



# TRANSLINK'S 2022-2027 CUSTOMER EXPERIENCE ACTION PLAN



# Our Customer Promise

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

**T** Together all the way



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# A MESSAGE FROM THE CEO



Every day, more than 8,000 employees across the TransLink enterprise are ready to serve.

We serve more than just a region: we serve its people. And every decision we make – from planning to investing to delivering our services – is done so with our customers in mind. Our companies are all connected and motivated by our shared Customer Promise: *to always put you first – your safety, your time, and your connection to the people and places that matter most.*

We believe we have a duty to provide vital transportation services in a way that not only meets customer expectations but exceeds them. It's a deeply rooted philosophy embraced by us all – TransLink, Coast Mountain Bus Company, BC Rapid Transit Company, and the Metro Vancouver Transit Police. We want people in Metro Vancouver to see transit and active transportation such as walking and cycling as their first choice – and preferred choice – for getting around our region. To achieve this goal, customer experience must be our key focus.

That's why we've created our **2022–2027 Customer Experience Action Plan** – a roadmap to guide the next phase of our journey and ensure we continue moving in the right direction.

Not surprisingly, the past couple of years have posed many challenges for TransLink and its operating companies. The COVID-19 pandemic changed the way our customers work, travel, and move throughout the region. As a result, we had to quickly adapt and alter when, where, and how we deliver services. As we move beyond the pandemic, we'll need to continue evolving to meet the changing needs of our customers. And the only way to truly understand those needs is to listen.

Through Transport 2050, our new regional transportation strategy for Metro Vancouver, we heard that convenient, reliable, affordable, carbon-free, safe, and convenient travel is important to our customers. This Customer Experience Action Plan builds on what we've learned through Transport 2050. It also builds on our first Customer Experience Action Plan, which delivered new and convenient ways for customers to pay through Tap to Pay, along with improved access to real-time information, new services such as RapidBus, and much more.

Many of the actions identified in this plan are the result of engaging with our customers. We've done a lot of work to learn from our customers about their journeys, including the experiences that left a smile on their faces – as well as times when we could have done better – and we will!

I'm very proud of the work that has gone into the creation of this plan. Our team has done extensive research – surveying customers, measuring trends, and studying best practices from across all industries. Most importantly, they dug deep into the customer psyche to better understand travel motivations, pain points, and moments that matter.

Why is this all so important? Because it affects not only our reputation but also our bottom line. According to Forbes, there is an 80% increase in revenue for businesses that focus on improving customer experience and make data-driven decisions.

Delivering a remarkable experience increases the likelihood that customers will return, use our services often, and tell a friend. In other words, phenomenal service creates customers who create customers.

It all begins with caring about customers – and showing them that you care. That's what I hope we achieve with the release of this plan and the actions that will follow. As author Seth Godin likes to say, "It's easier to love a brand when the brand loves you back."

To our half a million customers across Metro Vancouver: thank you. We look forward to serving you even better moving forward.

Kevin Quinn  
CEO, TransLink



# OUR CURRENT STATE

With the release of our first Customer Experience Action Plan in 2019, we embarked on a quest for a more complete understanding of our customers, who they are as individuals, and how transit fits into their daily lives.

The more we appreciate and acknowledge our customers' unique needs and desires, the more we can create infrastructure, services, programs, and amenities that serve them better.

We did a lot of work to substantially improve the customer experience, and it paid off when we reached our **highest customer experience rating ever at 8.2** in 2020. We delivered over 82% of our customer-facing projects and gained a better understanding of what we need to do more of.

With this plan, we're ready to take all the work we did in the first Customer Experience Action Plan to the next level. This new plan will serve as a guide for the next era of customer experience at TransLink and its operating companies. Over the next five years, we will see the launch of new SkyTrain and RapidBus lines, advances in new modes of transportation, new methods of payment, and the approved business case for the Burnaby Mountain Gondola.

New to this plan is a further dedication to customer experience, including the creation of a new team with a dedicated budget that will focus on resolving customer issues, compiling customer metrics for distribution across the enterprise, and ensuring that TransLink is transparent with all of the decisions we are making around the customer experience.

**We delivered over 82% of our customer-facing projects and gained a better understanding of what we need to do more of.**



# TRANSLINK'S REPORT CARD

**You can trust us to deliver: here's the progress we've made.**

Every decision we make – planning, investing, delivering our services is done with the customer in mind. Our journey began in 2019 with the release of our first Customer Experience Action Plan.

**In the two years since, we have:**



Completed  
**51 of 62**  
projects in our first Action Plan – over three-quarters of the objectives we identified



Improved reliability, expanded services, introduced new amenities

Put a few projects on pause, due to the COVID-19 pandemic



**We're in the people business. TransLink exists to keep the people of Metro Vancouver moving.**



Some of the key projects we've delivered include:



Introduced 32 additional **DOUBLE-DECKER BUSES** to increase capacity and comfort



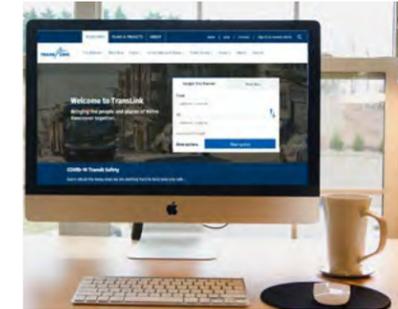
**ADDED 5 NEW RAPIDBUS ROUTES** and increased their reliability via designated bus lanes and priority signals



Increased the number of **BIKE FACILITIES** including 11 bike parkades, to more easily integrate bike and transit travel



Provided customers with **REAL-TIME BUS AND SKYTRAIN LOCATION DATA** through mobile applications and digital displays



**UPDATED OUR TRANSLINK.CA WEBSITE** including optimizing the site for use on mobile devices



Replaced **TRAIN PLATFORM INFORMATION DISPLAYS (T-PIDs)** at all Expo and Millennium Line stations to provide real-time information on next-train arrivals



**REPLACED THE ORIGINAL ESCALATORS** in select Expo Line, West Coast Express, and SeaBus stations



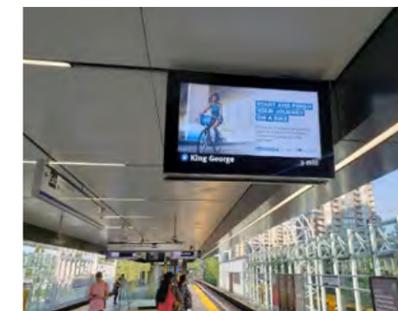
**IMPROVED BUS PASSENGER AMENITIES** at bus stops and exchanges, including additional lighting, shelters, seating, and accessibility design features



**IMPROVED ACCESSIBILITY FEATURES** across transit, including tactile strips at bus stops, a Universal Fare Gate Access system, improved information for accessible seating onboard vehicles and new ways to pay on HandyDart with Compass Card, Tap to Pay with contactless debit and credit cards and the same fare products as the conventional system



Installed new **ENTRANCE INFORMATION DISPLAYS (E-PIDs)** at SkyTrain station entrances, to inform customers of the status of the transit system as they are arriving



Installed new **GENERAL PASSENGER INFORMATION DISPLAYS (G-PIDs)** at SkyTrain stations, to provide customers with important safety and system information while they wait for their ride



Replaced and improved **AUDIO/RADIO SYSTEMS** on SkyTrain vehicles, and in SkyTrain stations, to make it easier to hear important information, and to enable two-way communication with customers

We've also remained flexible and rolled out additional improvements such as:



The creation of our **SAFE OPERATING ACTION PLAN** in response to the COVID-19 pandemic



The launch of an industry-leading pilot project to test **COPPER-BASED PRODUCTS** for their ability to destroy bacteria on high-touch transit surfaces



**A NEW ON-DEMAND BIKE PARKING PROGRAM** to provide customers with more convenient and flexible bike parking options at transit hubs throughout the region



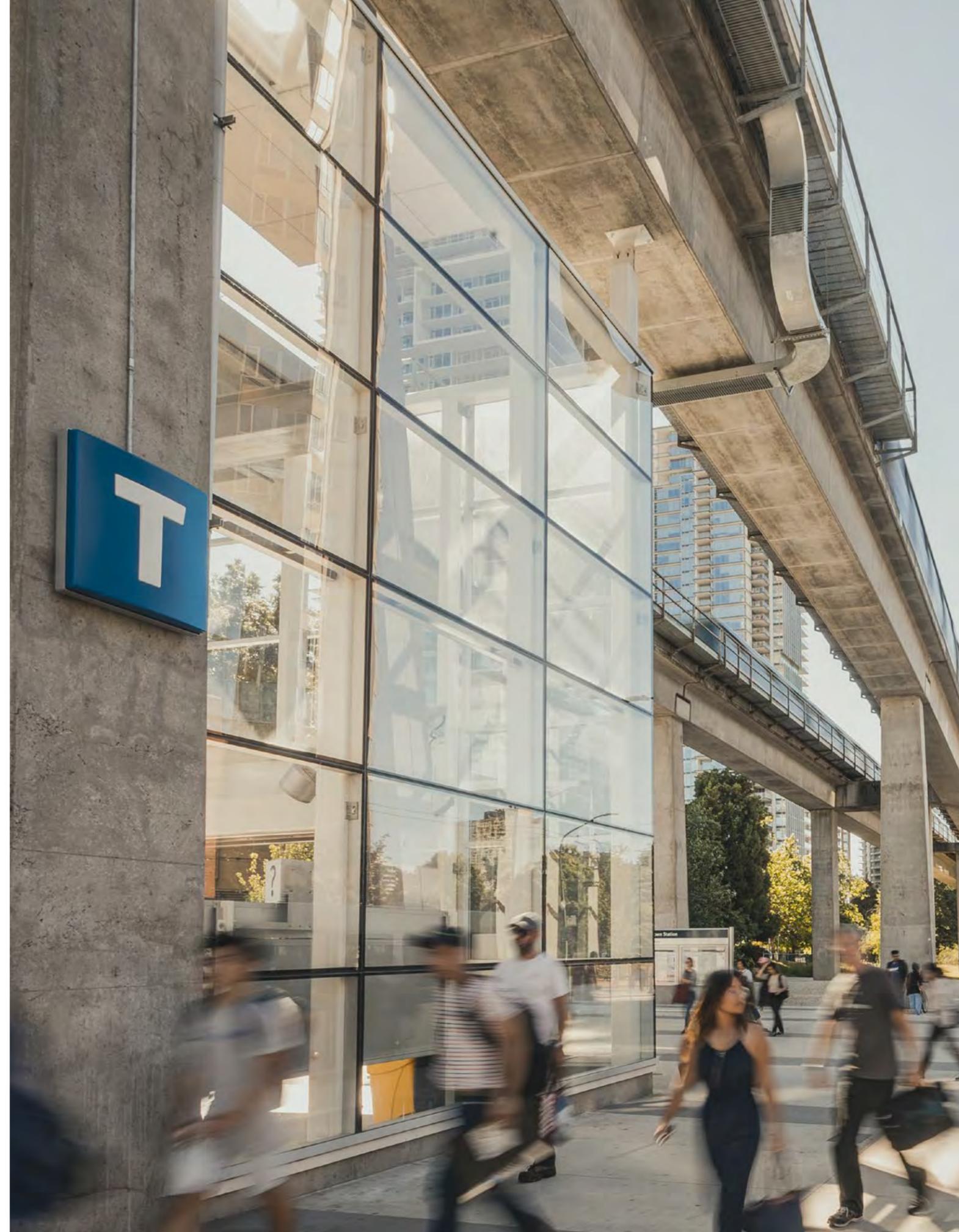
**A NEW PARTNERSHIP WITH THE TRANSIT APP** which allows customers to see the estimated number of seats remaining onboard buses when planning their transit journey



Opened the **FIRST COMMUNITY POLICING CENTRE AT WATERFRONT STATION** which is staffed by volunteers and will work in partnership with Transit Police, Vancouver Police, and TransLink frontline staff to help ensure safety.



Introduced the **BURRARD CHINOOK** our newest SeaBus vessel showcasing local indigenous artwork from three nations Musqueam, Squamish and Tsleil-waututh



# OUR CUSTOMERS ARE AT THE HEART OF EVERYTHING WE DO

**“We take pride in serving our region. Every decision we make – from planning to investing to delivering our services – is done so with our customers in mind.”**

*Steve Vanagas, Vice-President of Customer Communications & Public Affairs, TransLink*

## **Our promise extends to all communities, all people, across all walks of life.**

Our customers range in age, abilities, and backgrounds; they live and work across 21 municipalities, one treaty First Nation and one electoral area; and their routes and routines are all unique. But, despite their many differences, our customers all have one thing in common: they rely on us to deliver on our promise – to prioritize their safety, their time, and their connection with the people and places that matter most.

## **Together, we all play a vital role in the livability of this region.**

Our transit system is an engine for this region – helping to support the needs of today and driving us forward into tomorrow. We are committed to meeting and overcoming any challenge to ensure we never stop delivering for our customers. Even at the lowest point of the pandemic, over 74,000 people relied on us every day, including many essential workers. They counted on us, and we were there when they needed us most.

## **We will continue to evolve to meet our customers’ needs.**

The way people live, work, and play is forever changing and evolving. As evidenced by the pandemic, we can’t assume anything. Instead, we must be agile and flexible in our ability to plan, adapt, and service the needs of our customers.

## **We understand that customers’ needs are changing, and we need to be responsive.**

The pandemic altered the way people live, work, and play. Many more people are currently working from home, which is a shift we expect will persist in the future. People also have more flexibility when it comes to taking transit for shopping, appointments, and leisure. We know that people are using transit differently now, for different types of trips. This is why we need to continue to evolve.

## **That’s why it’s more important than ever to better understand our customers.**

Since the creation of our last Customer Experience Action Plan, we’ve dug even deeper into how we can better understand our customers. We have taken deliberate, measured steps to gain a more nuanced understanding of our customers, including travel behaviours, pain points, decision drivers, and moments that matter. With these insights, we can better prioritize our projects, initiatives, and investments that directly address our customers’ wants and needs.

**There are a number of trends across industries that today's customers are thinking about when they decide who to do business with.**

**Customer experience is becoming increasingly important**

Experience factors are 2.4 times more important than price across the transportation industry.

**Customers align purchases to their personal values**

Customers are becoming more supportive of organizations that show purpose and integrity. Customers want to see a brand that cares and lives its values.

**Customers want control over their consumer experience**

The largest change in customer values through the COVID-19 pandemic has been customers seeking to control and manage their experiences. They support brands that treat them as an individual.

**Climate is emerging as a significant differentiator**

When sustainability becomes part of a brand's culture, it becomes a point of differentiation, and it has a large impact on the way customers, employees, and partners perceive the brand.

**Convenience continues to be a core demand**

Convenience is the new premium by saving time and mental workload.

*(Source: Deloitte Analysis)*

# HEARING FROM OUR CUSTOMERS



Our customers are one of our best sources for insight and feedback. They're the linchpin in identifying opportunities that go above and beyond to deliver a better transit experience.

To truly put customers at the heart of everything we do, we must begin by understanding what customers want and what they feel is missing from their experience.

Over time, we know that their needs may change, so we're constantly listening to what they feel is working and what can be improved.

In our first Customer Experience Action Plan, we introduced many new and exciting transit improvements. In developing this new Action Plan, we needed to hear how we could build on what's already been done to deliver an even better experience, and to more fully understanding the moments that matter to our customers.

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**We asked customers to share their best and brightest ideas on how we can improve day-to-day transit experiences over the next five years.**

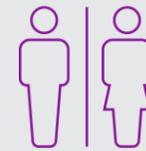
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During a one-month campaign in 2021, we received over 1,200 ideas on technology, customer amenities, facilities, and service.

## Top Customer Ideas



### Washrooms



### Mobile payment



### Auto-cap daily fares



### Bus shelters



### Convenience stores & stands at stations & hubs



### Water refill stations



### Real-time information at every bus stop



### Musical performances



# UNDERSTANDING OUR CUSTOMERS

## Mission: Why Do Riders Use TransLink?

- Pre-pandemic, the majority of our customers used transit to commute.

## Now, during the pandemic:

### Errand: 44%

44% of customers' most common trips are to do errands.

### Short Commute\*: 25%

### Leisure: 19%

25% of customers' most common trips are short commutes, and 19% of customers' trips are for leisure.

### Long Commute\*\*: 7%

Long commutes account for 7%, with the balance being classified as other.

That's why we not only look at the types of trips our customers are making, but also at their frame of mind, motivations, and other factors that influence their travel decisions. We want to understand where our customers are going and how we can be a part of that journey.

This leads us to an important concept: identifying the *moments* that matter to our customers.

\*Short commutes are defined as travel during peak hours, typically less than 45 minutes door to door, staying within one municipality, and with greater transit optionality (many routes to the same destination).

\*\*Long commutes are defined as travel during peak hours, where multiple modes are used and travel occurs between municipalities. Fewer transit options and less frequent services along the route.

This research was conducted during the pandemic.



We've changed the way we think about our customers, and we are focused on five different mindsets to help tailor the work we do for each unique customer.



### ACCESSIBLE

Customers with an accessible mindset have varying levels of mobility and are independent and resourceful. They primarily rely on our HandyDART service, though many also use our bus, SeaBus, SkyTrain, and West Coast Express services. They seek accessible and inclusive services that enable them to travel independently. They go out of their way to plan travel well in advance to ensure the smoothest trip possible.



### PRACTICAL

Customers tend to be in a practical frame of mind when reliability and convenience are paramount, like when they're going to work or heading to the store for their routine Sunday grocery shop. These customers seek routine, dependability, and cost savings. Many of them are frequent riders who are familiar with our system, and transit is critical to their livelihoods.



### FLEXIBLE

At other times, our customers have a more flexible mindset, in which they value simplicity and timeliness. They may make spontaneous decisions about the mode of transportation they take, depending on factors like weather or mood. At these times, they're comfortable with ambiguity and making trade-offs as they go.



### CAUTIOUS

Sometimes customers feel more cautious and vigilant, especially during winter conditions or late at night. Safety and cleanliness are usually top of mind. They may travel only when absolutely necessary, or alter their transportation routines to reduce any anxiety. They will often increase the complexity of their trip if it means that will reduce their anxiety.



### ADVANTAGEOUS

Tactical customers are looking for the hassle-free option. These customers often have a private vehicle to default to when it suits them best, but they will take transit if it saves them both time and money. Pricing and comfort are paramount: these customers value freedom to move, however and whenever they want.

# THE CUSTOMER JOURNEY

A customer’s journey starts the moment they’re planning their travel and weighing transportation options. It continues at the pre-boarding stage and moves into the ride itself, followed by the experience of transferring or exiting transit.

By defining “moments that matter”, we can look at the end-to-end journey and find critical opportunities or key moments that impact the overall transit experience.

- The most common mission is to run an errand, accounting for just over four in 10 (44%) trips taken by customers
- Short commutes place second, with one-quarter (25%) of all trips
- Leisure ranks third, at roughly one-fifth (19%)
- Long commutes account for 7%, with the balance being classified as other

## Mindset: What are customers’ priorities?

- Practical is, by a wide margin, the most frequent mindset across our customers; just over half (52%) of respondents indicate that this is their primary mindset
- Advantageous is the next most prominent, with just over one-quarter (27%) of customers claiming this as their primary mindset
- Flexible and Cautious are less common mindsets, with roughly 10% of all customers (10% and 9%, respectively)
- Approximately 2% of all customers on the network indicate they are motivated by the Accessible mindset overall



Creating a multi-dimensional view of our customers was critical to understanding what they’re doing and why.

This research brought together data, perspectives, and insights from a broad range of sources, with the goal of creating a holistic understanding of our customers.

## EXISTING RESEARCH

- Compass data and existing customer research
- Compass segmentation, existing customer surveys, and research documents were used to inform research and evaluate findings

## QUALITATIVE RESEARCH

- Rich collection of experiences and anecdotes, and observed behaviours directly from customers, including our accessibility customers
- In-depth, 90-minute customer interviews that explored travel goals, decision-making, lifestyle, behaviour changes driven by COVID-19, and attitudes towards transit

## QUANTITATIVE RESEARCH

- Following the quantitative research, 3,000+ riders and non-riders were surveyed in August 2021 to quantify their mindsets, missions, and journeys with profiling by demographics, reasons for travel, routes travelled, and other variables

## ORGANIZATIONAL INSIGHTS

- Insights from leaders across the business
- Facilitated sessions within TransLink, the Board of Directors, and the Mayors’ Council to validate the research findings and refine the findings

# THE CUSTOMER JOURNEY



## Accessible

Primarily rely on our HandyDART service, though many also use the conventional transit system. They go out of their way to plan travel well in advance to ensure the smoothest trip possible.



## Practical

They want their travel routines and experiences to be as smooth and efficient as possible.



**KEY MOMENT**  
Information & tools to support route planning – speed, price, and timing of all relevant travel options



More likely to plan well in advance

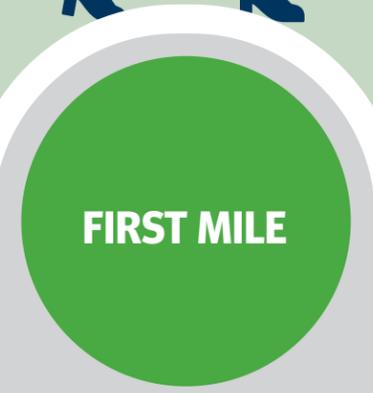
**KEY MOMENT**  
Insights into status of transit – including the location & crowdedness of vehicles



More likely to be making on-the-fly decisions



**PRE-DEPARTURE**

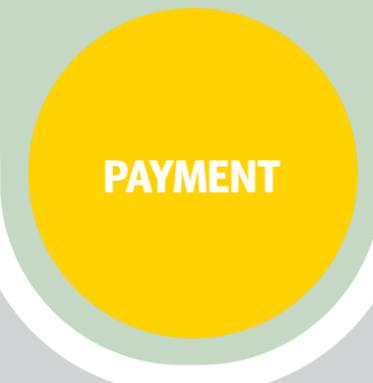


**KEY MOMENT**  
Safety while travelling to and from transit

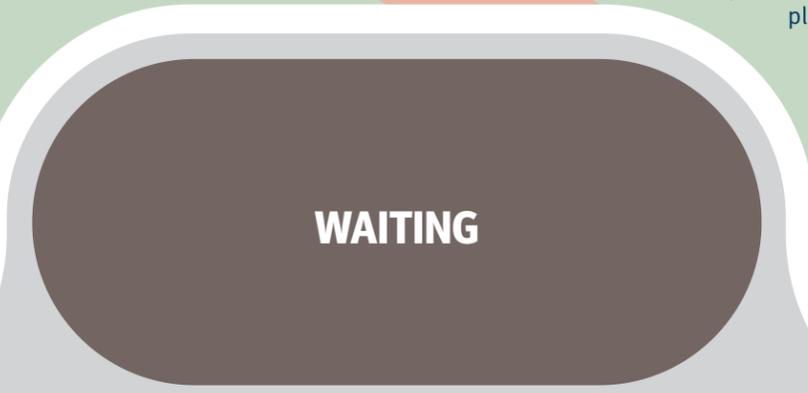


More likely to be concerned with safety

**KEY MOMENT**  
Simplicity & ease of payment – adding stored value & multiple payment options



**PAYMENT**



**KEY MOMENT**  
Accurate and timely information on next vehicle, delays, and disruptions

Identifying areas of the vehicle with the least crowding and where it's easiest to board



More likely to be travelling on a tight schedule

Most likely to be travelling during commuting hours

**KEY MOMENT**  
Comfort within the vehicle – including finding a seat & internet connectivity



Most likely to prioritize a comfortable/pleasant ride



**IN-SERVICE**

**KEY MOMENT**  
Comfort and safety while waiting – including protection from the weather





### Flexible

Low pressure means they are more comfortable with the ambiguity of last-minute decision-making.



### Cautious

Prioritize safety and cleanliness, planning their transportation routines to reduce anxiety associated with their mental or physical health.



### Advantageous

Value freedom with their mobility options, meaning they typically default to personal vehicle. However, they're open-minded to transit if it will save time and money.

**KEY MOMENT**  
Cleanliness of the vehicle & ability to maintain personal space



More likely to plan their transportation routines to reduce anxiety associated with their mental or physical health

**KEY MOMENT**  
Real-time information on alternative routes



**KEY MOMENT**  
Timely & reliable connections between transit modes to minimize wait time



More likely to be seeking the fastest options



**KEY MOMENT**  
Information on schedules & service updates for return trip



## SYSTEM EXPERIENCE

### IN-SYSTEM NAVIGATION

### MAKING CONNECTIONS

### LAST MILE

### RETURN TRIP

### POST-TRAVEL/ FUTURE PLANNING

**KEY MOMENT**  
Issue resolution – availability & support from transit staff



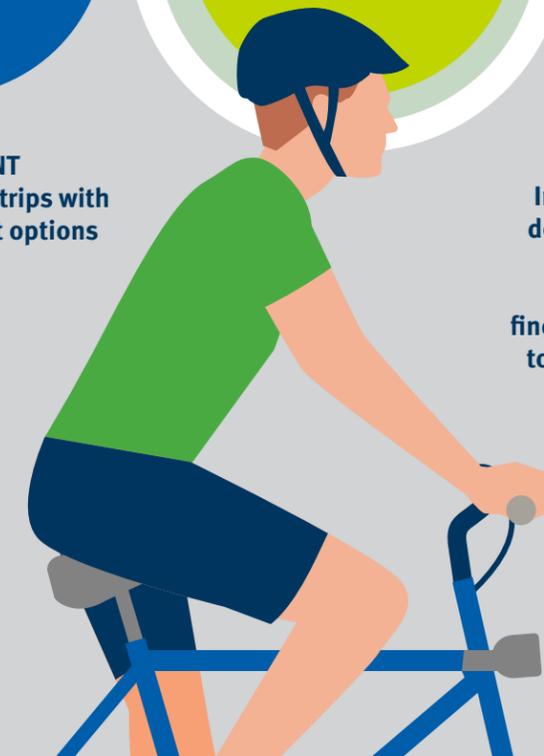
More likely to be concerned with safety

**KEY MOMENT**  
Simple wayfinding & signage for efficient movement through system



More likely to be travelling new routes

**KEY MOMENT**  
Ability to complete trips with last-mile transport options



**KEY MOMENT**  
Information on environmental impact & decisions made in previous week/month

Information on spend & usage – finding the right travel options & fare types to fit in with budget & future travel plans



Comparing single-occupancy cars vs. transit



# FOCUSING ON WHAT MATTERS TO YOU

At TransLink, we know there is a core set of factors that matter to our customers, including safety, cleanliness, reliability, frequency, and convenience.

This set of core factors appeals to a large segment of our customer base, as evidenced by our latest market research and customer surveys. As a business, we believe it's mission-critical to do these things well, day in and day out, and to push ourselves to take it to the next level with our Five Priorities for the Next Five Years.

The foundation of this plan is built on ensuring that we work on these areas of focus so your experience on our system is consistent and dependable. We know there are things that you have come to expect in your transit system, and we aim to deliver them every time.

But to deliver a truly exceptional customer experience, we need to go above and beyond a system that is timely and reliable. As much as possible, we also need to personalize our services and deliver a transit system that aligns with our customers' values.

Across the transit system, we know there is a core set of factors that matter to our customers, including safety, cleanliness, reliability, frequency, and convenience.



## Our Five Priorities for the Next Five Years



### MORE PERSONALIZED

We tailor our services to meet your needs and preferences.

*"TransLink offers me incentives and information tailored to my interests and my travel priorities. I don't have to seek it out – it's all sent to me, so I don't have to search for it."*



### EASIER TO USE

A service that is effortless and convenient to use.

*"My Compass Card is on auto-load so I never have to stop to refill it. Plus, I get pinged if there's a delay and I need to reroute. Transit is part of my daily routine, and I love how easy it is to use."*



### TIMELY & RELIABLE

Ensure that our riders can rely on transit to get them where they need to go, on time and without hiccups.

*"I've taken transit in cities all over the world, and I'm always so impressed with how prompt, reliable, and convenient TransLink is. It's a seamless network that's easy to navigate and always gets me where I'm going on time."*



### SAFE & PLEASANT

An environment where riders feel they will have an enjoyable and welcoming experience.

*"I feel safe travelling on the transit system any time of the day or night, and I know that it's easy to call for help if I need it. Starting my day off by taking transit makes me feel good, and it makes me feel connected to and a part of our city."*



### A BETTER REASON TO RIDE

Position transit as an opportunity to make a difference.

*"I take transit because it's the socially responsible thing to do. When it's nice out, I take my bike or walk. It's important we all start making better decisions that will reduce our carbon footprint and help save our planet."*

FIVE PRIORITIES FOR THE NEXT FIVE YEARS

# MORE PERSONALIZED



*We understand you as an individual, and we tailor our services to your preferences and your patterns.*

We know that many of our customers are digitally savvy and looking for experiences that are tailored to their unique needs and preferences. We also know we're held to higher customer expectations based on experiences with smartphone apps like Uber, online retailers like Amazon, and in-person retailers (grocery stores, retail chains). This Action Plan will ensure we are offering our customers more and improved ways to pay that better suits their needs, more customized alerts and preferences, and more ways to put our customers in control of their transit experience.

One of the main features of this plan will be an upgrade of our existing Compass system to allow for account-based functionality, which will significantly improve our customers' digital experience when using the Compass system. Compass revolutionized our payment system when it was launched in 2015, and this upgrade will continue to build on that milestone.



**This Action Plan will ensure we are offering our customers more.**

## Our Actions:

### Better ways to pay

- Develop the next generation of Compass
- Introduce the option for our customers to pay with debit
- Develop new wearable Compass fare products

### New fares and incentives to meet your travel needs

- Offer prizes and incentives for new and existing customers
- Create new flexible pass offerings to suit the new travelling needs of our customers, post-pandemic

### More options to plan your trip and stay informed

- Add additional alerts to include stations, elevators, and escalators
- Enhance schedule functionality to provide dynamic schedule information so customers can search the times and stops that they are interested in
- Continue to improve the quality of our real-time data feeds to ensure information is accurate and timely
- Continue to enhance the translink.ca website based on customer feedback
- Upgrade our online Trip Planner
- Ensure all mobile and online tools are fully accessible for people who have vision loss
- Introduce a volunteer TransLink ambassador program to assist customers with information and local knowledge at busy locations during peak times

## Areas of Opportunity:

- Explore new options for on-demand transit services
- Explore the possibility for a more comprehensive rewards program where our customers receive points that can be redeemed for various rewards
- Work with local businesses to provide real-time transit information in retail and office locations
- Work with other mobility providers to provide an integrated app for a seamless travel planning experience

FIVE PRIORITIES FOR THE NEXT FIVE YEARS

# EASIER TO USE



*A service that is effortless and convenient to use.*

We strive to make it effortless to use transit services and to navigate the transit network, so your experience is simple, painless, and trouble-free. We use this as our lens for evaluating all aspects of our customer experience. With this next iteration of the Customer Experience Action Plan, we will begin to systematically measure the customer effort – whether planning a trip, loading a Compass Card, or boarding a bus. We aim to understand customer challenges across the system and to implement ways to eliminate them.

If we want transit to be the first choice for Metro Vancouver, we need to provide a service that is easy, a network that integrates across modes, and a service that is competitive with other transportation modes across Metro Vancouver.



**We aim to understand customer challenges across the system and to implement ways to eliminate them.**



## Our Actions:

### Make it easier to navigate the transit system

- Expand our passenger information displays across our bus fleet and at key bus stops and bus loops
- Upgrade and maintain wayfinding throughout our transit system to make it easier to navigate including more wayfinding in multiple languages
- Expand the revenue-generating advertising to enhance the customer experience by including information on wayfinding, alerts and emergencies, and potential trip planning

### Seamless integration with other modes

- Implement phase two of the Mobility-as-a-Service (MAAS) pilot with 1,000 employees of local businesses, allowing them to access and pay for transit, car-share, and bike-share through their Compass Card
- Continue developing partnerships with transportation providers to improve connections and transfer information by sharing real-time information

### Better options for active transportation

- Pilot specialized buses on key routes that service parks and provide access to popular island destinations
- Develop a bike locker app to allow better and more secure access to our bike parkades

## Areas of Opportunity:

- Implement multimodal trip planning to help our customers access all sustainable travel options in the region so they can plan their travel in a way that works for them
- Explore how we can continue to make our system touchless to accommodate our customers who have residual fears coming out of the pandemic, allowing them to control the shared services that they use
- Use augmented reality to allow our customers to explore the transit system before they travel so they can feel more comfortable with the transit experience the first time they try a new route or service
- Enhance our multimodal transit hubs, continuing to explore ways to make it easier to access our high order transit services by providing more passenger drop-off zones for private vehicles, taxis, and ride-hail services

FIVE PRIORITIES FOR THE NEXT FIVE YEARS

# TIMELY & RELIABLE



*Ensure that our riders can rely on transit to get them to where they need to go, on time and without hiccups.*

We know that our customers want to get to the people and places that matter most to them. We also know they will use transit if it seamlessly fits into their lifestyle. That's why we're dedicated to making transit a more attractive option when compared to other travel options in the region by using technology, infrastructure, and a more efficient process to get you where you need to go on time – every time.

We're bringing a new emphasis to our buses – the backbone of our transit system – which moved more than 60% of our customers every day pre-pandemic. This trend has continued over the past two years, as bus routes have been recovering faster than SkyTrain and commuter train routes. This plan focuses on improving the information for our bus customers, with an expansion of our real-time information displays onboard our vehicles and at key bus stops and bus loops.

Over the next few years, we will need to make every dollar count, and find more ways to partner and improve processes, to ensure we are achieving the most with the resources we have available. We'll focus on working with our municipalities on expanding bus shelters on the street and the art and culture program to be inclusive of bus routes.

**“We're bringing a new emphasis to our buses – the backbone of our transit system which moves more than 60% of our customers every day pre-pandemic.”**

*Michael McDaniel, President & GM,  
Coast Mountain Bus Company*

## Our Actions:

### Expand our service and infrastructure

- Expand RapidBus to serve the Scott Road corridor and from the Expo Line to Richmond
- Introduce new SkyTrain cars to increase capacity and comfort
- Double the capacity of our vanpool program, providing an option for our customers who find transit doesn't work for their daily travel
- Improve the reliability of our West Coast Express service with the addition of a new locomotive

### Make our system more effective

- Continue to balance bus stops across the transit network to optimize our spacing
- Continue the Bus Speed and Reliability program to fund improvements to city streets that make bus journeys fast and reliable

### Improve our buses and trains

- Procure new bus and SkyTrain fleets to replace end-of-life equipment and ensure new fleet is as customer friendly as possible
- Manage maintenance and repair projects to minimize their impact on the customer journey
- Open Marpole Transit Centre (MTC) which will serve as a primarily battery-electric bus depot.

## Areas of Opportunity:

- Expand our Park and Rides
- Find ways to give our buses priority and ways to minimize stopping on routes while still serving the needs of our customers
- Further digitalization of our escalator and elevator program



FIVE PRIORITIES FOR THE NEXT FIVE YEARS

# SAFE & PLEASANT



*An environment where riders feel safe and welcomed across the transit system.*

Personal safety has emerged as a primary concern for our customers and potential customers.

To increase feelings of safety, we're dedicated to using the resources that we have across our system, on our frontlines, including our security staff and Transit Police officers, and our facility design. We also want to provide opportunities at our stations and bus loops to give customers more reasons to enjoy the system and engage with music, art displays, and other unexpected delights.

We aim to create facilities that are inviting, well-lit and designed with the input of our customers. We're ensuring there are more people available stationed across the system to offer directions and answer questions, along with a new central Customer Service Centre that acts as a customer hub within our network. And we're always thinking about new amenities – like Wi-Fi, to make sure your trip is even more enjoyable.



**“We’re dedicated to using the resources that we have across our system, including Transit Police officers and security staff, and facility design to increase feelings of safety.”**

*Dave Jones, Chief Officer,  
Metro Vancouver Transit Police*

## Our Actions:

### Make our bus stops and stations more inviting for our customers

- Renovate SkyTrain stations and SeaBus terminals to meet updated accessibility and amenity designs
- Improve bus passenger amenities at bus stops and exchanges, including additional lighting, shelters, seating, and accessibility design features
- Create new opportunities for in-person customer service
- Implement washrooms at key locations across the system
- Work with municipalities to increase the number of stops with bus shelters
- Improve overall cleanliness standards throughout our transit system
- Develop a Customer Urgent Response Team during any major disruptions or delays

### Increase feelings of personal safety across the system

- Launch safety, courtesy, and seasonal preparedness campaigns as part of the customer and public safety program and Transit Police security measures
- Further activate the transit network with an enhanced public art program
- Expand the current Busker Program to include other performances across the system
- Identify, prioritize, and increase visibility of safety personnel in specific transit corridors and routes, using new programs, improved tools, data, and reporting practices

## Areas of Opportunity:

- Offer cleanliness and maintenance QR codes and/or a hotline for customers and employees to inform TransLink about cleaning or other maintenance required across the system
- Create community hubs across the system where the community can gather and interact
- Take a renewed look at our stops and stations to find areas of improvement at shelters, upgrade select stations to have a more efficient passenger flow, and follow CPTED standards to enable more light and visibility

FIVE PRIORITIES FOR THE NEXT FIVE YEARS

# A BETTER REASON TO RIDE



*Position transit as an opportunity to make a difference.*

As we recover from the pandemic, the significance of our environmental emergency has not changed. The choices that we make on how we travel have a substantial impact on the environment and our local air quality. Over 32% of greenhouse gas emissions in Metro Vancouver come from cars and trucks. Even with the advent of electric cars, congestion and the environmental impacts of manufacturing will still be of concern.

The choice to take public transit and other sustainable modes should be celebrated and encouraged, and we want to make sure our customers feel supported in their decision to take transit and make the right choice for our environment.

The diversity of our customer base needs to be championed and celebrated as we focus on ensuring that all customers feel welcomed, supported, and represented in our transportation system. A lens of equity, diversity, and inclusion is key when making decisions about our transit network, so our customers see themselves reflected when they use it.

**“We want to make sure our customers feel supported in their decision to take transit and make the right choice for our environment.”**

*Michel Ladrak, President & GM,  
SkyTrain & West Coast Express*



## Our Actions:

### Reinforce and foster the environmental benefits of taking transit

- Implement our Low-Carbon Fleet Strategy
- Develop and release a climate action implementation plan
- Create an education campaign around the environmental benefits of public transportation
- Develop a carbon footprint calculator so that our customers can see first-hand the impact of their decision to travel sustainably

### Acknowledge and celebrate the diversity of our customers

- Further development of TransLink’s Indigenous Cultural Recognition program
- Further commitment to equity, diversity, and inclusion programs across the enterprise, ensuring that we are listening, understanding, and representing the diverse communities that we serve

### Invest and partner with our communities

- Continue to partner with local community partners, enabling transit for under-represented groups in our communities
- Keep investing in our community programs

## Areas of Opportunity:

- Hybrid-electric/electric SeaBus
- More technology options to meet our diverse transit fleet needs
- Explore a new location for a transit vehicle museum



# MEASURING OUR SUCCESS AND SETTING THE STANDARD



## How do we know how we're doing?

It's one thing to put plans and projects into place; it's another to measure them and see how well we're doing. In 2020, despite the pandemic, TransLink had one of the highest ridership retention rates among the 10 busiest systems in Canada and the U.S., retaining 48% of our ridership. Our ratings for overall transit service remain high at 78%. Our Customer Dashboard will serve as a report card to our customers, and will show on-time performance, customer satisfaction, customer complaints, and more. To provide even more transparency, we also include a section on customer experience in our annual Accountability Report.

To further support this work, we're introducing additional metrics and methodologies to ensure we have consistent touchpoints with our customers – and that we're measuring and reporting on our progress.

**In 2020, despite the pandemic, TransLink had one of the highest ridership retention rates among the 10 busiest systems in Canada and the U.S., retaining 48% of our ridership.**

## Our Actions:

- Conduct regular micro-surveys and in-the-moment live surveys with customers, so we can capture their feedback mid-journey while the experience is still fresh in their minds
- Introduce a Customer Effort Score (CES) on specific segments of the customer journey – this is a tool used to measure the service experience, which asks customers to rate the ease of using products or services on a scale from “very difficult” to “very easy”
- Introduce a Net Promoter Score – the likelihood a customer would recommend our service to someone else – to our regular customer satisfaction surveys
- Send a quarterly customer letter updating customers on the progress of the plan and any major projects, initiatives, research and measurements that have been conducted
- Create trackable and measurable customer experience standards across the enterprise to ensure a consistent experience for customers, regardless of what part of the system they are using

## Area of Opportunity:

- Evaluate and review best practices for customer service across the transit system



# OUR ROADMAP 2022 TO 2027 — HOW WE ARE IMPLEMENTING OUR ACTION PLAN



**MORE  
PERSONALIZED**

**Transit Volunteer Program** – provide a volunteer presence at transit hubs to assist customers.  
**Q2 2022**

**Email Program** – offer customers the option to sign up for tailored email, keeping them up to date on the things that affect them and their transit journey.  
**Q2 2022**

**Dynamic Schedules** – real-time website updates of current online schedules.  
**Q4 2022**

**Contactless Debit Payment** – offer customers another payment choice by accepting contactless debit cards at Compass Card readers.  
**Q4 2022**

**Compass Modernization** – an account-based Compass system will create opportunities for more personalized payment plans and offerings.  
**2024**

**Incentive & Rewards Program** – offer customers rewards for frequent transit use.  
**2023**

**Compass for Kids** – offer a Compass product to support free fares for kids 12 and under and offer tailored information to young customers about safety and services.  
**Q4 2023**

**Compass Wearables** – more non-card Compass products, making it easier to pay.  
**ONGOING**

**Improved Text Alerts** – make more information available through text alerts, including elevator and escalator outages.  
**2024**



**EASIER  
TO USE**

**SCOT (SkyVoice) & PA Replacement** – improve the quality of audio announcements on both platforms and trains, as well as radio systems, for two-way communication with customers.  
**ONGOING**

**Onboard Information Displays** – consider how to integrate more advanced information displays on buses.  
**Q3 2022**

**Special Seasonal Buses** – offer bus trips that accommodate seasonal travellers to regional parks, beaches, and ski hills.  
**Q3 2022**

**Online Booking for HandyDART** – allow customers to book their trip online.  
**Q4 2022**

**Update Wayfinding Standards** – update our current wayfinding standards to include multilingual signage and cultural recognition.  
**2023**

**Compass Modernization** – offer integrated payments with other transportation modes.  
**2025**

**Bus Passenger Information Display** – expand real-time information displays at on-street bus stops.  
**2025**

**Multimodal Hubs** – expand facilities and programs for multimodal access to high-volume transit hubs.  
**ONGOING**

**Vanpool Program** – add 50 vans to existing vanpool program to serve industrial areas not well-served by transit.  
**2023**



## TIMELY & RELIABLE

**Bus Expansion** – add new buses to expand and upgrade our fleet.

**ONGOING**

**Enterprise Asset Management System** – implement an Enterprise Asset Management System to improve the life cycle management of our assets – including facilities, vehicles, and equipment.

**Q4 2022**

**RapidBus** – add RapidBus service in Surrey and Richmond.

**R6 SCOTT ROAD Q4 2023**  
**R7 RICHMOND-EXPO LINE**

**Bus Facilities Customer Amenities Program** – improve amenities at bus exchanges, including shelters, seating, lighting, and information for customers.

**2022 TO 2025**

**Enhanced Art & Culture** – expand and diversify the presence of music and art across the transit system.

**Q2 2022 & ONGOING**



## SAFE & PLEASANT

**Marpole Transit Centre** – will serve as a primarily battery-electric bus depot.

**2025**

**Bus Shelter Improvement Program** – partner with local municipalities and private entities to increase and improve bus shelters across the region.

**Q4 2022 & ONGOING**

**Cleaning & Maintenance Hotline/QR Codes** – add a dedicated contact for customers to report areas of the system that need cleaning or maintenance attention.

**2023**

**Community Safety Officers** – create a new tier of Transit Police employees to increase safety personnel visibility and engagement with customers, and improve response coverage for our growing transit system.

**2024**

**SkyTrain Fleet Upgrade** – refurbish mid-life trains, and replace 40 end-of-life trains, to increase standing capacity, add air conditioning, and provide a quieter ride for customers.

**2024 TO 2028**

**Free Wi-Fi on Transit** – expand the availability of free Wi-Fi on select buses and SkyTrain cars and at key transit hubs.

**ONGOING**

**SkyTrain Station Upgrades** – renovate SkyTrain stations to increase capacity; reduce platform crowding; and improve accessibility, amenities, and integration with neighbourhoods.

**ONGOING**

**Escalator Replacement Program** – replace 37 aging escalators on the Expo Line and in select West Coast Express stations to improve escalator reliability and station accessibility.

**ONGOING**

**Community Policing Centres** – expand the Transit Police Community Policing Centre program to cities outside of Vancouver, with trained volunteers who can deliver customer outreach, transit safety education, and incident reporting.

**Q4 2023**



## A BETTER REASON TO RIDE

**Electrify the bus fleet** – replace all retiring conventional diesel buses with battery-electric buses, providing a quieter, smoother, and more sustainable ride.

**ONGOING & NEXT BATCH OF BUSES TO ARRIVE IN 2022**

**Climate Action Strategy** – detail how TransLink is taking clear steps to become zero emissions in all its operations, and to enhance the resilience of the transit system in the face of climate change.

**Q1 2022**

**Indigenous Cultural Recognition Policy** – this policy will provide clarity on the delivery of Indigenous cultural recognition on our transit network and will be discussed with Indigenous Nations.

**Q4 2022**

**Low-Carbon Fleet Strategy** – lay out a path for meeting TransLink's environmental targets to reduce greenhouse gas emissions by 80% and use only renewable energy in all operations by 2050.

**ONGOING**

**Carbon Footprint Calculator** – develop a new tool for showing customers their carbon savings by choosing transit over a personal vehicle.

**2023**

# NEXT STEPS

## What's next on the horizon?

This Action Plan is just one step. Now that it's in place, we'll keep moving forward to ensure we have budgets in place and tools to effectively track our timelines, business objectives, and goals.

And it doesn't stop there – we will continue to listen to what you, our customers, have to say, and we will use your valuable insight to find ways to improve our system while keeping you in the loop every step of the way. We know the importance of being transparent with the work we are doing and we will report back on our progress while being open and honest with you on what is working and what we're still trying to improve.

We'll keep monitoring our projects to ensure we are being as efficient and effective as possible so we can provide the best value to our customers and our region.

Because you're at the heart of everything we do, and you're the reason we continue to find ways to serve you better.

### We want to keep hearing from you!

To share your comments and suggestions, please email: [cxideas@translink.ca](mailto:cxideas@translink.ca)



Because you're at the heart of everything we do, and you're the reason we continue to find ways to serve you better.

