 7.2; 53%	Bus: 7.2; 54%
SkyTrain: 8.3; 88%	SkyTrain: 8.2; 74%	SkyTrain: 8.2; 76%
SeaBus: 8.9; 90%	SeaBus: 8.9; 89%	SeaBus: 8.9; 89%
WCE: 9.0; 93%	WCE: 8.9; 91%	WCE: 8.9; 90%



Vision, Mission, Values

### Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management

2	Environment

```
Community and Stakeholders
```

Regional Economy

- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# **APPENDIX 3.12 - 3.16 >** Community and Stakeholders Charts

### 3.12 > TRANSIT SERVICE HOURS\*

	Annual Service Hours Delivered			aily Service H vered (Week		
Transit Mode	2009	2008	2007	2009	2008	2007
Bus						
CMBC Bus	4,241,982	4,028,944	3,840,003	13,467	12,790	12,190
West Vancouver Bus	132,803	119,245	115,250	422	379	366
Total Bus	4,374,785	4,148,189	3,955,253	13,888	13,169	12,556
CMBC Community Shuttle	466,262	442,093	405,451	1,480	1,403	1,287
Contracted Community Shu	ttle 84,539	72,233	60,615	268	229	192
Total Community Shuttle	550,801	514,326	466,066	1,749	1,633	1,480
Total Bus	4,925,586	4,662,515	4,421,319	15,637	14,802	14,036
Rapid Transit						
SeaBus	10,647	10,681	10,679	33	33	33
SkyTrain	978,481	877,437	866,571	3,011	2,700	2,666
West Coast Express	38,893	37,781	34,447	139	135	123
Total Rapid Transit	1,028,021	925,899	911,697	3,183	2,868	2,822
HandyDART	515,435	592,433	548,858	-	-	-
Total Scheduled						
Service Hours Delivered**	5,953,607	5,588,414	5,333,016			
Total Service Hours Delivered	6,469,042	6,180,847	5,881,874	-	-	-

\* Daily Hours are calculated from Annual, using Annual to Daily Factor: Bus (315) and Rapid Transit (325)

\*\*HandyDART is not included because it is a custom service with daily service levels that vary according to customer demand, unlike conventional transit service that operates according to a schedule

#### **12 •** RATIO OF SCHEDULED TO DELIVERED SERVICE 2009 2008 2007 CMBC, Community Shuttle CMBC, Community Shuttle CMBC, Community Shuttle, Ratio of scheduled to delivered service\* and SeaBus: 99.85% and SeaBus: 99.52% and SeaBus: 99.10% **2010 target:** 99.50 SkyTrain: 99.54% SkyTrain: 99.32% SkyTrain: 99.33% (**2009** and **2010** target: 99.80%) (**0 2008 target:** 99.80%) (**0 2007 target:** 99.80%) WCE: 99.95% WCE: 99.65% WCE: 99.86% (**2009** and **2010** target: 99.80%)

\*HandyDART is not included because it is a custom service with daily service levels that vary according to customer demand, unlike transit service that operates according to a schedule.

### 3.14 > CUSTOMER PERCEPTION OF OVERCROWDING\*

	2009	2008	2007
Average score out of 10;	Bus: 6.7; 46%	Bus: 6.6; 43%	Bus: 6.6; 45%
0% good to excellent for	SkyTrain: 6.5; 42%	SkyTrain: 5.9; 33%	SkyTrain: 6.2; 37%
"not being overcrowded"	SeaBus: 7.9; 67%	SeaBus: 7.7; 61%	SeaBus: 7.7; 64%
	WCE: 6.8; 41%	WCE: 6.9; 43%	WCE: 7.0; 47%

\*Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.

	2009	2008	2007
Average CPI (2002 = 100)	112.3	112.3	110.2
Annual percentage change in CPI	0%	2.1%	1.8%
Annual percentage change in transit fare prices versus CPI	-2.6%	3.3%	-1.8%

### 3.16 > CUSTOMER PERCEPTION OF VALUE FOR MONEY

% of those surveyed	Transit System*
whose feelings of Value	WCE
for Money on transit	
are good to excellent;	
average score; % good to	
excellent	

\*Transit System includes Bus, SkyTrain and SeaBus, Bus, SeaBus, SkyTrain Customer Service Performance survey asks past 30-day users of public transit to rate the transit system in terms of "overall service". The measures reported above are specific to the mode—i.e., Bus riders are asked to rate the bus in terms of overall service, SkyTrain riders rate SkyTrain in terms of overall service, etc.

Key to Symbols

GRI 3.7

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### 3.15 > ANNUAL PERCENTAGE CHANGE IN TRANSIT FARE PRICES VERSUS CONSUMER PRICE INDEX (CPI)

2009	2008	2007
* (6.4; 41%)	Transit System* (6.9; 36%)	Transit System* (6.4; 36%)
E (7.8; 69%)	WCE (7.9; 64%)	WCE (7.8; 64%)



## CONTENTS

Vision, Mission, Values

Chair's Message

Sustainability Policy

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

Environment

Community and Stakeholders

Regional Economy

Funding

6 Employees

> Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

**Expert Panel Statement** 

Glossary of Terms

Appendix

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# **APPENDIX 4.1 >** Pavement Condition of the Major Road Network

TransLink measures pavement condition along the Major Road Network because this metric it has a direct effect on travel speed, vehicle maintenance costs to vehicle owners — including trucking companies — and the cost of improving roads to meet TransLink's pavement condition criteria. TransLink's policy is that pavement rehabilitation should be undertaken to maintain **o** an average PCI greater than or equal to 75 and an average IRI less than or equal to 2.6.

TABLE 4.1 shows the following:

- In 2002, the average pavement condition of the MRN was within TransLink's standard, referred to as a "trigger criteria" — a maximum 20 per cent backlog of MRN roads reaching the "trigger" values of PCI = 40 or less or IRI = 3.5 or higher.
- In 2005 and 2008 the average pavement condition as measured by the IRI did not meet TransLink's criteria.
- The average PCI value for the MRN has remained at or above 75 and therefore meets TransLink's criteria.
- The average IRI value for the MRN has been steadily worsening.
- The backlog of MRN roads below the standard (trigger criteria) has been steadily increasing.

One oddity that the pavement condition data reveals is that the average PCI value has remained about the same over the last seven years while the average IRI value has worsened and the percentage of roads below TransLink's repair trigger point has increased. In other words, the pavement is in good condition, but demonstrates enough roughness that it doesn't meet TransLink's standards and must be repaired.

One explanation for this trend may be the result of regional municipalities using "SuperPave" (Superior Performing Asphalt Pavement) pavement mix on arterial roads over the last decade instead of regular pavement mix. "SuperPave" pavement is much more resistant to rutting than normal pavement but it still has the same rate of deterioration of roughness as normal pavement. Since even small rutting can significantly decrease the PCI value of a road, the PCI value of "SuperPave" pavement stays higher longer than normal asphalt even while the road roughness deteriorates.

# 4.1 > PAVEMENT CONDITION OF THE MAJOR ROAD NETWORK



Performance against UITP indicators Click icon for more information

Performance against GRI indicators Click icon for more information





## CONTENTS

Vision, Mission, Values

#### Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management

- Environment
- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



Funding Source	Туре	2009	%	2008	%	2007	%
Transit Fares	User fee / transport-related	367	38%	360	39%	328	37%
Bridge Tolls	Transport-related	11	1%	0	0%	0	0%
Fuel Tax	transport-related	260	27%	262	28%	268	30%
Property Tax	Тах	264	28%	256	28%	247	28%
Replacement Tax*	Not transport-related	18	2%	9	1%	22	2%
Parking Sales Tax	Transport-related	16	2%	15	2%	15	2%
Hydro Levy	Тах	18	2%	18	2%	18	2%
Interest Income	Not transport-related	2	0.2%	7	1%	0	0.0%
Total	\$9	55 10	0%**	\$927	100%**	\$896	100%**

5.3 •• 189,129,202







\* Was Parking Site Tax in 2007, now a levy on non-residential property

\*\*Percentages were rounded

Key to Symbols

## 5.2 FEDERAL AND PROVINCIAL FUNDING SOURCES (\$000,000)

**APPENDIX 5.1 - 5.3 >** Funding Charts

	2009	2008	2007
Federal:			
Gas Tax Agreement Funds	124	62	49
Public Infrastructure			34
Transit Secure	8	5	
Urban Showcase	2	5	
Canada Line Contribution	23	25	167
Total Federal Gov't Funding	157	97	251
Provincial:			
Provincial Transit Plan		52	
Canada Line Capital Contribution	13	60	58
Canada Line Operating Contribution	8		
Total Provincial Gov't Funding	13	111	58
Total Gov't Funding	\$170	\$208	\$309

Performance against GRI indicators GRI 3.7 Click icon for more information

Click for more information

O TransLink performance targets



# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management
2	Environment

- Community and Stakeholders
- Regional Economy
- 5 Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



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# **APPENDIX 5.4 >** Funding Charts

## 5.4 > OPERATING COST BY REVENUE KM AND REVENUE HOUR BY TRANSIT MODE

Operating cost by transit mode	2009	2008	2007
Bus Avg. Oper. Cost/Service Hour	\$ 110.74	\$ 110.55	\$ 104.46
Rail Avg. Oper. Cost/Vehicle Kilometre	\$ 2.71	\$ 2.67	\$ 2.71
Custom Transit Avg. Oper. Cost/Service Hour	\$ 78.38	\$ 61.09	\$ 50.32

GRI 3.7







Vision, Mission, Values

# Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

1	Sustainability Governance and Management

- Environment
- Community and Stakeholders
- Regional Economy
- Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



### 6.1 > EMPLOYEE ENGAGEMENT – EXEMPT EMPLOYEES

	2009	2008
TransLink	No survey	54%
CMBC	No survey	78%
BCRTC	57%	51%
WCE	Combined with BCRTC	46%
Best employer average	76%	77%
Canadian average	60%	62%

**APPENDIX 6.1 - 6.5 >** Employees Charts

Survey methodology from Hewitt Associates, a global human resources consulting company: www.hewittassociates.com. The employee engagement score is a measure from 17 drivers in the survey in comparison to other organizations participating in the survey \*Does not include PVTT employees

6.2 >	EMPLOYEE TURNOVER GRILAZ (voluntary resignations excluding retirements)					
		2009		2008		2007
TransLink	17;	3.6%	20;	4.7%	17;	4.6%
CMBC	101;	1.7%	144;	2.6%	146;	2.9%
BCRTC	6;	0.9%	10;	1.6%	11;	1.8%
WCE	0		0		0	
PVTT	0		0		0	
Total	124;	1.8%	174;	2.7%	174;	2.9%

\* Lost time frequency calculated by comparing the total lost hours/ days to the total number of hours scheduled to be worked by the workforce in the reporting period; total workforce hours = total FTE workforce X average working hours per year. 200,000 hours is used because it allows comparisons across companies; it is a close approximation of the number of hours 100 employees would work in a year.

\*\* SCBCTA Police Services calculates days lost by dividing the number of compensable hours by 11. Eleven is the average number of hours in a shift within the highest risk category of the police department (front line officers).

### 6 2 > INTERNAL PROMOTION \*

2009					2	008		2007				
TransL	ink**	CMBC	BCRTC	WCE	TransLink**	СМВС	BCRTC	WCE	TransLink**	СМВС	BCRTC	WCE
Total positions filled	37	869	55	1	77	1,049	153	2	48	872	119	0
Total non-entry level positions filled	26	143	55	1	63	233	153	2	34	217	110	0
Number/% of non-entry	6	39	49	0	11	116	125	1	14	100	82	0
level positions filled internally	23%	27%	89%		17%	50%	82%	50%	41%	46%	69%	0

\* No internal promotions at PVTT during this period; includes inter-company transfers \*\*Excluding SCBCTAPS; data not available

6.4 > INVESTMENT IN TRAINING* GRI LA10							
	TransLink**	СМВС	BCRTC	WCE	PVTT		
Training expenditure per employee	\$1,626	\$1,412	\$551	\$733	\$12		
Training expenditure as percentage of operating expenses	1.0%	1.4%	0.21%	0.06%	0.00001%		
Number of active apprenticeships	Not applicable	60	4	Not applicable	Not applicable		
Hours of instruction per employee	Not available	173	14	Not available	1.33		

\* Training includes: tuition reimbursement, conferences, workshops, memberships, apprenticeships, and CMBC operator and maintenance trainee wages

\*\* includes SCBCTA Police Services

6.5 ≯ ▷	AYS LOST TO ACC	CIDENTS/INJURY GRI LAZ	<b>//</b>		
		Days Lost	<b>Days Lost</b> Target		O Loss Time Frequency Target king / labour hours*)
TransLink		0	0	0	0
BCRTC		58.5	50	3.02	2.2
WCE		0	0	0	0
CMBC	Not available du	ie to system upgrade	No target	7.90 (estimate)	No target
SCBCTA Police	Services	221.57**	No target	5.90	No target
PVTT		0	0	0	0

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Performance against GRI indicators Click icon for more information

GRI 3.7

Click for more information



# CONTENTS

Vision, Mission, Values

Sustainability Policy

Chair's Message

CEO's Message

About this Report

About TransLink

Sustainability Governance and Management

- Environment Community and Stakeholders
- Regional Economy
- 5 Funding
- 6 Employees

Summary of 2009 Sustainability Performance

**GRI** Content Index

2009 Progress Against Objectives

Expert Panel Statement

Glossary of Terms

Appendix



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# **APPENDIX 6.6 >** Unionization

Number of unionized employees and unionization rate	2009	2008	2007
TransLink*	279; 59%	257; 60%	212; 58%
СМВС	5,577; 95%	5,204; 95%	4,834; 96%
BCRTC	555; 85%	541; 86%	522; 87%
WCE	0	0	C
PVTT	9; 75%	9; 69%	9; 64%

\* The unionized employee count for TransLink includes the following numbers for the Transit Police: 2009 – 214; 2008 – 195; and 2007 – 154 union employees







