

TransLink 2026–2030

Customer Experience Action Plan

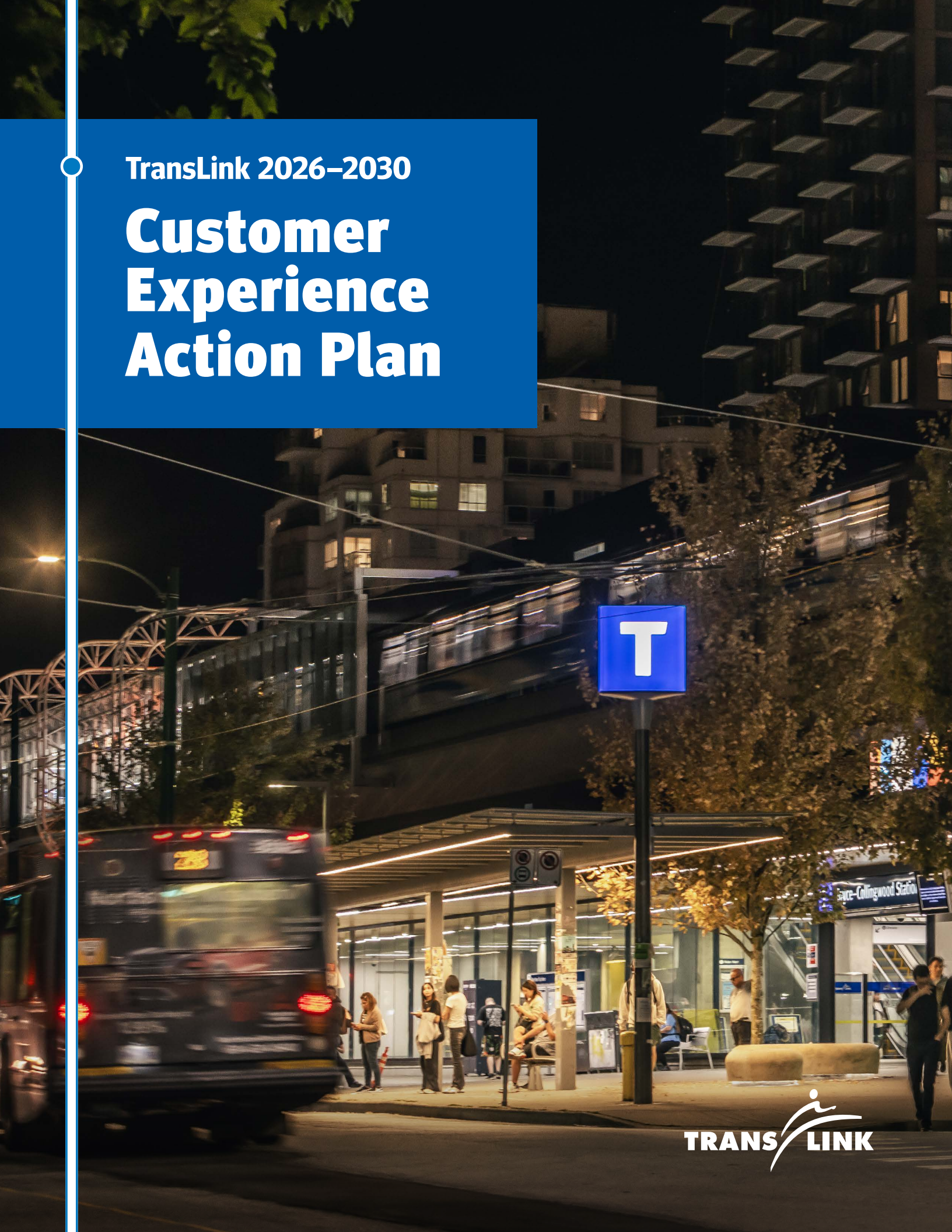




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Land Acknowledgement

TransLink respects the Indigenous Nations within Metro Vancouver and acknowledges all First Nations, Inuit, and Métis Peoples for their continued resilience, sustainable stewardship, and role as active members of the community for generations to come. We recognize that in planning and managing the region's transportation system, we have a role to play in supporting reconciliation with Indigenous Peoples.



Welcome

This is **TransLink's 2026–2030 Customer Experience Action Plan** — a reflection and realization of our core commitment to listening, learning, and delivering on what is most important to our transit customers.

In essence, this is our **customer promise** brought to life:

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

In this plan, we ensure that customer priorities and initiatives are more than abstract organizational promises or goals; they inform actionable steps that drive customer satisfaction, loyalty, and advocacy. This inspires a path forward that promotes increased ridership and the improved livability of our region, as laid out in our Transport 2050 vision. This path is outlined in a structured roadmap, highlighting specific actions that we will take over the next five years to make your transit experience safer, easier, enjoyable, and more reliable.

If you'd like to view previous customer experience plans, or track current progress, please visit translink.ca/customerexperience.

And if you have ideas you'd like to share, we'd love to hear them. Just contact our Customer Experience team at cxideas@translink.ca.

A Message from the CEO

Public transportation is far more than a way to get from A to B. It's a lifeline that connects people to opportunity, possibility, and each other.



Every day, over one third of Metro Vancouverites place their trust in us when they step on a SkyTrain, Bus, SeaBus, HandyDART, or West Coast Express. That trust is our greatest responsibility and our customers are the purpose that drives us forward.

When we talk about customer experience, we mean every moment that shapes how someone feels about their journey with us. From planning a trip to arriving at their destination, our goal is to make every step of the transit experience exceptional.

Amid ongoing transit expansion, rapid technological advancement, and a growing population, our customers' needs are changing. And as Metro Vancouver continues to evolve, our transportation network must adapt alongside it.

That's why we have created our **2026–2030 Customer Experience Action Plan** — our roadmap for the next phase of TransLink's journey to deliver on our shared Customer Promise: *to always put you first — your safety, your time, and your connection to the people and places that matter most.*

Every improvement in this plan is guided by our customers. From clearer real-time information and upgraded infrastructure to enhanced lighting and simpler ways to pay, we have

listened to our riders and turned their insights into 34 actions that build on past progress and address the region's evolving needs.

This plan is a stepping stone toward the broader vision outlined in Transport 2050, our long-term regional strategy where everyone has access to transportation that is convenient, reliable, affordable, safe, and sustainable. While some initiatives will require additional investment in the years ahead, this plan gives us a clear, strategic path forward — ensuring we're ready to move quickly as funding becomes available.

I am deeply proud of the work underway and of all the employees across TransLink, Coast Mountain Bus Company, BC Rapid Transit Company, and Metro Vancouver Transit Police who are dedicated to improving every trip across our system. Thank you to our riders and to the people of Metro Vancouver for their continued trust and engagement.

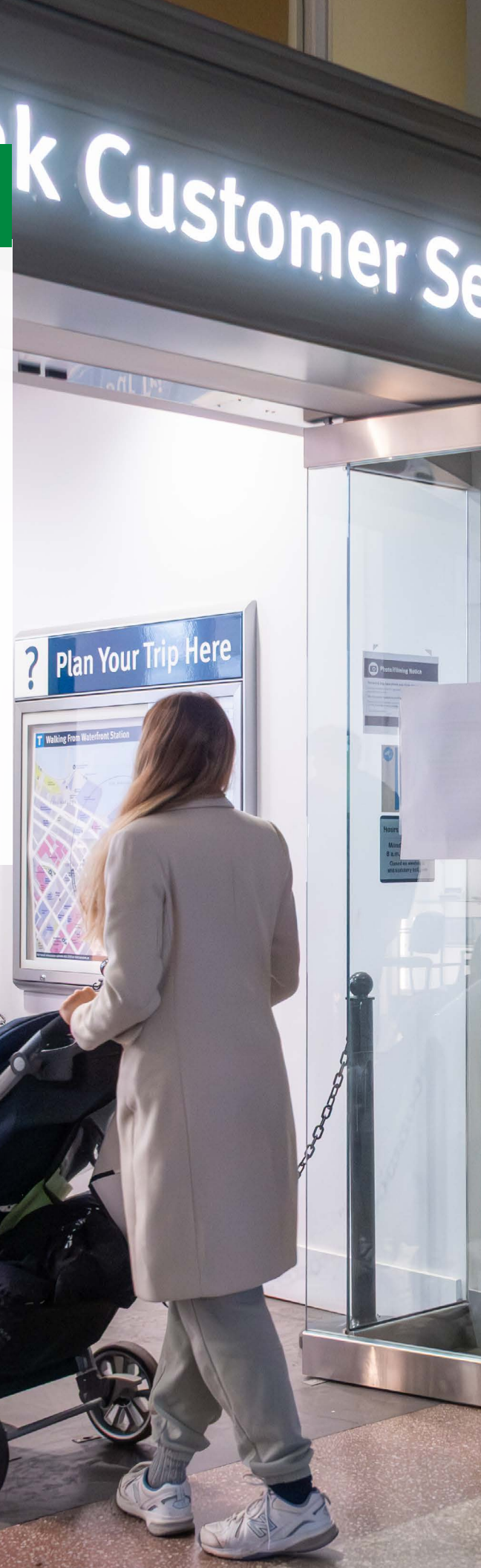
Together, we are making meaningful progress towards a future where transit and active transportation are not only convenient options, but preferred ones.

A handwritten signature in black ink, appearing to read 'K. Quinn'.

Kevin Quinn, CEO, TransLink

Our Customer

A successful Customer Experience Action Plan relies on our ability to better understand our transit customers and meet their needs. This is the foundation on which we build everything we do — and it's an ongoing pursuit, because continuous improvement requires a commitment to listening and learning from our customers. For this action plan alone, we have engaged with over a thousand riders to help inform and shape this document, and we intend to continue to scale up these efforts over time.



Listening & Learning

At TransLink, we use a multi-faceted approach to engage with our customers to ensure diverse voices are reflected in the decisions we make. The following list outlines strategies we are applying to build a more responsive, inclusive, and customer-centric enterprise. Our approach is designed to gather feedback and foster a sense of belonging and trust in the transit system.

Listening to Customer Support Channels

We closely monitor feedback from our Customer Support channels — phone calls, letters, emails, and online submissions — to understand what’s working well and to spot recurring issues, emerging concerns, and opportunities to improve our customers’ experience.

Human-Centered Design for New Initiatives

We use tools such as journey mapping and customer visioning to better understand our customer’s needs. We engage with customers at key milestones throughout the development process, ensuring that solutions are responsive to community input.

Feedback-Driven Decision Making

Customer feedback is a critical input in our business decisions. Whether it’s service planning, infrastructure upgrades, or policy changes, we gather targeted feedback to ensure our decisions reflect the needs and preferences of our customers.

Intercept Surveys and Customer Conversations

We meet customers where they are. By conducting intercept surveys and engaging with riders at transit hubs and events, we collect real-time insights. These on-the-spot interactions help us reach a diverse cross-section of people who use and move through our system.

Technology-Enabled Feedback Tools

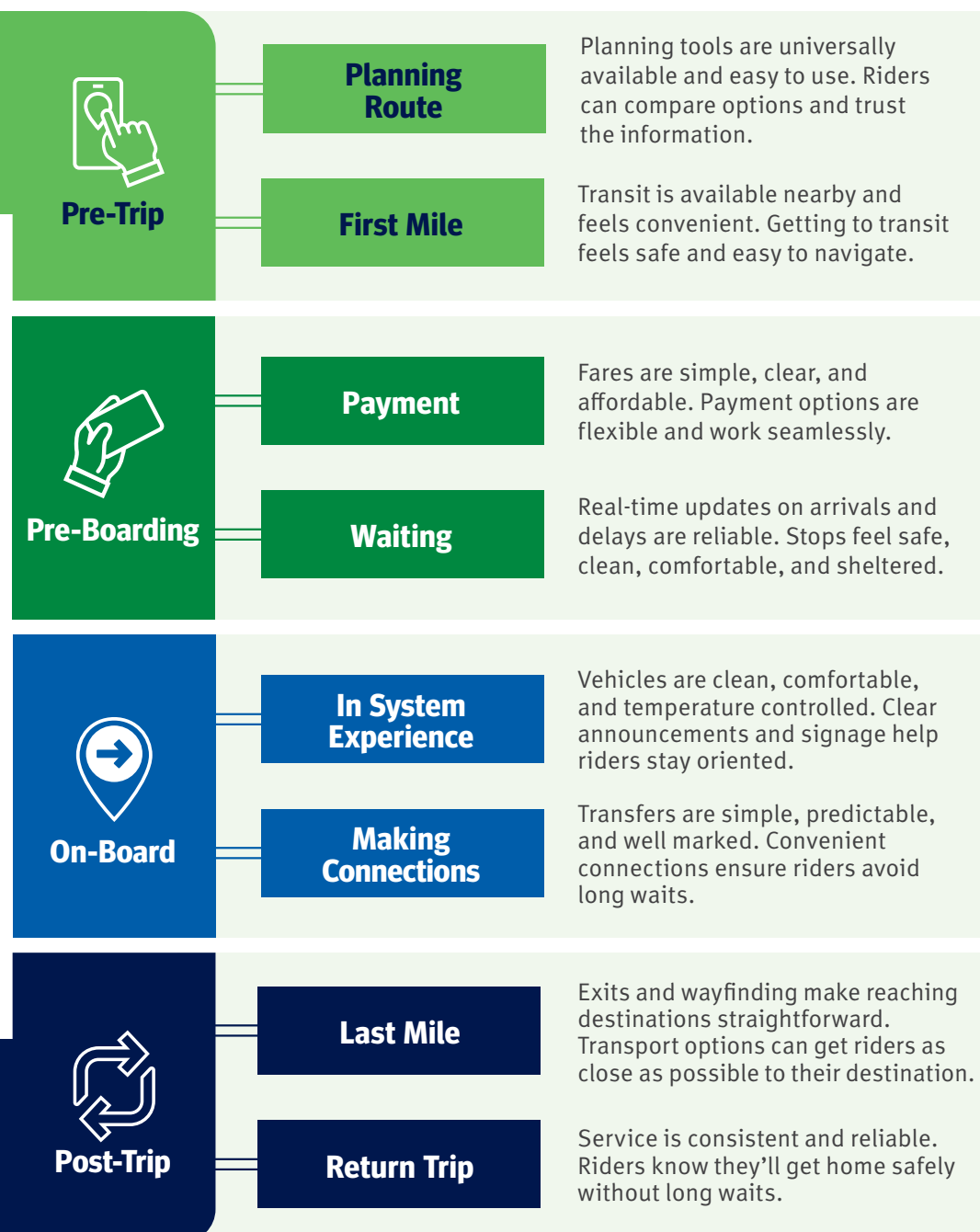
We leverage digital tools to capture feedback in the moment. This includes in-app surveys with trip planning apps and partners and physical feedback devices. These tools provide immediate and actionable data on customer satisfaction.

Voice of the Customer

TransLink is planning to launch a comprehensive “**Voice of the Customer**” program — an initiative to bring together feedback collected from across our enterprise channels to better understand customer sentiment on key priorities. With a full, holistic, and unified view of customer perception, and the ability to deep dive where needed, we’ll be better positioned to identify and respond to opportunities and pain points and draw meaningful insights that inform decision making.

The Customer Journey

Every transit journey is different. Some trips are complex or unfamiliar, and require more support; while others are simple and straightforward, or part of an established routine. In considering how to best support the customer experience, there is no one solution for every scenario, or rider. That’s why we must explore every potential step involved in a rider’s journey — and in doing so, identify all potential touchpoints and opportunities to enhance the experience. This is our north star — representing the ideal state to which we aspire.



Considerations Across All Journeys

Disruptions

Riders receive clear and timely notifications, updates, and alternative route instructions.

Accessibility

All vehicles and stations are accessible, with features that support a wide range of needs — including mobility, hearing, vision, and cognitive — to make the transit network easy to use and navigate for everyone.

Active Travel

All stations, exchanges, and vehicles support active travel options, including consideration for wayfinding, traffic-separated pathways, safe bike storage, and more.

Customer Trip Profiles

At TransLink, we have been refining and evolving our approach to designing customer experiences.

We know we have various types of riders with different needs and mindsets, and we take into consideration specific customer profiles and the journey they are taking when we work on initiatives.

Through research and analytics, we have an understanding of our customer profiles, and we are looking at them in tandem with three distinct trip profiles: **familiar**, **unfamiliar**, and **supported**. We know that one person may have different experiences,

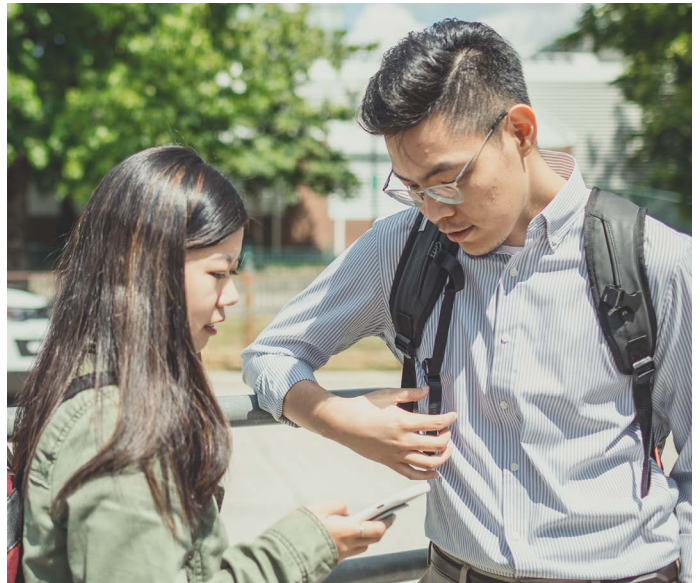
and different needs, depending on the trip being taken: they could be on a trip that's familiar to them (e.g. commute to work); or one that's unfamiliar (e.g. visiting a new area or special event); or they could be in a situation where their trip requires extra support (e.g. traveling with a stroller). This shift in our approach ensures we are considering the entire potential experience of any individual rider — and every trip they may encounter.





Familiar

Familiar trips are typically part of an established routine, where customers travel the same route regularly. These journeys are highly predictable and require little to no additional planning. However, because they're so routine, disruptions such as delays or cancellations can have a greater impact on customers' daily rhythms. Generally, familiar trips require minimal support from transit staff — unless a disruption occurs.



Unfamiliar

As the name suggests, unfamiliar trips involve travel on routes a customer does not typically take, even if they know the transit network well. To help customers navigate new schedules, stops, and transfers, clear trip-planning and wayfinding tools are essential. These customers may also benefit from support from frontline team members or access to additional information along the way.



Supported

In certain scenarios, customers may need additional support during their transit journey. From access to elevators and ramps to help with language barriers, customers rely on us to provide a fully accessible and well-supported experience. These trips often require a higher level of customer care to ensure a positive experience.

Our Customer Champions

Behind every trip is a transit team member focused on making your experience exceptional.

Our Customer Champions represent thousands of employees working for our customers: bus operators navigating traffic and weather to get you there on time; maintenance crews working through the night to keep trains, vehicles, and vessels running safely; and customer service teams communicating vital, timely information. Our Champions embody the essence of why this

work matters — that transit isn't just about moving people, it's about connecting you to the people and places that matter most.

We are celebrating Customer Champions across our enterprise and recognizing the important role they play in delivering an excellent customer experience to our riders every day.

Learn more about Customer Champions at translink.ca/customerchampions.



Customer Priorities & Our Roadmap

The Customer Roadmap is the culmination of our commitment to better understanding customers.



Through ongoing research and meaningful customer engagements, we're listening and learning how to better meet our customers' needs. From this feedback, we've identified five Customer Experience priorities to guide our work.

These customer priorities reflect what we've heard directly from our riders about what matters most to them, and are intended to not only guide our approach, but also to inspire and challenge us to go above and beyond to deliver on their needs. This is the framework on which we build and layer experiences, whether through more established programs and initiatives, or through unique and interesting opportunities that serve to delight customers.

Customer experience is an ongoing journey. While this Roadmap reflects our current position, it's designed as a living document — one that will evolve alongside the changing needs of our customers and as new opportunities emerge, including advances in technology, artificial intelligence, and automation. The plan outlines key initiatives and actions that support our present priorities, delivering against the experiences and expectations our customers have today.

Top Five Customer Priorities



Operational Reliability

Goal: To enhance a trusted transit service that customers can rely on for their daily routines and commitments.



Safety and Security

Goal: To foster an environment where everyone feels safe and comfortable while traveling.



Communication

Goal: To optimize the delivery of clear, accurate, and timely information throughout the customer's entire journey.



Comfort and Cleanliness

Goal: To elevate and maintain welcoming and inviting spaces that contribute to a pleasant and enjoyable journey.



Frequency and Convenience

Goal: To continue providing service that meets the evolving needs of our customers — and fits seamlessly into their busy lives.

Operational Reliability

Customers need to trust that their transit service will operate as expected, with consistent schedules, minimal disruptions, and dependable equipment. It's up to us to deliver on this expectation, and create a network that customers can rely on for their daily routines and important commitments. To support this priority, we have outlined the following key actions and initiatives:

Bus Health Monitoring

New technology and tools for vehicle health monitoring will minimize delays due to buses requiring service. **\$**

Bus Speed & Reliability

Working with municipal partners to locate and identify causes of delays for buses and redesigning streets to give buses an advantage in congested locations. **\$**

Elevator & Escalator Upgrades

Multiple projects underway to replace aging Expo Line elevators and Millennium Line escalators, allowing customers to experience more spacious and modern facilities with reduced maintenance downtime and improved accessibility. **\$**

Events & Disruption Support

New processes & procedures that will enhance service during major events and reduce inconvenience during disruptions. **\$**

Fleet Modernization

New Mark V SkyTrain cars, buses, and trolley buses will improve comfort and capacity. We're also refurbishing West Coast Express locomotives and passenger cars, and Canada Line trains, to extend their lifespan and enhance your ride. **\$**

SkyTrain Operational Improvement

Anchored by a new operations centre, improvements to SkyTrain operations will enable us to run reliable service on upcoming extensions to the SkyTrain network, giving customers more frequent, dependable travel options as the system grows. **\$**

Transit Signal Priority (TSP) Study

TSP helps buses move through intersections faster, reducing delays and giving customers shorter, more reliable trips. A 2026–2027 study will identify the best technologies and how much time and resources modern TSP could save for both customers and the transit system. **\$**

Communication

Customers need accurate, timely information they can trust. From real-time updates, to effective wayfinding, and responsive customer service, our goal is to ensure customers always have access to the information they need, when they need it. To support this priority, we have outlined the following key actions and initiatives:

Canada Line Communications Improvements

Updating communications systems to improve Canada Line system reliability. **\$**

Contact Centre Transformation

Enable a seamless experience that simplifies and enhances how we handle customer inquiries and interactions. **\$**

Digital & Web Improvements

Alert enhancements, trip planning app, continuous improvements on Next Bus and schedules, service redesign, and brand integration. **\$**

Real-Time Information

Enhancing real-time transit predictions, providing timely service alerts, new hardware, and backend-system capabilities. **\$**

Voice of the Customer Program

Capture, consolidate, and synthesize rider feedback across channels to inform service improvements, strategic planning, and customer experience investments. **\$**

Wayfinding

Continued development of our industry-leading wayfinding and signage across the network, and strategic development for future modernization. **\$**

\$ FUNDED **\$** PARTIALLY FUNDED



Frequency and Convenience

People need transit options that fit seamlessly into their lives — whether that means shorter wait times, more direct routes, or simplified payment methods. Our goal is to create experiences that anticipate these customer needs — providing flexible, accessible options for every journey. To support this priority, we have outlined the following key actions and initiatives:

Bus Rapid Transit (BRT) Design

Next phase of design for three BRT corridors — with dedicated lanes and weather-protected stations, BRT aims to get you where you need to go faster and more comfortably. \$

Bus Service Expansion

Improved service on 50 routes; 40 new or improved routes to support both existing and underserved areas across Metro Vancouver. This includes new routes developed in collaboration with First Nations to support the needs of Indigenous communities, improved access to industrial & employment areas, and seasonal summer routes that improve access to parks and beaches. \$

Compass Modernization

An upgraded Compass system with added features, capabilities, and benefits. From customer feedback, we're exploring options such as digital Compass Cards, a TransLink mobile payment app, and incentives and rewards for using transit. \$

HandyDART Improvements

Through the HandyDART Customer-First Plan, TransLink will deliver a full suite of service enhancements reflecting customer priorities, including increased service availability and flexibility, and more convenient, reliable trips. \$

Major Bikeway Network

TransLink and local governments are building regional and local bike networks to connect to transit hubs to create a safer, more connected system for multimodal active transportation. \$

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New RapidBus Corridors

Extending the R2 RapidBus to Metrotown by 2027. **\$**

SkyTrain Line Extensions

Two new SkyTrain line extensions will connect Metro Vancouver in areas with the biggest expected population growth. By 2029, we expect to be able to serve about 20 per cent more customers on the Expo Line, and 50 per cent more on the Millennium Line during the busiest times of the day. **\$**

Transit Oriented Developments

Creating connected communities with housing, shopping, and dining all within a short walk of your cycling route, bus, or SkyTrain. **\$**

\$ FUNDED **\$** PARTIALLY FUNDED



Safety and Security

At every point in a customer’s journey, they need to feel not only safe, but also confident in our ability to provide help when needed. Our goal is to continue creating spaces where customers can travel with peace of mind and build greater trust in the systems that keep them secure. To support this priority, we have outlined the following key actions and initiatives:

Enterprise Integrated Security Program

Strengthening and coordinating our security efforts to support a unified, enterprise-wide vision for safety — helping our stations, terminals, and exchanges continue to feel clean, secure, and well-supported. **\$**

Fare Compliance

Strengthening safety and security through enhanced fare compliance. **\$**

Increased Visibility & Presence

To enhance customer perceptions of safety and security, Transit Security and Transit Police (including Community Safety Officers) are working collaboratively to provide greater visibility and presence throughout the system. **\$**

Safety & Etiquette Campaigns

Educate riders about safety, support services, and network capabilities while improving comfort and creating a more respectful transit environment. **\$**

Safe Spaces Program

Improving perceptions of safety to select focus stations in our transit system with Crime Prevention Through Environmental Design audits, frontline walkthroughs, and improving vibrancy, community partnerships, and enhancements. **\$**

Transit Police Hub and Sub Offices

Get help faster by interacting immediately and directly with Metro Vancouver Transit Police at select stations, including the use of video intercoms. **\$**



Comfort and Cleanliness

Comfort and cleanliness are essential to a positive public transit experience. They represent a foundational expectation on which positive connections to transit can be built. Our goal is to ensure every touchpoint in the customer journey serves to reflect this core customer need. To support this priority, we have outlined the following key actions and initiatives:

Bus Customer Amenities

Continue to advance programs to improve customer amenities at select bus stops and exchanges, and working with local governments to support enhancements like shelter, seating, and lighting. \$

Cleaning & Maintenance Text Line Expansion

Expanding our Cleaning & Maintenance Text Line to reach more SkyTrain stations, and at bus loops and exchanges — so riders can easily report cleanliness issues and enjoy a cleaner, more comfortable trip. \$

Commercial Programs & Amenities

Increasing customer amenities including EV chargers, vending machines, retail lockers, and battery charging at stations and exchanges. \$

Customer Washrooms

Plan to introduce washroom facilities at key stations, exchanges, and terminals. \$

Inclusive Rider Education

Increase awareness of TransLink's services for riders, including resources for new customers, translation support, and neurodiversity training for bus operators. \$

SeaBus Terminal Upgrades

Modernizing SeaBus terminals for better customer flow, comfort, and convenience. \$

SkyTrain Station Upgrades

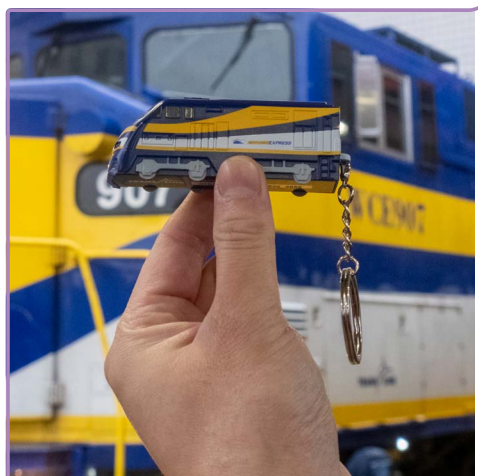
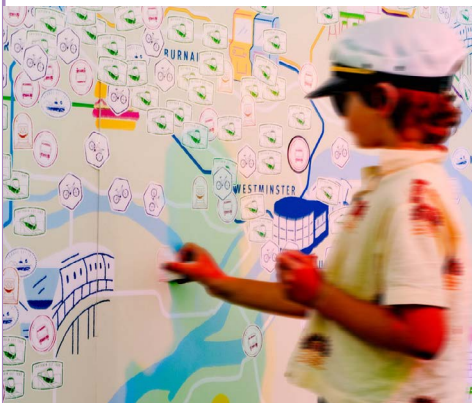
Upgrades to select stations across the network. More conveniences, improved cleanliness, and improved ease-of-access. \$

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Surprise and Delight

A positive customer experience is not exclusively the result of structured planning and preparation.

Often, it's the unexpected that makes the most impact. Our ability to surprise and delight customers is key to furthering our customer experience aspirations — so while we strive to deliver on the core customer priorities, we must also remain curious, and open in our pursuit of creative, unexpected ways to make travel more enjoyable.



Future of Transit

From popular trends, to population growth, to the emergence of new technologies, the customer experience is constantly being influenced by the ever-changing world around us.

That's why this Customer Experience Action Plan must be a living and evolving document — reflecting not only our past learnings and current needs, but also our future plans.

The Mobility Revolution: Innovations reshaping the transportation landscape



Autonomous Technologies

Systems, robotics, and machine learning will shape how technology supports transportation, influencing expectations around safety, efficiency, and the customer experience.



Interconnectivity and Internet of Things (IoT)

Smart & seamless communication and data exchange throughout various transportation modes, and cities, as one connected, intelligent network.



Intelligent Operations

Artificial Intelligence (AI) will enhance overall reliability, security, and network performance — furthering advances in our customer experience and digital programs.



Universal Access

Transit will be inclusive and accessible, meeting the needs of people with diverse abilities, languages, and backgrounds.

From core strategic strategies, like Transport 2050, to innovation initiatives, like Innovation Frameworks, Innovation Labs, and our Open Call for Innovation, our work is grounded in embracing the future — expanding and adapting the transit network to meet the region’s evolving needs and staying ahead of emerging trends and technologies.

The choices we make today will influence how we move and live for decades to come. The better we can anticipate change now, the more successful we will be in supporting positive customer experiences in the future.

Open Call for Innovation

TransLink's annual Open Call for Innovation seeks public and private sector solutions to regional transportation challenges. This program invites submissions from industry, innovators, academics, and policymakers to partner with TransLink in developing new mobility ideas that improve Metro Vancouver's transport efficiency and livability. When an idea is selected, we work with the winning partner to incubate, test, and pilot the idea, with the potential to implement it across the system.

Learn more about our Open Call for Innovation, and how you can participate at translink.ca/opencall.

Bus Stop Lighting

Through the 2024 Open Call for Innovation, we are piloting solar-powered, push-button lighting at bus stops, improving safety and comfort for riders.



TransLink Report Card

Our Performance:

2022–2027
Customer Experience
Commitments

37 TOTAL
COMMITMENTS

17 PROJECTS
DELIVERED

16 PROJECTS IN
PROGRESS

4 PROJECTS
CANCELLED

Major Achievements:



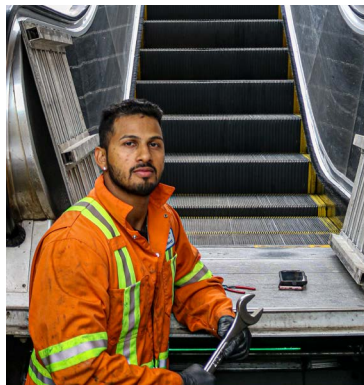
Climate Action Plan:

Board-adopted plan with clear implementation targets.



Transit Police Community Safety Officers (CSOs):

First class of CSOs graduated in 2023.



Escalator Replacement Program:

Replaced 37 aging escalators on the Expo Line and Waterfront's West Coast Express platform improving accessibility and reliability.

Contactless Payment

TransLink became the first transit agency in Canada to enable contactless Interac Debit payments across our entire system, allowing customers to tap their debit cards or digital wallets on buses, HandyDART, and at all fare gates. The upgrade involved replacing more than 5,000 fare readers and adding a convenient new payment option alongside credit cards and Compass Cards.





Looking Ahead

As we look to the future, TransLink's commitment to customer experience extends beyond the tangible and physical improvements to our system.

It's about how we work — embedding the customer perspective into the heart of our enterprise, our decisions, and our culture.

The next chapter of our customer experience journey focuses on strengthening the foundation that supports everything we do: our business processes, our people, and our shared Customer Promise to always put customers first — their safety, their time, and their connection to the people and places that matter most.

Embedding Customer Experience Into How We Work

Delivering an exceptional experience starts from within. Across every business process — from how we make decisions to how we recognize employee excellence — we are taking deliberate steps to align our work with customer priorities. We are integrating rider insights into service and product design to ensure new initiatives meet real customer needs — whether that means reimagining wayfinding, designing new rail cars, or improving bus stop amenities.

Building a Customer-First Culture

Customer experience is everyone's responsibility. From operators and maintenance crews to planners and leaders, every employee has a role in creating positive moments for customers.

Over the coming years, we will continue to strengthen this culture by:

- Reinforcing the Customer Promise through ongoing communication and internal engagement.
- Embedding customer-first principles into training and leadership development.
- Encouraging employees to spend time on the system to see the journey as a customer through their own eyes.

Listening in Real Time

We know that real connections create real impact. By expanding our in-person engagement and Voice of the Customer efforts, we are deepening our understanding of the rider experience — listening, responding, and taking action in real time. These insights will continue to guide how we design, deliver, and improve our services.

Creating Joy in the Journey

Beyond addressing challenges, we will continue to create moments that surprise and delight — from live music and public art to seasonal programs and special services that make every trip a little brighter.

By integrating customer experience into our processes and culture, and by continuing to engage with our riders, we are shaping an organization that reflects the values of the people we serve.

This ongoing commitment ensures that every improvement — big or small — strengthens trust, builds connection, and moves us closer to a future where transit is the preferred way to travel across our region.

Every journey we take begins with our customers — and this plan reflects our ongoing commitment to making their experiences better, every day. The actions outlined here are our foundation for continuous improvement, grounded in empathy, innovation, and collaboration over our coming half decade.

As we look ahead, our focus will remain on listening and learning — reflecting the voice of customers into every decision we make, and creating a culture that celebrates service, connection, and care so that together, we can continue to keep the customer at the heart of what we do.

Stay connected with us: view updates on the 34 initiatives identified, follow the stories of new and emerging Customer Champions, and hear about customer experience updates across TransLink at translink.ca/customerexperience.

