

TO: Board of Directors

FROM: Kevin Desmond, Chief Executive Officer

DATE: March 6, 2017

SUBJECT: Public Delegations at the December 8, 2016 Board of Directors Meeting

PURPOSE

The purpose of this memo is to brief the Board on TransLink's responses to topics raised by public delegations at the TransLink Board meeting on December 8, 2016.

BACKGROUND

On December 8, 2016, the TransLink Board of Directors received four public delegations on the following topics:

- Request to put in place proactive noise pollution assessment, prevention and remediation program for SkyTrain operations close to densely populated residential areas
- Request to commit to achieving complete accessibility of public transportation for persons with disabilities, including improvements to intersection curb cuts
- Concerns regarding use of taxis for persons with disabilities, including inappropriate fare charges
- Recommendation to bring HandyDART service delivery in-house
- Suggestion to offer free transit on July 1, 2017 for Canada's 150th birthday
- Concern regarding the lack of snow tires and chains on HandyDART vehicles in winter conditions
- Lack of representation from individuals with direct experience working with HandyDART (e.g. drivers, customers, caretakers) on the Stakeholder Advisory Committee for the Custom Transit Service Delivery Review

DISCUSSION

Management has responded to each of the delegations on issues raised, and has shared copies of these responses with Board members:

- **SkyTrain noise** – British Columbia Rapid Transit Company Ltd. advised the delegation that a consultant will be retained to map and track the current state of the railway, in order to determine the focus areas and establish the potential engineering solutions.
- **Accessibility commitment and intersection curb cuts** – Access Transit Service Delivery at Coast Mountain Bus Company Ltd. (CMBC) expressed appreciation for the suggestions provided by the delegation. The intersection curb cut design suggested by the delegation is already in use by local municipalities as the current standard.
- **Use of taxis for persons with disabilities and HandyDART service delivery** - Access Transit Service Delivery has written to these delegations to thank them for their input and confirm that TransLink is undertaking a review of HandyDART services, policies and service delivery model. The results of the review will be brought forward to the TransLink Board in 2017.
- **HandyDART vehicles in winter conditions** – A detailed response was provided with respect to operation of essential HandyDART services during severe winter weather (winter tires are used,

and two drivers are assigned to each vehicle), and the fact that chains are not appropriate when routes cover both bare and snow-covered roads.

- **Representation on Stakeholder Advisory Committee** – Access Transit Service Delivery clarified that a caregiver representative, HandyDART customers and a retired HandyDART employee (with office and driving experience) were members of the Committee.

CONCLUSION

On December 8, 2016, TransLink's Board received four public delegations. Management has followed up with each delegation regarding their concerns.

TO: Board of Directors

FROM: Geoff Cross, Vice President, Transportation Planning and Policy

DATE: March 22, 2017

SUBJECT: Custom Transit Service Delivery Review: Outcomes and Recommendations

PROPOSED RESOLUTIONS

That the TransLink Board of Directors:

- A. Endorse the recommendations from Management set out in Table 2 of the report dated March 22, 2017 titled “Custom Transit Service Delivery Review: Outcomes and Recommendations,” which include policy changes to improve customer experience and increase availability of service and are based on the recommendations of the Stakeholder Advisory Committee convened to provide input into the review;
- B. Direct Management to explore additional ways for HandyDART customers to provide input on the HandyDART service; and
- C. Direct Management to support the Stakeholder Advisory Committee’s recommendations and draw on best practices in relation to HandyDART operations by undertaking the following:
 - (i) Retaining responsibility for the HandyDART Registration function and assuming responsibility for the Customer Feedback function within the TransLink enterprise;
 - (ii) Validating the findings of the HandyDART Public Sector Comparator (which indicate it is more costly for the TransLink enterprise to provide most service delivery functions) by conducting a detailed procurement process to assess market response and assist in determining (a) whether the call centre function¹ should be provided by the TransLink enterprise or a contractor; and (b) whether the operation of dedicated vehicles should be provided by one contractor or multiple contractors;
 - (iii) due to the specialized and personalized nature of HandyDART service, include, in future Request for Proposals for HandyDART service operations, the requirement for proponents to offer employment opportunities to HandyDART personnel employed by the incumbent contractor, on a preferred basis; and
 - (iv) Extending the existing contract with MVT Canadian Bus, Inc. for six months (to June 30, 2018).

PURPOSE

The purpose of this report is to seek Board Approval for the recommendations arising out of the Custom Transit Service Delivery Review.

¹ The call centre function includes reservations, scheduling, dispatching, and responding to same-day issues.

BACKGROUND

In June 2016, the TransLink Board committed to undertake a review of the policies and delivery model for HandyDART, which is TransLink's custom transit service. This was in response to a number of questions that had been raised at Board meetings, particularly around responsiveness to customer concerns, HandyDART and taxi service standards and quality, and the HandyDART service model and operations.

In addition, although the accessibility of the conventional system has improved as a result of significant investment in recent years and TransLink's conventional system is one of the most accessible in Canada, HandyDART policies have not changed to reflect this improved access for people with disabilities.

Internal organizational changes implemented in spring 2016 have enhanced TransLink's oversight and accountability of HandyDART service. TransLink is committed to establishing more rigorous standards and performance levers to further enhance accountability of the service, with the understanding that regardless of who delivers HandyDART service, TransLink is always responsible for the customer.

DISCUSSION

The Custom Transit Service Delivery Review was initiated in July 2016 and had two areas of focus:

1. Review of HandyDART policies that influence customer experience and availability of trips.
2. Review of the service delivery model (e.g. whether elements of the service are contracted out or provided by the TransLink enterprise), including a Public Sector Comparator financial analysis.

The method for this project included:

- Review of previous work and stakeholder engagement undertaken by TransLink
- Establishment of a project Stakeholder Advisory Committee
- Broader Stakeholder Engagement
- Peer Review, benchmarking existing HandyDART policies against those of seven comparable peer agencies across Canada
- Input from technical experts
- Analysis of HandyDART satisfaction survey results and other data

Stakeholder Advisory Committee

A Stakeholder Advisory Committee was convened to inform the development and assessment of HandyDART service delivery models and policies. Membership was drawn from existing HandyDART customers who represent users from different geographic regions in Metro Vancouver, a representative of HandyDART frontline staff, as well as representatives from health and advocacy agencies with responsibilities or influence toward a broad segment of HandyDART ridership.

The Advisory Committee met at three to four week intervals to review and provide feedback on key project deliverables. A total of eight meetings were held and focussed on preparing service objectives, discussions regarding current state and service objectives of HandyDART, policies and service models of peers and the evaluation criteria for the proposed service models. At the conclusion of this process, the Committee prepared recommendations and input on HandyDART policies and the service delivery model. Additional information can be found in Attachment #1, Stakeholder Advisory Committee Final Report.

Feedback from Committee members has been that they have valued this intensive engagement and 'having a seat at the table' through this review. As part of their recommendations, they have requested

that TransLink explore additional ways for HandyDART customers to have input into the oversight of the HandyDART service. Committee members have also indicated an interest in providing input on how service standards are set out in any procurement processes emerging from the Board's decision on the recommendation of the review. Management will establish strategies for this stakeholder involvement.

Broader Stakeholder Engagement

To ensure this review addressed the needs and concerns of a range of key stakeholders, TransLink held four workshops and two individual stakeholder meetings. This was done in coordination with the execution of an online survey. There were a total of 76 in-person engagement workshop attendees, 132 online responses, and 23 paper surveys. Overall, the findings of this engagement work aligned with Advisory Committee recommendations. A more detailed summary of these findings can be found in Attachment #2, Broader Stakeholder Engagement Summary Report.

SUMMARY OF FINDINGS

Policy Review

In undertaking this review, we have learned the following:

Demand for HandyDART Currently Outstrips Supply and is Anticipated to Grow: Up until late 2016, there had been no increase in HandyDART service since 2009. To respond to an increase in demand in 2016, an additional 25,300 trips were provided compared to 2015. Although the trip denial rate is a small per cent of total trips provided, we heard from many customers that it can be difficult to get a trip when needed and that many customers have stopped calling out of frustration. In addition, HandyDART is currently providing fewer trips per capita than our peer custom transit agencies, which indicates that there is likely latent demand for the service. Furthermore, recent BC Stats projections indicate the number of people in Metro Vancouver aged 70 or older will increase by 55% over the next ten years, which could translate into a greater need for HandyDART service, as the incidence of disabilities increases at this age².

With the approval of the Phase 1 of the 10 Year Vision Plan, service for HandyDART is now being increased and by 2019 service will grow by 15%, providing for an additional 171,000 trips a year. The full 10 Year Vision Plan calls for a 30% increase in HandyDART.

Further analysis to estimate future demand for HandyDART is required. The expansion in the Mayors' Vision is expected to address the increased demand to some degree, but analysis shows that it is likely insufficient to catch up or keep pace with need. Measures to manage the demand, such as those described below, will also be required.

There is an Opportunity to Improve How Customers Experience HandyDART: There are a number of elements that impact the quality of service and experience for customers, including:

- Ease of booking a trip
- Availability of a trip at customer's preferred time
- Amount of time a customer has to wait to be picked up
- Duration of their trip when on the vehicle
- Being and feeling safe and secure when taking a trip
- Customer service, skills and courteousness of drivers and other staff

² The demand for HandyDART is likely to not increase directly proportionate to an increase in number of seniors; as a result of the review, there may be changes that will increase the use of conventional transit among this customer group.

- Availability and accuracy of information about their trip
- Responsiveness to customer feedback

Recent surveys on HandyDART customer satisfaction indicate that overall satisfaction levels with HandyDART in Metro Vancouver are relatively high. The Provincial Office of the Seniors Advocate conducted a survey in 2016 that found 92% of respondents feel HandyDART is meeting their transportation needs moderately to extremely well. The 2016 annual HandyDART Customer Service Performance survey commissioned by TransLink found 79% of customers award a score of 8 out of 10 or better for overall service. However, there remain a number of factors that are having a negative impact on customer experience.

Currently, a HandyDART a trip can be booked seven days to one day in advance, up to noon the day before the trip reservation. Extending the reservation closing time to later in the day would more closely align with the practices of some Canadian peers and would provide better service for customers.

The duration of a trip as experienced by customers is impacted by the length of the time spent waiting and the on-vehicle ride time. The pick-up window is the time frame that a trip will arrive to pick-up the customer; for HandyDART this is 15 minutes before and after the reservation time for a maximum potential wait of a half hour. Recent data indicates that customers wait for longer than 15 minutes for approximately 50% of trips. There may be ways to reduce the average waiting times without significant cost impacts.

Our engagement and analysis has confirmed that taxis play an important role in providing custom transit service³. However, persistent and significant concerns have been raised about the customer service provided by taxis. Training of taxi drivers that provide custom transit trips is currently inconsistent and not on par with the training for HandyDART drivers. As such, we have heard reports from customers that safety protocols and general good customer service practices are not always followed. Furthermore, customers are not informed that their trip will be provided by a taxi and the advance notification call is often not provided or is inaccurate. In addition, taxis often neglect to display appropriate HandyDART signage and it can be difficult for customers to discern, particularly in busy locations, if the arriving taxi is for their trip. These significant, systemic challenges with HandyDART taxi service must be addressed.

TransLink is Not Maximizing Strategies to Ensure HandyDART Trips are Available When Customers Need Them:

Currently, HandyDART service is delivered largely in isolation from the conventional system and very few intermodal⁴ trips are taken by HandyDART customers. The review has confirmed that HandyDART is a service for people with physical and cognitive disabilities when they are unable to use the conventional system. Given the improvements in accessibility of fleet, stations and stops in recent years, there may be some customers who have historically required HandyDART that are now able to use the conventional system for some or all of their trips.

Through the review we have learned that most peer agencies are moving to a “Family of Services” approach, which refers to the use of a combination of accessible conventional services and custom transit services to provide trips that correspond with a customer’s needs and abilities, which is determined by the transit agency when the trip is booked. Support services are provided to deliver this

³ The review does not include the TaxiSaver subsidy program.

⁴ Trips that involve the use of more than one mode of transportation (eg. HandyDART with a transfer to SkyTrain, SeaBus, Conventional Bus).

approach including travel training⁵, developing an eligibility process that provides substantive information on registrants' abilities, and maximizing the accessibility of the conventional system. There are a number of compelling reasons for adopting this including: Improving availability of HandyDART trips when customers need them, improving the flexibility and independence of travel for customers, and meeting latent and increased demand. See Attachment #3 for an illustration of this approach.

In order to implement the Family of Services approach, clear information is needed about an individual's abilities. The current HandyDART application process requires a simple form be completed and signed by a health professional. This does not provide the TransLink enterprise (i.e. TransLink and its subsidiary companies) with sufficient information on an applicant's abilities to be able to determine if and when they would be unable to use conventional transit without assistance and when HandyDART is required. At the same time, many health care providers may not understand the accessibility amenities of the conventional system and the abilities a customer needs to use it.

All of the peer agencies reviewed and the majority of agencies across North America (including BC Transit) use some level of an in-person component in determining eligibility for their custom transit services. This ranges from 10% to almost 100% of applicants participating an interview or functional assessment. TransLink is the only agency of the peers reviewed that does not use an in-person eligibility assessment for at least a portion of applicants and is considered to have the most 'open' eligibility process for a custom transit service.

The stakeholder engagement component of this review confirmed that most stakeholders support TransLink shifting toward a more rigorous eligibility process as it will help ensure that HandyDART trips are not used in situations that could be served by the conventional system, thereby increasing availability of trips for customers when they are unable to use the conventional system. However, significant concerns around dignity and inconvenience for customers were raised about introducing an in-person component.

Based on these findings, the project Stakeholder Advisory Committee has prepared a number of recommendations on policy changes to improve customer experience and increase availability of service. These recommendations detail actions to:

- Improve reservation convenience;
- Reduce wait times and travel times;
- Enhance HandyDART taxi service quality and accountability;
- Ensure trips are available when customers need them; and
- Ensure HandyDART is appropriately funded.

These can be found in Table 2 of this report.

HandyDART Service Delivery Model

There are five functions of service delivery:

1. Registration: Application review and assessment, registration functions.
2. Customer Feedback: Responding to customer complaints and commendations.
3. Call Centre: Reservations, scheduling, dispatching, and responding to same-day issues.
4. Delivery rides: Operating dedicated HandyDART vehicles and non-dedicated vehicles (e.g. taxis).
5. Assets: Owning and maintaining fleet and facilities.

⁵ Travel Training is a short-term, one-on-one service designed to help people with disabilities learn how to use conventional services safely and independently.

The current service delivery model is described as a “turn-key contract”, which means all functions are provided by a single contractor, MVT Canadian Bus, Inc. (MVT), with the exception of the registration function, which is undertaken by TransLink’s subsidiary Coast Mountain Bus Company (CMBC) on behalf of TransLink. In reviewing service delivery options, a full range of potential models were considered, including in-house and contracted services and potential hybrid models. It also addressed the role of taxis in meeting service needs.

Using both qualitative and quantitative factors, options have been assessed against evaluation criteria, with the understanding that regardless of who delivers different functions, TransLink is always responsible for the customer and accountable for HandyDART service. The evaluation criteria include the following:

<p><i>Day-Of Customer Experience:</i></p> <ul style="list-style-type: none"> • Includes on-time reliability, trip duration, trip information, safety, courteousness of staff and consistency of customer experience. • Is a priority for customers and has a significant impact of customer satisfaction. 	<p><i>Flexibility in Managing Demand</i></p> <ul style="list-style-type: none"> • Includes matching trips to appropriate modes, the ability to add staff and fleet, ability to respond to changes in technology and transportation options, and to be flexible in the use of non-dedicated vehicles. • Given the existing and anticipated increased demand for HandyDART service, it is important that the service model provides flexibility to maximize the availability of trips.
<p><i>Pre and Post-Trip Customer Experience</i></p> <ul style="list-style-type: none"> • Includes reservations and customer feedback. • Responsiveness to customers is essential to ensure their input is heard. • Customer Service and courteousness is important in making trip reservations. 	<p><i>Financial Analysis</i></p> <ul style="list-style-type: none"> • Includes the effective use of financial resources, maximizing the availability of trips and ensuring the financial sustainability of the delivery model. • Conducted as a Public Sector Comparator (see below for additional information).

Using these evaluation criteria, the delivery model analysis was conducted in order to respond to the following questions:

Decision 1: Who does registration?

Decision 2: Who handles customer feedback?

Decision 3: Who delivers rides?

Decision 4: Who delivers the call centre functions?

Decision 5: Who owns/manages the assets?

This analysis was based on seven alternatives to the current service delivery model option that were presented by the consulting team to the Advisory Committee and staff for consideration. Variations in the models reflect differences in how components of the service are delivered. The models reviewed are as follows:

Table 1: Service Delivery Model Analysis

	Existing Model	Alt 1: 1 Contractor Most Functions	Alt 2: 2 Contractors Most Functions	Alt 3: 1 Contractor Trip Delivery	Alt 4: 2 Contractors Trip Delivery	Alt 5: In-House All Functions	Alt 6: 3 rd Party & 1 Contractor	Alt 7: 3 rd Party & 2+ Contractors
Registration	TransLink	TransLink	TransLink	TransLink	TransLink	TransLink	TransLink	TransLink
Customer Feedback	Turn-key (Contractor)	TransLink	TransLink	TransLink	TransLink	TransLink	TransLink	TransLink
Delivering Trips	Turn-key (Contractor)	Turn-key (Contractor)	2 Contractors	Contractor	2 Contractors	TransLink	Contractor	2 Contractors
Call Centre	Turn-key (Contractor)	Turn-key (Contractor)	2 Contractors	TransLink	TransLink	TransLink	Separate Call Centre Contractor	Separate Call Centre Contractor
Public Sector Comparator Value for Money Results	2.7%	3.2%	n/a	2.0%	-1.7%	Public Sector Comparator	3.0%	0.7%
	\$5.2	\$6.1		\$3.9	(\$3.2)		\$5.8	\$1.3
	3	1		4	7		6	2

Public Sector Comparator

A Public Sector Comparator was prepared to provide a financial assessment of the costs the potential delivery model alternatives, the findings of which have been considered in the evaluation of models. Ensuring the most cost effective method of service delivery is used enables TransLink to maximize the number of trips available for HandyDART customers. Overall, the Public Sector Comparator found that:

- Service delivery functions provided by the TransLink enterprise are more costly due to higher labour costs;
- Having multiple contractors Deliver Rides is more costly due to increased contract management costs; and
- Some cost efficiencies can be gained by TransLink being responsible for the Customer Feedback function as this is an existing area of business for the TransLink enterprise.

The Public Sector Comparator analysed the service delivery models options and the performance ranking for HandyDART service delivery under these different models can be seen in Table 1. An Executive Summary of the Public Sector Comparator method and results can be found in Attachment #4. (Note that based on the Customer Experience elements of the Evaluation Criteria, Alternative 2 was not advanced for financial analysis, due to the poor results).

The following highlights key benefits and trade-offs of the delivery model alternatives for each delivery model function, drawing on the technical analysis from consultants and what was learned from peers:

Registration

- The registration process is the initial touchpoint between TransLink and HandyDART customers, and given the importance of accountability to the customer and oversight of the service, it is appropriate TransLink continue to have direct responsibility for this function.

Customer Feedback

- Customer feedback serves as an essential way for TransLink to receive information on the status of service and how it can be improved;
- Given the importance of accountability to customers and oversight of the service, CMBC's existing Customer Information department will take on this function on behalf of TransLink and will work with Access Transit Service Delivery and Access Transit Planning to ensure timely responses are provided; and
- All peer agencies manage this function in-house.

Call Centre

- Separating the Delivering Rides and Call Centre functions eliminates the inherent conflict of interest that exists in assigning trips to non-dedicated providers and conventional transit services when the Call Centre provider also delivers trips (i.e. they could be more likely to delegate difficult-to-deliver trips to a taxi, thereby maintaining better performance indicators);
- Family of Services is maximized when there is a separation between Delivering Rides and Call Centre functions;
- Contractor(s) can be replaced at the end of a contract cycle if they are poor performers; there is less flexibility to change a function once it is provided by the TransLink enterprise;
- If a contractor provides the Call Centre function, a well-structured and rigorously managed contract can be used to employ contract levers to ensure a high standard of customer experience;
- Direct control by the TransLink enterprise of this function can result in increased productivity and maximize oversight; and
- If multiple contractors operate Call Centre, there is a risk of significant inefficiencies in trip distribution and inconsistency of service.

Delivering Rides

- When a single entity is responsible for the dedicated vehicles Delivering Rides (i.e. HandyDART buses), it is easier to achieve a consistent customer experience;
- When TransLink Delivers Rides, there is direct control over service;
- When contractor(s) Deliver Rides, a well-structured and rigorously managed contract can be used to employ contract levers to ensure a high standard of customer experience;
- Contractor(s) can be replaced at the end of a contract cycle if they are poor performers; there is less flexibility to change a function once it is provided by TransLink;
- Multiple contractors Delivering Rides provides the ability to shift work to contractors based on service performance through performance-based reallocation of service; and
- Contractor(s) Delivering Rides provides greater flexibility in the use of non-dedicated services.

Assets

- Considerations of assets has been largely outside the scope of this review, however, it is assumed for the time being that TransLink will retain ownership of the HandyDART fleet, regardless of who is delivering rides and whoever delivers service will be responsible for fleet maintenance.

Contractual Considerations & Procurement Strategies

We are aware that HandyDART is an important part of the daily lives of our customers. Continuity of service and a seamless transition through any change is paramount. In order to run an adequate procurement process allowing for the validation of the Public Sector Comparator findings, a five to six month procurement period is required, including conducting a request for proposal, bid review and selection, contract negotiations, and Board approval of a recommended proponent(s). In order to ensure a smooth transition to a new service provider, a six month transition period may be required from the award of contract. As such, MVT’s contract would need to be extended six months to June 30, 2018 to ensure there is continuity of service and a seamless customer experience.

In addition, potential changes in the HandyDART contractor and delivery model has resulted in some uncertainty for existing HandyDART clients because of their relationship with current HandyDART employees. Management’s view is that it would be in TransLink’s interest to assure clients that existing employees with unique skills and personalized relationships will be encouraged to remain with the HandyDART program. In order to address this, prospective HandyDART contractors would be required to provide preferential hiring of existing employees.

RECOMMENDATIONS

HandyDART Policies

Based on the project objectives, the findings of the peer review, and the outcomes of the engagement with the broader stakeholder community, the project Advisory Committee has prepared the following HandyDART policy recommendations:

Table 2: Committee and Management Recommendations

Committee Recommendation	Management Recommendation
1. In order to improve customer experience by <u>improving reservation convenience</u>, the committee recommends:	
1.1 The reservation window be extended from 12pm to later in the afternoon the day before.	Management recommends extending the reservation window to 4pm by mid-2017.
1.2 TransLink introduce options for online booking.	Management recommends continuing to pursue online booking options and determining the financial implications.
2. In order to improve customer experience by <u>reducing wait times</u>, the committee recommends TransLink:	
2.1 Improve the performance of the 10-minute advance warning of vehicle arrival for all HandyDART trips, including taxis.	Management recommends the development of strategies to improve the performance of the 10-minute advance warning of vehicle arrival be completion by end of 2017.
2.2 Report out on wait times for customers on the TransLink Accountability Dashboard.	Management recommends wait times for customers be added to the TransLink Accountability Dashboard by end of 2017.
2.3 Assess the feasibility of reducing wait times without reducing availability of trips. Based on this feasibility assessment, establish a	Management recommends a feasibility assessment to reduce wait times be completed by end of 2017.

<p>specific target to increase the number of trips that arrive within the first 15 minutes of the pick-up window.</p>	
<p>3. In order to improve customer experience by <u>reducing travel times</u>, the committee recommends:</p>	
<p>1.1 TransLink implement a policy where HandyDART trips take no longer than 1.5x the duration of the same trip on conventional bus services pending a timely feasibility assessment and further engagement with stakeholders.</p>	<p>Management recommends a feasibility assessment be completed by end of 2017 of implementation of a policy where trips take no longer than 1.5x the duration of the same trip on the conventional system.</p>
<p>1.2 Look for opportunities to be more proactive in dispatching, such as regularly checking projected conditions and schedules and re-distributing customer trips.</p>	<p>Management recommends continuing improvements to dispatching.</p>
<p>1.3 TransLink perform an in-depth review of the existing HandyDART trip scheduling software to ensure trip routing and scheduling are as efficient as possible.</p>	<p>Management recommends TransLink engage a specialist to review all parameter settings in the scheduling software by the end of 2017.</p>
<p>4. In order to improve customer experience by <u>continuing to use and enhancing HandyDART taxi service</u>, the committee recommends TransLink:</p>	
<p>4.1 Implement mandatory HandyDART taxi driver training.</p>	<p>Management recommends that an implementation plan for a taxi driver training program be completed by end of 2017 with implementation expected in 2018.</p>
<p>4.2 Implement other ways to ensure HandyDART customer service standards are met by taxi drivers.</p>	<p>Management recommends that, at the conclusion of the current contract cycle, taxi service agreements be transferred to TransLink (from MVT) to allow for direct oversight by TransLink and build in performance levers. Other mechanisms to achieve customer service standards from taxis and new opportunities for customer feedback on taxis will also be investigated.</p>
<p>4.3 Explore technical solutions to integrate HandyDART and taxi scheduling software for tracking customer pick-up/drop-off information.</p>	<p>Management recommends an exploration of technical solutions be completed by early 2018.</p>
<p>4.4 Implement policy for mandatory high-visibility signage for all taxis performing HandyDART trips.</p>	<p>Management recommends that policy be implemented by end of 2017 making high-visibility signage mandatory for all taxis performing HandyDART trips.</p>
<p>5. In order to ensure HandyDART trips are available for customers when they need to use the HandyDART system, the committee recommends:</p>	

<p>5.1 TransLink deliver sufficient HandyDART trips to meet customer demand.</p>	<p>Management recommends TransLink continue to pursue opportunities to increase HandyDART service with the goal of having trips available when customers need them. This includes: Delivering the 15% service expansion in the Phase 1 Plan; advancing the remaining expansion in the 10-Year Vision in future Investment Plans; and, to better manage demand, introducing a Family of Services approach, including a new travel training program and the collection of more substantial information about customer’s abilities.</p>
<p>5.2 An implementation strategy be developed for a Family of Services Approach.</p>	<p>Management recommends an implementation strategy for the Family of Services approach be developed and include a phased, multi-year rollout.</p>
<p>5.3 A Travel Training Program be implemented to teach customers how to use conventional transit safely and independently.</p>	<p>Management recommends an implementation plan for a Travel Training Program be developed in 2017 and implemented in 2018.</p>
<p>5.4 TransLink continues to make the conventional system more universally accessible including bus stops, signage, stations, and fleet.</p>	<p>Management recommends TransLink continue to make improvements to the accessibility of the conventional system through established guidelines and policies, and with the support of the Access Transit Users’ Advisory Committee.</p>
<p>5.5 A working group with customers, stakeholders and staff be immediately established to build on previous work to identify, maintain and ensure a customer-centred and respectful eligibility process that provides substantive information on registrants’ abilities.</p>	<p>Management recommends immediately establishing a working group with customers, stakeholders and staff to develop an implementation strategy for an eligibility process that provides substantive information on registrants’ abilities by end of 2017 that includes a phased, multi-year rollout.</p>
<p>6. In order to ensure that HandyDART is <u>appropriately funded</u>, the committee recommends:</p>	
<p>6.1 TransLink further examine the demographic changes that could drive increased demand for HandyDART service.</p>	<p>Management recommends TransLink continue to advance analysis on how best to forecast demand for HandyDART service.</p>
<p>6.2 In recognition that a high proportion of trips are to access health-services, TransLink engage with senior government and other agencies to review opportunities for funding HandyDART and improvements to the universal accessibility of the conventional system.</p>	<p>Management recommends TransLink work with senior government and agencies and develop opportunities for funding solutions for HandyDART and other accessibility improvements.</p>

HandyDART Service Delivery Model

Advisory Committee Recommendations

TransLink should be a public transportation leader in the province, inspiring other agencies to achieve higher quality service. In order to best achieve a high level of customer experience, flexibility in managing demand, and effective use of financial resources, the committee recommends:

- TransLink increase oversight and accountability for HandyDART by establishing clear standards and moving Customer Feedback in-house and retaining Registration in-house;
- A single dedicated provider Deliver Rides to ensure consistency of service;
- The Call Centre function should be delivered by a separate provider from the provider Delivering Rides (unless TransLink Delivers Rides);
- TransLink pursue additional opportunities for HandyDART customers to provide input; and
- TransLink take into account existing HandyDART employees through any transition.

Management Recommendations

Management agrees in principle with the recommendations of the Committee, including that a single dedicated contractor delivering rides could be the best way to ensure consistency of service. However smaller and/or local contractors could bring other benefits while still achieving customer service standards and consistency.

Therefore, Management recommends that the Board direct staff to support the Committee's recommendations and pursue additional opportunities for customer involvement and draw on best practices learned by undertaking the following:

- TransLink enterprise to retain responsibility for the Registration function and take on provision of the Customer Feedback function;
- Validate the findings of the Public Sector Comparator, which indicate it is more costly for the TransLink enterprise to provide most service delivery functions, by conducting a detailed procurement process to assess the market response. The procurement process will help determine:
 - whether the call centre function should be provided by the TransLink enterprise or a contractor; and
 - whether the operation of dedicated vehicles should be provided by a single or multiple contractors.
- Due to the specialized and personalized nature of HandyDART service, require prospective HandyDART contractors to provide preferential hiring of existing employees; and
- Extend MVT's contract for 6 months to June 30, 2018.

CONCLUSION

Over the past seven months TransLink has undertaken the Custom Transit Service Delivery Review. This review was initiative in response to a number of questions that had been raised at Board meetings, particularly around responsiveness to customer concerns, HandyDART and taxi service standards and quality, and the HandyDART service model and operations. This process has included extensive engagement with stakeholders, research on peer agencies and industry best practice and engagement with technical experts. The review included two areas of focus: (1) HandyDART policies that influence

customer experience and availability of trips; and, (2) the service delivery model, including a Public Sector Comparator financial analysis. The findings have demonstrated that a number of changes can be made that will improve the HandyDART service for customers. Recommendations on both HandyDART policies and the service delivery model have been developed for the Board's consideration.

TransLink Custom Transit Service Delivery Review

Stakeholder Advisory Committee Summary Report

TransLink's vision for accessibility is a seamless and inclusive public transit system that welcomes people from all communities and meets the needs of customers in accessing transit vehicles, information, customer service and other programs. Since 1998, the TransLink HandyDART system has provided paratransit services for those customers with a disability who are less able to rely on conventional transit systems.

In 2013/2014, TransLink conducted an in-depth "HandyDART Service Review" project, with a strong focus on stakeholder consultation. The review asked whether TransLink services for people with disabilities met their needs and the current demand, and sought to ensure that TransLink was making the best use of available resources to do so.

The 2013/2014 review gave TransLink a clear understanding of what stakeholders felt were the strengths and challenges of HandyDART service, as well as a useful demand and supply assessment. In addition, the review generated a set of recommendations, including to consider altering the service delivery model structure to make better use of accessible transportation service options in the region.

In terms of operational efficiency recommendations, the following have been completed to date:

- Increasing the effective use of non-dedicated vehicles (taxis)
- Optimizing the fleet size to meet demand
- Improving the trip cancellation policy
- Offering customers and their caregivers more education on services and operations

Throughout 2015/2016 TransLink heard from customers at several Board meetings and through other customer feedback that the HandyDART service still needed to be reviewed and improved, particularly in relation to responsiveness to customer concerns, service quality and the service delivery model. As a result, TransLink decided to conduct another focused review of custom transit services, and struck a project Stakeholder Advisory Committee (with diverse stakeholder representation), to participate in the review process.

This summary report provides an overview of the Advisory Committee's role, its activities during the review, and the recommendations produced. It also identifies several learnings from and about the process itself, including those that can be applied to future projects where a stakeholder advisory committee might be used.

PROJECT RATIONALE AND OBJECTIVES

The purpose of TransLink's Custom Transit Service Delivery Review (CTSDR) was to improve transportation access for HandyDART customers by assessing operations and policy alternatives and making recommendations about the HandyDART program, service policies, service profile and service delivery model. Staff conducted extensive research into current operations, consultants were used to

provide technical advice, and an Stakeholder Advisory Committee (“Advisory Committee”) was struck to provide substantive input throughout the review process.

The review of TransLink’s custom transit service included an objectives definition step, a review of operational policies and service delivery structure in other jurisdictions (a “peer review”), a public sector comparator study (a financial analysis of various service delivery model configurations), and recommendation formation.

Overall, the review process intended to answer the following questions:

1. What should TransLink’s custom transit service achieve? (Objectives definition)
2. How does TransLink’s custom transit service currently compare to other North American services? (Peer Policy and Service Delivery Structure Review)
3. How do the service model options achieve the objectives set?
4. How do the service model options compare financially? (Public Sector Comparator)
5. What are the Advisory Committee’s recommendations to improve operational policies?
6. What are the Advisory Committee’s recommendations on the future model for service delivery?

ADVISORY COMMITTEE TERMS OF REFERENCE AND MEMBERSHIP

In September 2016, the Advisory Committee was formed, and it adopted a Terms of Reference that outlined the objectives and responsibilities of the group. These responsibilities included:

- Provide advice to the Review, including identification of key issues, considerations and stakeholders;
- Confirm the objectives of TransLink’s custom transit service;
- Establish a common understanding of current barriers to custom and conventional transit services specific to people with disabilities;
- Provide advice related to the development of policy objectives, evaluation framework and criteria, and alternatives;
- Help evaluate findings from analysis of current and potential custom transit policies and performance;
- Help evaluate findings of the public sector comparator; and
- Provide recommendations for the service profile of the HandyDART program, including operational policies and service delivery model.

The full terms of reference can be found in Appendix A.

Prior to the Committee’s first meeting, invitations for membership were extended to four existing HandyDART customers, frontline staff representatives and other agencies with responsibilities or influence on HandyDART ridership. The resulting membership included:

Voting members:

- Tasia Alexis, Developmental Disability Association
- Carolyn Bauer, Vancouver Taxi Association
- Marilynne Bradford, retired HandyDART driver

- Laura Chow, Vancouver Coastal Health
- Lorraine Copas, SPARC BC
- Victor Dino, HandyDART customer
- Jane Dyson, Disability Alliance BC
- Rachel Goddyn, Access Transit Users' Advisory Committee
- Gudrun Langoff, Council of Senior Citizens Organizations of BC
- Lorraine Logan, Council of Senior Citizens Organizations of BC
- Tim Louis, HandyDART Riders Alliance
- Patrick Maxcy, HandyDART customer
- Patty Szafranski, HandyDART customer

Non-voting members:

- Louise Hearty, Director, Access Transit Service Delivery CMBC
- Sarah Ross, Director, System Planning & Consulting, TransLink

PROJECT TIMELINE

The CTSDR project was initially scheduled to run from September 2016 to January 2017. However, two additional advisory committee meetings were added in February to accommodate the necessary workload. In total, the process included:

- 8 Advisory Committee meetings (every 3 to 4 weeks), each with a detailed agenda and materials sent in advance
- Discussion of project information between meetings, using email and the online discussion tool, Basecamp
- A “peer agency” policy and service delivery structure review conducted by Nelson/Nygaard
- A Public Sector Comparator study conducted by PricewaterhouseCoopers
- Broader stakeholder engagement activities, conducted by TransLink with support from MODUS Planning, Design & Engagement
- Final recommendations from the Stakeholder Advisory Committee

The following graphic was used to track the work of the committee against the overall project timeline, and to ensure that Stakeholder Advisory Committee efforts were directly linked to the technical studies as well as to recommendation formation:



WORK PHASES



COMMITTEE WORK: SUMMARY AND MILESTONES

In total, eight Stakeholder Advisory Committee meetings took place at TransLink’s head offices in New Westminster, facilitated by MODUS Planning, Design & Engagement. Presentations, advanced readings and minutes from all meetings have been archived by TransLink.

The success of the Advisory Committee was the result of an intensive and positive process based on a shared vision for the future of HandyDART service. Members of the Advisory Committee felt empowered to bring their concerns and comments forward throughout the project during meetings, through correspondence or by phone. Both staff and committee members worked together to ensure that the resulting recommendations accounted for the technical findings and were inclusive of broad stakeholder perspectives. Final feedback from the Advisory Committee included appreciation for the process and feeling that their concerns were truly heard by staff.

September 7

At the first meeting of the Advisory Committee, the objectives were to introduce the project team and committee members to each other, discuss the committee’s role, provide background information on the CTSDR project, clarify project scope and timeline, discuss what success looked like from all perspectives, and confirm the committee’s Terms of Reference.

Key discussion points included:

- An overview of how HandyDART is operated and how it fits in the structure of TransLink
- How the CTSDR process would build upon from previous work/previous review
- The role and function of the consultants doing technical studies
- Possible addition of frontline staff and caregiver representation on the committee

October 5

Objectives for this meeting included updating the committee on technical work underway and completed, establishing an understanding of service objectives, and introducing the consultants for the policy review and public sector comparator.

Key discussion points included:

- Ensuring the HandyDART survey conducted by Seniors Advocate BC will be considered
- The addition of another committee member to represent caregivers
- That service objectives will be used as indicators of success for the committee
- That having a short timeline for such a substantive policy review felt rushed
- That extending Advisory Committee meetings to 3 hours going forward would be helpful
- Ensuring that work from previous review is not ignored
- Overview of how the policy review and public sector comparator will be evaluated
- Moving towards an integrated system that views HandyDART and conventional transit as a single public transit system

October 25

The objectives of this meeting included updating the committee on work completed on service objectives, planning for broader stakeholder engagement, progress on the multiple account evaluation and policy review.

Key discussion points included:

- Overview of the Multiple Account Evaluation tool being used in the technical review
- Overview of the results of the peer agency policy review and clarification on methodology used
- Organizing a field trip at HandyDART's office to observe and understand dispatching and scheduling process
- The addition of another committee member to represent frontline staff
- Whether to move away from language in the service objectives regarding "people who are unable" to use the conventional system, and instead using language that reflects people who have uncertain changes in abilities day-to-day
- Having Advisory Committee members present at the broad stakeholder engagement events

A visit to MVT head offices in Cloverdale was coordinated through email and Basecamp. Two committee members attended the trip on November 4th. An additional site visit was conducted on December 14, with one committee member.

November 10

The objectives of this meeting included updating the committee on work completed on the broader stakeholder engagement, the public sector comparator, multiple account evaluation and policy review and proposed delivery models.

Key discussion points included:

- How the public sector comparator evaluates service delivery models and the bidding process for contractors
- Concerns regarding the accuracy of the on-time window and the difference between policy and experience
- Concerns regarding eligibility policy and how eligibility should be improved while being respectful of HandyDART customers and/or without creating additional barriers
- That all service delivery functions should be considered in an in-house or contracted capacity
That improving customer experience should be central to all decisions

After this meeting, information regarding improved signage at HandyDART Pick-up/Drop-off Locations, HandyDART signage for taxis, and HandyDART pick-up notification calls was sent to committee members via Basecamp and email. Some committee members expressed that their experience on these items does not align with the stated policy, and that measures should be taken to ensure practice reflects policy. Another comment was that policies relating to taxi drivers are not practical, with taxi drivers facing many barriers to provide higher quality service as they are not using TransLink vehicles.

December 6

The objectives of this meeting included reviewing the public sector comparator report, clarifying the timeline and process to develop committee recommendations, examining the various the service delivery models, and the format and schedule of the broader stakeholder engagement activities.

Key discussion points included:

- The importance of a customer feedback/complaint section as a recommendation topic
- Training for taxi service and potential changes in definition
- Definition for eligibility and a need to encompass nuances in rider ability
- Shifting to a more integrated transit system
- Ensuring numbers used for analyses are specific to TransLink's current conditions
- Inclusion of both staff and stakeholders in the broad engagement process

Following the meeting, three threads were started on Basecamp and via email regarding the recommendation topics:

- *Customer Experience Policies:* Some Committee members expressed that the advance reservation window is not feasible in practice due to demand, that reducing trip denials is an important priority, and that reported trip denial rates do not match personal experience. Improving advance calls and reducing ride times were supported for comfort and dignity of passengers, and that the customer feedback process should include follow up with the customer.
- *Access to Service:* Noted that the family of service approach and intermodal trips are supported, providing more options for full spectrum of ability. There was recognition that the program eligibility criteria needs to be improved, but there was concern regarding in-person evaluation by the service provider or assessors. Efforts to improve eligibility accuracy and match rider capacity to services address the comfort and dignity of HandyDART users.

- *Service Model:* Committee members focused on taxi service. Some comments supported regular training for all taxi drivers who serve HandyDART passengers, utilizing existing resources that have been developed. Training and incentives should be implemented to improve customer experience.

January 17

The objectives of this meeting included reviewing the technical work completed since the previous meeting, providing an update on the broader stakeholder engagement process, and forming a set of operational policy recommendations.

The committee worked with TransLink staff to draft the first three of six recommendations (summary of key issues can be found in the “Operational Policy Recommendation Formulation” section below). TransLink posted additional documents raised at the meeting to Basecamp and through email. This included the Office of the Seniors Advocate HandyDART survey findings contrasted to the TransLink HandyDART Customer Satisfaction Survey, the status of Federal Accessibility Legislation, statistics for on-time trip arrivals, and a bulleted list of findings from the MVT site visit conducted by Nelson/Nygaard.

February 9

The objectives of this meeting included reviewing the reported results of the broader stakeholder engagement process, reviewing the findings of the public sector comparator, and completing policy and service delivery model recommendations.

The committee worked with TransLink staff to complete all six policy recommendations (summary of key issues can be found in the “Operational Policy Recommendation Formulation” section below). As the committee did not have the time needed to form a recommendation for the service delivery model, an additional meeting was agreed to and scheduled.

Following this meeting, Committee members submitted feedback to TransLink staff to present to the February 23 TransLink Board Strategy Session.

February 28

The objectives of this meeting included reviewing the benefit and trade-off analysis of the service delivery models and completing a final recommendation for the service delivery model.

STAKEHOLDER ENGAGEMENT ACTIVITIES AND FINDINGS

From December 2016 to January 2017, TransLink worked with MODUS to develop and deliver a broader stakeholder engagement process as part of the Custom Transit Service Delivery Review. The following activities took place:

- January 16th - 1 Staff Workshop (MVT Head Offices with frontline staff)
- January 18th and 19th - 3 Stakeholder Workshops (Vancouver, Coquitlam and Surrey)
- January 18th to January 29th – Online survey
- January 18th to January 30th – Individual meetings

Over 150 individuals and organizations were invited to attend a workshop or participate in the online survey. A total of 68 stakeholders attended the four forums and 6 stakeholders attended individual meetings. There were 132 online survey respondents.

Participants in all engagement activities were asked to rate their level of agreement with four statements. A summary of the level of agreement for each of the statements were as follows:

- Q 1: Customer access to HandyDART will be improved by extending the trip reservation deadline, from noon (the current deadline) to late in the afternoon on the day before the trip. **(78% Agree or Strongly Agree with this statement).**
- Q 2: HandyDART applications should be expanded to include information about the ability to use conventional public transit services, including bus, SkyTrain, and SeaBus. **(62% Agree or Strongly Agree with this statement).**
- Q 3: TransLink should continue to use taxis for some trips, to maximize the availability of HandyDART. **(67% Agree or Strongly Agree with this statement).**
- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(47% Agree or Strongly Agree with this statement).**

There was only one statement with a high level of disagreement:

- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(40% Disagree or Strongly Disagree with this statement).**

Participants were then asked to rank three statements on service delivery in order of importance. The majority of participants **(52%)** ranked the last statement: **“Do not deny any requested trips (within certain parameters)” as their first priority.**

For question 6, workshop participants were asked to rank four statements on service delivery in order of importance. Feedback included:

- **38%** of the participants ranked the following statement as a top priority: **“Experience during a HandyDART trip (e.g. timeliness of pickup, duration of trip).”**
- **30%** of the participants ranked the following as a top priority: **“Providing the highest number of trips possible within the funding available.”**

General comments submitted by participants focused on: service delivery, availability, and quality; the reservation system; taxi and HandyDART drivers; screening/registration and operational concerns.

- **Availability and accessibility** of the service: needing to grow the system and make it safer to meet growing demand and changes to that growing demand due to an aging and changing demographic
- **Service quality:** making scheduling and trips more efficient with time accuracies and grouping similar pick-ups, travel and drop offs.
- **Reservations** being expanded to the end of the working day, the day before; use of trip optimization booking system that all users can access (use of app).
- **Taxi** drivers (if and when used) being trained along with all staff and drivers, to deliver quality, meaningful and safe service to all client user groups including how clients are spoken to, treated, handled to/from client’s locations/homes (especially in poor weather conditions). This includes enabling the right information for all drivers to be aware/ready for their clients’ needs.

- **Registration / eligibility:** Ensuring transparent and accountable method of screening for registration: making it easy for all users of the system; and including mandatory travel training.
- **Service delivery model:** whether to bring all aspects of HandyDART in-house.
- **Operational aspects:** Ensuring suitable inventory levels and improving safety and access within and to/from vehicles.

OPERATIONAL POLICY RECOMMENDATION FORMULATION

Formation of operational policy recommendations were the focus of Advisory Committee meetings on January 17th and February 9th. TransLink staff drafted a set of six recommendations prior to the meeting, reflecting what had been discussed and learned during the first five meetings.

The Advisory Committee worked through each of the recommendations, providing feedback, language changes and other key issues that needed to be addressed. The key issues and language changes for each recommendation is summarized below, and the final recommendations are provided.

Draft Recommendation 1: Improving Reservation Convenience

Issues discussed:

- Later reservation times provide users with more spontaneity with their transportation needs
- Concerns regarding those who cannot access or are not proficient with technology
 - This can be addressed by only dedicating a portion of rides for the online system

Changes suggested:

- None

Final recommendation:

In order to improve customer experience by improving reservation convenience, the committee recommends:

- The reservation window be extended from 12pm to later in the afternoon the day before.
- TransLink introduce options for online booking.

Draft Recommendation 2: Reducing Wait Times

Issues discussed:

- A more accurate 10-minute advanced warning
- Assess the data to increase number of trips arriving in the first 15 minutes of the pick-up window
- Public reporting on wait times, interest in assessing wait times by location

Changes suggested:

- Including taxis in the 10-minute advance warning improvement
- Establishing a specific target to increase number of trips that arrive within the first 15 minutes
- Added:
 - Report out on wait times for customers
 - Assess the feasibility of reducing wait times without reducing availability of trips

Final recommendation:

In order to improve customer experience by reducing wait times, the committee recommends TransLink:

- Improve the performance of the 10-minute advance warning of vehicle arrival for all HandyDART trips, including taxis.
- Report out on wait times for customers on the TransLink Accountability Dashboard.
- Assess the feasibility of reducing wait times without reducing availability of trips
- Based on this feasibility assessment, establish a specific target to increase the number of trips that arrive within the first 15 minutes of the pick-up window

Draft Recommendation 3: Reducing Travel Times

Issues discussed:

- Room to improve proactive scheduling
- Comparing HandyDART trips to conventional system in terms of time is inaccurate, since HandyDART makes trips that conventional system does not

Changes suggested:

- Changing language to “Look for opportunities to be more proactive...”

Final recommendation:

In order to improve customer experience by reducing travel times, the committee recommends

- TransLink implement a policy where HandyDART trips take no longer than 1.5x the duration of the same trip on conventional bus services pending a timely feasibility assessment and further engagement with stakeholders.
- Look for opportunities to be more proactive in dispatching, such as regularly checking projected conditions and schedules and re-distributing customer trips.
- TransLink perform an in-depth review of the existing HandyDART trip scheduling software to ensure trip routing and scheduling are as efficient as possible.

Draft Recommendation 4: Continuing to Use and Enhancing HandyDART Taxi Service

The original draft recommendation focused on customer feedback and experience. It was identified through discussion that there needed to be additional work before landing on a recommendation. Therefore the recommendation was changed to focus on HandyDART taxi service.

Issues discussed:

- Consider using incentives to ensure service quality
- The Ask, Listen, Act training program for taxi drivers has already been created by a third party and should be used rather than starting over
- TransLink should receive HandyDART complaints rather than a contractor
- Providing immediate feedback to drivers should be an option

Changes suggested:

- Split first bullet point into two:
 - Implement mandatory HandyDART taxi driver training.
 - Implement other ways to ensure HandyDART customer service standards are met by taxi drivers.

Final recommendation:

In order to improve customer experience by continuing to use and enhancing HandyDART taxi service, the committee recommends TransLink:

- Implement mandatory HandyDART taxi driver training.
- Implement other ways to ensure HandyDART customer service standards are met by taxi drivers.
- Explore technical solutions to integrate HandyDART and taxi scheduling software for tracking customer pick-up/drop-off information.
- Implement policy for mandatory high-visibility signage for all taxis performing HandyDART trips.

Draft Recommendation 5: Available Trips When Needed

Issues discussed:

- Working group should include staff as well as users
- Eligibility process should be customer centred
- Should draw on past work

Changes suggested:

- Language adjusted to “A working group with **customers, stakeholders and staff...a customer-centred** and respectful”
- Added:
 - TransLink deliver more HandyDART trips.
 - TransLink continues to make the conventional system more universally accessible including bus stops, signage, stations, and fleet.

Final recommendation:

In order to ensure HandyDART trips are available for customers when they need to use the HandyDART system, the committee recommends:

- TransLink deliver sufficient HandyDART trips to meet customer demand.
- An implementation strategy be developed for a Family of Services Approach.
- A Travel Training Program be implemented to teach customers how to use conventional transit safely and independently.
- TransLink continues to make the conventional system more universally accessible including bus stops, signage, stations, and fleet.
- A working group with customers, stakeholders and staff be immediately established to build on previous work to identify, maintain and ensure a customer-centred and respectful eligibility process that provides substantive information on registrants’ abilities.

Draft Recommendation 6: Appropriate Funding

Issues discussed:

- Improve funding to HandyDART and accessibility of conventional services
- External funding, partnerships needed
- Acknowledge that many trips are health related

Changes suggested:

- Language added “...HandyDART **and improvements to the universal accessibility of the conventional system.**”

Final recommendation:

In order to ensure that HandyDART is appropriately funded, the committee recommends:

- TransLink further examine the demographic changes that could drive increased demand for HandyDART service.
- In recognition that a high proportion of trips are to access health-services, TransLink engage with senior government and other agencies to review opportunities for funding HandyDART and improvements to the universal accessibility of the conventional system.

SERVICE MODEL DISCUSSIONS AND INPUT

A Service Delivery Model recommendation was developed during Advisory Committee meetings on February 9th and February 28th. These meetings reviewed each service delivery model and the benefits and trade-offs for all options.

Criteria that were identified as most important to the Advisory Committee

- Accountability and responsiveness to customer feedback
- Improving technology to increase passenger trips
- Flexibility in managing more trips
- That the criteria used is balanced

The Advisory Committee asked clarification questions and discussed the benefits and trade-offs identified in the analysis of service delivery model functions when performed by different providers.

Other summative comments:

- A model that puts customers/riders first
- TransLink should be a leader

After these discussions, the Advisory Committee was able to draft and support the following service delivery recommendation:

TransLink should be a leader in the province, inspiring other agencies to achieve higher quality service. In order to best achieve a high level of customer experience, flexibility in managing demand, and effective use of financial resources, the committee recommends:

- TransLink increase oversight and accountability for HandyDART by establishing clear standards and moving **Customer Feedback** in-house and retaining **Registration** in-house.
- A single dedicated provider **Deliver Rides** to ensure consistency of service.
- The **Call Centre** function should be delivered by a separate provider from the provider **Delivering Rides** (unless TransLink **Delivers Rides**.)
- TransLink pursue additional opportunities for HandyDART customers to provide input.
- TransLink take into account existing HandyDART employees through any transition.

LESSONS LEARNED

Positive outcomes

- Dedicated committee members participated as fully as possible in all discussions and decisions while respecting and supporting the detailed committee Terms of Reference throughout the process.
- Dedicated committee members contributed substantially to all aspects of the process, working well with TransLink and consultants to discuss issues/needs, explore possible solutions, review technical studies and research, and to form recommendations.
- There was a strong diversity of viewpoints on the committee, providing well-rounded experiences in the field/topic, deep understanding of the issues/needs of the audiences discussed, wide networks to reach, and resources to access and reference. All these aspects contributed to the learning and adaptations needed throughout the life of the process.
- Carefully designed committee meeting agendas allowed for good balance of process and content discussions. Commitment from all committee members and staff to open discussion and consensus-based decision-making also allowed for meaningful discussion.
- TransLink and consultants were responsive to inquiries, providing useful information, and answers to detailed questions. Committee members were treated with respect, and this was essential to the smooth functioning of the committee. CEO Kevin Desmond's participation and support at key moments of the project built integrity and trust into the process.
- TransLink dedication to improving custom transit services and service delivery model to meet a shared goal was the foundation of all discussions and collaborative work.
- A clear map of the process, project timeline and how the technical and process aspects were integrated allowed all participants to contribute when and where they could, with a shared goal and commitment to success.
- Discussion of sensitive topics like eligibility was handled carefully and committee input on same was directly reflected in recommendation formation.
- Committee members were supportive of and pleased by the efforts to look at other jurisdictions and models to ensure the committee deliberations were informed by best practices and knowledge of a wide range of options.
- Committee members were pleased by and supportive of how TransLink staff helped the committee form draft recommendations "live" onscreen during the last several meetings, and how these were finalized with their input over several rounds of thoughtful editing.

Opportunities for improvement

- Some of the technical work was difficult for committee members and staff to fully understand and discuss, with some confusion over technical terms and processes, exacerbated by timing and circulation of some of the work (especially the public service comparator).
- Scope of the project discussions was challenging for some committee members who had only partial system and policy knowledge, while some members wanted to focus on operational details that were critically important to them but were not within scope.
- Use of the Basecamp online discussion forum and document control software was difficult or impossible for some committee members.

- The process was sometimes rushed with delivery and circulation of technical reports too close to advisory committee dates.
- Although a commitment to consensus decision-making was agreed early on, the specific mechanism for doing this was not fully resolved and the committee reverted to calling for support formally at the end of the recommendation development stage.
- Additional meetings being added to the planned process meant committee members had to donate more time and effort than expected.
- Though the committee composition was meant to strike a balance between size and broad perspectives, some feedback from the community indicated that some felt the Advisory Committee should have included additional members.

APPENDIX A

Appended is the Custom Transit Service Delivery Review Stakeholder Advisory Committee Terms of Reference.



Custom Transit Service Delivery Review Stakeholder Advisory Committee

Terms of Reference- FINAL

1. PURPOSE

- 1.1. The purpose of the Custom Transit Service Delivery Review (“Review”) is to improve transportation access for HandyDART customers by assessing operations and policy alternatives and making recommendations about the HandyDART program, service policies, service profile and service delivery model.
- 1.2. The purpose of the Stakeholder Advisory Committee (“Committee”) is to participate in the development and assessment of TransLink’s overall program, policies and operations for HandyDART service. The committee will participate in a broad exchange of ideas supported by data, analysis and North American best practices to inform the Committee’s final recommendations. The committee will bring together a range of individuals representing both individual and organizational interests to participate in the Review.

2. OBJECTIVES

- 2.1. The committee will:
 - Provide advice to the Review, including identification of key issues, considerations and stakeholders;
 - Establish a common understanding of the objectives of TransLink’s custom transit service;

- Establish a common understanding of current barriers to custom and conventional transit services specific to people with disabilities;
- Provide advice related to the development of policy objectives, evaluation framework and criteria, and alternatives;
- Help evaluate findings from analysis of current and potential custom transit policies and performance;
- Help evaluate findings of the public sector comparator; and
- Provide recommendations for the profile of the HandyDART program, including operational policies and service delivery model.

2.2. The Committee will discuss and provide input to TransLink staff on operational policy direction and service delivery model provision. The Committee will provide their recommendations to the TransLink Chief Executive Officer and Board.

3. MEMBERSHIP AND REPRESENTATION

3.1. *Consensus- voting members.* The Committee provides an opportunity for communication and engagement between stakeholders and is a forum for the exchange of ideas, advice and sharing of experiences that advance the purpose of the project. Membership is drawn from existing HandyDART customers who represent different geographic regions in Metro Vancouver, as well as agencies with significant responsibilities or influence toward a broad segment of HandyDART ridership. The committee membership will include one senior-level representative of:

- Access Transit Users' Advisory Committee;
- Disability Alliance British Columbia;
- HandyDART Riders' Alliance;
- Council of Senior Citizens Organization;
- Developmental Disabilities Association;
- Vancouver Taxi Association;
- SPARC BC; and

- Vancouver Coastal Health.

3.2. *Ex-officio members.* As the role of Committee is to provide advice, input and resolutions to guide the Review, TransLink staff will actively participate in the Committee's discussions but do not participate in votes. The following shall serve as ex-officio members of the advisory committee:

- Director, Access Transit Service Delivery, Coast Mountain Bus Company
- Director, System Planning and Consultation, TransLink

3.3. *Alternates.* In order to maintain the balance of representation and to ensure continuity and effectiveness of the Committee, alternate representation at meetings is only permitted in the event a committee member is no longer available for the duration of the project and requires permanent replacement.

3.4. *Other guests.* TransLink Management and other technical advisors from the project team will attend meetings as required based on the materials to be discussed at each meeting.

4. PROCEDURES

4.1. *Meeting Dates and Locations.* The Committee will be convened by September 2016, and meet every three to four weeks, at times convenient by a majority of the membership. The Committee will operate at least until January 2017.

4.2. *Agendas.* Agendas will be prepared by the Facilitator in consultation with TransLink staff. Agendas and supporting documents will be circulated ahead of the meeting dates.

4.3. *Facilitation.* Committee meetings will be organized and conducted by an Independent Facilitator. The Facilitator's role is to conduct these

sessions in an objective and neutral manner that ensures all participants have a fair opportunity to participate in the discussions; supporting the completion of meeting agendas is a shared facilitator and committee responsibility.

- 4.4. *Compensation.* Service on the Committee is voluntary and non-remunerative.
- 4.5. *Dialogue.* All opinions will be valued and taken into consideration. As the purpose of the Committee is to provide recommendations, the facilitator will make note of points of consensus achieved by the group, based on a pre-determined process by the committee. All participants must agree to respect the opinions, positions and legitimacy of each other's roles and responsibilities. All participants should treat each other as equals, regardless of position in their respective organizations or community.
- 4.6. *Conflict of Interest.* Committee members will act honestly and in good faith. Decisions should not be influenced in any way, or appear to be influenced in any way, by opportunity for personal gain or conflicting fiduciary obligations owed to other organizations. Members should discuss any potential conflicts of interest with the Facilitator.
- 4.7. *Confidentiality.* Until a final report is made public, committee members will maintain confidential all TransLink and subsidiary information identified as confidential (named or stamped) that is not in the public domain and is supplied during the course, or as a result of, a committee meeting. To encourage productive dialogue and discussion, individual opinions and experiences shared by committee members during the course of meetings will be held as confidential.

Version: September 16, 2016

TransLink Custom Transit Service Delivery Review

Broader Stakeholder Engagement –
Summary Report

January 2017

Prepared for TransLink by

MODUS



TABLE OF CONTENTS

- Introduction 2**
- Part 1. What We Did 2**
 - Stakeholder Notification And Promotion 2**
 - Stakeholder Engagement Activities 2**
 - Staff Workshop 2
 - Stakeholder Workshops 3
 - Online Survey 3
 - Individual Meetings 3
 - Participation 3**
- PART 2: What We Heard 4**
 - Summary Of Results 4**
 - Overall Summary of Results 4
 - Results For Questions 1 through 4 5
 - Results For Questions 5 and 6 14
 - Results For Question 7 19
- Appendix A: Demographics 25**

INTRODUCTION

TransLink is currently reviewing its custom transit services (door-to-door transit services, such as HandyDART, for people whose mobility needs make it difficult for them to use conventional transit). The review process is formally known as the Custom Transit Service Delivery Review (CTSDR), and more information on it is available at <http://www.translink.ca/en/Plans-and-Projects/Custom-Transit-Service-Review.aspx>.

TransLink has engaged a custom-built CTSDR Stakeholder Advisory Committee (with service users, advocates, and front-line staff representation) to identify needs, concerns, and objectives to improve the service for customers and to operate more efficiently. They have also worked with consultants to evaluate current system performance and to review services in other jurisdictions, which has also helped to form draft recommendation for improvements.

To ensure this review addressed the needs and concerns of a range of key stakeholders, TransLink held four workshops and two individual stakeholder meetings. This was done in coordination with the execution of an online survey. This report summarizes the results of the stakeholder workshops, online survey, and individual meetings. This report is provided to the CTSDR Stakeholder Advisory Committee to help inform discussions on improving TransLink custom transit services such as HandyDART.

PART 1. WHAT WE DID

STAKEHOLDER NOTIFICATION AND PROMOTION

From December 2016 to January 2017, TransLink worked with MODUS to develop and deliver a robust stakeholder engagement process as part of the review phase. Invitations to stakeholders were sent via email to 155 organizations and individuals, inviting them to attend one of three stakeholder workshops being organized with a request that they distribute the invitation to interested parties who were knowledgeable about HandyDART. Representatives were invited from the following stakeholder groups:

- Municipal government stakeholders
- Frontline HandyDART staff
- Disability and accessibility advocacy groups
- Informed HandyDART users
- Seniors groups.

STAKEHOLDER ENGAGEMENT ACTIVITIES

STAFF WORKSHOP

A staff workshop took place on January 16th at the MVT head office in Cloverdale with a focus on frontline staff. Invitation notices were posted at all HandyDART depots. Employees submitted their attendance request to the MVT General Manager by email or by phone. Every employee who asked to attend was accommodated.

STAKEHOLDER WORKSHOPS

Three stakeholder workshops took place between January 18 and 19 in three sub-regions: Vancouver, Coquitlam and Surrey at different times of day. Attendees were seated at tables in groups of 7 or less.

The event began with an opening presentation by TransLink staff, introducing stakeholders to the Custom Transit Service Delivery Review process and its objectives. Staff took questions from the floor, and provided answers before moving on.

Stakeholders then participated in group exercises. Survey questions were used to guide the exercises. Each question began with the table facilitator reading background information, and then:

- For questions 1 through 4: participants were posed with a statement and individually ranked their level of agreement with the statement. Participants wrote their thoughts on each question on sticky notes before engaging in group discussion.
- For questions 5 and 6: participants were given several statements and asked to rank the importance of each in relation to another. Participants wrote their thoughts on each question on sticky notes before engaging in group discussion.
- For question 7: participants were asked to share any other thoughts and comments regarding HandyDART policies or service delivery.

TransLink staff members circulated the floor as content experts. Top issues from each table were summarized by facilitators and shared with the room.

Following each workshop, individual paper surveys were provided to participants. Individuals were encouraged to fill out these surveys if they felt that their opinion had changed throughout the workshop or to note issues that they may have been uncomfortable providing in the group session. In total 23 paper surveys were received.

ONLINE SURVEY

An online survey was created and distributed through the TransLink stakeholder list. The online survey ran from January 18 to January 29th, 2017 with 132 total participants. Questions were the same as those posed at the workshops.

INDIVIDUAL MEETINGS

Several individual meetings were held by request and followed the format used at the stakeholder workshops. Two workshops took place, one at Vancouver City Hall with two individuals and one at Vancouver General Hospital with four individuals.

PARTICIPATION

Participation figures are as follows:

- A total of 68 stakeholders attended the four forums. 6 stakeholders attended individual meetings. In total, 74 participants took part in the broader stakeholder engagement process.
- 23 paper surveys were returned; and there were 132 online survey respondents.

Participants were given the option to provide demographic data for both the online and paper survey questions. A summary of the demographic information is found in Appendix A.

PART 2: WHAT WE HEARD

SUMMARY OF RESULTS

The following is a summary of the results of what was heard from all workshops, online survey and individual meetings. An overall summary of results with key highlights is provided, with more detailed results for questions 1 through 7 following. For all quantitative results, the total number of responses may vary between questions as some respondents did not answer all the questions posed.

OVERALL SUMMARY OF RESULTS

Survey questions 1 through 4 were posed with background information and then a statement. Participants were then asked to rate their level of agreement with each statement on a Likert scale by placing a sticky dot on the rating bar provided. The rating bar ranged from strongly agree to strongly disagree. A summary of the level of agreement for each of the statements were as follows:

- Q 1: Customer access to HandyDART will be improved by extending the trip reservation deadline, from noon (the current deadline) to late in the afternoon on the day before the trip. **(78% Agree or Strongly Agree with this statement).**
- Q 2: HandyDART applications should be expanded to include information about the ability to use conventional public transit services, including bus, SkyTrain, and SeaBus. **(62% Agree or Strongly Agree with this statement).**
- Q 3: TransLink should continue to use taxis for some trips, to maximize the availability of HandyDART. **(67% Agree or Strongly Agree with this statement).**
- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(47% Agree or Strongly Agree with this statement).**

There was only one statement with a high level of disagreement:

- Q 4: HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART. **(40% Disagree or Strongly Disagree with this statement).**

For question 5, workshop participants were asked to rank three statements on service delivery in order of importance. The majority of participants **(52%)** ranked the last statement: **“Do not deny any requested trips (within certain parameters)” as their first priority.**

For question 6, workshop participants were asked to rank four statements on service delivery in order of importance. There was no clear majority for first priority:

- **38%** of the participants ranked the following statement as a top priority: **“Experience during a HandyDART trip** (e.g. timeliness of pickup, duration of trip).”
- **30%** of the participants ranked the following as a top priority: **“Providing the highest number of trips** possible within the funding available.”

General comments from question 7 focused on the topics of: service delivery, availability, and quality; the reservation system; taxi and HandyDART drivers; screening/registration and operational concerns:

- **Availability and accessibility:** Grow the system and make it safer to meet growth due to an aging and changing demographic.
- **Service quality:** Ensure scheduling and trips are more efficient with time accuracies and grouping similar pick-ups, travel and drop offs.
- **Reservations:** Seek to expand to the end of the working day, the day before; use of trip optimization booking system that all users can access (use of app).
- **Utilization of Taxi service:** Ensure taxi drivers (if and when used) are trained along with all staff and drivers, to deliver quality, meaningful and safe service to all client user groups including how clients are spoken to, treated, handled to/from client's locations/homes (especially in poor weather conditions). This includes enabling the right information for all drivers to be aware/ready for their clients' needs.
- **Registration / eligibility:** Ensuring transparent and accountable method of screening for registration: making it easy for all users of the system; and including mandatory travel training.
- **Service delivery model:** whether the HandyDART service functions should be contracted or in-house.
- **Operational aspects:** Ensuring suitable inventory levels and improving safety and access within and to/from vehicles.

RESULTS FOR QUESTIONS 1 THROUGH 4

For questions 1 through 4, participants were posed with background information and then a statement. They were then asked to rate their level of agreement with each statement on a 5-point Likert scale by placing a sticky dot on the rating bar provided. The rating bar ranged from strongly agree, agree, neutral to disagree, and strongly disagree.

Below is a summary of feedback for each question organized with a graph and comments. A graph displays the quantitative results for each question by meeting location. Ratings are displayed by the locations where the workshops took place: MVT head office, Coquitlam, Surrey, and Vancouver. Ratings from online and paper surveys are displayed under "Surveys." Data from individual meetings are also included. Comments made during the discussion of each statement are noted below each graph.¹ Comments are grouped by theme and are not organized in order of weighting or priority.

¹ "Comments" are intended to be representative of what was discussed at the workshops for each survey question. It is not a comprehensive documentation of every comment received.

1. CUSTOMER ACCESS TO HANDYDART WILL BE IMPROVED BY EXTENDING THE TRIP RESERVATION DEADLINE, FROM NOON (THE CURRENT DEADLINE) TO LATE IN THE AFTERNOON ON THE DAY BEFORE THE TRIP.

Background presented:

Other Canadian transit agencies have a similar reservation window to HandyDART, allowing customers to request their rides up to 7 days in advance. However, the end of the reservation window is different across agencies. Today, the HandyDART booking window closes for trips at 12:00pm (noon) the day before a desired trip.

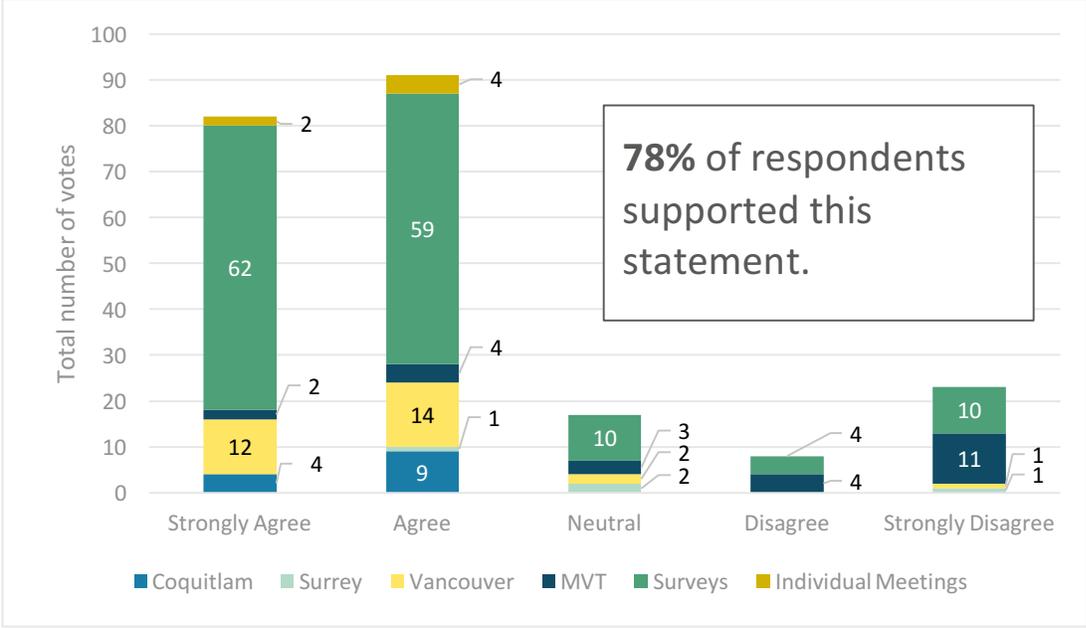


Figure 1 Responses to the level of agreement for the statement "Customer access to HandyDART will be improved by extending the trip reservation deadline, from noon (the current deadline) to late in the afternoon on the day before the trip" across all sources.

Note: When the data is split, comparing the results of all non-MVT sources ("general audience") versus the MVT audience, it yields the following results for this question:

For the general audience (197 ratings), 85% Agree or Strongly Agree with the statement while 8% Disagree or Strongly Disagree with the statement.

For the MVT audience (24 ratings), 25% Agree or Strongly Agree with the statement while 63% Disagree or Strongly Disagree with the statement.

Comments

Current system works

- Current system works best for both schedulers and clients
- 12:00pm cut-off allows time to schedule rides
- An extension could result in an inability to secure rides, as there would not be enough buses or enough time for additional pick-ups
- Restore services previously cut
- Clients already have 7 days to book, so it does not need to be any later
- City is too large, and client demand is too high for this to work
- Users of the mainstream transit system can get last minute rides

Longer window needed

- A later cut-off is better for users. Suggestion: why not end of work day (5:30pm)
- A longer window to make changes will accommodate rider last minute changes (appointments, work, social) in plans and allow for flexibility
- Agree there should be more flexibility with scheduling
- Clients should be able to book as late as possible, as that gives them flexibility
- Those with mobility issues need more time in the morning to get ready
- Not all trips can be planned for in advance. There are unpredictable events such as medical appointments
- People with certain medical conditions have good and bad days; need flexibly
- Flexibility helps caregivers
- There are emergencies and other spontaneous events that could occur. Extending the time will assist with this issue

Managing bookings

- This would require more scheduling staff
- If implemented, the stakeholders should carry the costs associated and not the riders
- Consider implementing this through an app
- This will provide customers with better service, but may cause issues for dispatchers.

Limit to last minute bookings

- There should be a limit/cap on last minute bookings
- Likely would not make a difference, as it is already rare to get a last-minute booking even with current system

Other

- The real issue is a lack of service hours

2. HANDYDART APPLICATIONS SHOULD BE EXPANDED TO INCLUDE INFORMATION ABOUT THE ABILITY TO USE CONVENTIONAL PUBLIC TRANSIT SERVICES, INCLUDING BUS, SKYTRAIN, AND SEABUS.

Background presented:

The more information we receive when customers apply for HandyDART, the more we understand about customers' abilities. This improves our ability to make sure customers have the most appropriate travel mode for their trip.

Today's HandyDART application does not provide TransLink with a clear understanding of customers' abilities to use bus, SkyTrain, or SeaBus. The application includes a brief self-assessment by the customer, accompanied by a medical verification of a disability.

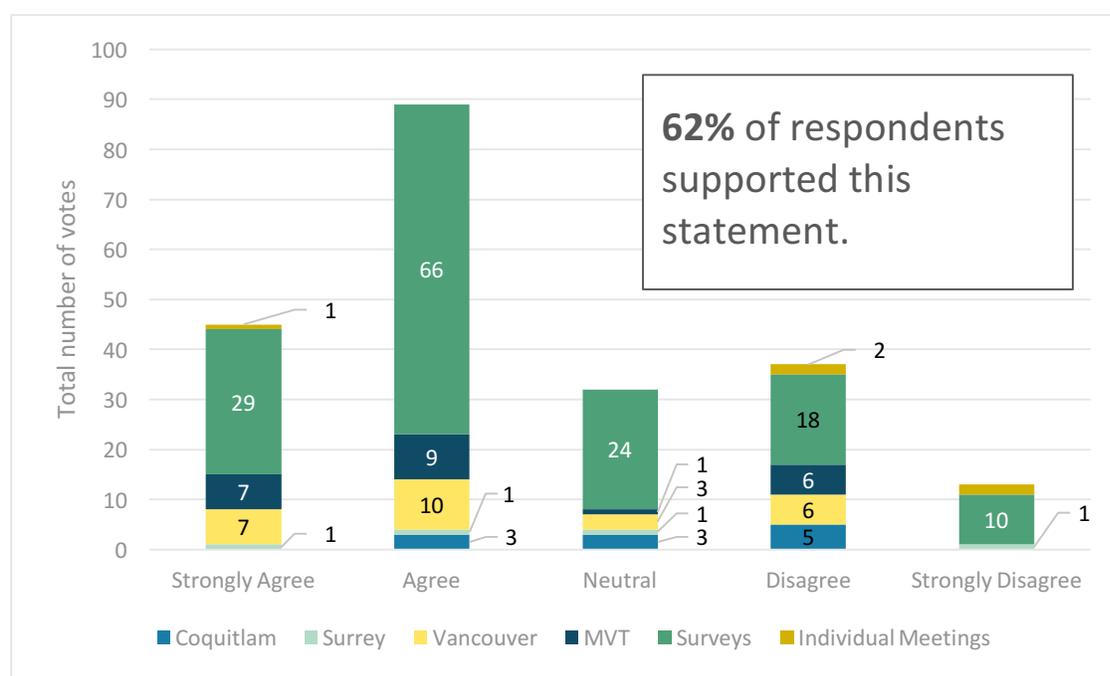


Figure 2 Responses to the level of agreement for the statement "HandyDART applications should be expanded to include information about the ability to use conventional public transit services, including bus, SkyTrain, and SeaBus" across all sources.

Comments

More customer information is needed to help with trip planning

- More customer information is needed about riders and individual needs like cell phone, details about chair or mobility aids, capacity to use other transit modes
- More information from riders could assist staff to schedule trips that make trip planning and direct routes easier/ safer
- Suggestion: 2 distinct forms – an application form; and a separate form that collects data about needs
- This suggestion is perhaps a band aid solution

Concern with the assessment process and criteria

- Who decides/assesses eligibility?
- Clients can determine for themselves, what they need for their independence.
- The process must be respectful and considerate. A longer more complex application process may be a barrier to service and further stigmatize users
- Would this lead to exclusion from the HandyDART service? Does this information disqualify people from the service or truly assist riders?
- The application should be with someone who is qualified to understand needs of the people with disabilities and elderly people. Concern that clients experience good and bad days and can change often.
- Concern that client needs fluctuate. Disability is not always able to be assessed and may change day to day.
- Stronger eligibility requirements are needed to reduce demand on system; when some users are able to, could use other modes
- Take into consideration cognitive (non-physical) disabilities in eligibility criteria
- Asking wrong questions – transit should use data provided by clients to direct changes to conventional transit that would allow more riders to use it

Help and train clients to use conventional system

- Clients may be choosing HandyDART out of fear of conventional transit (as opposed to a need for HandyDART).
 - Information could be a tool to address individual needs, and assist them to get into the conventional transit system slowly after a time using HandyDART

Clarify the management of information

- Provide clarity on who will have access to this information and how it will be stored
- System is going to need tools to accommodate aging population. How will the information stay up to date?
- HandyDART staff should be involved in application process

Physicians should fill out a standardized form

- Provide a standard form for physician to fill out with specific medical needs and abilities

Details should be a voluntary disclosure

- This raises privacy issues. The details on current clients' condition should not be mandatory requirement release. It should be a voluntary disclosure;
- Providing additional information should be up to the client

3. TRANSLINK SHOULD CONTINUE TO USE TAXIS FOR SOME TRIPS, TO MAXIMIZE THE AVAILABILITY OF HANDYDART.

Background presented:

TransLink uses taxis to increase the number of trips available to HandyDART customers. Taxis can:

- *Help keep the number of denied trips low*
- *Provide service to long and out-of-the-way destinations*
- *Serve areas and times when few customers request trips*

Taxis are also used to ensure continued service. For example:

- *Handling emergencies and vehicle mechanical problems*
- *Getting a HandyDART vehicle back on schedule*

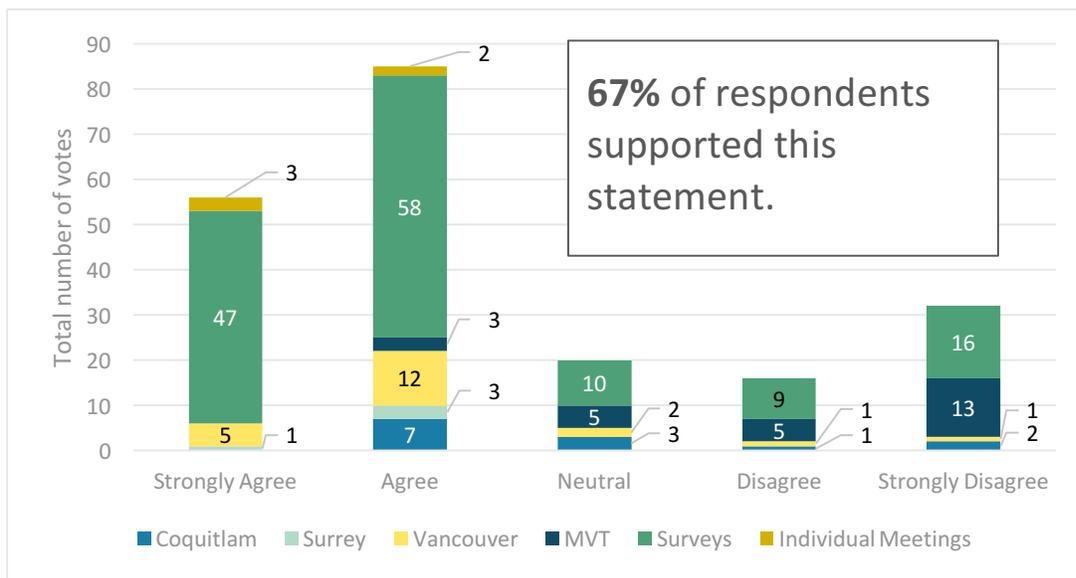


Figure 3 Responses to the level of agreement for the statement "TransLink should continue to use taxis for some trips, to maximize the availability of HandyDART" across all sources.

Note: When the data is split, comparing the results of all non-MVT sources ("general audience") versus the MVT audience, it yields the following results for this question:

For the general audience (163 ratings), 79% Agree or Strongly Agree with the statement while 13% Disagree or Strongly Disagree with the statement.

For the MVT audience (26 ratings), 12% Agree or Strongly Agree with the statement while 69% Disagree or Strongly Disagree with the statement.

Comments

Do not use taxis due to training/client care concerns

- Taxis are not the safest option for clients as they lack care management training and appropriate equipment. They do not follow a protocol (ex. Over charge, do not make sure clients are at their door) and do not fully understand needs of clients.
- Taxis do not provide the same level of service as HandyDART and lack training required for clients. They are at times disrespectful, make client uncomfortable and are not vested in the wellbeing of customers. Taxi drivers need training and should be certified to understand how to work with HandyDART clients.
- Taxis should not be used.
- Taxis are focused on making money, are time pressured, and may refuse trips. They are unreliable during rush hour.
- Mistreatment of clients and often cause operational complaints.

Taxis should only be a supplement to HandyDART

- HandyDART service hours should be increased to reduce use of taxis.
- Currently rely too much on taxis when they should be used as a support to the system.
- The use of taxis should be limited, and for emergencies or long distances. Taxis should be used to supplement, not replace the system.
- Taxis are needed but are used too often.
- Should be used as a supplement / emergencies. More HandyDART buses are needed.

Taxis not suitable for some clients

- Taxis may not be appropriate for people with cognitive disabilities.
- Taxis can be used for social travel but not medical appointments.

Use taxis due to increased efficiency, flexibility for client

- Clients should have a choice to be picked up with taxis or not. It may cause anxiety in some.
- Taxis enable spontaneity/flexibility for client/user.
- Taxis are needed. Taxis offset problems of efficiency and availability. Using them provides increased service. Important to have a contingency/back up service.
- Taxis allow efficiency in the system and both clients and services benefit from this.
- Taxis should be used as HandyDART is not always available for appointments.

Manage the use of taxis

- TransLink should provide taxis with all the information needed, (e.g., door-to-door service).
- TransLink should tell client if a taxi is coming to pick them up, including taxi number, name of driver and time of pick up. The courtesy calls are inconsistent.
- Taxis need to be incentivized to complete training and delivery service to HandyDART users. Look at City of Toronto model.

Use other services

- Explore possibility of using Uber in the future.

4. HANDYDART CUSTOMERS SHOULD USE CONVENTIONAL TRANSIT (BUS, SKYTRAIN, OR SEABUS) FOR SOME OR PART OF THEIR TRIPS WHEN THEY CAN, TO MAXIMIZE THE AVAILABILITY OF HANDYDART.

Background presented:

We have heard that customers want to see an improvement in the service quality of HandyDART and increase the availability of HandyDART trips. In addition, the number of people over the age of 70 in Metro Vancouver is expected to increase by approximately 55% over the next 10 years, which could translate into a greater need for HandyDART service.

To provide improvements and address anticipated demand, we have to ensure that HandyDART is the most appropriate service available for each trip requested. As a result:

- *Customers could be required to use conventional services (bus, SkyTrain or SeaBus) for part of their journey, based on their abilities.*
- *TransLink would provide a comprehensive travel training program so that customers who are able to use bus, SkyTrain, and SeaBus would receive staff support to learn and feel confident using our services.*

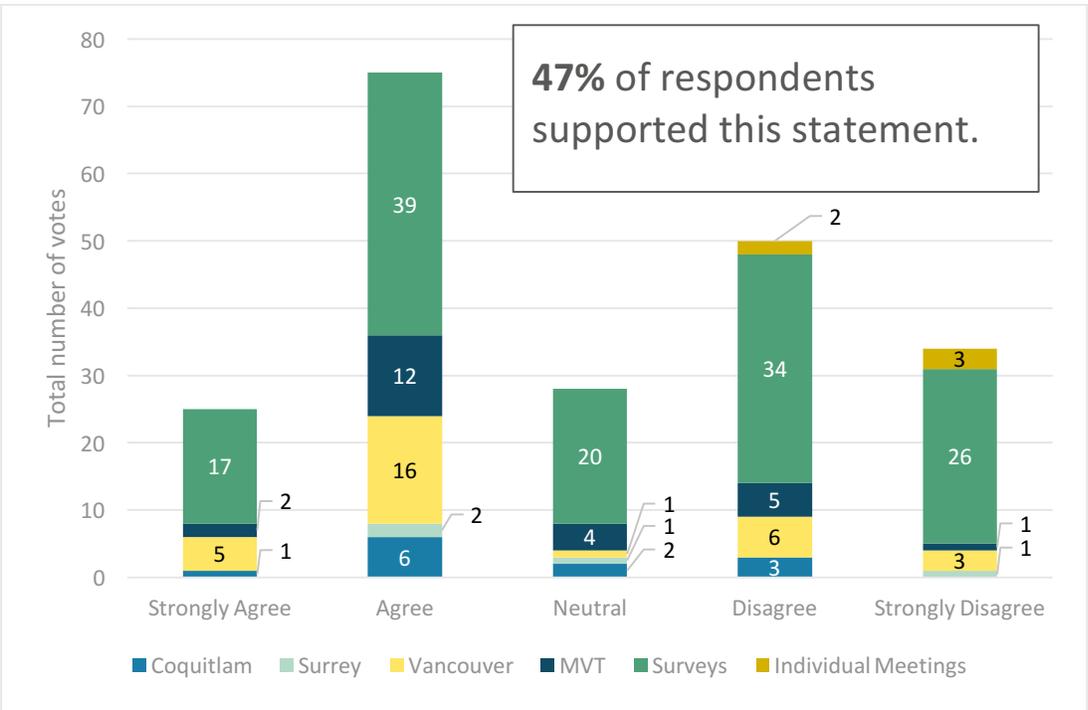


Figure 4 Responses to the level of agreement for the statement “HandyDART customers should use conventional transit (bus, SkyTrain, or SeaBus) for some or part of their trips when they can, to maximize the availability of HandyDART” across all sources.

Comments

Use should depend on client's willingness and ability

- Do not force/require to take conventional transit.
- Clients who are capable of using conventional transit, should.
- Replace “use” and “when possible” with “encourage to use”
- Allow customers to decide when they are able to take conventional transit. Use should depend on the client's ability, willingness and comfort level first. Need to have “confidence”
- There is uncertainty in level of ability for customers on conventional transit. Needs may fluctuate and abilities may vary day-to-day. Changes to routine may cause confusion and anxiety.
- Key question is “when they have the ability to do so.”
- Only if the customer agrees that they can use conventional transit

Impartial process is important to avoid concern with exclusion

- Concern about how this could be used to exclude those who need HandyDART. Or later on, the policy could be subject to interpretation and result in loss of service for the user. Mistrust TransLink to be impartial in the process.
- Reduce abuse of the system by those who don't need it

Training for all users as well as HandyDART and conventional transit staff

- Encourage independence
- Other options should be explored to address growing demand as well, such as training all transit staff to assist HandyDART users on conventional transit
- Travel training program is a good idea. The training should be respectful, considerate, sensitive to needs of client
- If more conventional transit, education for all users to understand the needs of HandyDART users is needed
- Should be handled by HandyDART staff

Increase accessibility of conventional services and address barriers

- Improve experience of customers on conventional modes of transit. TransLink must address barriers to using conventional service and increase accessibility of these services.
- Mix of conventional and HandyDART trip causes problems, delays, pass-ups and stranded customers.
- Also consider the entire route, including sidewalk infrastructure and lack thereof.

HandyDART is still a necessity in some cases

- HandyDART riders typically use the service because they need to use it.
- Question is skewed: conventional transit often not an option – HandyDART is a necessity.
- Provide more service overall.

RESULTS FOR QUESTIONS 5 AND 6

For questions 5 and 6, participants were posed with background information and then given several statements. They were then asked to rank the importance of each statement in relation to the other. Using sticky dots, they placed their vote on their first preference, followed by their second and so on. Participants wrote their thoughts on sticky notes before engaging in group discussion.

For question 5 participants were asked to rank the following statements in order of importance:

1. Reduce the pick-up window from 30 minutes to 20 minutes
2. Reduce maximum on-board trip time
3. Do not deny any requested trips (within certain parameters)

For question 6 participants were asked to rank the following statements in order of importance:

1. Experience during a HandyDART trip (e.g. timeliness of pickup, duration of trip)
2. Experience before and after a HandyDART trip (e.g. booking a trip, response to feedback)
3. Ability to be responsive and flexible to changes in operating conditions
4. Providing the highest number of trips possible within the funding available

Below is a summary of the ranking for these questions across all workshops and surveys.

5. RANK THREE STATEMENTS

Background presented:

We want your feedback on some proposed changes to HandyDART service quality.

- *Reducing the pick-up time window (30 minutes) can reduce how long a customer spends waiting for a HandyDART ride. However, this would affect the flexibility of the HandyDART schedule to adjust to issues such as heavy traffic. To retain flexibility in scheduling, the total number of HandyDART trips that can be provided would decrease.*
- *Reducing the maximum time a customer spends on the bus makes a HandyDART trip faster. However, fewer customers can be picked up along the way. If fewer customer trips can be grouped together, fewer trips can be provided.*
- *Eliminating denied trips would mean everyone will receive their trips if they book within certain parameters. This may increase the demand for trips, or require that more people use bus, SkyTrain or SeaBus as a part of their journey if they are able to.*

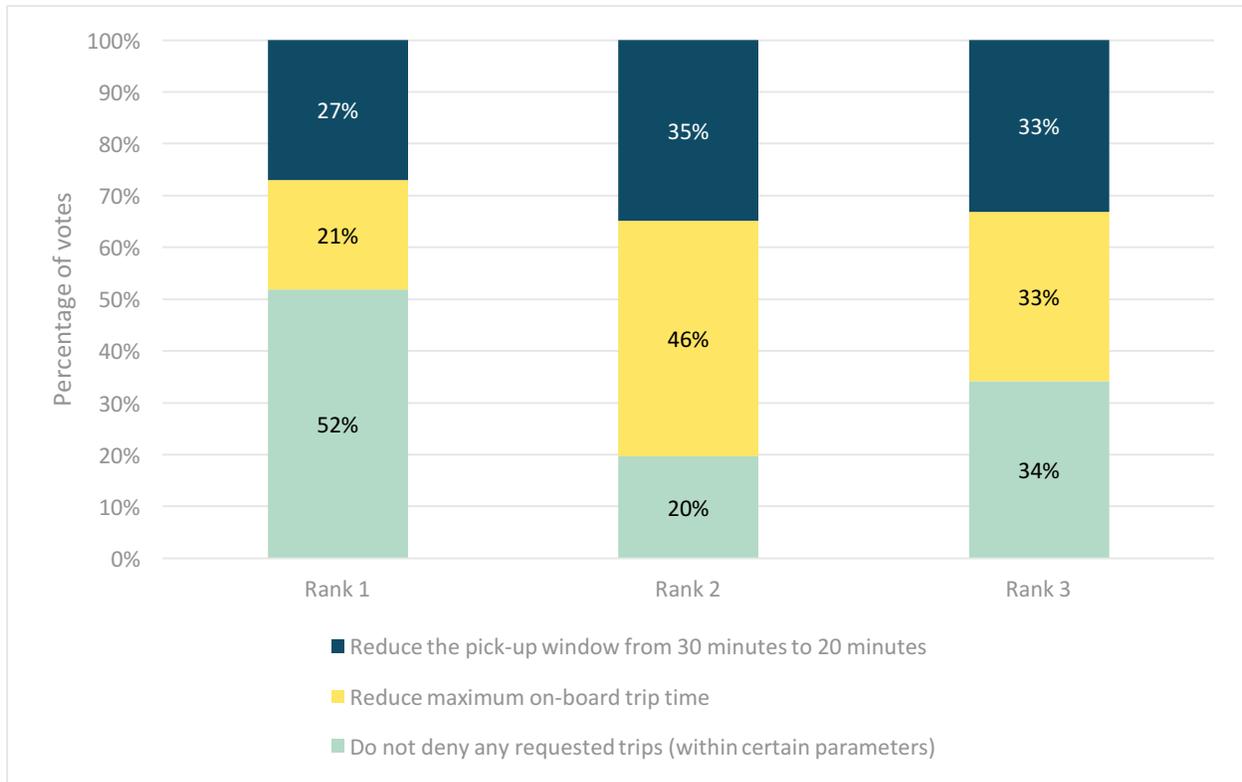


Figure 5 The above graph shows the percentage of votes given to each of the three statements within each ranking. The data is taken from across all sources.

Comments

Reduce uncertainty with scheduling / wait times

- Uncertain wait times leave clients anxious, stressed, waiting outside on the curb. “Waiting is worse than a longer trip time.” Some would rather reschedule than be sitting and wondering if the bus is coming.
- Optimize scheduling to increase quality and reliability. Provide reliability and accurate pick up times for clients.
- Wait windows affect users different. For example, it creates high stress and disorientation for dementia patients.
- Avoid abuse of scheduling
- Window reduction affects both clients and the provider.

Quality customer service is very important for HandyDART users

- Service must focus on clients and their comfort. Quality of service and customer experience are important. The for-profit model hinders this objective.
- There is already enough availability to improve elsewhere.

More service is needed

- More buses/service/service hours are need.

Reduce trip time/lengths

- Overall, trips are too long for clients. Reduce max. on-board time to reduce stress.

- Geography should be considered.
- Arriving to destination on time is very important.
- Cross boundary trips are a challenge and very long.

Trip prioritization is important

- Some trips should not be prioritized over others.
- Prioritize type of trips and time of day.

Training of staff will improve service quality and customer experience

- Trained staff is important to improve quality of service and customer experience.

No trip denials

- True mobility means no trip denials.
- More taxis can resolve these problems.

Other

- HandyDART is a necessity
- Policies should be defined and enforced.
- Process: These issues are equally important and cannot be ranked. The question is misleading. The parameters are unclear. They are all bad ideas. These are the wrong factors. This question sounds like rationalizing service and not adjusting resources to needs of users.

6. RANK FOUR STATEMENTS

Background presented:

TransLink is deciding how to provide HandyDART service in the future, and we would like to know which of the following items are most important to you.

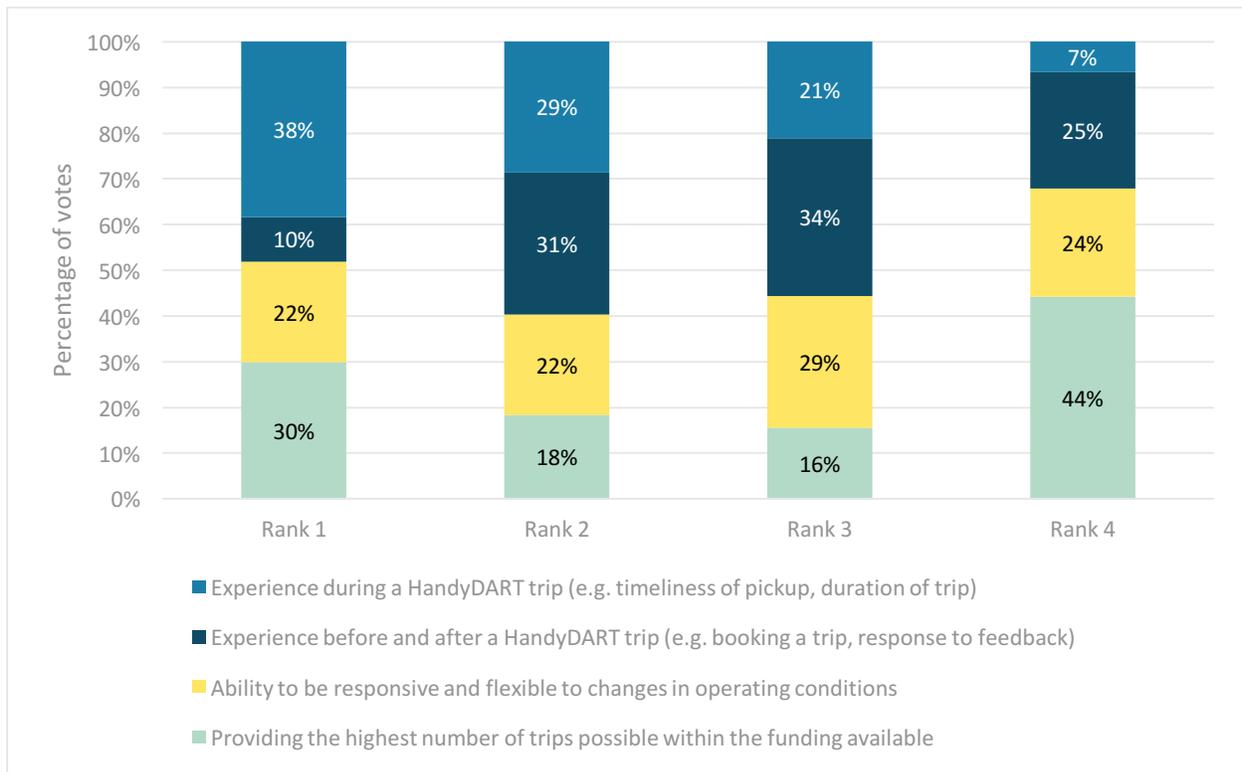


Figure 6 The above graph shows the percentage of votes given to each of the four statements within each ranking. The data is taken from across all sources.

Comments

Customer service / experience is most important

- Experience of customers should come first. Ensure service/rides are a positive experience for customers. Reinforce service; ensure it is there for those who need it. The quality of service reduces stress, increases independence and decrease isolation.
- Do not agree with prioritizing one over another. They are all important.
- Transition time is needed if any changes are implemented.
- Customer service need to be streamlined so wait times to get help isn't long and difficult.
- There needs to be resolutions to issues that are brought up. Booking services should be easier.
- Listen to caretakers to understand needs of users.
- HandyDART drivers are amazing and add positive energy.

Service before and during a ride is important

- Service before and after ride is important as well. Drivers must adapt to each person's needs and they may change daily. System needs flexibility to adapt to changing demographics.
- Higher quality trips is important.

More service is needed

- More service, drivers/service hours and office staff is needed to support.
- TransLink must ensure that HandyDART service can meet future demand.
- The service is already not meeting demand. How will it handle future demand?
- Willingness to pay more and ability to pay more should be considered.
- Increasing number of trips. Shouldn't impact timeliness/quality experience for user.
- Maple Ridge/suburban areas have high denial rates and less service.
- It is onerous to cancel 1 week at a time.

Change HandyDART back to in-house service

- In house service needed.
- Bring service in-house rather than contract out.
- The service is too dependent on taxis.
- For-profit model reduces the budget to improve service.

Training improvements needed for all disability ranges and demographic changes

- Improve training for staff to handle disabilities, especially the wide range in disabilities (such as MS, strokes, cognitive disability).

RESULTS FOR QUESTION 7

The final round of table discussions at the workshops focused on a general question which asked if there were any other comments about HandyDART policies or how service could be delivered. Below is a summary of comments from all the workshops and online survey, organized by broad themes relating to the delivery system overall; service availability/ accessibility; service quality; reservation process; drivers and taxis; screening/ registration; and operational services. Following this summary are detailed comment examples.

Question 7 - Highlights

The following points summarize the combined top comments written for question 7 on workshop post-it notes, on the paper survey and the online survey:

Service availability/ accessibility: The service needs to grow; pick up / wait times and on-board times are too long; there are increasing user demands due to demographics; increasing mental and physical changes in the needs of users due to demographics. Seek more cross municipal trips/increased availability. Safety is a growing concern.

Service quality: Keep trips short and direct as possible. Schedule needs to be realistic; need more accurate pick up, travel and drop off times with more accurate notice of pick up times. Enable more customer-oriented HandyDART feedback. Give more consideration to customers who are blind or partially sighted.

Reservation process: Change reservation window to end of working day, the day before. Sell tickets on weekends and holidays. If a refusal occurs, should be allowed to have trip request waitlisted. Larger quantities of TaxiSavers should be available on a case-by-case basis, e.g. health requirements. Enable improved trip optimization software /booking system including an app; ensure new technology is accessible/useable by all types of riders.

Drivers and taxis: HandyDART vehicles and driver performance should be spot checked regularly, regardless of who is providing the service (taxi drivers, contractors or TransLink drivers). Taxis represent a great opportunity for increasing capacity, responsiveness, timeliness and reducing denials. However, they are not appropriate in all cases. Improve training for all HandyDART staff, including taxi drivers, with regards to customers' unique situations; and the need to be sensitive, understanding, helpful, and compassionate for the needs of all kinds of clients they serve.

Registration / eligibility: Who will decide if client can use public transportation and to what extent? More accountability demands can be placed on the referring agents to make sure HandyDART is serving only those who need it. HandyDART should have detailed disability information on all registered customers (unless client refuses due to privacy). This information needs to be provided to all drivers including taxis. Build travel training for users of HandyDART into the registration system; make information about HandyDART easier to find (web, brochures, social media). Custom transit registration should be universal across Canada. If you are eligible in one system, you should be automatically eligible in other regions.

Service delivery system: Bring HandyDART in-house; use funds saved to improve service delivery. More direct communication with client user; more transparency; more collaboration between stakeholders. Employ more people with disabilities as they would provide more insight into user needs.

Operational services: Concern with insufficient inventory to maintain service levels. Improve safety and access within vehicles; flat floor/low floor. Enable drivers to know about and deliver on pick up / drop off safety details (re: access, back door directions). The complaint process should be independent. Appropriate tracking and reporting back should be to TransLink, not a separate provider, to ensure the process is effective and transparent.

Question 7 - General Comments

The following are some of the more specific comments made at the workshops and via the online survey.

Service Availability/ Accessibility

- HandyDART is an essential service and for some the only way to get around. Therefore needs to be available more often as a regular transit service especially given demographics.
- Keeping the cost of trips low for the individuals is important.
- The cost structure is a barrier to entry and TransLink should consider subsidizing a larger proportion of the cost as taxis are cheaper than HandyDART.
- Increase drivers, staff and bus service. Concern with not enough hours to provide the level of service required.
- HandyDART needs to grow. We are constantly waiting for late arrivals to the day program and late pick ups. Delays in picking up from a site other than a rider's home (e.g., seniors centre) impacts that community agency (e.g., staff stays late until the person is picked up). We do not get paid for our overtime. The duration of transport time for some of our clients is unacceptable.
- Need more help for dispatchers.
- Safety is a concern: Make services efficient and safe for all kinds of HandyDART riders and rider abilities. Overall ensure all policies and services consider the specific needs of aging demographics. Noted that seniors would more (\$3) per trip to improve their safety.
- Ensure safe and accessible parking for HandyDART users.
- Conventional bus stops should all be accessible. People with mobility devices should not be discriminated against, and should be able to get off and on at stops of their choosing, regardless of the accessibility label.
 - TransLink should closely monitor conventional buses to make sure people with disabilities aren't being passed up.
- Can drivers provide passes to riders? Or can the pass be purchased through the mail? Some riders (e.g. blind, intellectual disabilities) must rely on the assistance of another person to pick up their HandyDART pass because of accessibility issues (e.g. Cloverdale location).
- Review catchment zones as some locations are unsafe and people are waiting too long at these unsafe locations.
- Seek more cross municipal trips/increased availability. Cross boundary times don't work for some. Increased night time trips; mirror transit availability.
 - E.g., Very difficult for elderly and riders with developmental disabilities to change HandyDARTs at regional borders and possibly wait another 20-30 minutes at each exchange. A separate service for long trips should be provided, i.e. from Surrey to VGH for medical testing.

- Prioritize trips for medical appointments. E.g., Chemo and renal/dialysis, versus shopping. People who go to hospitals on a regular basis should be grouped together and separated from other trips.
- More spontaneous trip planning or being able to hop on/off at several stops would be ideal for some (being able to stop by a store to pick something up). This is where the bus is more convenient.
- Speed up Compass Card compatibility; link Compass card and HandyDART cards together – too many cards for users with or without disability. Scanners would be nice to avoid drivers spending more time having to call in.

Service Quality

- Customer experience using the system is very important when providing a service. Enhance and improve customer service (lots of feedback on this point).
- Many people use HandyDART for different reasons; there are lots of variables that we did not discuss to improve the customer experience.
- Consider the needs of the people who are blind or partially sighted – especially because seniors' vision decreases over time. Clients who are blind or partially sighted need to be trained to use public transportation by a certified Orientation & Mobility Specialist. Who will provide this training? Currently provided by the CNIB.
- Enable more customer-oriented HandyDART feedback.
- Add a current employee on the Advisory Board.
- Make it easier for customers to travel with a support person:
 - Care aid persons should to accompany mentally challenged riders; do not leave all the needs to the driver to make sure the rider can get in and out of the building or be left alone. If the driver is helping one person to the door who is taking care of the truck. Escorts are important. Use more volunteers to help.
- Keep trips short and direct as possible. Any time spent on the bus puts a client's safety in jeopardy.
 - Schedule needs to be realistic; need more accurate pick up travel and drop off times with more accurate notice of pick up times. E.g., Because of many pick-ups and drop offs, the time traveled on the HandyDART can be up to 2 hours onboard thereby missing 4pm meds at times.
 - Phoning in the mornings with the time expected is a problem as HandyDART is never on time and only agitates the client as they are told it will be here at a specified time.

Reservation Process

- Change reservation window to end of working day, the day before. Sell tickets on weekends and holidays.
- Decrease 7-day window and booking between 5 – 8 pm would be ideal. Change 1-week cancellation process. Should be able to cancel exact dates.
- Ability to book in advance for regular trips outside day program (e.g. Weekly bookings for special Olympics done for a whole season, not calling once a week).
- When HandyDART customers request a trip, booking agents look at a search window that is an hour on either side of the requested trip pick up. This is too large, as users have reasons for not being able to go significantly earlier or later than they request, such as health concerns while waiting in cold weather.

- If a refusal occurs because a user can't leave significantly earlier or later than they requested, they should be allowed to have their trip request waitlisted. Currently, if you have 'refused' a potential trip, you cannot be waitlisted for your desired trip.
- Users who have appointments should be dropped off as close to the appointment time as possible. HandyDART currently uses a window, where the user arrives up to half an hour before their appointment time. If a building is not open that early, it puts the user in a bad position.
- A user should be informed if a taxi is coming instead of a HandyDART bus.
- Some patients live close to the hospital and have shorter times on dialysis, but they have to wait until the HandyDART run for dialysis patients in order to go home. They should be able to book their own subscription trips, apart from the dialysis runs.
- A more transparent process for subscriptions and use of the waitlists needs to occur. Some call for subscriptions for their clients, and are receiving all their rides on a demand-basis, but continue to be waitlisted for months.
- When subscriptions for dialysis change, there is significant lag time to amend the subscription. There should be a more transparent process.
- Larger quantities of TaxiSavers should be available on a case-by-case basis, e.g. health requirements.
- Enable improved trip optimization software /booking system.
 - Check automated systems; gives wrong information. Build in a process so that staff can input real-time information and on-the-ground realities (e.g., taxis have a button that sends an update of arrival time when they are close to picking up).
 - Ensure all updated technologies are accessible to all kinds of users.
 - A callback queue system should be implemented for booking trips.
 - Create an app for booking and tracking position, arrival in real time. The application would allow user to book their trips online, and also track the vehicles location and driver information.
 - This could remove the need for the rider and caregiver to wait for the 30 min or longer pick up.
 - Online booking is a very important tool. This would reduce time spent on hold and would give care providers and health providers more time to complete their intended work.
 - Streamlines HandyDART trip planning/pickups so that time is well utilized. We have seen several busses arrive to pick up people from same location that are going in the same direction. Need to maximize the number of user/passenger in one trip as to their destination.

Drivers and Taxis

- HandyDART vehicles and driver performance should be spot checked regularly, regardless of who is providing the service (taxi drivers, contractors or TransLink drivers).
- Taxis represent a great opportunity for increasing capacity, responsiveness and timeliness. However, remember that they are not appropriate in all cases.
- Future growth for HandyDART and experience before, during and after a trip can all be improved by increasing use of TaxiSavers, use of taxis in HandyDART, and an incentivized and universally accessible conventional public transit.
- Some Taxi drivers and HandyDART drivers have been seen to be less caring/understanding or helpful towards users. The goal should be to deliver quality, meaningful and safe service to all

client user groups including how clients are spoken to, treated, handled to/from client's locations/homes (especially in poor weather conditions).

- Overall comment: do not use taxis, but if needed, then not on a full-time basis; emergency only.
- Some comments on the need to increase the use of taxis to allow more spontaneous trips, reducing wait times and removes denials. However concern that untrained taxis pose a danger for the rider as they do not understand the needs of the rider.
- Consider putting contracts in place with taxis for improved quality of overflow service.
- Improve training for all HandyDART staff, including taxi drivers, with regards to customers' unique situations; and the need to be sensitive, understanding, and compassionate for the needs of high behaviour or low communication clients they serve.
 - All drivers should be trained to provide door to door service (especially in extreme weather periods; e.g., appropriate drop offs and assistance in icy conditions).

Registration / eligibility

- Asking people to use public transportation for part of trip; who will decide if client can use public transportation & to what extent?
 - More accountability demands can be placed on the referring agents to make sure HandyDART is serving only those who need it.
 - Doctors should continue to be responsible for deciding who needs the service, not TransLink staff.
 - It is not easy to assess if someone is capable of conventional public transit. Someone who appears to be capable of taking the SkyTrain, does not mean they can cross busy streets, and navigate the transit system.
 - As a certified orientation and mobility specialist with the CNIB, I teach people who are blind or partially sighted to travel safely. Often their disability is coupled with brain injury, dementia, diabetes, COPD, and other conditions which prevent them from travelling independently without HandyDART. When unaccompanied these individuals are often at risk of falls, fatigue and disorientation.
- HandyDART should have detailed disability information on all registered customers (unless client refuses due to privacy). This information needs to be provided to taxi drivers when used. This is especially important for clients who are blind or partially sighted to ensure that there are no missed pickups.
- Build travel training for users of HandyDART into the registration system – for both HandyDART and conventional transit system use. A certified orientation and mobility instructor is the only person who should be teaching independent travel skills to a person with sight loss.
- Application process is not easy to find or understand. Also, need more information on how HandyDART works.
- Custom transit registration should be universal across Canada. If you are eligible in one system, you should be automatically eligible in other regions.
- With the current application process, social workers are hesitant to indicate that a patient requires an attendant, as it means that there is one less potential seat for someone who needs dialysis; however the attendant is often necessary for travel between the accessible door and the dialysis unit, or to navigate terrain with a manual wheelchair.
- As a parent with a child eligible for service, I found the application process exceedingly difficult, confusing, redundant and arbitrary. There is a tremendous opportunity to streamline the process.

- Concern with dementia/disorientation being low priority for HandyDART; these conditions can lead to loss of drivers license; these people still need to get out for coffee/social events for wellbeing (especially those living in rural areas). Even if they have a caregiver, if that is the only driver, this can lead to caregiver burn out; HandyDART helps reduce the stresses of the conventional transit for users with cognitive disabilities.
- Some seniors use the service more in the winter; the process to re-activate is cumbersome to some, when they are deemed inactive for a period of time.
- Revisit the suspension rule for no show passengers. It needs to have considerations of the needs of the passenger's abilities.

Service Delivery Model

- Positive comments and congratulations noted:
 - For providing such an essential and enabling service. Transportation is such a key component to community accessibility, wellbeing and health. The service needs to keep up with increasing demand.
 - HandyDART is so important to those who cannot take other means of public transportation. It has been a very important benefit for the life of our whole family, making our son's growth into adulthood easier, and giving him more independence.
- Move away from a for-profit business and move HandyDART back in-house.
- Make HandyDART a stand-alone department; less fractured. This puts control back into the delivery of the system. If contracted out, give full successor rights to employees and union certification.
- Increase transparency with the public and consider public peer review reports. Improve collaboration between HandyDART and customers and staff for finding solutions to day to day problems. Seek an opportunity to brainstorm ideas for finding and offering solutions to some of the challenges with HandyDART.
- Improve the ability for a user / client to converse directly with supervisor / manager if desired.
- TransLink should employ more people with disabilities as they would provide more insight into user needs.

Operational – Day to Day Client Services

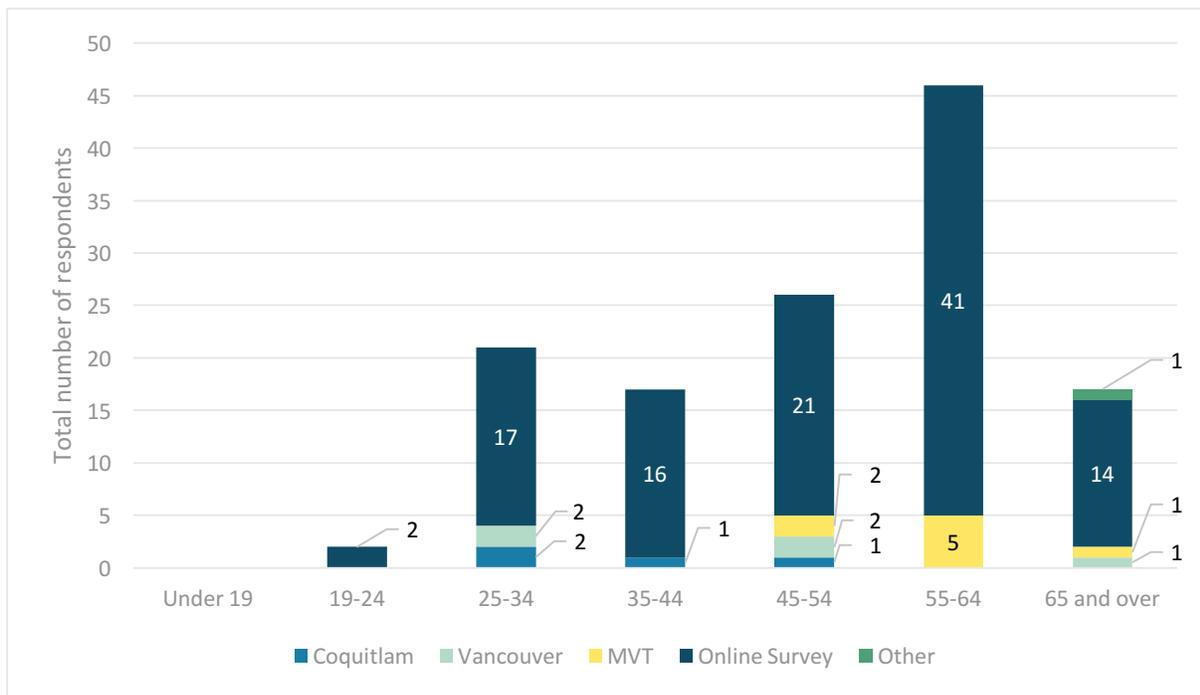
- Ensure some trucks are always available for emergency purposes
- Concern with insufficient inventory to maintain service levels.
- Consider seat belts for the bus. Hand sanitizers for bus drivers.
- Improve safety and access within vehicles; flat floor/low floor.
- HandyDART vehicles should be low floor.
- Consider other types of vehicles beyond a sedan.
- Need a section on the mobile data terminal that can be accessed and changed by Dispatch as needed (re: access, back door directions)
- Complaints and feedback
 - Need to be more anonymous and not reflected back on the customer. Many people reluctant to complain.

- The complaint process should be independent. Appropriate tracking and reporting back should be to TransLink, not a separate provider, to ensure the process is effective and transparent.

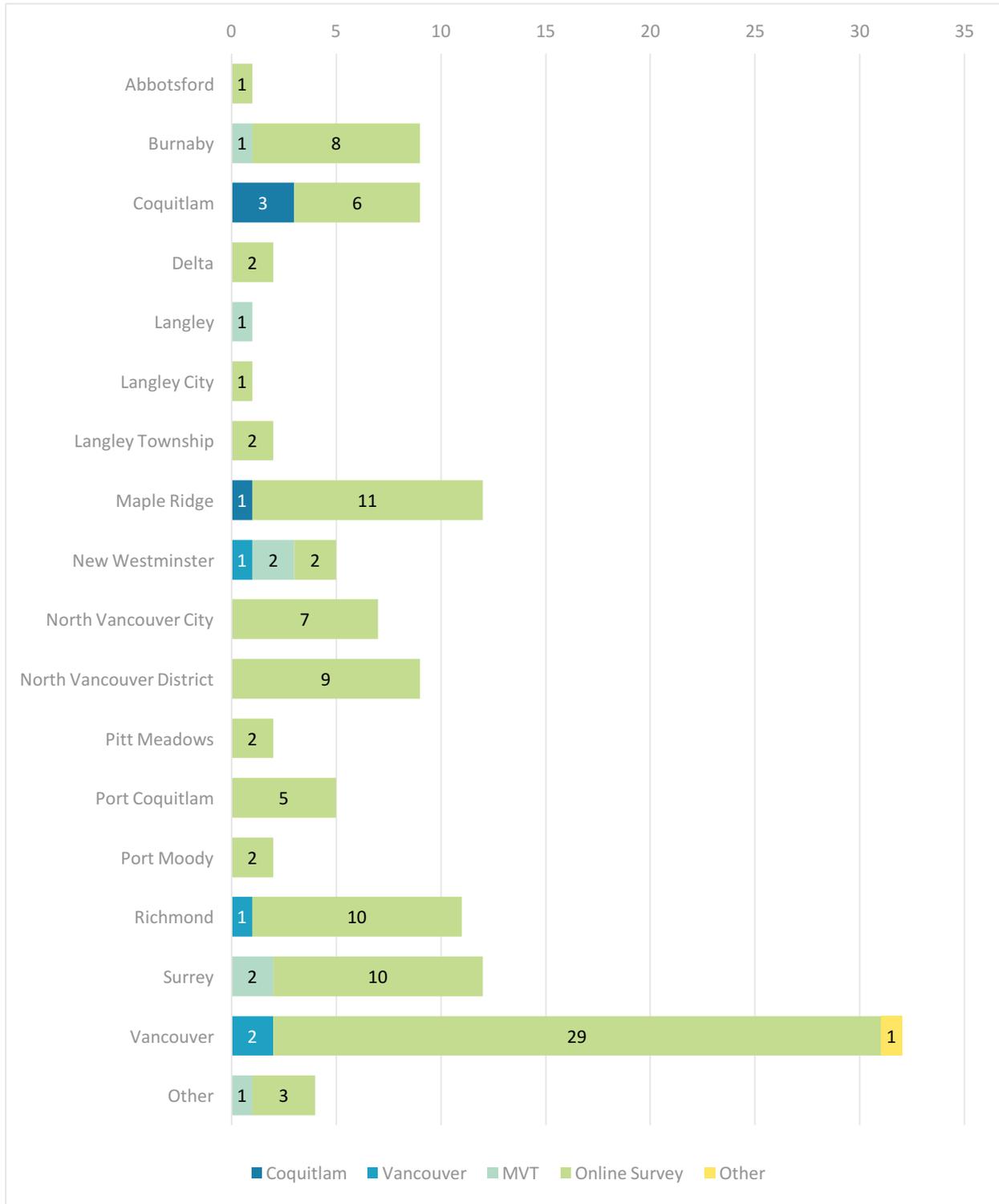
APPENDIX A: DEMOGRAPHICS

Participants were given the option to provide demographic data for both the online and paper survey questions. Participants were asked to identify their age, municipality of residence and stakeholder group from a list of categories. In total, 112 of 132 online survey respondents and 19 of 23 paper survey respondents provided demographic data.

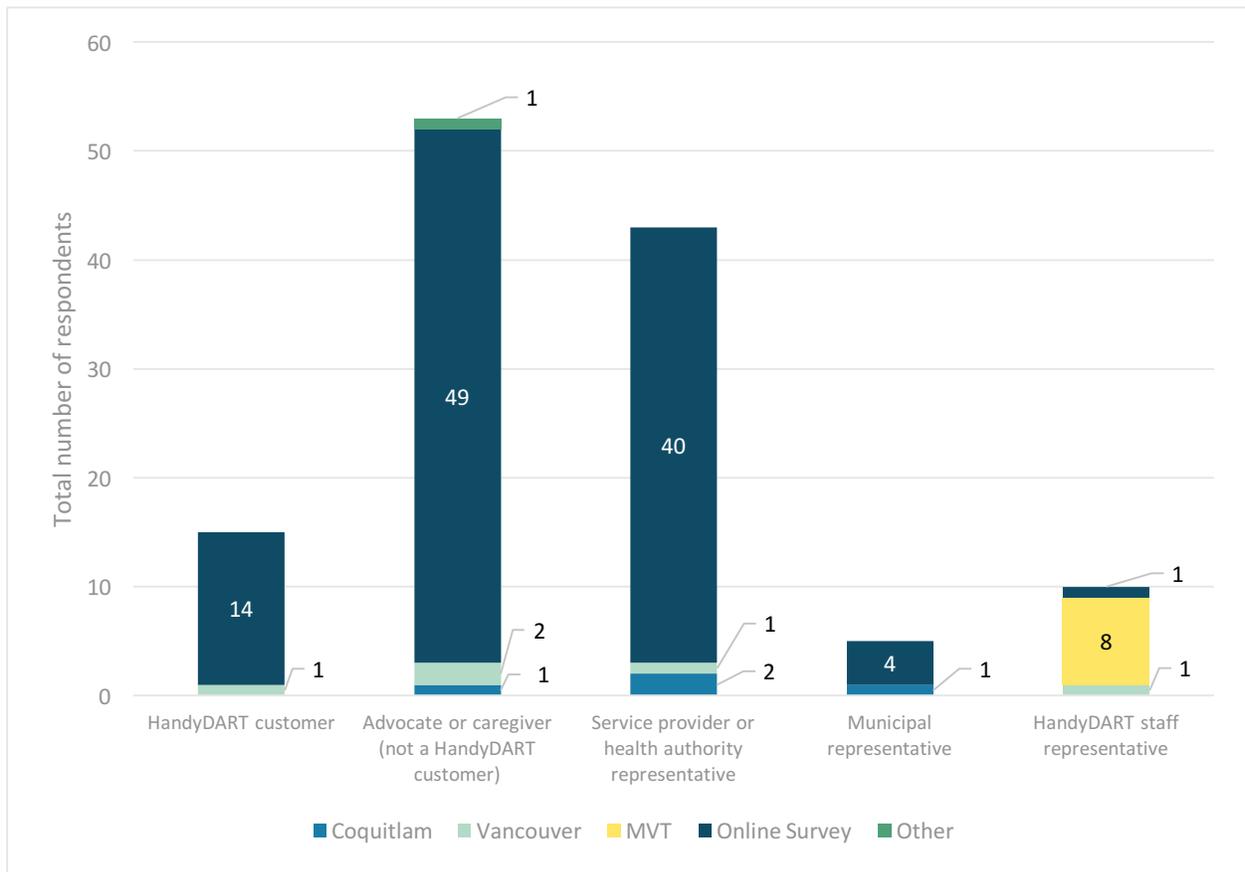
Which age group do you belong to?



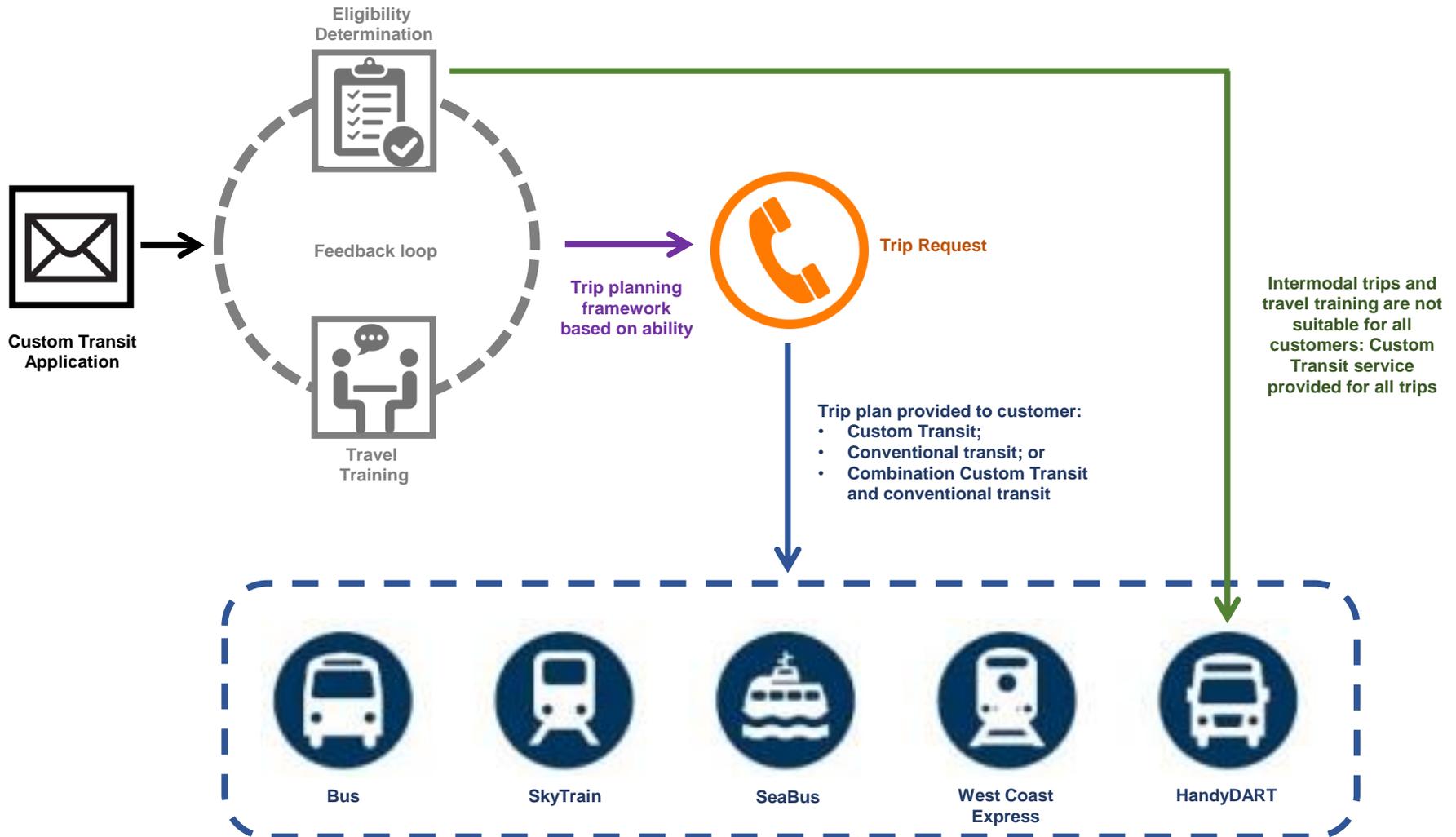
Select the municipality you live in.



Which stakeholder category best describes you?



Family of Services Approach



TransLink Custom Transit Service Delivery Review

*Prepared for Translink
March 2017*

Public Sector Comparator
Executive Report for Public
Board Meeting



Notice to Readers

This document is issued by PricewaterhouseCoopers LLP (“PwC”)¹ to the South Coast British Columbia Transportation Authority (or TransLink), on behalf of and for the exclusive use of South Coast British Columbia Transportation, with respect to the Custom Transit Service Delivery Review (“Review”). PwC has performed certain advisory services to assist South Coast British Columbia Transportation Authority in accordance with the agreed Subcontract Agreement dated 13 October 2016 and subject to the terms and conditions contained therein.

This document contains confidential and competitive information, the release of which would be harmful to South Coast British Columbia Transportation Authority and to PwC. This document, or portions thereof, should not be referred to or distributed orally or in writing, to any other persons or entity other than South Coast British Columbia Transportation Authority without PwC’s prior written consent.

Our work did not constitute an audit conducted in accordance with generally accepted auditing standards, an examination of internal controls or other attestation or review services in accordance with the standards established by the Chartered Professional Accountants of Canada (CPA Canada). Accordingly, we do not express an opinion or any other form of assurance on the financial or other information, or operating and internal controls of the Project.

Our work was based primarily on information supplied by the Custom Transit Service Delivery Review Project Team (“Project Team”), including external advisors. It was carried out on the basis that such information is accurate and complete. Information was not subject to checking or verification procedures, except to the extent expressly stated to form part of this scope of our work.

It is our understanding South Coast British Columbia Transportation Authority intends to proceed with the procurement of HandyDART Custom Transit Services. Release of information contained within this report may cause damage to South Coast British Columbia Transportation Authority in any subsequent procurement process.

Actual results may vary from those presented and the variations may be material. The outputs of our analysis are provided only for planning purposes. No assurances are provided that the results indicated in the various analyses discussed in this document will be borne in practice. These forecasts may change based on additional analysis and data.

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Executive Summary

This report summarizes the work undertaken in analyzing the procurement models available for delivery of Custom Transit services. The Metro Vancouver Custom Transit service is managed by Coast Mountain Bus Company (“CMBC”) on behalf of TransLink and is predominantly comprised of HandyDART, a door-to-door, shared ride service offered for passengers with physical or cognitive disabilities who are unable to use conventional public transit without assistance.

TransLink is undertaking a service delivery options analysis to identify the most effective and efficient model for HandyDART services. The service delivery analysis will consider a range of options, including in-house, contracted, and hybrid variations.

The procurement options analysis has involved a number of distinct stages. The first stage consisted of a qualitative assessment undertaken by external consultants, Nelson\Nygaard Consulting Associates (“Nelson\Nygaard”). The qualitative assessment defined the business and service objectives of TransLink’s Custom Transit service, and included a policy review that benchmarked HandyDART service standards and operational policies to other jurisdictions. At the conclusion of this stage, five procurement delivery models were identified as the most likely to provide the best value for money (“VFM”) solution and these models were taken forward for quantitative analysis.

At the quantitative analysis stage, a risk workshop was run with subject matter specialists from key operating functions of HandyDART and other project stakeholders with the objective of identifying and quantifying the relative risks associated with the each of the delivery models. The outputs of this risk workshop were used by PwC to develop a financial model that would assess the relative VFM when comparing the in-house model, the contracted and hybrid variations. As part of this exercise, a number of sensitivities were run to test each model under different scenarios. During this phase an additional two variant models were identified and included in the financial analysis. In addition, the existing model was also included in the financial analysis, covering a total of eight options.

At conclusion of this analysis, the majority of the considered service delivery models demonstrated VFM when compared to the full in-house service delivery model. Specifically, alternative service delivery model 1, model 6 and the existing service delivery model provided the highest VFM, followed by model 3. The results of this quantitative analysis will be included for consideration in developing the final recommendation of a service delivery model to the TransLink Board.

1. Background and Purpose

HandyDART service policies and standards have evolved over time without a comprehensive policy review or framework. The lack of a federal legislation in Canada that defines the standard of Custom Transit services for people with disabilities, has made it difficult to benchmark the performance of the service against public policy objectives. Concerns were raised during the TransLink Board meetings in 2015 and 2016 pointing to the need for a comprehensive review of HandyDART policies and the current service delivery model.

In response to these concerns, TransLink initiated the Review which consisted of four main phases:

1. Defining the HandyDART services objectives;
2. Conducting a policy and peer review, benchmarking existing HandyDART service and policies against other comparable Canadian agencies and Custom Transit best practices;
3. Evaluation of service delivery options; and
4. Final recommendation to the TransLink Board

As part of the Custom Transit Service Delivery Review, TransLink retained Nelson\Nygaard and PwC as consultants to support the review process. Nelson\Nygaard completed the first two phases of the review in December 2016, and used their findings to establish alternative service delivery (“ASD”) models that would likely provide VFM.



PwC’s role in the Custom Transit Service Delivery Review was to incorporate the different delivery model inputs into a public sector comparator (“PSC”) and complete a VFM analysis. The cost inputs for the different delivery models were developed using information gathered from Nelson\Nygaard’s review, and through engagement with TransLink. As part of the PSC, scenario analysis examined how effective each delivery model is at managing costs under different scenarios, and who bears the risk associated with this cost. The outputs from the PSC were incorporated into the final Multiple Account Evaluation (“MAE”) used by TransLink and the project Stakeholder Advisory Committee to prepare the final recommendation to the TransLink Board.

2. Financial Analysis

Approach

The financial analysis of the ASD models involved a step by step process with the information gathered at each step being added to incrementally and combined to produce the final results. The first stage involved the identification of potential ASD models and a qualitative screening exercise to shortlist those that should be taken forward for quantitative analysis as part of the PSC work.

The second stage was focused on the quantitative analysis and included the development of a reference cost base for each of the shortlisted delivery models; the identification and quantification of common cost risks associated with delivering Custom Transit services; sensitivity analysis on each of the models; and, the development of a VFM measure for each was completed. The process is summarized below.

Alternative Service Delivery Models

The policy review by TransLink and Nelson\Nygaard established five potential alternative service delivery models that could be used to deliver HandyDART services. Following an initial review of the considered alternative service delivery models, an additional two service delivery models (#6 and #7) were identified. These models were included in the VFM analysis. These are models are summarized below:

Table 1 – Potential Delivery Models

Existing	Alt 1	Alt 2	Alt 3	Alt 4	Alt 5	Alt 6	Alt 7
Single Contractor, Most Functions, including Customer Service	Single Contractor, Most Functions, Customer Service In-house	Multiple Contactors, Most Functions (Functions shared amongst Contractors)	Single Contractor, Trip Delivery, and Fleet Maintenance	Multiple Contractors, Trip Delivery, Fleet Maintenance, and Facility Ownership	In-House (Public Sector Comparator)	Multiple Contractors, Most Functions (Functions individually allocated to separate Contractors)	Multiple Contractors, Call Centre, Trip Delivery, Fleet Maintenance, and Facility Ownership

The seven models under consideration included an almost completely in-house model (Model 5) with the majority of services under the direct control of TransLink and Coast Mountain Bus Company (“CMBC”) and a range of other options with varying levels of contracting out of specific functions.

Existing Service Delivery Model

In addition to the new model alternatives, the existing service delivery model was included in the VFM analysis as a potential service delivery model.

Qualitative Screening

TransLink and Nelson\Nygaard performed a qualitative screening of these eight models to determine which should be taken forward for quantitative analysis based as part of the PSC work.

The qualitative screening process evaluated the eight service delivery models by applying Custom Transit objectives to each service model function.



At the conclusion of the qualitative screening, it was determined that Model 2 would not be taken forward for quantitative analysis. Below is a summary of the models that were determined to likely provide VFM, and taken forward for quantitative analysis:

Table 2 – Model Description and Qualitative Evaluation Results

Alternative Service Delivery Model	Description	Taken Forward
Existing	A single contractor is responsible for performance of all major functions, from reservations through service delivery, asset maintenance, and post-trip complaints and commendations. TransLink would retain responsibilities for registration, facility ownership, and facility ownership.	Yes
1: Single Contractor (Most Functions)	A single contractor would be responsible for performance of all major functions, from reservations through service delivery, and asset maintenance. TransLink would retain responsibilities for registration, facility ownership, facility ownership and post-trip complaints and commendations.	Yes
2: Multiple Contactors, Most Functions (Functions shared amongst Contractors)	Multiple contractors would be responsible for trip taking, service delivery, fleet maintenance, and facility ownership. TransLink would be responsible for facility ownership, post-trip complaints and commendations.	No
3: Single Contractor (Trip Delivery, and Fleet Maintenance)	A single contractor would be responsible for service delivery, and fleet maintenance. TransLink would retain responsibilities for registration, call center functions (e.g. reservations, scheduling, dispatching and same-day issues), facility ownership, and post-trip complaints and commendations.	Yes
4: Multiple Contractors (Trip Delivery, Fleet Maintenance, and Facility Ownership)	Multiple contractors would be responsible for service delivery, fleet maintenance, and facility ownership. TransLink would retain responsibilities for registration, call center functions, and post-trip complaints and commendations.	Yes
5: In-House	TransLink would deliver all services ranging from registration through ride delivery, asset maintenance, and customer service. This model is the public-sector comparator.	Yes
6: Multiple Contractors (Most Functions)	This is a variant of Model 1, whereby one contractor would be responsible for performance of all call center functions, and a second contractor would provide ride delivery services. TransLink’s responsibilities would remain unchanged compared to Model 1.	Yes
7: Multiple Contracts (Call Centre and Trip Delivery, Fleet Maintenance, and Facility Ownership)	This is a variant of Model 4, whereby one contractor would be responsible for call center functions, and two additional contractors would be retained to provide service delivery, fleet maintenance, and facility ownership.	Yes

Quantitative Analysis

Six service delivery models plus the existing service delivery model were selected for quantitative analysis as part of the PSC work. A reference cost base was developed for each of the service delivery models that estimated the sum of variable model costs of delivering the service over a fixed period of time.

For the purpose of the PSC analysis, only the variable model costs have been included as these are the cost components that have been identified to vary depending on the service delivery model used. Fixed model costs such as vehicle parts and fuel have been excluded for the purposes of the PSC analysis; these costs would not vary or change TransLink’s risk exposure under the different service delivery models. For instance, TransLink’s exposure to



fuel costs and fuel related risks would be the same regardless of the service delivery model used. Thus, fixed model costs have been excluded from the PSC analysis since it will not impact on the relative rankings of the service delivery models or end results.

Going forward, all references to base cost refer only to the sum of model variable costs. Given that the PSC analysis only incorporates the model variable costs, the cost base referenced does not represent the total cost of HandyDART operations, but provides a point of reference for calculating VFM. The figure below illustrates the relationship between variable, fixed model costs and total HandyDART operating costs.



Assumptions

In developing the cost base for each model the following assumptions were used:

- Employee work hours was assumed to be consistent for each service delivery model at 1,950 per annum;
- A consistent number of trips was assumed for each service delivery model of 1,271,000 per annum;
- The total number of taxi trips will remain constant for each service delivery model, and the planned growth in future service volume will be delivered through HandyDART vehicles; and,
- The underlying assumptions for each cost type was developed by referring to current costs of the service implementation with adjustments made to reflect the amount and type of contracting out or contracting in for each service delivery model.

To develop the cost base for each service delivery model, TransLink, CMBC and Nelson\Nygaard referred to the current contract and invoices for HandyDART services with MVT Canadian Bus, Inc. ("MVT"). In reviewing this information, the following types of costs were identified to be included in the cost base. These are shown in the following table.

Table 3 - Model Description and Qualitative Evaluation Results

Function	Description
Facility Ownership	Amortized purchase cost of facility or facilities that would house all operations and maintenance functions.
Lease Cost for Gateway Office	Costs paid for leasing the space required to house call centre functions at the Gateway location on the 5 th Floor.
Call Centre Labour and Other Admin Costs	Labour and other administrative costs for reservations, scheduling, and dispatching functions at the call centre. This includes Labour costs for staff that handle customer same-day issues such as fielding and responding to estimated vehicle arrival times.
Dedicated Vehicles Labour Costs	Dedicated vehicle consists of a fixed and variable Labour attributable to operation of HandyDART vehicles: <ol style="list-style-type: none"> 1. Fixed component – This consists of Labour costs that are assumed to be fixed regardless of service volume. Employees included in this category consist of road depot supervisors, instructors, transit physical security inspectors, operational managers, and operations supervisors. 2. Variable component – This component consists solely of vehicle operator Labour costs which is assumed to fluctuate based on service volume.
Fleet Maintenance Labour Costs	Fleet maintenance Labour costs consist of costs required to service and perform maintenance on HandyDART vehicles. Costs in category is split into a fixed and variable component <ol style="list-style-type: none"> 1. Fixed component: The fixed component consists of Labour and fringe rates of non-mechanics (i.e. maintenance clerks). 2. Variable component: The variable component consists of Labour and fringe of mechanics.
Post-Trip Complaints Labour Costs	This category consists of Labour costs for customer service agents who are responsible for responding to post-trip issues. This cost component is assumed to be nil for delivery models where the function is retained by TransLink. This is due to the fact that customer feedback services would be absorbed by TransLink’s current customer service department; hence no additional cost is required.
Taxi Dispatcher Labour Costs	This cost category consists of Labour costs of taxi dispatchers who are responsible for assigning trips to taxis and other communications.
Additional TransLink Labour Costs to Monitor Multiple Contractors	For service delivery models where multiple contractors are retained, an additional TransLink staff is required to monitor and coordinate with contractors.
Additional Labour Contractor Costs for 8 Operations Management Staff	For service delivery models where multiple contractors are retained to deliver trips, eight additional operations management staff are required to monitor and coordinate overall operations.

Based on this information, a cost input schedule was produced by Nelson\Nygaard which details the number of staff, and experience level required to perform each function. The number of staff required was multiplied by their respective salary to determine total cost by function. This cost schedule served to be the cost base estimate for functions under the “contracted” category. TransLink and Nelson\Nygaard subsequently developed a cost base estimate for the “in-house” category by determining the equivalent number, and level of TransLink staff required to undertake each function.

These two cost schedules were used to form the cost base for each service delivery model, based on its respective mix of contracted and in-house functions. The base cost figures for each service delivery models were forecasted over a five year operating period. Additional assumptions were made regarding mobilization and procurement



activities required for each service delivery model. Further, to support the development of the financial model used to perform the financial analysis, general assumptions were made around timing and inflation. The financial model is a monthly cash flow model that covers the operational contract term, which is estimated to be five years for the purposes of this financial analysis. Cash flows are assumed to occur at the end of the financial period in which they are incurred.

Risk Analysis and Quantification

A risk analysis process was performed once a reference cost base was established for each service delivery model.

Each service delivery model will manage risks associated with the delivery of Custom Transit services differently. To enable a like-for-like comparison between the costs of delivering the services under the different service delivery models, an adjustment was incorporated into the VFM analysis to compare delivery models on a risk adjusted basis. A review identified and quantified potential service delivery risks, as well as the relative impact that each risk would have under the different delivery models. For this exercise, service delivery risk was defined as potential events that may have a direct impact on delivery costs. To the extent that TransLink retains these risks, they are included in the estimated service delivery costs. It is generally accepted that the key to achieving VFM is the allocation of risks to the party that be best placed to manage them by undertaking effective and cost-effective risk mitigation strategies.

The initial step in the process was to identify all risks that would be relevant to HandyDART services and populate these into a draft risk matrix under each of the delivery models. The risk matrix was developed by PwC, Nelson\Nygaard, TransLink and CMBC. The potential risks were separated into three themes:

- **Operations and Maintenance** – risks that would materially impact the cost of delivering the forecast Custom Transit service as expressed through operating costs and maintenance costs;
- **Procurement** – risks associated with securing a service delivery model that is able to meet the project objectives. This would include issues related to the ability to run a strong competitive procurement that would deliver competitive bids and an ability of potential bidders to perform and meets its obligations through the contract length; and,
- **Service Volume** – risks related to changes in demand for Custom Transit.

Risks were quantified after identification by: Assigning a probability that the risk would occur between 0% to 100%;

- Estimating the cost impact if the risk were to occur under the following three scenarios:
 - Most likely outcome – cost of the most likely outcome
 - Low Case – cost estimated in upside outcome that occurs in 1 in 20 events
 - High Case – cost estimated in downside outcome that occurs 1 in 20 events
- Assigning the portion of risk that is retained by TransLink (and the portion transferred to the third-party service providers) under each delivery model. Risk allocation was assigned to the party best placed to manage a particular part of the project.

The risk assessments were discussed and challenged by the working group and project team until consensus on each of the risks was reached. The expected allocation of each risk to either TransLink or contractors was also discussed and agreed. At this stage, all risks associated with the cost base are assumed to be retained by TransLink.

Sensitivity Analysis

Following the completion of the risk analysis a number of sensitivities were run to test how the results would adjust for changes in certain assumptions. The sensitivity analysis considered how changes to procurement cost, mobilization cost, contractor and TransLink cost, and inflation, and discount rate would affect the results.

Preliminary VFM Assessment

The table below presents the VFM of HandyDART services under the different service delivery models.



Table 4 – Value for Money Results (\$Millions)

Value for Results (5 year operating period)							
	Existing	Alternative 1	Alternative 3	Alternative 4	Alternative 5	Alternative 6	Alternative 7
Value for Money (%)	2.7%	3.2%	2.0%	-1.7%		3.0%	0.7%

*Alternative 5 is the PSC. Therefore, no VFM calculation is required.

The results of the VFM analysis show that with the exception of Model 4, all service delivery models provide value for money when compared to the PSC. These savings may be modest when considered in the context of TransLink’s overall budget but, at the top end, show a variance of 3.2% between models. The results of the quantitative analysis can now be taken forward and considered alongside the other evaluation criteria that has been developed prior to a final decision being taken by the TransLink board.

3. Conclusion

Summary Findings

The results of the PSC analysis indicated that with the exception of Model 4, all other ASD models provide value for money when compared to the PSC. Comparing the ASD models that provide value for money, the Existing Model, Model 1, and Model 6 are the superior performers. The financial analysis detailed within this report has been developed using assumptions that consider the most likely outcomes in terms of project costs for each ASD model. The process has included undertaking detailed risk analysis on how each model may respond to certain events over a contract term in addition to the running of sensitivities. Each of these steps has helped to reduce the inherent uncertainty that comes when making financial forecasts based on the available assumptions. The difference in performance across ASD models is significant at the top end with a 3.2% variance between the best performing model and the PSC. However, the total cost differential may be viewed as modest when considered in the context of TransLink’s overall budget. The results of the sensitivity analysis show that the greatest risk to the conclusions presented here are related to increases in the labour costs of a contractor that would be reflected in its bid price should the project proceed to procurement. There are numerous possible causes of this with one of the more pertinent being issues that may prevent TransLink from running an effective procurement.

Based on these results the Existing Model, Model 1 and Model 6 are best placed to meet the financial objectives of TransLink, followed by Model 3. These results should be considered in aggregate with other criteria in preparation of a final recommendation to the TransLink Board.



TRANSIT POLICE REPORT

MARCH 2017 TRANSLINK BOARD MEETING

STRATEGIC GOALS	PROJECTS, INITIATIVES AND OUTCOMES
Ensuring safety and security	<ul style="list-style-type: none">• Community Policing <p>The 6 Transit Police Neighbourhood Police Officers (NPOs) have established and continue to grow relationships with Transit staff and the communities within their hub areas. As part of their responsibilities the NPOs are expected to work collaboratively to identify and address chronic community safety issues and plan successful interventions that leverage the most appropriate resources available. Such initiatives would include helping vulnerable homeless individuals who frequent stations to find support or addressing chronic panhandling at a station. NPOs also work closely with TransLink, police of jurisdiction and municipalities to help mitigate safety issues arising from projects such as renovation work taking place at Commercial/Broadway and Metrotown.</p> <p>Transit Police officers provide input to safety training for new front line staff within the Enterprise on a regular basis as well as taking part in other safety initiatives such as the Safety Day recently held at Port Coquitlam Transit Centre.</p> <ul style="list-style-type: none">• Life saving event <p>Recently a Transit Police officer was able to save a person's life. Shortly after 2:00 am, on a Saturday morning, Transit Police officers, on patrol in the New Westminster SkyTrain Station, were advised by a passenger that she had seen a man who was believed to be suffering from an overdose in the station parking lot stairwell. Officers located the man and found him unresponsive. An officer administered Naloxone and within several minutes he responded and spoke to officers. He advised he had used heroin that may have been laced with fentanyl and that this has happened to him before. Paramedics attended and took him to hospital. Transit Police officers were recently trained in the use of Naloxone in order to protect themselves, their colleagues and the public from accidental overdose of opioids. This was made possible after the Provincial Government made funds available in response to the recent increase in overdose deaths. Further information on Naloxone is available later in this report.</p>

- **Collaborative responses to violence against staff**

Everybody's trip on public transit, including that of bus operators, should be safe and violence free. All too often, bus operators find themselves subjected to harassing or violent behaviour which puts them and their passengers at risk. Addressing assaults on bus operators is one of the top priorities for the Transit Police. Our commitment is to reduce the number of incidents and to ensure that those responsible are when appropriate, held accountable for their actions. Far too often we find mental illness is an aggravating factor in these adversarial events. Transit Police officers work closely with operating company staff to devise tailor made, collaborative and sustainable solutions to those most chronic of offenders.

- **Opioid Overdose and Use of Naloxone by Police**

In February 2017, the Transit Police Board approved a new policy in relation to opioid overdose and administering of naloxone by Transit Police sworn and civilian staff. The Transit Police has provided Naloxone in an intranasal spray format, and training regarding its safe use, to sworn and civilian staff who may come into contact with opioids such as fentanyl, or who may be a first responder to overdose incidents. The primary purpose of the Transit Police Personnel carrying Naloxone is the resuscitation of Transit Police staff in the event of accidental exposure with an opioid which results in an overdose. Notwithstanding the primary purpose, in emergent situations, Transit Police staff, if safe to do so, will administer Naloxone to a member of the public (includes other first responders) if an opioid overdose is suspected, and British Columbia Ambulance Service and/or Fire Rescue Service attendance is not imminent.

Over 142 Transit Police staff have now been trained and 40 Naloxone kits purchased. Kits are located in some static locations at Police Headquarters and the Bridgeport Office, and police officers sign out kits when on shift. In February 2017, the Ministry of Public Safety and Solicitor General confirmed a grant of \$39,500 to the Transit Police for the purchase of a minimum of 240 Naloxone kits, associated carry cases and training. Since training commenced in December, Transit Police Officers have twice deployed Naloxone to successfully resuscitate overdose victims.

As an employee injury prevention measure, the Transit Police has also placed N95 masks, coveralls and eye protectors in exhibit processing areas and the exhibit room for when police officers and exhibit custodians are handling drug exhibits or potentially contaminated evidence. As part of the provincial opioid response initiative, the Transit Police was recently approved for a grant of up to \$40,000 for the purchase of trace narcotic detection equipment and training which will also be shared as a regional resource for other police agencies.

Improving customer service and experience

Increasing ridership

- **Seamless Policing to the Evergreen Branch**

In support of safety and security for the new Evergreen Branch, Transit Police has been regularly partnering with the Coquitlam RCMP and Port Moody Police to conduct joint patrols along the entire line. The joint patrol and checks help in the collective familiarization with the new stations and surrounding areas, and also helps ensure coordinated operational protocols in response to various policing and security matters (e.g., prolific offenders, threats, missing persons, and persons with mental health issues). Increased patrols have also been carried out in relation to the West Coast Express, and some arrests made for the subjects of arrest warrants.

Of recent note, on January 10, 2017 a warrant arrest was made by Transit Police Officers of an attempted murder suspect who Coquitlam RCMP was seeking. A number of “Be On the Lookout” suspect notices had been issued via the Real Time Intelligence Center (RTIC) in BC, and after receiving additional intelligence from Coquitlam RCMP that the person was using transit, Transit Police Officers made extensive patrols and located the suspect in a fast food restaurant at the New Westminster Station. Transit Police officers arrested the suspect and then transferred custody to the Coquitlam RCMP.

Visible police officer presence is important to ridership and transit staff feelings of safety!

Building a performance measurement culture

- **Snapshot of Year End Statistics**

The Transit Police gathers comprehensive statistics for crime and organizational performance purposes. Our annual Report to the Community will come out this spring; however, we share some 2016 year-end statistics for the information of the TransLink Board. Notably, reducing sexual assaults and enhancing sexual assault investigations was a priority in 2016 so Transit Police is pleased that reported sexual assaults have been reduced and the solve rate has also improved.

Transit Crime & Safety	2016	2015	% Change
Total Reported Files (primary offence only – all offences)	26859	29533	-9%
<i>Transit Police Files</i>	19360	21978	-12%
<i>Assist Files</i>	7499	7555	-1%
Crimes Against Persons	2056	2229	-7.8%
Crimes Against Property	2223	2358	-5.7%
Warrants Executed	706	591	19%
Breaches	381	382	-0.3%
Total S. 28 Mental Health Act Apprehension Files	223	264	-16%
Sexual Offences (incl. assist to JPDs)	271	310	-13%
Workplace Violence Against Bus Operators (Assaults)	102	101	1%
SCBCTA Fare Bylaw Infractions	23443	28267	-17%
SMS Text (87 77 77) Conversations	3022	3300	-8%

Note: The crime related statistics are for all reported police files – not limited to ‘on transit property’ files. This is to reflect that the Transit Police mandate is broader than on

the transit system and our police officers investigate transit related crimes off property and respond to incidents that occur within communities around transit. Our new Service Delivery Model and hub approach incorporates perspective of safe journeys to and from transit. As one of the Transit Police Service's functions is to assist Jurisdictional Police (JPDs) concerning emergencies and crime on and off transit, we have included in the statistics the breakdown between Transit Police primary offence file and our assist files to the JPDs.

Building public trust and confidence in TransLink

• **Urban Public Transit Policing and Security Conference**

The agenda is now set for the “Policing Moving Cities – An International Perspective” conference being hosted by the Transit Police in partnership with the Canadian Association of Chiefs of Police. The conference will take place April 30 – May 2, 2017 in Vancouver, and will be an international discussion on the unique issues faced when policing “transit communities” and some of the innovative ways they are being addressed. The conference will focus on contemporary community safety issues including:

- Terrorism and transit systems;
- Vulnerable populations, including those with mental illness;
- Collaboration and partnerships for transit authorities, policing and others; and
- The value proposition of transit policing models.

There is a distinguished group of presenters and panelists, including BC Deputy Solicitor General Mark Sieben; Chief Constable Paul Crowther O.B.E., British Transport Police; Chief Joseph Fox, New York Police Department Transit Bureau; Chief John Tarbert PhD, Denver, CO; and many others from policing, transit operating agencies and academia. The conference is targeting transit and police managers/executive, government officials, and transit and police governing officials.

This is a very exciting opportunity for the Transit Police and TransLink to share its policing model and service delivery innovations, and have an opportunity to advance its goal of delivering excellence in public transit policing.

STRATEGIC GOALS	Q4 2016 PROJECTS, INITIATIVES AND OUTCOMES
<p>Modernizing the Rail Division</p>	<p>Continued focus on rail maintenance to ensure a state of good repair:</p> <ul style="list-style-type: none"> - During Q4 2016, the Rail Assets department continued its state of good repair focus on rail and guideway inspection and maintenance, which included rail grinding, switch replacement, and LIM lowering work. These efforts are important to the safety, resiliency and customer experience of the system. <ul style="list-style-type: none"> o Grinding work continued along the Expo Line. This quarter grinding occurred on 68 kilometers of rail for a year-end total of 100 kilometers or 40% of our running rail. o Three switch replacements in the Waterfront area. o LIM Reaction Rail lowering of 180 track sections. This work is critical to ensure clearance between the train’s Linear Induction Motor and the reaction rail is sufficient for safety and performance optimization. <p>Planning for launch of the Evergreen extension of the Millennium Line:</p> <ul style="list-style-type: none"> - On October 22, successfully delivered a new operating pattern for the Expo & Millennium Lines ahead of the Evergreen extension launch. The new operating pattern gives residents of Port Moody and Coquitlam a one seat ride to Vancouver. - Officially began providing revenue service on the Evergreen extension of the Millennium Line on December 2, 2016. During Q4 2016, much of the Rail Company’s refocus was devoted to testing and commissioning critical elements of the extension to ensure a safety, reliability and resiliency. Metro Vancouver now boasts the longest driverless, fully automated rapid transit system in the world. <p>Introducing the MKIII vehicles into revenue service:</p> <ul style="list-style-type: none"> - During Q4 we launched the last of the seven new INNOVIA Metro 300 trains into revenue service after completing its final stage of trial running. The Mark III, as it is commonly known, improves the customer experience with additional capacity, improved accessibility aids, better passenger flow and additional space for bikes, and standing passengers. <p>Improve Resiliency and Response to Service Disruptions:</p> <ul style="list-style-type: none"> - 2016 saw the initial implementation of a maintenance response team to increase rail maintenance resiliency by improving response times to system disruptions, diagnostic capabilities and deployment of resources. In Q4, nine positions of the response team were filled with four Engineering Maintenance Duty Manager’s transitioning to full 24/7 coverage in Q1 2017.
<p>Ensuring safety and security</p>	<p>Continue to support the development and implementation of the recommendations from the 2014 Independent Review to further strengthen our resiliency:</p> <ul style="list-style-type: none"> - To date 10 of the 20 recommendations have been completed. Three scheduled for completion in 2017, two in 2018 and the remaining five in 2019. - SkyTrain incident notification procedures have been agreed upon by municipalities and Regional Transportation Management Centre. SkyTrain Operations manuals were updated in Q4 to reflect the procedures and a successful test exercise was completed. - Feasibility study approved to improve the acoustic quality of station announcements. <p>Support enterprise initiatives to further safety and security initiatives:</p> <ul style="list-style-type: none"> - Health, Safety, Training & Environment engaged with TransLink Communications to develop a campaign about safety and etiquette on transit. This proactive approach to educating passengers on fare gate etiquette and safety, slips, trips and falls will be launched in 2017.

Building a Performance Measurement Culture	<ul style="list-style-type: none"> - Performance reporting improvements with the introduction of an executive KPI dashboard to promote greater business insight was introduced in Q4. - In Q4 BCRTC took positive step towards the development of a Performance reporting department with the hiring of a Senior Performance Reporting Analyst. This department will be led by a Director, Customer Experience and Performance Reporting.
Improving Customer Service and Experience	<p>Continue to support five remaining station upgrade projects:</p> <ul style="list-style-type: none"> - In Q4 upgrades to New Westminster station were completed. This is the third of the seven SkyTrain stations on the Expo Line to be upgraded. - All projects are now being channeled through Asset Integration Office. To ensure consistency and a governed approach to the allocation of resources for capital projects. <p>Employee Recognition:</p> <ul style="list-style-type: none"> - At the Canadian Urban Transportation Association Fall Conference held in Vancouver, two SkyTrain Attendants were recognized with Herosm Awards for their brave efforts in ensuring the safety and well-being of our customers.

Key Performance Indicators	SkyTrain (excluding Canada Line)				West Coast Express (WCE)			
	YTD Dec 2015 Actual	YTD Dec 2016 Target	YTD Dec 2016 Actual	Variance to Target Fav / (Unfav)	YTD Dec 2015 Actual	YTD Dec 2016 Target	YTD Dec 2016 Actual	Variance to Target Fav / (Unfav)
On-time performance ¹	95.9%	94.7%	95.1%	0.4%	95.6%	97.8%	95.3%	(2.5%)
Overall mystery shopper score ²	98.0%	94.0%	95.0%	1.0%	96.4%	87.6%	98.0%	10.4%
Lost time frequency ³	3.57	3.20	3.87	(0.67)	-	-	-	-
Major passenger injuries per 1m boarded passengers ⁴	1.28	1.20	1.10	0.10	0.76	0.31	0.41	(0.10)
Operating cost ^ψ per vehicle km	\$2.78	\$2.94	\$2.97	Δ (\$0.03)	\$13.89	\$13.58	\$12.53	ΔΔ \$1.05
Operating cost ^ψ per passenger km	\$0.154	\$0.166	\$0.140	\$0.026	\$0.221	\$0.180	\$0.215	(\$0.035)

- On-time performance (OTP) is the measure of train trips delivered within 3 minutes and 5 minutes of scheduled departure for SkyTrain and WCE, respectively. SkyTrain OTP was particularly impacted by passenger delays, ATC (automatic train control) issues and 2016 winter impacts. Delays continue to be reviewed for opportunities to reduce the volume and duration of service disruptions.

WCE OTP 2016 results were negatively impacted by delays associated to CP Rail operations and track infrastructure, particularly in the latter part of the year. WCE management continues to work with CP Rail to address OTP results.
 - In December 2015, staff met with the program contractor to revisit shopper scoring standards. Compared to prior year, there were decreases in scores for stations and advertising panels; however, there were increases in attendants/field supervisors, Compass vending machines and customer service phones.
WCE 2016 results are strong with high scores in staff availability and having courteous and helpful staff. WCE survey changed in January 2015 to align with SkyTrain and Canada Line.
 - Safety investigations are conducted for each reported injury and recommendations to prevent recurrences are implemented where practicable. Occupational health initiatives have been implemented to manage this result.

WCE has had no employee LTAs since 2000.
 - Slips and falls continue to have the most serious impact on SkyTrain passenger safety. Boarded passengers for 2016 is 93.8 million compared to target of 77.1 million.

WCE unfavourable variance to target was driven by boarded passenger figures of 2.5 million 2016 actual compared to target of 3.2 million.
- Δ 2016 operating results^ψ for the Rail Company of \$265.9 million is \$0.3 million, or 0.1%, higher than budget. However, operating and maintenance costs for the Expo and Millennium Line of \$135.2 million is \$3.3 million, or 2.5%, higher than budget of \$131.9 million due to additional corrective grinding, rail assets and rolling stock state of good repair costs, fare media costs, staff cost increases, 0.5% retroactive collective agreement increase, and snow removal costs; offset by vacancies and recoveries related to capital project support.
- ΔΔ For WCE, 2016 operating results^ψ of \$18.6 million is \$3.7 million, or 16.7%, below budget by of \$22.3 million due to CP Rail contractual performance adjustment, an early rail car lease buyout executed at the end of 2015, and lower diesel fuel rates; offset by snow removal costs.

^ψ Operating results include allocated costs and exclude depreciation and any retail revenue or third party recoveries.
WCE allocated costs do not include railcar lease costs.



TRANSLINK STRATEGIC PRIORITY	PROJECTS, INITIATIVES AND OUTCOMES
<p>Ensure a state of good repair</p>	<ul style="list-style-type: none"> • Financial results: The 2017 CMBC Operating Costs to the end of January are \$160K unfavourable to plan and Contracted Transit Services (CTS) are \$173K favourable for a combined total of \$13K favourable. • HandyDART is 6 months into a 1 year lease of a trial of a Ford Transit for HandyDART. Drivers like the vehicle, and after 15,719 kms it has only required regular maintenance. Benefits: 50% better visibility, 20% fuel savings, backup camera, smaller engine w/turbo, softer ride for customers than current vehicles. • Bus radio replacement project update: Final capital approval expected to go to the Capital Management Committee in early Q2. Recommendation is to go with a leased based service. • Renewed focus on root causes of cancelled service and on time performance. • The Safety Management System (SMS) implementation in the Maintenance Division is ongoing and is 95% complete, with expected completion by the end of Q1 2017. Following implementation, the SMS within Maintenance will continue to evolve via continual improvement processes embedded into the SMS. The SMS Working Group continues to gather and document Safe Work Procedures and other core SMS documentation. Progress is being made against the 46 targets set for completion by April 2017. A project plan is being worked on for the subsequent implementation of SMS within Operations and the remainder of the company, with full SMS implementation by the end of Q1 2018. • CMBC has initiated a capital project to modernize its safety and occupational health systems through the adoption of software. The intention is to invest in a system that includes incident and investigation logging, risk and control tracking, claims management, medical file management, and the ability to produce KPIs for all related areas. Following TransLink’s Business Technology model, the project will include a feasibility study to determine user needs and connections points with other technology systems. Following the feasibility study, a capital proposal will be submitted for adoption of a software solution. • In Q3 of 2016, the Emergency Operations Centre (EOC) procedure books and EOC Manual were updated to better reflect the processes the company would follow during an emergency. The newly revised manual and processes were presented to CMBC’s senior management during four training sessions/table top exercises in Q4. Feedback was collated from each training session and reviewed by CMBC’s Emergency Management staff with several recommendations being planned for implementation in 2017. • In 2016, CMBC’s spill frequency was reduced from 9.1 (2015) to 7.2 spills per million kms, bettering the annual target of 9.5 spills per million kms. Maintenance Engineering continues to investigate and resolve systemic issues that contribute to spills, and Fleet Maintenance continues to provide more details on spills, enabling better investigations. • Potable water consumption was down 23% in 2016, in part due to a voluntary reduction in bus washing in the dry summer months as well as the closure of the bus washes during cold weather. • SeaBus: Beaver Refit and Otter Disposal – The Burrard Beaver refit was completed successfully and no major issues were reported since the vessel re-entered service on December 20, 2016. The Burrard Otter was decommissioned and relocated to the Vancouver Shipyards on December 21, 2016 for disposal. • SeaBus: Administration Building and North and South Terminal Envelope Rehabilitation Project – the project saw a delay with the recent adverse weather, but should get back on

	<p>schedule as weather improves in March and April. The first berth renovations on the North Shore will be completed in Q2 2017. Renovations to the second berth will commence upon the completion of berth one. The North Shore Terminal roof is scheduled to be completed in Q1 2017. The replacement of the Waterfront Terminal roof will commence in Q1 2017. Project is still on target for completion for Q3 2018.</p> <ul style="list-style-type: none"> • Capital Programs and Asset Management: the capital program for 2017 includes over thirty-five (35) projects for CMBC at a cost of \$42M. The next phase of the enterprise-wide Capital-M project will include condition assessments on various TransLink and CMBC assets which will provide excellent detail for developing long term maintenance and replacement programs.
<p>Mobilize the Mayors' Vision</p>	<ul style="list-style-type: none"> • Expansion Service: CMBC continues preparing for expanded service in 2017/2018/2019. For the approved service expansion, eighty-one (81) additional buses are required for 2017. CMBC plans to use retired buses for the service expansion until new vehicles can be delivered in 2018. Additional operating funding has been included in the 2017 budget for the refurbishment and re-commissioning of the retired buses. Sunday and holiday SeaBus 15-minute service started on January 15, 2017. A move to Frequent Transit Network (FTN) service levels, expanded 15-minute service every day, is planned for later in the year. \$34M has been approved for the construction of an additional SeaBus vessel with an expected in-service date of Q1 2019. A RFP for potential shipyards will be issued in March 2017. • Future Replacement Orders: Capital funding has been approved for the 2017 replacement of ninety-four (94) 40' and fifty-two (52) 60' conventional buses. RFPs have been issued for both procurements. • The additional funding for HandyDART was implemented January 1, 2017 with 45,000 annual service hours added. This is expected to provide approximately 85,500 additional trips for customers. • Conventional Operator recruitment and training is on track for April implementation of expansion hours. • Approximately 50,000 service hours are being added throughout the bus network system wide in April. This expansion will help address overcrowding concerns during peak hours on some of our busier South of Fraser commuter routes, and Community Shuttle service in South Surrey will return to 30 minute frequencies during the daytime off peak period. • Farebox Replacement: A recommendation will be going to the Capital Management Committee (CMC)/Executive Capital Oversight Group (ECOG) in March 2017 to replace all existing bus fareboxes. The current model is at end-of-life with high maintenance costs and a new farebox is required for the expansion buses.
<p>Improve Customer Experience & Public Support</p>	<ul style="list-style-type: none"> • Lost Property started a pilot program with 4 hour Saturday openings on January 7th and has had a steady level of walk-in customers every week. • An additional 25,326 extra trips were provided on HandyDART in 2016. Demand was much greater than anticipated and resulted in 3,558 denials vs 1,613 in 2015. • Due to snow, HandyDART had 14 "Essential Service" days between December 2016 and February 2017. This had an impact on the number of expected trips delivered. • The annual HandyDART customer service survey achieved a rating of 8.5 for "Service Overall" in 2016. • In November 2016, HandyDART delivered the highest number of trips since March 2012. There were 109,146 trips in November 2016. • MVT (HandyDART service provider) created service area teams (schedulers and dispatchers) to work closer together and focus on their respective area's specific customer service issues. • Building relationship meetings are underway between Access Transit and all the taxi companies in the Taxi Saver program. • Passenger Information Displays (PIDs) will be installed at Carvolth exchange as a pilot. TComm to update messages to customers more frequently at all PIDs (will also include

- positive messaging to the public when there are no bulletins).
- 2017 training for TComm and Transit Supervisors to include customer service component.
 - Transit Security will conduct ride-alongs on identified problematic routes, and loops to enhance the passenger’s trust in a safe and secure system.
 - Evergreen line extension bus integration was launched successfully on December 19, 2016. New bus services have resulted in a significant increase in ridership on many routes which has caused overcrowding on some community shuttles. Additional service is being added in April to provide short term relief.
 - A Passenger Injury Reduction Strategy Group has been formed to review CMBC’s top causes of passenger injuries of 2016, and to begin the process of establishing long and short term objectives and targets to reduce injuries.

Key Performance Indicators	Annual Target	Jan YTD Target	Jan YTD Actual	Variance	Jan YTD Last Year
Preventable Collisions per 1M kms	9.0	9.0	11.3	(2.3)	9.6
Employee Assaults per 1M service hours	20.5	20.5	19.4	0.9	22.3
Employee Lost Time Accident frequency (incidents per 200,000 hours worked)	7.0	7.0	13.8	(6.8)	8.7
Spills per 1M km	8.0	8.0	8.8	(0.8)	7.2
CMBC Operating Cost per km (excl. fuel)	\$5.41	\$5.39	\$5.45	\$(0.06)	\$5.25
On Time Performance					
Bus Regularity – frequent service	74%	74%	71.5%	(2.5%)	70.8%
Bus Punctuality – infrequent service	60%	60%	49.4%	(10.6%)	49.6%
Bus Departures – on time at first in-service stop	83%	83%	83.9%	0.9%	80.5%
Scheduled Service Delivered	99.5%	99.5%	99.7%	0.2%	99.5%
Customer complaints per 1,000 service hours	5.4	5.4	5.9	(0.5)	5.0
Customer commendations per 1,000 service hours	0.78	0.78	0.61	(0.17)	0.56
Access Transit Operating Cost per trip	\$39.28	\$38.17	\$40.76	\$(2.59)	\$39.07
Access Transit Trips Provided (thousands)					
HandyDART	1,186	103.0	90.4	(12.6)	92.7
Supplemental Taxi Service	102	8.5	11.4	2.9	8.1
Total	1,288	111.5	101.8	(9.7)	100.8
Denials (actual)	1,500	125	234	(109)	147

CMBC’s operating cost per km variance is due primarily to 0.8% fewer service kilometres; operating costs were 0.2% over budget. Access Transit trips in January were impacted by the winter weather with the lower demand and trips provided resulting in a higher cost per trip as the total costs includes the fixed administrative and support costs.

TO: Board of Directors

FROM: Vivienne King, President and General Manager – BCRTC
Sany Zein, Vice President, Infrastructure Management and Engineering

DATE: February 27, 2017

SUBJECT: Implementation of Recommendations from the 2014 SkyTrain Independent Review

PURPOSE

The purpose of this report is to provide an update regarding the implementation of recommendations from the 2014 SkyTrain Independent Review conducted by Gary McNeil.

BACKGROUND

On July 17 and 21, 2014, unprecedented lengthy delays to SkyTrain service occurred. The public experienced major inconveniences as the system was down for 5-6 hours. As a result, TransLink commissioned Gary McNeil, former President of GO Transit (Toronto), to conduct an independent review of the two major SkyTrain service disruptions. Mr. McNeil made 20 recommendations in his report issued on November 18, 2014. The recommendations aimed to reduce the frequency and duration of service disruptions, in addition to improving operations, safety, customer service and communication during a disruption.

The McNeil Program was created in December 2014 to act upon each recommendation over 5 years (by December 2019).

DISCUSSION

Progress has been made on all 20 recommendations identified in the 2014 SkyTrain Independent Report. The Program to act on all the recommendations is forecast to be completed at or under budget and within five years of the report being issued, as shown in the graphic in Attachment A. Of the 20 recommendations, 10 are complete and 10 are in progress. Budgets for all the recommendations have been included in TransLink's capital plan. Attachment B summarizes the status for each of the 20 recommendations.

Implementation of the McNeil Program is helping British Columbia Rapid Transportation Company address some of the issues related to keeping the 30 year old SkyTrain system in a state of good repair. Examples of recommendations related to state of good repair include developing an asset management plan (Recommendation 6); and transferring system knowledge through updated operations and maintenance manuals (Recommendation 5).

SkyTrain operations are already seeing improvements from the implementation of the first 10 recommendations. For example, municipal notification protocols were developed collaboratively with municipalities in November 2016 to address Recommendation 19: "Establish protocols and communication links with local municipalities". The municipal notification protocols were utilized for the first time on February 9, 2017 when Canada Line experienced significant service issues caused by ice build-up along the tracks. The protocols kept the cities of Richmond and Vancouver informed of the issues and estimated timelines for resolution.

Focus on Recommendation 1: Faster System Recovery

In the event of a major failure impacting command and control communication between the trains and the Control Centre (as happened on July 17 and 21, 2014), the current SELTRAC technology on the Expo and Millennium Lines requires 3 to 5 hours to get the service back to normal operation due to the manual re-entry of trains into the system.

McNeil Recommendation 1 was for TransLink to assess ways to improve the Automatic Train Control (ATC) system recovery and operation. After initially suggesting the installation of an Auto-Restart component similar to that which is used on Canada Line, McNeil later confirmed (in June 2015) that available software does not meet the envisioned functionality desired.

After investigating various options with Thales, a strategy was developed to meet the objectives of Recommendation 1. TransLink is proceeding with implementing a software upgrade that will add the following functionality to the ATC system, reducing the system recovery time and improving operations:

- a) Avoid train timeouts from temporary loss of communications between the Vehicle Control Centre (VCC) and Vehicle On Board Controllers (VOBCs). This upgrade will allow trains to re-establish communication on its own without the need for a Station Attendant to travel to the train and drive it manually to a re-entry point.
- b) Enable securing track switches remotely when a track switch malfunctions. This upgrade simplifies the process of confirming the track switch position in the ATC, requires less time and personnel to implement, and prevents inadvertent routing by the ATC.
- c) Simplify process for assigning track direction, which will reduce recovery time and reduce risk of train collision as a result of human error.
- d) Enable the ATC system to automatically confirm train lengths that are manually assigned to trains returning to revenue service after receiving regular maintenance at the OMC. This upgrade will avoid derailments and collision with trains that are assigned incorrect train lengths as a result of human error.

Designing and implementing the above four functional improvements simultaneously reduces the costs and time to implement, allowing field testing and in-service trials to be performed only once instead of four separate times.

TransLink funding for this project was approved in December 2016. Contract negotiations are currently underway with Thales (the original Automatic Train Control system supplier) and are projected to be completed in March 2017. Once the Thales contract is finalized, a more detailed implementation schedule will be available.

In the meantime, a number of system improvements have already been implemented to avoid system failures and reduce the system recovery time required in case of a system failure including:

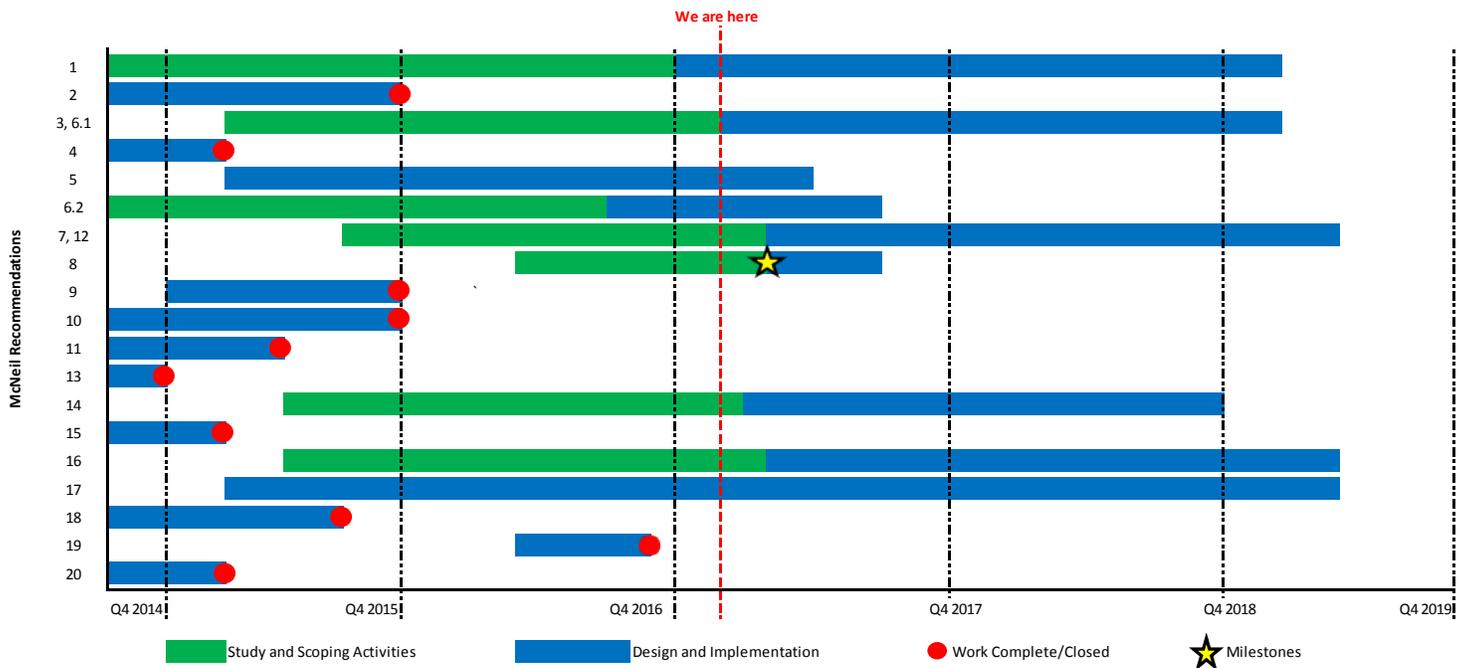
- a) Increasing the number of frontline staff, striving to have staff attend trains outside of stations within 20 minutes of a disruption and getting the trains back to the stations more quickly –

ensuring a safe evacuation of passengers and faster system recovery. Completed November 2015.

- b) Implementing new procedures to allow several trains to be driven manually at the same time during a service disruption. This will reduce the total amount of time it takes to bring all trains back into a station, safely evacuate passengers and get the system back up and running. Completed November 2015.
- c) Preventing avoidable system failures by scheduling critical maintenance activities during non-service hours. Completed March 2015.
- d) Improving the guideway intrusion system to reduce false alarms. Completed April 2015.

The positive impact of system improvement items a) and b) shown above, was illustrated on November 1, 2016 when 12 trains lost communication with the Vehicle Control Centre (VCC). Allowing multiple trains to be manually driven at one time by the additional station attendants, allowed SkyTrain service to be reinstated up to 40% quicker, with an estimated savings of about 60 minutes in this case.

ATTACHMENT A Schedule



**ATTACHMENT B
Implementation Progress**

Report Item #	Recommendation	Intent of Recommendation	Status
1.	Faster System Recovery (previously referred to as "Auto Restart")	<p>Enable a significantly shorter system recovery, if a major communication failure occurs between the trains and SkyTrain Control Centre.</p> <p>Thales, SELTRAC technology supplier, indicated the Canada Line utilized an "Auto Restart" program that could enable a shorter system recovery period. In his June 2015 Status of Recommendations report however, McNeil confirmed the Canada Line system's Auto Restart program did not meet the envisioned functionality desired.</p>	<p>TransLink Capital Management Committee approved funding for the following Automatic Train Control (ATC) software upgrades in December 2016 to meet the intent of Recommendation 1:</p> <ul style="list-style-type: none"> a) Software upgrade to avoid train timeouts from temporary loss of communications b) Software upgrade to enable securing track switches remotely c) Software upgrade to assign track direction to prevent conflicts with manual trains transitioning to automatic control. d) Software upgrade to confirm train lengths to avoid on-track collisions <p>Contract negotiations are underway with Thales and are expected to be completed by March 2017.</p>
2.	Modify the Line of Sight Operating Rule to allow manual operation of multiple trains at one time.	Expedite train recovery to station platforms so passengers were not left on trains for a lengthy duration, reducing the probability of self-evacuation.	<p align="center">Completed Nov 2015</p> <ul style="list-style-type: none"> • New operating rules and training were completed in November 2015 to allow all trains to safely operate in a manual mode.
3.	Install system continuity redundancies for critical system elements.	Ensure "back-up" systems are available when failures occur on critical systems elements such as power to enable basic train service to not be significantly disrupted.	<ul style="list-style-type: none"> • TransLink Capital Management Committee approved funding in December 2016 for design and implementation of the <u>Power System Upgrade for SkyTrain OMC</u>. To take advantage of design and implementation synergies, the Decoupling of Important Systems work (Recommendation 6) was also included in this project. • Preparing Specific Project Approval (SPA) documentation to request capital funding for the

Report Item #	Recommendation	Intent of Recommendation	Status
			design and construction of a second power supply feed for the OMC from BC Hydro. Funding approval expected in Q1 2017. <ul style="list-style-type: none"> Additional work underway for sizing the Operations and Maintenance Centre (OMC) back-up generator and to perform additional power system testing. Work to be completed in Q2 2017.
4.	Work on system-critical control components should only be allowed during non-revenue operating hours.	Reduce the likelihood of “accidental” disruptions to critical systems during passenger operating hours.	Completed March 2015 <ul style="list-style-type: none"> Maintenance practices revised and implemented in March 2015
5.	Update and create new operating and maintenance manuals, and procedures.	Ensure the latest operating and maintenance procedures are in place; ensure knowledge transfer from the long term employees prior to retirement.	<ul style="list-style-type: none"> Vehicle Work Orders, Checklists and Statement of Procedures (SOP) = 100% Complete Wayside Work Orders and Checklists are 82% complete Wayside SOPs are 70% complete Completion expected by June 2017
6.	Decouple important systems and develop an Asset Management Plan.	<ol style="list-style-type: none"> Ensure there is reduced dependencies between systems so if one system fails, it does not completely impact other systems. Development of a complete asset management inventory of BCRTC vehicles, system, wayside and fixed facilities for budgeting and operational controls. In his June 2015 “Status of Recommendations” report Mr. McNeil confirmed it will take “many years to finalize” a complete Asset Management Plan 	<u>Decoupling Important Systems</u> <ul style="list-style-type: none"> To take advantage of design and implementation synergies, the Decoupling of Important Systems work is being performed as part of the <u>Power System Upgrade for SkyTrain OMC</u> project described under item 3. <u>Develop Asset Management Plan</u> <ul style="list-style-type: none"> Completed draft of asset maintenance preliminary strategic direction report Completed draft of supply chain management preliminary strategic direction report. Work to be completed in Q3 2017.
7.	Upgrade the guideway intrusion system.	Eliminate the nuisance delays which were occurring (at a	<ul style="list-style-type: none"> Platform Intrusion Emergency System (PIES) repaired,

Report Item #	Recommendation	Intent of Recommendation	Status
		rate of 450 times per month) due to detection of intrusions which were non-critical (such as newspapers or birds passing through detection sensors).	<p>significantly reducing alarms.</p> <ul style="list-style-type: none"> • Draft feasibility report issued February 2017, investigating guideway intrusion improvement options. • Report currently being reviewed.
8.	Introduce a single emergency radio band for all TransLink Operating groups	Allows BCRTC, Canada Line, West Coast Express, CMBC and Transit Police to communicate together without going through multiple people and control centres.	<ul style="list-style-type: none"> • Held additional workshops with BCRTC Train operations staff, CMBC TMAC staff and Transit Police dispatch staff to discuss interoperability communication requirements. • Draft report to be issued Q1 2017.
9.	Establish an “alarm-based” warning system for appropriate management and supervisory staff.	Ensure key personnel are always aware of an emergency when it is happening.	<p>Completed Nov 2015</p> <ul style="list-style-type: none"> • Solution includes email alerts/alarms through smart phones.
10.	Set front line staffing levels and their service area locations so qualified staff can respond within a specified period of time.	When a system failure occurs, target personnel reaching passengers (trains) within 20 minutes to provide effective system recovery and improved customer service while avoiding the self-evacuation of trains.	<p>Completed Nov 2015</p> <ul style="list-style-type: none"> • 30 part time STAs were trained to provide additional coverage for morning and afternoon peak hours.
11.	Install system-wide CCTV coverage.	Provide an alternative to manual response to help during self-evacuation and act as a train location backup, if BCRTC felt that increased staffing was not acceptable.	<p>Closed June 2015</p> <ul style="list-style-type: none"> • In his June 2015 “Status of Recommendations” report, Mr. McNeil acknowledged that through increased staffing and platform-based CCTV (Item 12), this recommendation should not be required and should be considered closed.

Report Item #	Recommendation	Intent of Recommendation	Status
12.	Install platform edge CCTV coverage.	This recommendation is an element of Recommendation 7 "Upgrade the guideway intrusion system". Pan-zoom digital CCTV cameras located to completely scan the guideway area at stations could assist in reducing the delay times associated with intrusion detection alarms.	<ul style="list-style-type: none"> • Work on this recommendation is included as part of the study described under item 7. The study will provide options on how to proceed.
13.	Communicate during lengthy delays that windows can be opened on some trains.	This will reduce the sense of claustrophobia in the vehicle, and reduce the internal heat build-up on sunny, warm days.	Completed Sept 2014
14.	Delineation of Walkway Edge	Investigate forms of walkway delineation to reduce the safety risks of evacuating passengers when light levels are low.	<ul style="list-style-type: none"> • Preparing Specific Project Approval documentation, including the Business Case and Work Plan, to be submitted to the Capital Management Committee for: <ul style="list-style-type: none"> ○ Painting the walkway edges to provide a visual delineation. ○ Installation of emergency equipment boxes at each SkyTrain station to contain flashlights to use during evacuations led by Station Attendants. • Funding approval expected in Q1 2017.
15.	Increase visibility of frontline staff.	Make staff easily recognizable in times of minor or major crisis to let passengers know there is SkyTrain staff around the system.	Completed March 2015
16.	Improve the quality of the Passenger Address System.	This recommendation addresses the overall poor quality of the current Passenger Address system on the trains and at the stations.	<ul style="list-style-type: none"> • Replacement of existing speakers in Mark I vehicles completed in June 2016. • Final acoustic study report issued December 2016. • Preparing Specific Project Approval

Report Item #	Recommendation	Intent of Recommendation	Status
			<p>(SPA) documentation to request capital funding to design quality improvements to the SkyTrain Passenger Address System recommended in the acoustic study.</p> <ul style="list-style-type: none"> Funding approval expected in Q2 2017.
17.	Introduce programmable-messaging signboards, fixed signage and PA speakers at the entrances to all stations.	This recommendation recognized that, when the system is closed to the public, and the station grills were drawn down, all the necessary information for customers was out of reach.	<ul style="list-style-type: none"> Draft study issued that recommends sign location and orientation options at all station entrances in November 2016. Technical Working Group reviewed report recommendations and provided feedback in January 2017 Sign installation outside entrances of all SkyTrain stations planned to begin later in 2017.
18.	Strengthen the resiliency of the Call Centre phone system and webpage.	Ensure that critical communication channels to the public do not get overloaded when there is a major delay event.	<p>Completed Oct 2015</p> <ul style="list-style-type: none"> 21 additional telephone lines installed by October 2015. Website enhancements completed by September 2014
19.	Establish protocols and communication links with local municipalities.	This recommendation recognizes that SkyTrain is not a closed system and operates adjacent to municipal roadways and connects with other public sector organizations. In emergencies, local municipalities and their first responders can assist in managing traffic, pedestrian crowding and decimation of communication messages to the public.	<p>Completed Nov 2016</p> <ul style="list-style-type: none"> Workshops held in July and Sep 2016 with municipal operations and the Regional Transportation Management Centre (RTMC) staff to finalize communication procedures between municipalities and BCRTC during SkyTrain system disruptions. Train operation procedures were updated by November 10, 2016 BCRTC organized a test exercise to confirm the communication procedures were working properly the week of November 14, 2016.

Report Item #	Recommendation	Intent of Recommendation	Status
20.	Introduce a bus scrolling message advising of major delays.	Advise bus drivers and bus customers along specific routes that delays are occurring on the SkyTrain.	Completed March 2015 <ul style="list-style-type: none">• Used existing technology on Coast Mountain buses.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management & Engineering

DATE: March 10, 2017

SUBJECT: Pattullo Bridge Condition Monitoring Report

PURPOSE

This report provides an information update on the on-going condition monitoring activities on the Pattullo Bridge that have occurred since November 2016.

BACKGROUND

The Pattullo Bridge is 79 years old. Most of the structural components have passed the predicted design life and are reaching the end of their useful life. The deterioration of the bridge condition is a dynamic event, with conditions generally degrading over time. Weather, temperature fluctuation, rainfall, wind, river action, live traffic loads and aging of the steel and concrete components all contribute to the degradation of the bridge condition.

To ensure that the necessary inspection and monitoring activities are being identified and implemented, TransLink regularly consults with experienced bridge engineers working in the private and public sector in Metro Vancouver.

With responsibility for the safety and operations of the bridge, TransLink monitors the condition of the bridge structure closely through regular inspections of the bridge components. TransLink then performs maintenance and repairs in response to the findings of the inspection reports.

DISCUSSION

Recent and on-going inspection activities since the November 2016 update to the Board are listed in Table 1.

Table 1: November 2016 to February 2017 Pattullo Bridge Ongoing Inspections and Monitoring

REFERENCE	ACTIVITY	CONSULTANTS / PARTNERS	DATE
1	Condition Inspection Review	COWI North America	In Progress
2	Railing Inspection and Repairs	COWI North America	In Progress
3	Wind and Seismic Warning Systems Assessment; Emergency Management Plan	Parsons Corporation	In Progress
4	Deck Condition Monitoring	WSP	In Progress
5	2016/2017 Winter Monitoring Survey	Northwest Hydraulic Consultants Ltd (NHC)	February 20, 2017
6	Pattullo Bridge Collision Analysis Update	TransLink	February 20, 2017

A summary of each of these activities is provided as follows:

1. Condition Inspection

Each year, the BC Ministry of Transportation and Infrastructure (Ministry) performs a condition inspection of the Pattullo Bridge with the aid of a 'snooper truck'. The 2016 bridge condition inspection was conducted in August 2016, and a Condition Inspection Report, documenting the findings of the inspection was submitted to TransLink in Q4 2016. The condition inspection identified minor structural deficiencies throughout the Bridge, consistent with the age of the bridge, as well as the need to repair and replace bridge railings.

TransLink is proceeding with railing repairs (item 2 below) and is continuing to monitor the condition of the deck (item 4 below). To ensure any other conditions requiring short-term repairs are addressed, TransLink has commissioned COWI to develop a recommended short-term repair program informed by the findings of the latest inspection report. A report summarizing the repair recommendations will be completed at the end of Q1 2017.

2. Railing Inspection

In Q3 2016, TransLink retained COWI to re-inspect the railings on the Bridge (a previous inspection was performed in 2014). The findings of the 2016 inspection were documented in the *Pattullo Bridge Railing Inspection* report. Based on the findings of the inspection, Mainroad commenced railing repairs and replacements of the most severely deteriorated railing posts in Q4 2016. As of Q1 2017, all repairs and replacements on the west side of the Bridge have been completed. Currently, Mainroad is performing the repairs and replacements on the east side of the structure. Pending weather conditions, total completion of all the railing repairs and replacements is expected in Q2 2017.

As the railings will continue to deteriorate over the remaining service life of the Bridge, TransLink will continue to monitor and repair/replace the railing posts as needed. A tracking spreadsheet is used to track the condition of every individual railing post on the structure.

3. Wind and Seismic Warning Systems and Emergency Management Plan

The Pattullo Bridge was not designed to meet current wind and seismic loading standards for a new structure built today, and as a result, may be vulnerable in a seismic or hurricane-level wind event.

To improve the safety of the Bridge, a feasibility study is being conducted to determine if advance warning and monitoring systems can be implemented. A wind warning system would monitor upcoming storms and measure wind speeds at the bridge. A seismic warning system would sense an earthquake in progress but prior to the damaging ground waves reaching the bridge. Both systems may provide opportunities to reduce risks to bridge users through warnings and closures.

The study began in Q3 2016 with Parsons identifying existing infrastructure with respect to traffic, seismic warning, and wind monitor systems near the Pattullo Bridge, and undertaking current practices and technologies review. Based on the findings of the initial project tasks, Parsons identified potential strategies, with varying range in detection and response capabilities, for further evaluation. Factors that will influence the selection and feasibility of the strategies include effectiveness, constructability, costs, reliability, and impacts to motorist, pedestrian, and cyclist safety. Evaluation of the strategies and completion of the feasibility assessment is expected in Q2 2017.

The project scope of work includes developing an Emergency Management Plan, which identifies response protocols and traffic management requirements to close the bridge ahead of impending wind or seismic events if warranted. In Q1 2017, Parsons has been conducting reviews of what other transportation agencies have in place with respect to emergency management. The findings of the current practices scan are intended to help TransLink develop its procedures in Q2 2017.

4. Deck Condition Monitoring and Repairs

The reinforced concrete deck of the Pattullo Bridge has been in an active and advanced state of deterioration, primarily due to corrosion of the reinforcing steel. In addition to the top surface deterioration, extensive corrosion-related damage is also occurring to the bottom surface (soffit) of the deck. Experts from WSP have been involved in monitoring the condition and overseeing repairs to the Pattullo Bridge deck as described below:

- Repairs to the deck were made to areas requiring most the most urgent attention, between Pier 0 and Pier 9, in the summer of 2016. Risk of pothole formation still exists for the remainder of the Bridge. To ensure the deck is functional and safe for operations, WSP conducts walk-over inspections of the entire deck at two-week intervals during nightly lane closures as well as deck inspections from the ground and catwalk levels. Field reports are submitted to keep TransLink informed of the condition of any newly formed potholes (size and severity). Where repairs are feasible, Mainroad acts expeditiously to perform needed repairs. Where immediate repairs are not feasible, repairs are scheduled for completion during future lane closures.
- A deck crack inspection was undertaken by WSP on January 22, 2017 between Pier 0 and Pier 9, the rehabilitated sections of the deck. The inspection was originally scheduled for Q4 of 2016, but was postponed due to adverse weather conditions. The intent of the survey was to identify if cracks had occurred on the newly completed portions of the deck. The rehabilitation contractor is responsible for sealing cracks in excess of 0.15mm. The report documenting the findings of the survey will be submitted by WSP by end of Q1 2017.

5. 2016/2017 Winter Monitoring Survey

Twice a year, Northwest Hydraulic Consultants Ltd (NHC) survey the scour impacts of low/high river discharges and large tidal variations, which generate reverse flow and large localized river velocity at the Pattullo Bridge. The 2016/2017 winter survey was completed on January 23, 2017. The survey results indicated that the scour protection at all the Pattullo Bridge piers remains effective. However, the protection at Pier 4 is starting to displace and will be monitored carefully in future surveys. Depending on the extent of the movement of the riprap, temporary upgrades may be required before the existing Pattullo Bridge is replaced.

6. Pattullo Bridge Collision Review Update for 2014 and 2015

In 2014, a vehicle collision analysis of the Pattullo Bridge was performed for the period between January 1, 2000 and December 31, 2013. As 2014 and 2015 data has become available, a follow-up analysis was conducted in Q1 2017 to update the initial findings. The findings indicated that the annual collision frequency on the Bridge has remained relatively stable at around 150 collisions per year since 2013. Annual fluctuations since 2000 are related to changes in traffic volume patterns as a result of economic conditions, shifts in demand caused by changes to the regional road network, and safety improvements implemented on the Bridge.

CONCLUSION

TransLink will continue to closely monitor and inspect the condition of the Bridge and take action where appropriate.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management and

DATE: Engineering March 6, 2017

SUBJECT: Pattullo Bridge Replacement Project Update

PURPOSE

The following is an update on the Pattullo Bridge Replacement Project – Procurement Readiness Stage.

BACKGROUND

The existing Pattullo Bridge is subject to a number of well-documented challenges. The rehabilitation of the bridge deck to extend the deck life by about seven years commenced in late April 2016 and was substantially completed on August 29 2016. Information from the rehabilitation design process revealed that the existing structure does not meet wind load design standards for a bridge built today, and that upgrading the bridge to withstand a 1:475 year seismic event is technically extremely challenging and may be financially prohibitive. Management does not consider the existing bridge as viable from a risk and financial management perspective beyond the 2023-2024 timeframe.

It is therefore essential to continue advancing the Pattullo Bridge Replacement Project. This represents TransLink's most urgent major infrastructure risk. The alternative would be to plan for the closure of this crossing by 2023-2024. In September 2015, the TransLink Board of Directors instructed Management to prepare budgets for 2016 and onwards to include \$20 million to undertake, in an expedited manner, all project development activities to be ready to issue procurement documents for the Pattullo Bridge Replacement Project, consistent with the replacement bridge described in the 2014 Mayors' Council Vision; and to continue negotiating with the Federal and Provincial governments to secure up to two-thirds senior government funding for the Pattullo Bridge replacement project.

DISCUSSION

A business case and funding request under the P3 Fund was submitted to PPP Canada on March 31, 2016. Subsequently, Management was informed that the P3 Fund is being phased out and amalgamated into other programs. Management is actively exploring other sources for federal financing and funding support, including Infrastructure Canada's Canada Infrastructure Bank (CIB) and Transport Canada's Gateways and Trade Corridors investment initiative.

Management is undertaking a review of the implications of a number of funding and financing scenarios on TransLink's finances to help bring the Project forward for approval in an Investment Plan by October 2017.

Based on inputs received from two rounds of public consultation held in 2016 as well as technical and financial considerations, the Project team, working with municipal staff from Surrey and New Westminster, finalised the preferred municipal road connections. Council resolutions on the preferred connections were received from both cities on December 5, 2016. Work continues on finalising navigation zones and options for pier locations. The capital cost of the project is being updated based on progress to date including the recently agreed upon connection concepts.

Work continues on advancing the harmonised environmental assessment process involving the BC Environmental Assessment Office (EAO) and the Port of Vancouver (PoV). A draft set of information requirements outlining the basis for the application for the EA certificate is being prepared. Public input on these requirements is planned for late Spring 2017.

Archaeological field investigations commenced in December 2016 and is expected to continue through Spring 2017. There have been no ancestral remains found to date. The project team continues engagement with First Nations to understand their interests in the project.

Management continues to work with Ministry of Transportation and Infrastructure officials to define connections between the new bridge and Highway 17 (the South Fraser Perimeter Road) and specific Business Case requirements. In 2015, the Province committed one-third funding, subject to the submission and review of a business case and Provincial budgetary planning, and this commitment was reiterated in a 2016 Ministerial letter. Management is working to confirm Provincial funding in time for inclusion in an Investment Plan to be approved by October 2017.

Risk Assessment

Management is maintaining a comprehensive risk matrix for this stage of the project. All project risks relevant to the project development phase are being actively managed. Technical risks include coordination of various disciplines involved in scope definition and environmental assessment. Process risks include schedule delays in obtaining municipal, utility, and third party agreements.

From a broader perspective, TransLink's key risk is securing funding certainty for the project. With the limited remaining life of the existing bridge, plans to close this crossing will need to be initiated if funding for the replacement bridge is not secured in time for procurement by Q3 2017.

Communications Implications

Consultation is anticipated in late Spring 2017 to receive public comments on the draft Application Information Requirements and key areas of study in the Environmental Assessment process.

CONCLUSION

The project remains on schedule to achieve procurement readiness by Q3 2017, subject to securing funding consistent with the Mayors' Vision, and to open a new bridge by late 2022 or early 2023.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management and Engineering

DATE: March 22 2017

SUBJECT: Rapid Transit Projects Update

PURPOSE

This report provides an update on project development activities for the South of Fraser Rapid Transit and Millennium Line Extension (Broadway) projects.

PROJECT STATUS UPDATE

Phase One of the 10-Year Vision provides \$43M to advance planning, design, consultation, environmental review and development of draft procurement documents for the Millennium Line Broadway Extension (MLBE) and South of Fraser Rapid Transit (SoFRT) projects. This continues the work previously authorized by the Board to advance the definition of the projects, develop cost estimates, and prepare business cases to support pursuit of senior government funding.

Further, the plan allocates an additional \$55.3M towards construction projects that comprise “early works” for the two projects which will offset future implementation. Most of the total \$98.3M is expected to be recovered from senior government through the Public Transit Infrastructure Fund – Phase 1.

The work is guided by Project Boards comprised of senior staff from TransLink, Partnerships BC, the Province, and the Cities of Vancouver and Surrey. Current project activities include public engagement, geotechnical investigations, environmental field studies, preparation of procurement documents, developing project agreements, and technical work to refine scope and cost estimates.

DUE DILIGENCE PANEL REVIEW

To ensure the projects are on-track to provide best value to taxpayers and the most robust business cases, independent panels consisting of subject matter experts were engaged to review progress to date. In January and February 2017 the panellists worked collaboratively with project teams and all the project partners to review the draft business cases, project assumptions and scope of each. The panels focused on:

- project designs and proposed methods of construction
- property acquisition plans
- benefits and cost estimates
- project risks

Preliminary indications from the panels suggest additional work be pursued in the following areas:

MILLENNIUM LINE BROADWAY EXTENSION DUE DILIGENCE FOCUS

The panel suggested exploring alternative means and methods of station construction to reduce project cost. The reference concept envisions mined stations constructed below Broadway. Station mining would minimize surface impacts, while alternative methods would have greater surface impacts but may reduce costs. The panel also suggests exploring construction alternatives for connectivity between the Canada Line City Hall Station and the proposed MLBE Cambie Station; and for the alignment section between Granville and Arbutus.

The panel suggested considering alternatives to current valuation of property cost. The property acquisition cost estimates include the value of parcels required for construction, staging and access. Alternative arrangements could be considered for land already owned by the public sector (e.g. TransLink or the City of Vancouver).

SOUTH OF FRASER RAPID TRANSIT PROJECT DUE DILIGENCE FOCUS

The panel suggested that additional traffic analysis is required to understand impacts on road users, particularly on 104 Avenue between Surrey Centre and Guildford. The LRT project would reduce the number of travel lanes on 104 Avenue between King George Boulevard and 152 Street to one in each direction. 104 Avenue is on the Major Road Network and connects to Highway 1. The City of Surrey is planning separate projects to increase the lane capacity along parallel corridors. Further analytical work is required to quantify the full implications of the changes in capacity along 104 Avenue and the parallel routes.

The panel suggested consideration of opportunities to improve ridership and the benefit-cost ratio by accelerating economic development policies, plans and investments along the corridor. The City of Surrey has strong economic and urban development aspirations for the Surrey-Newton-Guildford corridor and some supportive policies and plans are in place. The panel encourages development of more detailed land use implementation plans to support the transit investment case.

ENVIRONMENTAL REVIEW UPDATE

Both the South of Fraser (SoF) and Millennium Line Extension (Broadway) (MLBE) Project Boards approved, at their February 2017 meetings, recommendations for the projects' Environmental Review process that:

- i. TransLink follow its existing governance framework applied to all major infrastructure projects delivered by TransLink that do not require BC Environmental Assessment Office (EAO) and Canada Environmental Assessment Act (CEAA) involvement, and
- ii. TransLink appoint an independent "process guardian" for both the SoF Surrey Newton-Guilford and MLBE rapid transit projects.

Both the Surrey Newton-Guilford (SNG) and MLBE projects are not considered reviewable under the British Columbia Environmental Assessment Act (BCEAA) or the Canadian Environmental Assessment Act (CEAA). Meetings with senior representatives from both agencies in Fall 2016 indicated that these projects were not good candidates for “opting into” a formal EA process because similar transit projects have been successfully built in the region, and the potential environmental and socio-economic issues and effects are well understood. Confirmation letters from the BC EAO and from the CEAA have been received.

In lieu of these formal Environmental Assessment processes, an Environmental and Socio-economic Review, with input from the public, Aboriginal groups and government agencies is recommended. The approach will satisfy obligations for a transparent environmental review that demonstrates due diligence for these large publicly funded projects, as well as provides the needed technical information for the construction procurement process. Various environmental permits from senior governments will still be necessary for the construction of the projects, providing a mechanism for both formal and informal input from senior government environmental agency staff.

The recommended review process incorporates many of the key aspects of an environmental review assessment conducted pursuant to the BCEAA, including:

- Scoping,
- Baseline research,
- Environmental assessment,
- Engagement and consultation, and
- Development of proposed environmental mitigations and management measures.

The Project Teams for the SNG and MLBE projects will work with the environmental consultant to further develop the details of this process, including its incorporation into the projects’ overall Public Engagement Plans, First Nations Consultation and Project Schedule.

As an addition to the typical TransLink practice on public engagement and environmental assessment, the respective Project Boards recommend retaining the services of an independent “process guardian”. The intent is to lend further credibility to the review process, providing additional assurance to the Project Boards, TransLink, and stakeholders, that a robust review has been completed. TransLink’s environmental consultant is in the process of preparing a more detailed scope for this role. It is proposed that candidates for this role would be interviewed by a panel comprised of a Project Board Member, TransLink Executive member, and an external potentially senior staff from the BCEA Office.

SOUTH OF FRASER RAPID TRANSIT PROJECT-SPECIFIC ENVIRONMENTAL ISSUES

Construction of “early works” will be starting this year, under the terms of the Public Transit Infrastructure Fund – Phase 1. To meet construction completion deadlines of the end of 2018, one SNG “early works” project that will require Summer 2017 construction, is the installation of a temporary culvert for the Bear Creek Bridge Replacement on King George Highway. Because of the short timelines to complete this work during the summer 2017 fisheries window, this project will proceed concurrently with the Environment Review process described in this report. However, all work will be carried out in close coordination with the Environmental Review process, including using the same environmental consultant, securing necessary senior government permits, and engaging First Nations.

PUBLIC ENGAGEMENT

Engagement is scheduled for both projects in three stages:

Stage 1: Re-engage, scheduled for December 2016 and January 2017. **(Completed)**

Stage 2: Consult, scheduled for Spring / Summer 2017; and,

Stage 3: Inform, scheduled for Fall 2017.

The public engagement activities are planned in consultation with the project partners and the Project Boards. Stage 1, re-engagement commenced in December 2016 for both projects. Open houses and online questionnaires provided opportunities for feedback. Results of the stage 1 feedback are being tabulated and will be summarized in a future Board report.

CUSTOMER IMPACTS

None at this time.

RISK ASSESSMENT

While efforts are underway to confirm senior government funding and identify a regional funding source, the lack of fully-committed project funding remains the most significant risk to schedules and cost estimates developed for project business cases. Delays in securing funding will likely increase project costs due to inflationary pressures on labour, materials and properties. Delays in securing project funding may also increase the risk of obsolescence in some of the procurement readiness outcomes.

The benefits of the two expansion projects South of the Fraser and along Broadway can only be realized if the existing rapid transit network is also upgraded to accommodate increased ridership demand. This is referred to in the *Vision* as the Expo Line Upgrade Strategy and related upgrades on the Millennium and Canada Lines. It is essential that these upgrades are funded and proceed along with the expansion projects. This risk is being managed through the TransLink 10 Year Investment Plan and Funding Strategy.

COMMUNICATION IMPLICATIONS

As described above, engagement on the projects is provides opportunities for stakeholder and public input on the reference case designs, potential socio-environmental impacts, and potential mitigation strategies. Comprehensive communications plans are in development with municipalities and the province to ensure alignment during this more public phase of project development.

CONCLUSION

TransLink is advancing the planning and engineering work for the rapid transit expansion projects in the South of Fraser and along the Broadway corridor in Vancouver. Current initiatives include responding to the preliminary suggestions of the due diligence panels; making progress on the environmental assessments; and planning for further public consultations.

TO: Board of Directors

FROM: Sany Zein, Vice President, Infrastructure Management and Engineering

DATE: March 10, 2017

SUBJECT: Public Transit Infrastructure Fund Program Status Update

PURPOSE

The purpose of this report is to provide a status update on the delivery of projects funded through the Federal Government's Public Transit Infrastructure Fund (PTIF).

BACKGROUND

Through a combination of federal, provincial, and regional funding commitments to PTIF Phase 1, capital projects worth \$740 million (eligible costs) were included in the 2017 10 Year Investment Plan (adopted in November 2016). The program was announced in May 2016 and TransLink signed a PTIF contribution agreement with the Province on December 16, 2016.

DISCUSSION

PTIF Phase 1 is focussed on relatively quick capital projects that contribute to the state of good repair; fleet expansion projects; and projects that enable future larger rail system expansion. PTIF Phase 1 is being managed under 15 separate "Metro Vancouver (MV) Programs", with a variety of capital projects under each MV Program. In total, approximately 57 projects will be launched and delivered under PTIF Phase 1, totalling \$740 million in eligible costs.

Eight projects have already launched after receiving Specific Project Approval through TransLink's Capital Management Committee (CMC), including:

- Procurement readiness projects for both the South of Fraser Rapid Transit and the Millennium Line Broadway Extension;
- Procurement of 28 new Expo and Millennium Line SkyTrain cars;
- Procurement of a new SeaBus vessel;
- Design phase of Burrard Station;
- Design and implementation of bicycle parkades across the system;
- Trolley overhead state of good repair projects; and,
- Passenger canopy for B-Line passengers at Commercial-Broadway station.

An additional 15 projects are scheduled to request Specific Project Approval from CMC in March 2017. As a result of TransLink's accelerated launch of projects, British Columbia was the first province to submit invoices to the Federal government under the PTIF funding program, demonstrating TransLink's advanced readiness and commitment to timely delivery. Table 1 summarizes the program status.

Table 1: Program Summary

PTIF Program Number	Program Name	Program Amount	Status Summary
MV-001	South of the Fraser RT Planning & Design	\$20 M	Implementation
MV-002	South of Fraser RT Early Works	\$38.3 M	Design
MV-003	Millennium Line Extension (Broadway) Planning & Design	\$23 M	Implementation
MV-004	Millennium Line Extension (Broadway) Early Works	\$76 M	Scoping
MV-005 & 006	Rapid Transit Fleet Expansion – Expo Line and Millennium Line	\$112 M	Procured
MV-007	Rapid Transit Fleet Expansion – Canada Line	\$88 M	In negotiations
MV-008	Transit Fleet Expansion – West Coast Express	\$21 M	Scoping
MV-009	Transit Fleet Expansion – SeaBus	\$34 M	In Procurement
MV-010	Rapid Transit Stations	\$86 M	Scoping
MV-011	Bus Facilities and Exchanges	\$41 M	Scoping
MV-012	Multi-modal Station Amenities	\$4 M	Implementation
MV-013	Rapid Transit System Rehabilitation and Maintenance	\$92.4 M	Scoping and Implementation
MV-014	Bus/SeaBus Systems Rehabilitation and Maintenance	\$53.3 M	Scoping and Implementation
MV-015	Information Technology	\$51 M	Scoping
TOTAL		\$740 M	

Governance

TransLink's Capital Management Committee and Executive Capital Oversight Group are providing regular management and oversight to the program. A TransLink-British Columbia Working Group ensures coordination with the Province to meet the requirements of the funding agreement. The PTIF Steering Board, consisting of TransLink's CEO and CFO, two Provincial Deputy Ministers and the CEO of Partnerships BC, provides high level program oversight.

Risk Assessment

As recognized at initiation, the most significant program-level risk is the aggressive delivery and cash-flow schedule defined by the Federal government. The agreement requires all projects to be complete by March 31, 2019, with some categories complete as early as March 31, 2017. Anticipated project completion dates are being monitored and the need for schedule extensions is being raised as needed with senior government. Compared to other Provinces, the British Columbia PTIF Program is the most advanced; other Provinces are also likely to request similar extensions from the Federal government.

Additional risks being monitored by Management include the magnitude of ineligible costs to be funded by TransLink, as well as the potential disruption caused by concurrent capital projects on customers and operations.

Customer Impacts

None at this time. Work plans for future projects with potential customer impacts will include communications strategies and other proactive actions to mitigate adverse impacts.

Communications Implications

A comprehensive communications campaign for the rollout of the Phase One investment plan is underway, following a protocol in the PTIF Agreement. Recent activity included a media event announcing the order of 28 additional Mark III SkyTrain cars. The Federal government is finalizing recognition signage requirements which will be implemented at project sites. Monthly status reports are also identifying communications opportunities.

CONCLUSION

TransLink has achieved an accelerated start to the PTIF Phase 1 program. Projects are being launched, and a governance structure has been established and is active. Project progress is being monitored through regular capital project reporting requirements, with regular updates provided to senior government to ensure coordinated program management.

TO: Board of Directors

FROM: Cathy McLay, Chief Financial Officer and Executive Vice President, Finance and Corporate Services

DATE: March 3, 2017

SUBJECT: Amendments to the TransLink Enterprise Acceptable Use of Corporate Computing Systems Policy

PROPOSED RESOLUTION

That the TransLink Board of Directors approve the TransLink Enterprise Acceptable Use of Corporate Computing Systems Policy, attached as Appendix A to this report.

PURPOSE

The purpose of this report is to seek Board approval for an updated TransLink Enterprise Acceptable Use of Corporate Computing Systems Policy (Appendix A), which will replace the December 7, 2011 TransLink Enterprise Acceptable Use of Corporate Computing Systems Policy (Appendix B). The TransLink Enterprise Acceptable Use of Corporate Computing Systems Policy requires Board of Directors approval according to the Board Governance Manual.

DISCUSSION

The Acceptable Use of Corporate Computing Systems Policy is foundational to TransLink's Information Technology (IT) Security Program.

The policy has been revised with the following key updates:

- References to legislative requirements under the Canada's Anti-Spam Legislation (CASL) and Freedom of Information and Protection of Privacy Act (FOIPPA) have been added.
- Updated references to Records Management Policy (Enterprise) and Privacy Breach and Complaint Reporting Policy (Enterprise).
- Introduction of IT Security Standards which are approved by the Office of the CIO. The IT Security Standards provide technical direction to Business Technology Services staff in order to ensure systems are secure and information is protected.
- Added requirements around data protection and use of corporate email.

CONCLUSION

Management recommends that the TransLink Board of Directors approve the proposed TransLink Enterprise Acceptable Use of Corporate Computing Systems

**ACCEPTABLE USE OF CORPORATE COMPUTING SYSTEMS
- ENTERPRISE POLICY -**

Issued By:	Office of the CIO - TransLink
Approved By:	TransLink Board of Directors
Meeting Date:	TBD
Last Revision Date:	March 1, 2017
Version:	2.7
Corporate Secretary Signature:	_____

1. PURPOSE

The TransLink group of companies (“TransLink”) has established this Policy to outline the acceptable use of all TransLink-provided computing hardware and software and the corporate network facilities (collectively, the “Systems”).

TransLink provides the Systems to support the administration and operational activities required to fulfill the organization’s mission and objectives. Inappropriate use of the Systems negatively impacts the operations of TransLink and exposes the organization to risk including, but not limited to, malware attacks (e.g., computer viruses, spyware, and other malicious programs), compromise of network operations, and security, privacy, and legal issues. The rules presented in this Policy are in place to protect both the organization and its employees.

2. SCOPE

This Policy applies to all employees, contractors, consultants, and any other users of the Systems (“Users”). By accessing and using the Systems, Users are implicitly agreeing to comply with this Policy.

TransLink-provided computing hardware includes any computing device that can connect (wired, wireless, or cellular) to the corporate network. This includes but is not limited to, computers, laptops, tablets, smartphones, and cellphones, (Note 1) whether owned, leased, licensed, managed, or otherwise provided by TransLink.

TransLink’s corporate network facilities include the electronic network, information systems (including corporate email), internet, and intranet resources.



Note 1: The word “system” in the current policy is elaborated to include types of hardware devices.

3. POLICY AND PROCEDURES

GENERAL

- All computers and laptops must be secured with a password-protected screensaver with the automatic activation feature set at 10 minutes or less to provide security when the device is unattended. The “User Account and Password – Enterprise Standard” contains specific requirements for accounts and passwords.
- Only authorized IT personnel are permitted to install, configure or attach computing devices to the corporate network. Unauthorized computing devices discovered on the Systems may be removed and/or blocked without notice to the User and will be reported to the User’s manager.
- All software installed on the Systems must be properly licensed in compliance with copyright laws. Unlicensed software found on the Systems may be removed without notice to the User and will be reported to the User’s manager.

STORAGE

- Users are responsible for storing all electronic records that relate to TransLink business (“Confidential Information”) on approved corporate storage systems that have met corporate security requirements (“Corporate Storage”) to ensure the Confidential Information is appropriately protected, backed-up, and available to support business operations. Storing Confidential Information solely on a computer’s local hard drive (e.g., C: drive) puts the organization at risk in the event the local hard drive fails or is stolen, damaged, or otherwise unavailable for use. (note 2)
- Users must regularly manage their Confidential Information to ensure compliance with corporate policies, including the “Records Management Policy (Enterprise)”. (note 3)
- To ensure that storage capacity is appropriately managed, all Corporate Storage locations will have quotas implemented (note 4) and Users must:
 - use the minimum amount of storage space necessary by deleting nonessential, duplicate, or obsolete files;
 - not store files such as web content which can be easily accessed online;
 - not store personal files including music, pictures, and videos; and
 - not create separate email archives (PST file) and only store emails required as corporate records in OWL.

For any changes to quotas, storage allocation, or access to Corporate Storage please refer to the “Corporate Storage – Enterprise Standard”.



Note 2: Highlighting the risk of storing business documents in local “C:” drive because many users still do.

Note 3: New reference to Records Management Policy.

Note 4: Introduction of storage quotas.

- Confidential Information must not be stored on unauthorized third party cloud storage providers or file sharing services like **Dropbox, OneDrive, Google Drive, or iCloud.** (note 5) Similarly, Confidential Information must not be stored on any publicly accessible computer system, such as an internet or FTP site. **The “Data Protection – Enterprise Standard” further explains these requirements.** (note 6)
- Personal Information must not be stored on any device, system, or service located outside the borders of Canada, unless appropriately encrypted on a corporate computing device and approved by the TransLink Privacy Officer.
- Confidential Information classified as Restricted must be encrypted when in transit outside of TransLink (e.g., when it needs to be sent via email or file transfer to a service provider). Refer to the “Data Protection – Enterprise Standard” for further details.
- Confidential Information classified as Restricted must not be stored on any unencrypted mobile computing device such as a laptop, tablet, smartphone, USB memory stick, etc. Temporary storage may be permitted on a corporate mobile computing device in limited circumstances. If there is a need to have Confidential Information classified as Restricted stored on a corporate mobile computing device, the User must contact the IT Service Desk and request that appropriate encryption software be installed to protect the data.

SYSTEM ACCESS

- All Users requiring access to the Systems will be issued an account with a unique login ID. Users are responsible and deemed accountable for all uses of, and activity associated with, their unique login ID. Users must not attempt to gain access to any of the Systems using another user’s login credentials. Users must immediately report a compromised login ID in accordance with the “Incidents” section below.
- Users must have a corresponding password that meets the approved password strength requirements as described in the **“User Account and Password – Enterprise Standard”**. (note 6) Users must not divulge, share, or compromise their own or another User’s password. This includes not divulging passwords to technical support at the IT Service Desk.
- Generic accounts are not permitted for use on the Systems. Generic accounts are defined as accounts that are shared amongst two or more Users for direct logon or access to the Systems. See the “User Account and Password – Enterprise Standard” for further details.



Note 5: Naming a few popular cloud storage services to avoid.

Note 6: A set of IT Security standards to guide systems implementations and uses.

- Consultants, contractors, or vendors requiring connection of non-corporate computing devices to the corporate network for a valid TransLink business purpose require:
 - approval from the reporting manager responsible for the external party;
 - approval from Director, Business Technology Operations; and
 - written acknowledgement to the reporting manager from the external party confirming that he or she has read and agrees to the terms of this Policy.
- When accessing the corporate network from outside the workplace, Users are responsible for ensuring that the computing devices used to remotely connect to the corporate network meet the approved security requirements as defined in the **“User Remote Connection – Enterprise Standard”**. (note 6)

EMAIL AND COMMUNICATIONS

- The Systems must not be used at any time for sending, storing, retrieving, displaying, printing, copying or disseminating material that is fraudulent, harassing, illegal, embarrassing, sexually explicit, obscene, intimidating or defamatory. Any such materials discovered on the Systems will be removed without notice to the User and will be reported to the User’s manager. Users receiving such material should immediately report the incident to their manager and, if necessary, to a Human Resources representative.
- Users must not use the Systems to solicit or advertise for commercial ventures, religious or political causes, or engage in any online activity that has the potential to embarrass the TransLink organization or result in inappropriate disclosure of Confidential Information.
- **Users must use their corporate email account when conducting TransLink business. This includes while working outside of the workplace. Use of a personal email account, such as Gmail, to conduct TransLink business or communicate Confidential Information is not permitted, unless approved by the TransLink Chief Information Officer.** (note 8)
- Email distribution should be limited to business-related information that is relevant to all addressed recipients. Do not use enterprise-wide email distribution to indicate specific dates of personal vacation absences, etc. Frivolous use of corporate email for such things as chain letters and mass mailings is prohibited.
- **All email communication must comply with Canada’s Anti-Spam Legislation (CASL).** (Note 9)



Note 6: A set of IT Security standards to guide systems implementations and uses.

Note 8: New addition for data protection purposes.

Note 9: Align Acceptable Use Policy with CASL.

- Internet Messaging (IM) software (e.g., WhatsApp, Skype, Facebook Messenger, Google Hangouts, etc.) must never be used for business communications with external parties as IM messages are not encrypted and therefore can be intercepted and read by unintended third parties. See the “Data Protection – Enterprise Standard” for more details.
- The Systems must not be used to knowingly initiate and/or propagate any computer malware or to distribute unlicensed software and/or copyrighted material.

SYSTEM SECURITY

- Users must not disable any security protection (e.g., anti-virus programs or firewalls) on the Systems at any time. If a User suspects a corporate computing device is infected by malware, they must immediately stop using the infected device, disconnect the infected device from the network, turn off the device, and contact the IT Service Desk in accordance with the “Incidents” section below. See “Reporting IT Security Incidents – Enterprise Standard” for further details.
- Users are not permitted to modify or install computing hardware or software for the purposes of disrupting, damaging and/or bypassing security controls in any way.
- Users are not permitted to install or use software and utilities which would be classified as “security tools”. (note 10) Use and installation of such tools are limited to only authorized IT personnel with approval from the TransLink Chief Information Officer (note 10) for the purposes of diagnosing, discovering and assessing the strength of the organization’s security posture as it relates to IT infrastructure systems.

4. PERSONAL USE

- TransLink permits limited personal use of the Systems so long as such personal use is in keeping with its corporate policies and applicable laws. Users are responsible for exercising good judgment regarding the reasonableness of their personal use and should consult their manager if there is any uncertainty regarding personal use.
- Users are responsible for their personal online activities and files while using the Systems, including, without limitation, any theft, damage, loss, or breach of security which results from such personal use. The limited personal use of the Systems is a privilege that can be revoked at any time. (note 11)

Note 10: CIO is the approval authority for the use of any “security tools”. Rename hacker tools to security tools.



Note 11: New addition to limit TransLink's liability on personal use of corporate computing resources.



- As detailed below under the “Enforcement” section, authorized individuals within TransLink may audit, inspect, and monitor the Systems and network traffic at any time. Further, the access provisions of the Freedom of Information and Protection of Privacy Act (FOIPPA) or legal discovery processes may require the TransLink to release information stored on the Systems. As a result, Users should have no expectation of privacy with regard to any information they create, store, send, receive or view using the Systems.

5. ENFORCEMENT

GENERAL

- Managers are responsible for applying and implementing this Policy in each of their respective areas.
- Any User found to have knowingly violated this Policy may be subject to disciplinary action, up to and including termination of employment, cancellation of contract, and/or other legal remedies.

MONITORING

- Any use of the Systems, whether for personal reasons or not, may be audited, inspected, monitored, and/or investigated by authorized individuals to:
 - maintain, repair, and manage the Systems for the efficient operation of business;
 - meet legal requirements to produce information;
 - ensure accessibility of the Systems for the continuity of work processes;
 - improve business processes and manage productivity; and
 - ensure compliance with corporate policies and applicable laws.
- TransLink has internet monitoring software in place to monitor and filter internet traffic. Reports are available to management showing the specific internet sites visited by each User, the time of day the sites were accessed, and the total time spent each day accessing the internet.
- Internet sites and other internet activity will be automatically blocked by the monitoring software when the content is:
 - discriminatory or serves to promote agendas that are violent or hateful;
 - obviously non-business related (e.g., gambling sites); or
 - sexually explicit or otherwise inappropriate.
- Users may also be blocked from specific sites or other network activity if the activity:



- compromises security of the Systems (e.g., a known phishing site); or
- significantly reduces the network resources available for legitimate business purposes (e.g., movie downloads, non-business audio or video streaming).
- TransLink regularly scans the corporate network. Any unauthorized non-corporate computing device(s) found on the corporate network will be removed or disconnected without notice to the User.

6. INCIDENTS

Users must immediately report to their manager and to the IT Service Desk (servicedesk@translink.ca or 778-375-7575) all known or suspected corporate policy violations or unauthorized activities that may jeopardize the security of the Systems, including any loss or compromise of Confidential Information, and any loss or theft of a corporate computing device. Further details are contained in the "Reporting IT Security Incidents – Enterprise Standard". (Note 6)

Any loss or compromise of Confidential Information involving Personal Information must be reported immediately to the TransLink Privacy Officer (privacy@translink.ca) in accordance with the "Privacy Breach and Complaint Reporting Policy (Enterprise)". (Note 12)

7. TRANSIT POLICE SYSTEMS

It is recognized that the South Coast British Columbia Transportation Authority Police Service ("Transit Police") and Transit Police personnel are also governed by the Police Act, Code of Professional Conduct Regulation, Transit Police policies, and other legal and regulatory requirements. The provisions of this Policy are applicable to Transit Police only to the extent that they do not conflict with any duties and obligations imposed on Transit Police by legislation, regulation, Transit Police policies or other legal requirements.

Transit Police operates and maintains several computing systems specifically to fulfill the security and confidentiality requirements of a law enforcement organization. Only those persons authorized by the Chief Officer of Transit Police will be permitted access to these secure Transit Police computing systems for monitoring or audit purposes, or to ensure compliance with corporate policies.

Note 6: A set of IT Security standards to guide systems implementations and uses.

Note 12: Reference to Privacy, Records Management policies and standards.



Any suspected corporate policy violations or unauthorized activities involving Transit Police personnel must be reported to the Chief Officer of Transit Police, Police Board Chair, or Transit Police Professional Standards Unit. Investigations of alleged misuse the Systems or Transit Police computing systems by Transit Police personnel will be conducted pursuant to requirements of the Police Act, Code of Professional Conduct Regulation, and Transit Police policies, where applicable.

8. INFORMATION SECURITY STANDARDS

TransLink's Enterprise IT Security group has published a number of Standards to be referenced by Users and IT personnel to help them understand and apply security controls within TransLink. These Standards are all available on the TransLink Q, myCMBC and BCRTC intranet sites. (Note 6)

9. OTHER REFERENCES

- Records Management Policy (Enterprise)
- Privacy Breach and Complaint Reporting Policy (Enterprise).
- Canada's Anti-Spam Legislation (CASL)
- Freedom of Information and Protection of Privacy Act (FOIPPA)

(Note 12)

10. DEFINITIONS

(Note 14)

Confidential Information - Includes all internal proprietary, technical, business, financial, legal, personal, or other information which TransLink treats as confidential, and information that must be protected by law (e.g., FOIPPA), industry regulation (e.g., Payment Card Industry Data Security Standards), or contract (e.g., non-disclosure agreement). Confidential Information is comprised of both Private and Restricted Data as defined in the "Data Protection – Enterprise Standard."

Personal Information - Any recorded information about an identifiable individual. This includes any information that permits or leads to possible identification of an individual (whether on the basis of that information alone or when combined with other available sources of information) and information that can be used to contact or locate the person to whom such information pertains.

Note 6: A set of IT Security standards to guide systems implementations and uses.

Note 12: Reference to Privacy, Records Management policies and standards.

Note 14: New section to provide definition for Confidential and Personal data.





E-01 ACCEPTABLE USE OF CORPORATE COMPUTING SYSTEMS - ENTERPRISE POLICY -

Issued By:	Office of the CIO - TransLink
Approved By:	TransLink Board of Directors
Last Revision Date:	December 7, 2011
Version:	1.9
Corporate Secretary Signature:	_____

1. PURPOSE

This Policy outlines the acceptable use of the computing equipment, related software and network facilities (“systems”) provided by the TransLink group of companies (“TransLink”).

Inappropriate use of the corporate computing systems negatively impacts the operations of TransLink and exposes it to risks including but not limited to malware (eg. virus) attacks, compromise of network operations and security, privacy and legal issues. These rules are in place to protect both the organization and its employees.

2. SCOPE

This policy applies to all employees, contractors, consultants and any other person who uses TransLink’s computer systems (“users”). The policy applies to the use of any of the systems, whether owned, leased or otherwise provided by TransLink. By logging on and using the systems, users are implicitly agreeing to comply with this policy.

3. POLICY OVERVIEW

TransLink provides computing systems to support the administration and operational activities required to fulfill the organization’s mission and objectives. TransLink permits limited personal use of the systems so long as such personal use is in keeping with this policy. Employees are responsible for exercising good judgment regarding the reasonableness of personal use and they should consult their manager if there is any uncertainty regarding personal use. The limited personal use of the corporate systems is a privilege that can be revoked at anytime.





For security and network maintenance purposes, authorized individuals within TransLink may monitor the systems and network traffic at any time. TransLink also reserves the right to audit the systems on a periodic basis to ensure compliance with this policy. Because of the need to secure and protect TransLink's computing systems, users should not have the expectation of privacy with regard to any personal information they create, store, send, receive or view using the systems. In addition, the provisions of the Freedom of Information and Protection of Privacy Act or legal discovery processes may require the company to release information stored on the systems.

4. POLICY AND PROCEDURES

GENERAL

- All PCs and laptops must be secured with a password-protected screensaver with the automatic activation feature set at 10 minutes or less to provide security when the device is unattended.
- All corporate information must be stored on the file storage systems authorized by the enterprise. Users must regularly copy any corporate information to the company systems, where they can be backed up.
- Users must make every effort to safeguard with encryption confidential or personal data whether in transit (e.g. via email outside of TransLink) or stored, except for such data stored on the corporate network drives or database servers.. Users must not place corporate material on any publicly accessible computer system, such as an Internet or FTP site, unless approved by the TransLink privacy manager. Under no circumstances should confidential or personal data be stored on any device, system or service located outside the borders of Canada except for encrypted data stored on corporately owned smartphones, tablets and laptops.
- Confidential or personal information should not normally be stored on any mobile device such a personal laptop, USB memory stick, etc. If there is a need to have the confidential data stored on a mobile device, the user should contact the IT Service Desk and request that encryption software be installed to protect the data.
- Only authorized IT personnel are permitted to install, configure or attach computing devices to the corporate network. Upon discovery, IT Shared Services has the right to remove and/or block all non-approved personal and/or non-corporate devices from the enterprise network.
- All software installed on corporate systems must be properly licensed in compliance with copyright laws. Unlicensed software found during an audit will be reported and will be removed without notification to the user.





SYSTEM ACCESS AND SECURITY ACTIVITIES

- All users requiring access to the corporate systems will be issued a unique login ID, and must have a corresponding password that meets the approved password strength requirements.
- Generic accounts are not permitted for use on corporate systems. Generic accounts are defined as accounts that are shared amongst 2 or more users and used for direct logon or access to applications, systems or resources. See ES-09 Access and Authentication (Enterprise Policy Standard) for further guidance.
- Users are responsible and deemed accountable for all uses of their login accounts. Login accounts and passwords must not be shared or given out at any time and users must not attempt to gain access to any of the corporate systems using another user's login credentials.
- Consultant, contractor or vendors requiring connection of non-corporate owned devices to the corporate network for a valid TransLink business purpose requires:
 - Approval from the reporting manager responsible for the external party
 - Approval from IT Shared Services
 - The manager must also obtain written acknowledgement that the external party has read and has agreed to the terms of this Policy.
 - Any unauthorized non-corporate computing device(s) found on the enterprise network maybe removed or disconnected subject to the discretion of the IT Shared Services department.
- When accessing the corporate network from remote locations, users are responsible for ensuring that the devices used to connect to the network meet the approved security requirements set by the Information Security department and can be found on the Information Security Sharepoint site (URL: <http://sharepointtl/teams/Infosec/default.aspx>) or OWL.

EMAIL AND COMMUNICATIONS ACTIVITIES

- Corporate email, Internet and Intranet systems must not be used at any time for sending, storing, retrieving, displaying, printing, copying or disseminating material that is fraudulent, harassing, illegal, embarrassing, sexually explicit, obscene, intimidating or defamatory at any time. Users receiving such material should immediately report the incident and provide a copy (if required) to their manager and, if necessary, to an HR representative.
- E-mail should be limited to distribution of business related information that is relevant to all addressed recipients. Do not use enterprise-wide distribution to indicate specific dates of personal vacation absences, etc. Frivolous use of e-mail for such things as chain letters and mass mailings is prohibited.





- Users must not use the corporate e-mail, intranet or internet access systems to solicit or advertise for commercial ventures, religious or political causes, or engage in any online activity that has the potential to embarrass the TransLink organization or result in inappropriate disclosure of proprietary information.
- Internet Messaging (IM) software (For example: Windows Live Messenger, Yahoo Messenger, GoogleTalk etc) must never be used to conduct business interactions with external parties as IM messages are sent in clear text (ie. No encryption) and therefore be intercepted and read by unintended parties.
- Corporate e-mail, Internet, or Intranet systems must not be used to knowingly initiate and/or propagate any computer virus or to distribute unlicensed software and/or copyrighted material.
- Materials that are of an objectionable nature (i.e. explicit videos, etc) must not be stored or sent anywhere on the corporate systems at any time. These materials will be removed immediately without requesting the data owner's consent and shall be reported to the reporting manager.

SYSTEM AND NETWORK ACTIVITIES

- Users are not permitted to modify or install computing hardware or software for the purposes of disrupting, damage and/or bypassing security controls in any way.
- Users are not permitted to install or use software and utilities which would be classified as 'hacker tools'. Use and installation of such tools are only limited to authorized IT personnel for the purposes of diagnosing, discovering and assessing the strength of the enterprise's security posture as it relates to IT infrastructure systems.
- Users must not disable anti-virus programs at any time. If a user suspects infection by malware, they should immediately stop using the device and contact their IT Service Desk. If the suspected virus appears to be damaging information or software, users should immediately unplug the device from the network and turn off the device.

5. ENFORCEMENT

GENERAL

Managers are responsible for applying and implementing this policy in each of their respective areas. Any employee found to have knowingly violated this policy may be subject to disciplinary action, up to and including termination of employment.





TransLink has software in place to monitor and filter internet traffic. Reports are available to management showing the specific internet sites visited by each user, the time of day the sites were accessed and the total time spent each day accessing the internet.

Internet sites and other internet activity will be automatically blocked by the software when the content is:

- Discriminatory and serves to promote agendas that are violent or hateful
- Obviously non-business related (i.e. gambling sites)
- Sexually explicit or otherwise inappropriate

Users may also be blocked from specific sites or other network activity if the activity:

- Compromises system security (i.e. a site is a known phishing site)
- Significantly reduces the network resources available for legitimate business purposes (i.e. movie downloads, non-business audio or video streaming)

6. INCIDENTS

Users must immediately report all suspected violations or unauthorized activities that they believe or suspect may jeopardize the security of the enterprise computing environment and/or systems to their manager and to the IT Service Desk. Any loss of or compromise of confidential data (e.g. employee information) must be reported immediately to the TransLink Privacy Manager.

7. TRANSIT POLICE SYSTEMS

It is recognized that the South Coast British Columbia Transportation Authority Police Service ("Transit Police") and Transit Police personnel are also governed by the BC Police Act, Code of Conduct Regulation, Transit Police policies, and other legal requirements. The provisions of this policy are applicable to Transit Police only to the extent that they do not conflict with any duties and obligations imposed on Transit Police by legislation, regulation, Transit Police policy or other legal requirements.

Transit Police operates and maintains several systems specifically to fulfill the security and confidentiality requirements of a law enforcement organization. Only those persons authorized by the Chief Officer of Transit Police will be permitted access to these secure Transit Police systems for monitoring or audit purposes, or to ensure compliance with corporate policy.





Any suspected corporate policy violations or unauthorized activities involving Transit Police personnel should be reported to the Chief Officer of Transit Police, Police Board Chair, or Transit Police Professional Standards Unit. Investigations of alleged misuse by Transit Police personnel will be conducted pursuant to requirements of the Police Act, Code of Professional Conduct Regulation, and Transit Police policies, where applicable.

7. REFERENCES

Information Security Sharepoint
OWL, Enterprise Policies and Procedures



TO: Board of Directors

FROM: Cathy McLay, Chief Financial Officer and Executive Vice President, Finance and Corporate Services
Christine Dacre, Vice President, Financial Services

DATE: March 3, 2017

SUBJECT: 2016 Year-End Financial and Performance Report

PURPOSE

The purpose of this report is to provide an overview of TransLink's 2016 Financial and Performance results as at December 31, 2016 relative to the targets set and the results for the same period last year.

HIGHLIGHTS

- Year-end Surplus was \$668.4 million on a Public Sector Accounting Board basis, \$496.3 million better than budget.
- Revenue was \$463.7 million higher than budget, mainly due to gain on sale of properties totaling \$422.2 million.
- Expenditures from ongoing operations were \$32.7 million lower than budget.
- Customer Service rating for the year was 7.6 out of 10.
- Compared to 2015, 22.5 thousand additional trips were delivered to Access Transit customers, due to increased demand.
- Ridership showed increase of approximately 4.5% over 2015.
- Fare revenue increased \$30.9 million due to the success of faregate closures a drive to educate customers on Compass use and increased ridership.
- Completed Compass rollout, using a phased approach to ensure a smooth transition.
- Sale of Oakridge Transit Centre lands, one of the largest real estate transactions in BC's history.
- Opened the Hamilton Transit Centre with capacity for over 500 transit vehicles.
- Launched the Evergreen Extension to the Millennium Line in early December.
- Launched ninth bond issue, bringing \$150 million for financing capital projects.



2016 Year-End Financial and Performance Report



TABLE OF CONTENTS

1. Financial and Performance Summary	3
Key Priorities.....	4
Strategic Regional Transportation Investments.....	6
2. 5 Year Summary	7
3. Consolidated Statement of Operational Analysis	11
Consolidated Expenses – Comparison to 2015	18
Consolidated Expenses – Comparison to Budget.....	20
Consolidated Expenses by Category – Comparison to 2015	22
Consolidated Expenses by Category – Comparison to Budget.....	23
4. Capital Program	25
Active Capital Projects.....	26
Substantially Complete Capital Projects.....	26
Approved in Principle (AIP) Capital Projects	27
Closed Capital Projects	27
Cancelled Capital Projects	27
Capital Infrastructure Contributions	27
5. Changes in Financial Position	28
Financial Assets	28
Liabilities.....	29
Non-Financial Assets	29
6. Liquidity and Capital Resources	32
7. Risk Factors	34
Appendix 1 – Audited Consolidated Financial Statements	37
Appendix 2 – Five Year Historical Schedules	38
Appendix 3 – Golden Ears Bridge Funding	41
Appendix 4 – Operating Indicators	42
Appendix 5 – Allocated Costs between Divisions	44

Caution Regarding Forward-Looking Statements

From time to time, TransLink makes written and/or oral forward-looking statements, which may appear in this document and in other communications. In addition, representatives of TransLink may make forward-looking statements orally to analysts, investors, the media and others.

Forward-looking statements, by their nature, require TransLink to make assumptions and are subject to inherent risk and uncertainties. In light of the uncertainty related to the financial, economic, and regulatory environments, such risks and uncertainties, many of which are beyond TransLink's control, and the effects of which can be difficult to predict, may cause actual results to differ materially from the expectations expressed in the forward-looking statements.

1. Financial and Performance Summary

As the integrated, multi-modal transportation authority for Metro Vancouver, TransLink plans, finances, and operates the transportation network to help meet the needs of this region. Our vision is to create a better place to live, built on transportation excellence. Guided by our regional transportation strategy, we work to connect the region and enhance its livability by providing a sustainable transportation system network.

Over the next 30 years, Metro Vancouver will welcome more than one million new residents and 600 thousand new jobs. Our transportation network needs improvements to meet both current and future demand. In 2016, we successfully delivered on our priorities as a continued commitment to our customers. Notably we:

- Completed the Compass rollout using a phased approach to ensure a smooth transition. Compass allows our customers to travel seamlessly across the TransLink transit network with one card. It also allows us to gather important travel patterns, which allows us to plan in order to best utilize our assets and maximize the customer experience;
- Introduced wireless connectivity in the Dunsmuir and Edmonds tunnels and free Shaw Wi-Fi connection for customers on all SeaBus vessels;
- Rolled out seven new Mark III trains. Each four-car set is fully articulated (you can walk from one end of the train to the other), has more room for standing passengers, wheelchairs, bicycles, strollers and riders with luggage. The new vehicles are more environmentally efficient;
- The opening of the new Hamilton Transit Centre has the capacity for 300 40-foot buses, including up to 80 community shuttle buses and 150 Compressed Natural Gas (CNG) fuelled buses;
- Completed the Rehabilitation of the Pattullo Bridge a month early, reducing the inconvenience to our road users;
- Launched the Evergreen Extension to the Millennium Line, proudly claiming the distinction of the longest, fully automated, driverless rapid-transit system in the world;
- Received approval for funding of Phase One of the 10-Year Vision. Phase One improvements include; increased and new Bus, HandyDART, and Rail service, safer walking and cycling routes and increased contributions to the major road network. With funding approval, we were able to proceed with an order for 28 new Mark III SkyTrain cars in December;
- Successfully launched our ninth bond issue, bringing in \$150 million for financing capital projects as outlined in the 10-Year Investment Plan for Metro Vancouver. As Canada's only transit agency to raise funds directly through Canadian debt capital markets, TransLink has raised \$1.33 billion since 2010;
- Ended 2016 with record ridership, an increase of approximately 4.5 per cent over 2015.

For the 12 months ending December 31, 2016, resulted in a \$668.4 million surplus on a Public Sector Accounting Board (PSAB) basis. Excluding gain on disposal, the surplus is \$246.2 million. This is \$86.2 million higher than the prior year and \$74.1 million higher than budget. Key factors resulting in better-than-budget results include:

- Higher revenue mainly from Fares, Fuel tax;
- Lower diesel fuel costs due to market prices;
- Lower lease costs due to early buy out of 28 West Coast Express railcars in December 2015;
- Recovery of a prior year expense relating to the financing of the Evergreen extension;
- Lower funding contributions to municipalities due to timing.

Offset by:

- Lower government transfers due to timing of related project spend;
- Higher fare media costs and credit card fees associated with direct fare product sales including Compass cards and tickets;
- Higher maintenance and materials costs within the Bus and Rail divisions.

Key Priorities

TransLink's core mandate is the delivery of safe and reliable transportation services. Our priority is making the system better for the customers. The following is an update on the six priorities that guided the organization in 2016. Highlights of 2016 include:

1. Safety and Security – *Continually improve the current record of safe and secure operations.*

The safety and security of customers, staff and assets remain a primary focus. TransLink committed to take action on all of the recommendations in the 2014 Independent Review of SkyTrain by 2019. To date, 10 of the 20 recommendations have been implemented, and the others are all underway, in various stages of planning or implementation.

The Asset Management Plan for the enterprise was developed in summer 2016. An Asset Management System is important for the organization to evaluate its assets condition to ensure they are kept in good repair. A proof-of-concept Asset Portfolio System is now operational. A Decision Support Tool for capital investments was piloted as part of the 2017 capital planning cycle. The functional requirements for the modernization of the British Columbia Rapid Transit Company Ltd. (BCRTC) operations asset management system are being defined, with system deployment scheduled to start in 2017.

The Safety Management System (SMS) revisions at Coast Mountain Bus Company are on track. Approximately 75 per cent of the elements have been implemented to date, with full implementation in maintenance expected in the first quarter of 2017, and full implementation across the organization in 2018. Existing safety program components are being transferred to the new SMS on an ongoing basis.

Work on preparing an enterprise-wide safety strategy including the enhancement of our Emergency, Disaster Recovery and Business Continuity Plans will continue into 2017 with plans to consolidate existing emergency preparedness, disaster recovery and business continuity plans across the enterprise.

2. Improving Customer Service and Experience – *Continually improve customer satisfaction and employee engagement ratings.*

We run a safe, reliable, and efficient transit system, and our customer satisfaction rating continues to hold steady at 7.6 out of 10. This last quarter saw customers dealing with a number of challenging situations including service disruptions on the West Coast Express and delays due to winter storms. Our staff worked hard behind the scenes to maintain service and keep customers informed and respond in a timely manner to inquiries and concerns received by phone, letter, email or on social media during these periods. We also delivered improved customer service on SkyTrain and bus; adjusting the SkyTrain routes in October, opening the Millennium Line Evergreen Extension in December and implementing one of the largest service changes in our history at the end of the year. For each initiative we had a robust public awareness campaign that included print and digital advertisements, media relations and customer outreach. We will continue to engage customers in the development of the new Customer Experience Strategy that aims to improve the experience our customers have with TransLink.

3. Increasing Ridership – *Increase annual ridership at or above the annual rate of population growth.*

The opening of the Evergreen Extension in December 2016 provided a rapid transit connection to the North East Sector. This also provided an opportunity to realign the bus network in that part of the region to make bus service more direct, reliable and integrated with the Millennium Line Evergreen Extension and deliver on changes identified in the Northeast Sector Area Transit Plan and the 2015 Transit Network Consultation.

In 2016 TransLink also made changes to reallocate resources from routes with low productivity to those with higher customer demand. Over the course of 2016, over 80 changes to the bus network were made. These will result in greater customer convenience, reliability and help facilitate future ridership growth.

Compass data became available for ridership estimation in 2016. The change in data sources and methodology means that comparisons to 2015 are difficult. Year-end estimates suggest 2016 system-wide boardings are approximately 4.5 per cent higher than 2015.

With the introduction of Compass, TransLink is leveraging the data to provide more service where needed in order to further enhance the customer experience and increase ridership.

4. Modernizing BCRTC – *Achieve and maintain a State of Good Repair.*

In 2016, BCRTC placed significant resources into maintenance and preparations for the opening of the Evergreen Extension of the Millennium Line as well as successfully launching all seven new four-car Mark III trains into revenue service. These new trains have been providing extra capacity and improved ride quality and customer experience along the Expo Line. These continuous four-car trains are the first rolling stock additions to the fleet since 2010 and increases the number of train cars to 286.

BCRTC has also dedicated resources towards further progression of the independent SkyTrain review recommendations including rail grinding on the entire network. This maintenance work improves the ride quality experience of our customers and reduces noise for our neighbours along the SkyTrain network.

5. Building a Performance Measurement Culture – *Demonstrate outcomes delivered for funding provided.*

TransLink provides an essential public service and must manage the expectations of multiple stakeholders to whom we are accountable. In 2016, we moved forward with strategies that focus on: measurable outcomes, aligning resources, defining key performance indicators, and tracking our performance on a regular basis. An Accountability Centre was added to the TransLink.ca website. Included in this centre is a performance dashboard that includes Ridership, Customer Satisfaction, Safety and Security, Service Quality, Efficiency, and Environment.

6. Building Public Trust and Confidence – *Build public trust and confidence in TransLink.*

A good reputation and strong brand helps to increase ridership; attract and retain top talent; and improve customer service, stakeholder engagement and communication with the public at large. Our efforts to build public trust and confidence include increasing stakeholder engagement and public consultation activities; continuous improvement towards being more open, transparent and accountable and improving the customer experience. In 2016 we engaged customers and stakeholders across the region on nearly a dozen matters including the Transit Fare Review, the Millennium Line Broadway Extension, the Surrey-Newton-Guildford LRT and the 10-year Investment Plan. Consultation opportunities included in-person events, online surveys and outreach activities. The Accountability Centre as mentioned above includes a performance dashboard, regional snapshot, and a section on transparency. TransLink holds open Board meetings where the public is welcome and able to provide both comments and questions for the Board of Directors and Senior Executives.

Strategic Regional Transportation Investments

In 2016, we worked on applications to secure federal and provincial funding on several major transportation investments. The investments include:

Replacement of Pattullo Bridge: In 2016, we continued to work on procurement readiness for a new bridge with a target to be ready for procurement in the latter half of 2017. Until the replacement bridge is completed we will ensure it is safe for operations.

Rapid Transit projects: The Millennium Line Broadway Extension and South of Fraser Rapid Transit Project were identified as regional priorities in the Mayors' Council vision. In 2016 we made progress on draft business cases to help set the groundwork to secure senior government funding. The Phase One funding announced in 2016 through the Public Transit Infrastructure Fund (PTIF) will allow these two projects to progress to the procurement readiness stage.

On March 22, 2016, the Government of Canada announced its PTIF Program and an initial investment of \$370 million into transit for Metro Vancouver. This is welcome news and brings the region closer to moving forward with the critical infrastructure projects identified in the Mayors' Vision that require funding from senior government partners. In December, the Government of BC and TransLink officially signed an agreement to allow the transfer of PTIF and provincial funds to TransLink for Phase One transit improvements. This allowed TransLink to place an order for 28 new SkyTrain cars and proceed with other significant new transit investments throughout the region. We are continuing to work with federal, provincial and municipal partners to ensure we are ready to deliver on these important investments.

2. 5 Year Summary

Year ended December 31 (all numbers in millions unless otherwise stated)	2012	2013	2014	2015	2016	COMPARISON TO 2015 ⁷		Compound Annual Growth Rate (CAGR) ⁷
						Fav / (Unfav)	%	
FINANCIAL INDICATORS								
Unrestricted cash and investments ¹	257	288	257	272	333	61	22.6%	6.7%
Tangible capital assets	4,386	4,451	4,512	4,607	4,868	261	5.7%	2.6%
Net direct debt ²	1,914	1,913	1,933	1,990	2,150	(160)	(8.0%)	2.9%
Indirect P3 debt ³	1,675	1,664	1,647	1,623	1,598	25	1.6%	(1.2%)
Total net direct debt and indirect P3 debt	3,589	3,577	3,580	3,613	3,748	(135)	(3.7%)	1.1%
Gross interest cost as a % of operating revenue	14.3%	13.3%	13.1%	12.4%	12.0%	0.4%	3.2%	(4.3%)
OPERATING INDICATORS								
Scheduled Transit Service								
Overall performance rating (out of 10)	7.7	7.6	7.6	7.5	7.6	0.1	1.3%	(0.3%)
Service hours ⁴	6.3	6.2	6.2	6.2	6.4	0.2	2.7%	0.1%
Total Cost recovery ratio ⁵	52.1%	56.1%	53.7%	53.6%	55.0%	1.4%	2.7%	1.4%
Operating cost per capacity kilometre ⁶	\$ 0.078	\$ 0.079	\$ 0.082	\$ 0.084	\$ 0.085	\$ (0.001)	(1.6%)	2.4%
Complaints per million boarded passengers *	88.9	103.6	96.0	94.2	98.7	(4.5)	(4.8%)	2.6%
Access Transit Service								
Number of trips (thousands)	1,209	1,181	1,169	1,205	1,227	23	1.9%	0.4%
Operating cost per trip*	\$ 38.56	\$ 39.91	\$ 40.30	\$ 40.64	\$ 40.95	\$ (0.31)	(0.8%)	1.5%
Number of trips denied (thousands)	37.7	42.4	16.9	1.6	3.6	(1.9)	(120.6%)	(44.6%)
Complaints per million boarded passengers*	1,037.8	1,045.2	1,079.7	997.4	1,076.9	(79.5)	(8.0%)	0.9%
Golden Ears Bridge								
Crossings	10.8	11.0	11.7	12.7	13.5	0.8	6.5%	5.8%
Average toll per crossing *	\$ 3.45	\$ 3.29	\$ 3.60	\$ 3.65	\$ 3.70	\$ 0.05	1.3%	1.7%
Ridership								
Boarded passengers (system)	363.2	355.2	356.9	364.3	386.2	21.9	6.0%	1.5%
Revenue passengers (system)	238.8	233.9	234.6	238.8	n/a			
Journeys (system)	n/a	n/a	n/a	n/a	234.2			
Average fare per revenue passenger (scheduled)*	\$ 1.88	\$ 2.06	\$ 2.05	\$ 2.06	n/a			
Average fare per journey (scheduled)*	n/a	n/a	n/a	n/a	\$ 2.24			
REGIONAL INDICATORS								
Population of Service Region	2.4	2.4	2.5	2.5	2.6	0.1	2.0%	1.5%
Employment of Service Region	1.2	1.2	1.3	1.3	1.4	0.1	4.9%	2.1%

* Per unit calculation

¹ This represents the accumulated funded resources as calculated under the SCBCTA Act and is the amount of resources available to fund future operations

² Includes bonds, debentures, capital leases, short-term debt net of sinking funds and debt reserve deposits

³ Includes Deferred concessionaire credit for Canada Line and Contractor liability for Golden Ears Bridge

⁴ Restated in some prior years to reflect Rail division year end adjustments

⁵ Includes operating costs of Bus, Rail, Transit Police and Corporate On-going (restated to exclude Corporate one-time and Access Transit costs)

⁶ Includes operating costs of Bus, Rail and Transit Police (excludes Corporate and Access Transit costs)

⁷ Calculations based on whole numbers

Financial Indicators

TransLink's unrestricted cash and investments is the new measure for representing the accumulated funding resources as required under the South Coast British Columbia Transportation Authority (SCBTA) Act. This represents the amount of resources available to fund future operations. The Compound Annual Growth Rate (CAGR) since 2012 is 6.7 per cent. Compared to 2015, unrestricted cash increased \$61 million due to higher fare and taxation revenues. These funds are accounted for in the 10 Year Investment Plan.

Capital assets increased from \$4.4 billion in 2012 to \$4.9 billion in 2016. This represents a CAGR increase of 2.6 per cent. Compared to 2015, capital assets increased \$261 million (5.7 per cent) due to additions from the acquisition of revenue vehicles, and completion of Expo Line Propulsion Systems, Hamilton Transit Centre and the Evergreen Extension.

Net direct debt increased by \$236 million since 2012, a 2.9 per cent CAGR, to fund Capital Projects. Net direct debt increased \$160 million (8.0 per cent) over 2015 due to additional borrowing to finance capital spending.

Indirect P3 debt declined by \$77 million, a 1.2 per cent CAGR since 2012. Compared to 2015, Indirect P3 debt declined by \$25 million (1.6 per cent), mainly due to amortization of the Canada Line deferred concessionaire credit.

Gross interest costs as a percentage of operating revenues decreased by 4.3 per cent CAGR over the five year period due to lower interest rates and higher operating revenues. Compared to prior year, TransLink's gross interest costs as a percentage of operating revenues decreased 0.4 per cent. The ratio continues to be well within TransLink's 20 per cent policy limit.

Operating Indicators

Scheduled Transit Service

Overall performance which measures customer's satisfaction with the entire system, decreased by a CAGR of 0.3 per cent over the five year period due to factors such as; impact of fare increase in 2013, SkyTrain service disruptions in 2014 and CP Rail related delays in 2015. The rating increased slightly in 2016 to 7.6. Increased front line staff at SkyTrain stations, improving the overall feeling of safety for our customers and increased engagement with our customers helped improve this rating.

Service hours increased by 2.7 per cent in 2016 over 2015, mostly due to service adjustments related to; the opening of the Hamilton Transit Centre and closing of North Vancouver and Oakridge Transit Centres, one additional work/weekday compared to 2015 and one extra service day resulting from the leap year in 2016. Although service hours have remained relatively flat over the past five years, TransLink has been able to deliver more bus passenger service through scheduling efficiencies and service optimization initiatives.

The total cost recovery ratio which measures the percentage of operating costs covered by transit revenues increased by a CAGR of 1.4 per cent due to increased revenues over the five year period. Compared to 2015, the cost recovery ratio increased by 2.7 per cent due to revenue growth exceeding cost increases, largely due to the impact from implementing faregates.

Operating costs per capacity kilometre has increased by a 2.4 per cent CAGR since 2012 due to inflationary increases, while the total capacity kilometres have remained relatively constant. Operating costs per capacity kilometre was 1.6 per cent higher than 2015 due to increased operating costs relating to readiness of Evergreen Extension to the Millennium Line.

Complaints per million boarded customers increased by 4.5 to 98.7 in 2016 over 2015 and increased by a CAGR of 2.6 per cent over the last five years. Complaints were at its highest in 2013 when changes to Fare Tariff policy and service optimization were implemented. In 2016, complaints were largely related to customers transitioning to Compass, SkyTrain pattern changes with the opening of the Evergreen Extension integration and service disruptions related to snowy weather conditions in December. To better meet our customer needs, the call centre hours were extended in 2016.

Access Transit Service

An additional 22,500 trips were delivered in 2016 as compared to 2015, an increase of 1.9 per cent. A large portion of this is related to increased demand; additional funds were made available mid-year to meet this demand.

Operating costs per trip increased by a 1.5 per cent CAGR over the five year period due to inflation and contractual increases, offset by internal efficiencies and the use of taxis where appropriate. Operating cost per trip increased 0.8 per cent compared to 2015 due to contractual operating agreement increases.

Trip denials decreased by 44.6 per cent CAGR since 2012 due to the increase in taxi trips. Trip denials were up two thousand in 2016 over 2015 mainly due to November and December heavy snowfall impacting the ability to deliver trips.

Complaints per million boarded passengers saw an increase over 2015 of 8.0 per cent, mainly as a result of operator behavior and late running service largely caused by, traffic congestion and construction as well as sale of FareSavers on board. Overall, the CAGR increased 0.9 per cent over the last five years mainly due to an increase in the number of taxi trips related complaints.

Golden Ears Bridge

Crossings have grown at a CAGR of 5.8 per cent since 2012 which could be attributed to development in the surrounding area and a general increase in Vehicle Kilometres Travelled in the region. The average toll per crossing has increased a CAGR of 1.7 per cent per year since 2012, the majority of which can be attributed to annual CPI inflationary increases.

Ridership

“Journeys” is a new ridership indicator and replaces the previous indicator of “revenue passengers”; a journey is a complete trip on transit using valid fare media regardless of the number of transfers taken within the transfer window. With the availability of enhanced usage data from Compass, a new ridership methodology was developed in 2016, making comparisons to prior years difficult. For an estimated comparison, information was gathered from Automatic Passenger Counts (APC) for both 2015 and 2016; this data indicates the actual growth in both Boarded Passengers and Journeys is approximately 4.5 per cent over 2015. This growth was largely driven by substantial employment growth in Metro Vancouver, employment in the region grew by 4.9 per cent in 2016 and the unemployment rate is at an 8-year low.

The average fare per journey was \$2.24 in 2016. With the rollout of Compass, comparative data is not available.

3. Consolidated Statement of Operational Analysis

CONSOLIDATED REVENUES AND EXPENSES							
Year ended December 31 (\$ thousands)	YEAR OVER YEAR				ACTUAL TO BUDGET		
	2016	2015	COMPARISON TO 2015		2016	COMPARISON TO BUDGET	
	ACTUAL	ACTUAL	FAV/ (UNFAV)	%	BUDGET ²	FAV/ (UNFAV)	%
Revenue							
Taxation	825,670	772,722	52,948	6.9%	784,532	41,138	5.2%
Transit	541,589	511,445	30,144	5.9%	508,272	33,317	6.6%
Government transfers	240,533	228,943	11,590	5.1%	282,185	(41,652)	(14.8%)
Golden Ears Bridge tollings	52,116	48,444	3,672	7.6%	50,641	1,475	2.9%
Investment income	40,567	34,381	6,186	18.0%	36,172	4,395	12.2%
Amortization of deferred concessionaire credit	23,337	23,273	64	0.3%	23,337	-	-
Miscellaneous	6,351	6,102	249	4.1%	3,537	2,814	79.6%
Sub Total Continuing Operations	1,730,163	1,625,310	104,853	6.5%	1,688,676	41,487	2.5%
Gain on disposal of tangible capital assets	422,183	2,340	419,843	100.0%	-	422,183	100.0%
Total Revenue	2,152,346	1,627,650	524,696	32.2%	1,688,676	463,670	27.5%
Expenses							
Bus division	656,542	643,484	(13,058)	(2.0%)	658,554	2,012	0.3%
Corporate operations	91,203	80,866	(10,337)	(12.8%)	89,524	(1,679)	(1.9%)
Rail division	265,940	268,311	2,371	0.9%	265,642	(298)	(0.1%)
Roads & Bridges	52,453	71,246	18,793	26.4%	89,096	36,643	41.1%
Transit Police	33,759	33,136	(623)	(1.9%)	33,947	188	0.6%
Amortization of capital assets ¹	181,663	168,290	(13,373)	(7.9%)	181,520	(143)	(0.1%)
Interest ¹	172,705	167,902	(4,803)	(2.9%)	168,203	(4,502)	(2.7%)
Sub Total Continuing Operations	1,454,265	1,433,235	(21,030)	(1.5%)	1,486,486	32,221	2.2%
Corporate and Roads & Bridges One-time	29,684	32,053	2,369	7.4%	30,121	437	1.5%
Total Expenses	1,483,949	1,465,288	(18,661)	(1.3%)	1,516,607	32,658	2.2%
Surplus for the Year	668,397	162,362	506,035	100.0%	172,069	496,328	100.0%

¹ Amortization and Interest shown separately to facilitate analysis

² Budget reallocated due to approved contingency

The surplus for the year was \$506.0 million higher than 2015 and \$496.3 million higher than budget.

Total revenues increased \$524.7 million (32.2 per cent) over 2015 mainly due to the \$422.2 million gain on sale of property. Revenues from continuing operations were \$104.9 million (6.5 per cent) higher than 2015 mainly due to higher revenue from fares and fuel tax, government transfers and investment income.

Compared to budget, revenues were \$463.7 million (27.5 per cent) higher mainly due to the \$422.2 million gain on sale of surplus property, high taxation and transit revenues, offset by lower government transfers due to timing of related project spending.

Total expenses increased \$18.7 million (1.3 per cent) over 2015 and were \$32.7 million (2.2 per cent) lower than budget.

Details of the variances are provided in the following analysis.

Consolidated Revenues – Comparison to 2015

Year ended December 31 (\$ thousands)	ACTUAL		COMPARISON TO 2015	
	2016	2015	Fav/ (Unfav)	%
Taxation	825,670	772,722	52,948	6.9%
Transit	541,589	511,445	30,144	5.9%
Government transfers	240,533	228,943	11,590	5.1%
Golden Ears Bridge tollings	52,116	48,444	3,672	7.6%
Investment income	40,567	34,381	6,186	18.0%
Amortization of deferred concessionaire credit	23,337	23,273	64	0.3%
Miscellaneous	6,351	6,102	249	4.1%
Sub Total Continuing Operations	1,730,163	1,625,310	104,853	6.5%
Gain on disposal of tangible capital assets	422,183	2,340	419,843	100.0%
Total Revenue	2,152,346	1,627,650	524,696	32.2%

The *SCBCTA Act* provides TransLink with access to revenue sources that are used to fund the provision and support of transportation services. Revenues are mainly comprised of taxation, user fees and government transfers. Total revenues were \$2.2 billion in 2016 compared to \$1.6 billion in 2015. The increase includes a \$422 million gain on sale of surplus property which will be used for investment in future capital infrastructure. Excluding the gain on sale, revenues were \$104.9 million (6.5 per cent) higher than 2015.

According to the Conference Board of Canada, Vancouver was Canada's fastest growing metropolitan economy in 2016. Employment grew by 5 per cent in 2016, the strongest gain since 1989. The economic boom in Metro Vancouver has contributed both to an increase in driving and transit ridership as reflected in our strong revenue growth.

Taxation

Year ended December 31 (\$ thousands)	ACTUAL		COMPARISON TO 2015	
	2016	2015	Fav/ (Unfav)	%
Fuel tax	395,731	356,834	38,897	10.9%
Property tax	324,496	314,659	9,837	3.1%
Parking Rights tax	67,033	63,334	3,699	5.8%
Hydro levy	20,450	20,065	385	1.9%
Replacement tax	17,960	17,830	130	0.7%
Total Taxation	825,670	772,722	52,948	6.9%

Total taxation revenues were \$52.9 million (6.9 per cent) higher than in 2015, the majority of this is due to higher fuel revenue related to an increase in Vehicle Kilometres Travelled in the region.

Fuel tax revenues increased \$38.9 million (10.9 per cent) compared to last year largely due to higher sales volumes associated with strong economic growth in the region, moderate pump prices, higher vehicle kilometres travelled and a weak Canadian dollar making cross border purchasing less attractive.

Property tax revenue increased by \$9.8 million (3.1 per cent) over 2015, which is in line with the legislated allowable increase, net of an allowance for adjustments when property tax assessment rolls are finalized.

Parking Rights tax revenue increased by \$3.7 million (5.8 per cent) over the same period in 2015, which is consistent with an increase in Vehicle Kilometers Travelled (VKT).

Hydro Levy is \$385 thousand (1.9 per cent) higher than in 2015 due to an increase in the number of households in the region. This increase is consistent with the increase in households as reported by BC Stats.

Replacement tax revenue increased \$130 thousand (0.7 per cent) compared to 2015 due to finalized property tax assessment roll adjustments.

Transit

Year ended December 31 (\$ thousands)	ACTUAL		COMPARISON TO 2015	
	2016	2015	Fav/ (Unfav)	%
Fares	413,724	387,888	25,836	6.7%
Program	108,561	104,490	4,071	3.9%
Total Fares	522,285	492,378	29,907	6.1%
Other transit	19,304	19,067	237	1.2%
Total Transit	541,589	511,445	30,144	5.9%

Total transit revenues include fares, program revenue and other transit related revenues such as transit advertising, park and ride, and fare infraction revenue. Total transit revenues in 2016 were \$541.6 million, an increase of \$30.1 million (5.9 per cent) over 2015.

Annual 2016 revenue from fares was \$413.7 million, which is \$25.8 million (6.7 per cent) higher than in 2015 resulting from an estimated 4.5 per cent in ridership over 2015. This increase in fare revenue is also a strong indication that the closure of fare gates, high visibility of front line staff and a marketing drive to educate customers on Compass and gate closure were successful in capturing revenue that was previously lost to fare evasion. Higher fare revenues were partially offset by shifts in fare product purchases. Sales of single use tickets and monthly passes in 2016 have decreased from 2015, as customers shift to Stored Value Compass products that offer a discount in fare price over single use products and feature more flexibility than monthly passes.

Program revenue is from U-Pass BC and Government Bus Pass programs. 2016 program revenue totalled \$108.6 million, which is \$4.1 million (3.9 per cent) higher than 2015 mainly due to the annual contractual U-Pass BC rate increase and an increase in participation in both U-Pass BC and Government bus pass programs. The growth in the Government bus pass program was slightly offset by recent changes in the program whereby low income persons with disabilities have the option of a monthly bus pass or the cash equivalent.

Other Transit Revenue was \$237 thousand (1.2 per cent) higher than 2015 largely as a result of a contractual increase for advertising on the transit system, increased Park and Ride revenues, and new revenues arising from the introduction of Wi-Fi on the SeaBus. These were offset by reduced fare infraction revenues compared to 2015.

Government Transfers

The revenue from these funds was \$11.6 million (5.1 per cent) higher than 2015. Government transfers in 2016 consisted mainly of contributions from gas tax funds, provincial funding for the Evergreen Extension, amortization of federal and provincial Canada Line funding as well as provincial operating contributions for Canada Line. The increase is due to \$23.2 million received through the Province for the Evergreen Extension of the Millennium Line partially offset by a \$12.1 million reduction in gas tax transfers in 2016.

Golden Ears Bridge Tolling

Golden Ears Bridge toll revenues increased \$3.7 million (7.6 per cent) over 2015 to \$52.1 million. The increase is due to a 6.5 per cent year over year increase in vehicle crossings, which is consistent with the overall trend of increased Vehicle Kilometres Travelled (VKT) in the region. There was also a Canadian consumer price index (CPI) inflationary toll rate increase in July in accordance with the bylaw.

Investment Income

Investment income was \$6.2 million (18.0 per cent) higher as compared to the prior year, due to higher sinking fund balances and higher rates of return.

Miscellaneous Income

Miscellaneous income increased \$249 thousand (4.1 per cent) over 2015 primarily as a result of recoveries related to rolling stock, energy incentive credits and Telecom programs offset by lower Adjacent and Integrated Development (AID) project recoveries.

Gain on disposal of assets

Gain on the sale of assets increased year over year by \$419.8 million primarily due to the sale of surplus property relating the sale of Oakridge Transit Centre lands. This is one of the largest real estate transactions in B.C.'s history. The proceeds from the sale are structured to be received by 2023 but are recorded as revenue in 2016 in accordance with Canadian Public Sector Accounting Standards.

Consolidated Revenues – Comparison to Budget

Year ended December 31 (\$ thousands)	2016		COMPARISON TO BUDGET	
	ACTUAL	BUDGET	Fav/ (Unfav)	%
Taxation	825,670	784,532	41,138	5.2%
Transit	541,589	508,272	33,317	6.6%
Government transfers	240,533	282,185	(41,652)	(14.8%)
Golden Ears Bridge tollings	52,116	50,641	1,475	2.9%
Investment income	40,567	36,172	4,395	12.2%
Amortization of deferred concessionaire credit	23,337	23,337	-	-
Miscellaneous	6,351	3,537	2,814	79.6%
Sub Total Continuing Operations	1,730,163	1,688,676	41,487	2.5%
Gain on disposal of tangible capital assets	422,183	-	422,183	100.0%
Total Revenue	2,152,346	1,688,676	463,670	27.5%

Total revenue was \$463.7 million (27.5 per cent) higher than budget mainly due to the gain on sale of properties. Revenues from continuing operations were \$41.5 million (2.5 per cent) higher than budget mainly due to higher revenue from fares and fuel tax, offset by lower government transfers.

Taxation

Year ended December 31 (\$ thousands)	2016		COMPARISON TO BUDGET	
	ACTUAL	BUDGET	Fav/ (Unfav)	%
Fuel tax	395,731	360,388	35,343	9.8%
Property tax	324,496	323,517	979	0.3%
Parking Rights tax	67,033	62,651	4,382	7.0%
Hydro levy	20,450	19,976	474	2.4%
Replacement tax	17,960	18,000	(40)	(0.2%)
Total Taxation	825,670	784,532	41,138	5.2%

Total taxation revenue for 2016 totaled \$825.7 million, \$41.1 million (5.2 per cent) higher than budget.

Fuel tax revenues were \$35.3 million (9.8 per cent) higher than budget. The budget included only a modest increase in volume sales. 2016 fuel volumes in the region were some of the highest since the 2008 financial crisis and the introduction of the BC carbon tax in 2009. This growth coincides with the economic growth in the region over the same period. This growth, combined with low gasoline prices at the pump and a weaker Canadian dollar may be contributing factors to increased Vehicle Kilometers Travelled within the region, leading to increased fuel revenues.

Parking Rights tax revenues were \$4.4 million (7.0 per cent) higher than budget. This is consistent with the economic growth in the region, higher fuel volumes and increased Vehicle Kilometers Travelled.

Transit

Year ended December 31 (\$ thousands)	2016		COMPARISON TO BUDGET	
	ACTUAL	BUDGET	Fav/ (Unfav)	%
Fares	413,724	382,864	30,860	8.1%
Program	108,561	107,406	1,155	1.1%
Total Fares	522,285	490,270	32,015	6.5%
Other transit	19,304	18,002	1,302	7.2%
Total Transit	541,589	508,272	33,317	6.6%

2016 total transit revenues were \$33.3 million (6.6 per cent) higher than budget mainly due to increased fare revenue.

Annual 2016 revenue from fares was \$413.7 million, which is \$30.9 million (8.1 per cent) favourable to budget mainly as a result of the success of fare gate closures and growing ridership.

Total program revenue was \$1.2 million (1.1 per cent) favourable to budget due to more participants than expected in the U-Pass BC program offset by a slight decline in BC Bus Pass program participants likely as a result of recent changes whereby low-income persons with disabilities now have the option of a monthly bus pass or the equivalent cash.

Other transit revenue was \$1.3 million (7.2 per cent) favourable to budget due to increased revenues from park and ride, advertising, fare infractions on the transit system and new revenues arising from the introduction of Wi-Fi at the SeaBus terminals.

Government Transfers

Government transfers were \$41.7 million (14.8 per cent) unfavourable to budget due to timing. Some transfers initially budgeted for 2016 were recognized in December 2015 (\$22.1 million) due to earlier than forecast project completions and transfers of \$42.7 million originally budgeted for 2016 have been moved into 2017, mainly due to delays related to the gas tax application process. This was partly offset by one-time funding received by the Province for the Evergreen Extension (\$23.2 million).

Golden Ears Bridge Tolling

Toll revenues were \$1.5 million (2.9 per cent) favourable to budget mainly resulting from a 6.1 per cent higher than expected increase in vehicle crossings compared to budget. This increase is consistent with the growth in Vehicles Kilometres Travelled in the region.

Investment Income

Investment income was \$4.4 million (12.2 per cent) higher than budget due to higher than budgeted cash and investment balances and higher rates of return.

Miscellaneous Income

Miscellaneous income was \$2.8 million (79.6 per cent) higher than budget mainly due higher than anticipated recoveries for Adjacent and Integrated Development projects, rail rolling stock recoveries, an increase in incentive credits from Fortis BC for purchasing CNG vehicles and higher insurance and trolley overhead recoveries.

Gain on disposal of assets

Gain on the sale of assets was favourable to budget by \$422.2 million due to the sale of surplus properties which completed earlier than expected.

Consolidated Expenses – Comparison to 2015

(BY SEGMENT)

Year ended December 31 (\$ thousands)	ACTUAL		COMPARISON TO 2015	
	2016	2015	Fav/ (Unfav)	%
Bus division	656,542	643,484	(13,058)	(2.0%)
Corporate operations	91,203	80,866	(10,337)	(12.8%)
Rail division	265,940	268,311	2,371	0.9%
Roads & Bridges	52,453	71,246	18,793	26.4%
Transit Police	33,759	33,136	(623)	(1.9%)
Amortization of tangible capital assets ¹	181,663	168,290	(13,373)	(7.9%)
Interest ¹	172,705	167,902	(4,803)	(2.9%)
Sub Total Continuing Operations	1,454,265	1,433,235	(21,030)	(1.5%)
Corporate and Roads & Bridges One-time	29,684	32,053	2,369	7.4%
Total Expenses by Segment	1,483,949	1,465,288	(18,661)	(1.3%)

¹ Amortization and Interest shown separately to facilitate analysis

Bus Division operating expenditures were \$13.1 million (2.0 per cent) higher year over year due to labour, contractual and economic increases, more service hours including the impact of one additional service day for leap year in 2016. Costs were also higher related to additional Access Transit trips due to increased demand, higher revenue vehicle material costs including more major repairs, higher snow removal costs in December, the impact of opening Hamilton Transit Centre in September, higher fare media costs and higher computer systems related costs. Offsetting these increases were lower fuel costs mainly due to lower than planned market prices.

Corporate Operations were \$10.3 million (12.8 per cent) higher than in 2015 mainly due to contracted services related to completion of the Compass project and higher credit card interchange fees associated with direct fare product sales of Compass cards and tickets. Costs also increased due to contractual and economic labour increases, studies related to the Independent SkyTrain Review, Transit Fare review and higher computer systems related costs. These increases are offset by lower remediation costs related to contaminated site cleanup and lower Adjacent Integrated Development activities in 2016.

Rail Division operating costs were \$2.4 million (0.9 per cent) lower than 2015 due to the elimination of the lease costs related to the purchase of the West Coast Express (WCE) rail cars, contractual performance deductions related to service agreement, and lower 2016 diesel rates. These savings were offset by additional fare media costs, contractual, labour and economic increases, as well as other increases related to auxiliary fare gate equipment. Maintenance and materials costs also increased related to state of good repair as well as operations and maintenance costs for the Evergreen Extension that was opened in 2016.

Roads and Bridges expenditures were \$18.8 million (26.4 per cent) lower in 2016 mainly due to an adjustment of \$22 million for a recovery of a prior year expense relating to the financing of the Evergreen extension and timing of capital contributions to municipalities. This is partially offset by studies related to Pattullo Bridge replacement in 2016 and annual inflationary rate increases related to operations and maintenance funding for the Major Road Network.

Transit Police costs were \$623 thousand (1.9 per cent) higher than 2015, due to retroactive wage increases, higher leave balances and fewer vacancies. The increases were offset by lower radio communication costs and lower legal fees due to fewer police act investigations in 2016.

Amortization expense increased by \$13.4 million (7.9 per cent) over 2015 as a result of a \$453.8 million increase in depreciable tangible capital assets mainly related to; revenue vehicles, Expo Line propulsion systems, Hamilton Transit Centre and Evergreen Extension.

Interest expense was \$4.8 million (2.9 per cent) higher than the prior year to date due to higher outstanding gross debt.

Corporate and Roads & Bridges One-time costs were \$2.4 million (7.4 per cent) lower than the prior year. The 2016 one-time costs include Rapid Transit studies, Evergreen Extension integration and the Compass project.

Consolidated Expenses – Comparison to Budget

(BY SEGMENT)

Year ended December 31 (\$ thousands)	2016		COMPARISON TO BUDGET	
	ACTUAL	BUDGET ²	Fav/ (Unfav)	%
Bus division	656,542	658,554	2,012	0.3%
Corporate operations	91,203	89,524	(1,679)	(1.9%)
Rail division	265,940	265,642	(298)	(0.1%)
Roads & Bridges	52,453	89,096	36,643	41.1%
Transit Police	33,759	33,947	188	0.6%
Amortization of tangible capital assets ¹	181,663	181,520	(143)	(0.1%)
Interest ¹	172,705	168,203	(4,502)	(2.7%)
Sub Total Continuing Operations	1,454,265	1,486,486	32,221	2.2%
Corporate and Roads & Bridges One-time	29,684	30,121	437	1.5%
Total Expenses by Segment	1,483,949	1,516,607	32,658	2.2%

¹ Amortization and Interest shown separately to facilitate analysis

² Budget reallocated due to approved contingency

Bus Division operating expenditures were \$2.0 million (0.3 per cent) favourable to budget due to lower fuel market prices. The savings were partially offset by additional Access Transit service and trips to meet customer demand, higher revenue vehicle materials costs as a result of more major repairs and increased parts prices, higher overtime costs from vacant position coverage and higher than planned levels of route training for operators in preparation for the opening of Hamilton Transit Centre and higher revenue vehicle insurance rates.

Corporate Operations expenses were \$1.7 million (1.9 per cent) unfavourable due to higher than expected credit card fees as a result of the positive customer adoption of Compass products as well as increased ridership. Also higher were claims paid out by TransLink's Transportation Property Casualty Company (TPCC) offset by lower property rental costs.

Rail Division operating costs were \$298 thousand (0.1 per cent) unfavourable to budget mainly due to additional state of good repair costs and higher fare media costs. These costs are offset by the early execution of the West Coast Express (WCE) rail car lease buyout in December 2015, contractual performance deductions related to service agreements and lower diesel fuel costs.

The additional state of good repair costs include incremental efforts and costs required to complete rail grinding work and rolling stock repair costs.

Roads & Bridges spending was \$36.6 million (41.1 per cent) favourable to the 2016 budget. The majority of this amount is due to a recovery of a prior year expense related to the financing of the Evergreen extension, timing differences for municipal road contributions, lower maintenance costs on Pattullo Bridge as a result of the rehabilitation project and some feasibility studies being postponed into 2017.

Transit Police costs are \$188 thousand (0.6 per cent) favourable to budget mainly due to occupancy credits.

Amortization expense was unfavourable to budget by \$143 thousand (0.1 per cent) mainly due to accelerated amortization of major capital spare parts within the Rail division, offset by lower amortization expenses from the Evergreen Extension capitalization where longer than expected useful life estimates were used.

Interest expense was \$4.5 million (2.7 per cent) unfavourable to budget, mostly due to timing of capital spending and higher than anticipated interest rates associated with the prior year's long-term debt issuance.

Corporate and Roads & Bridges One-time costs were \$437 thousand (1.5 per cent) favourable to budget in 2016. The Evergreen integration was completed under budget and Mobility Pricing initiatives were deferred to 2017, offset by timing of the Rapid Transit projects.

Consolidated Expenses by Category – Comparison to 2015

Year ended December 31 (\$ thousands)	2016 Actual			2015 Actual			Ongoing Expenses	
	Ongoing	One-time ¹	Total	Ongoing	One-time ¹	Total	Fav/ (Unfav)	%
Administration	38,883	10,099	48,982	32,805	11,833	44,638	(6,078)	(18.5%)
Amortization of capital assets	181,663	-	181,663	168,290	-	168,290	(13,373)	(7.9%)
Capital infrastructure contributions	3,910	-	3,910	30,653	-	30,653	26,743	87.2%
Contracted services	211,790	-	211,790	203,563	-	203,563	(8,227)	(4.0%)
Fuel and power	56,764	-	56,764	62,933	-	62,933	6,169	9.8%
Insurance	21,181	-	21,181	20,581	-	20,581	(600)	(2.9%)
Interest	172,705	-	172,705	167,902	-	167,902	(4,803)	(2.9%)
Maintenance, materials and utilities	129,919	4,056	133,975	121,623	233	121,856	(8,296)	(6.8%)
Professional and legal	25,364	15,529	40,893	16,162	17,790	33,952	(9,202)	(56.9%)
Rentals, leases and property tax	24,694	-	24,694	40,862	-	40,862	16,168	39.6%
Salaries, wages and benefits	587,392	-	587,392	567,249	2,197	569,446	(20,143)	(3.6%)
Write-down of tangible capital assets	-	-	-	612	-	612	612	100.0%
Total Expenses by Category	1,454,265	29,684	1,483,949	1,433,235	32,053	1,465,288	(21,030)	(1.5%)

¹ One-time expenses shown separately to facilitate analysis

On-Going Expenses

Administration costs increased \$6.1 million (18.5 per cent) over 2015, mainly due to higher credit card interchange fees associated with direct fare product sales of Compass cards and tickets and additional fare media resulting from the rollout of Compass. There were also increased computer system licensing costs.

Amortization expenses increased \$13.4 million (7.9 per cent) over 2015 mainly due to capital asset additions of revenue vehicles, Expo Line propulsion systems, Hamilton Transit Centre and Evergreen Extension.

Capital infrastructure contributions decreased by \$26.7 million primarily due to a recovery of prior year expense.

Contracted services increased \$8.2 million (4.0 per cent) over 2015 mainly due to full roll out of Compass, inflationary increase of the Canada Line contractor payment, contractor costs related to Access Transit and Taxi Supplement usage and tolling costs related to increased crossings on the Golden Ears Bridge. This is offset by contractual performance deductions related to service agreements.

Fuel and power costs were \$6.2 million (9.8 per cent) lower mainly due to lower prices.

Insurance costs increased \$600 thousand (2.9 per cent) over 2015 mainly due to increased claims to TransLink's Transportation Property Casualty Company (TPCC) and an increase in renewal rates within the Bus division.

Interest expense was \$4.8 million (2.9 per cent) higher than 2015 due to higher outstanding gross debt.

Maintenance, materials and utilities increased \$8.3 million (6.8 per cent) over 2015 due to additional state of good repair costs including; rolling stock for the Rail division as well as maintenance costs for the Evergreen Extension in December. Increased revenue vehicle materials costs (due to inflation and an unfavourable Canadian dollar exchange rate), higher snow removal costs and an increase in Major Road Network (MRN) Operating Maintenance (O&M) contributions were offset by recognition of a liability for remediation costs for inactive contaminated sites in 2015.

Professional and legal increased \$9.2 million (56.9 per cent) compared to 2015 mainly due to Pattullo Bridge replacement studies costs, feasibility studies related to the Independent SkyTrain Review, studies to support the Mayors' Vision and additional rail maintenance services within the Rail division. This is offset by completion of Business Intelligence tools for enhanced reporting in 2015 and lower Adjacent and Integrated Development (AID) project costs.

Rentals, leases and property tax expenses decreased \$16.2 million (39.6 per cent) mainly due to buy-out of the West Coast Express rail cars lease in 2015.

Salaries and wages increased \$20.1 million (3.6 per cent) over 2015, as a result of contractual labour increases, increased staffing levels within the Rail division in response to Evergreen Extension integration and recommendations from the Independent SkyTrain Review; additional labour costs within the Bus division in response to the opening of Hamilton Transit Centre and additional staffing related to the Infrastructure Project Management office.

Consolidated Expenses by Category – Comparison to Budget

Year ended December 31 (\$ thousands)	2016 Actual			2016 Budget			Ongoing Expenses	
	Ongoing	One-time ¹	Total	Ongoing	One-time ¹	Total	Fav/ (Unfav)	%
Administration	38,883	10,099	48,982	35,554	5,155	40,709	(3,329)	(9.4%)
Amortization of capital assets	181,663	-	181,663	181,520	-	181,520	(143)	(0.1%)
Capital infrastructure contributions	3,910	-	3,910	38,556	-	38,556	34,646	89.9%
Contracted services	211,790	-	211,790	213,483	-	213,483	1,693	0.8%
Fuel and power	56,764	-	56,764	66,043	-	66,043	9,279	14.0%
Insurance	21,181	-	21,181	19,261	-	19,261	(1,920)	(10.0%)
Interest	172,705	-	172,705	168,203	-	168,203	(4,502)	(2.7%)
Maintenance, materials and utilities	129,919	4,056	133,975	122,540	3,728	126,268	(7,379)	(6.0%)
Professional and legal	25,364	15,529	40,893	25,296	20,842	46,138	(68)	(0.3%)
Rentals, leases and property tax	24,694	-	24,694	28,975	-	28,975	4,281	14.8%
Salaries, wages and benefits	587,392	-	587,392	587,055	396	587,451	(337)	(0.1%)
Total Expenses by Category	1,454,265	29,684	1,483,949	1,486,486	30,121	1,516,607	32,221	2.2%

¹ One-time expenses shown separately to facilitate analysis

Administration costs were unfavourable to budget \$3.3 million (9.4 per cent) mainly due to higher credit card fees associated with direct fare product sales of Compass cards and tickets and higher fare media costs due to the customer adoption of Compass products.

Amortization expense was \$143 thousand (0.1 per cent) unfavourable to budget primarily due to unbudgeted major capital spare parts accelerated depreciation within the Rail division; offset by lower than expected depreciation expenses from the Evergreen Extension project.

Capital infrastructure contributions were favourable by \$34.6 million primarily due to a recovery of a prior year expense and timing of capital funding to municipalities.

Contracted services were favourable to budget \$1.7 million (0.8 per cent) mainly due to a lower CP Rail contractual performance discount, lower contracted service costs within the Bus division due to lower fuel prices and consumption and slightly lower Compass related costs; offset by increased Golden Ears Bridge contactor payments due to the higher than expected crossings and higher contractor costs related to additional service delivery from HandyDART.

Fuel and power costs were \$9.3 million (14.0 per cent) favourable to budget due to lower prices.

Insurance was unfavourable to budget \$1.9 million (10.0 per cent), due to increased claims to TransLink's Transportation Property Casualty Company (TPCC) and higher renewal rates within the Bus division slightly offset by favourable property insurance rates.

Interest expense was unfavourable \$4.5 million (2.7 per cent) mostly due to timing of capital spending and higher than anticipated interest rates associated with prior year's long-term debt issuance.

Maintenance, materials and utilities expense were \$7.4 million (6.0 per cent) unfavourable to budget due to additional state of good repair costs within the Rail division and; more repairs, increased prices due to the weakening Canadian dollar exchange rate and additional tools and equipment as a result of opening of Hamilton Transit Center within the Bus division.

Professional and legal fees were \$68 thousand (0.3 per cent) unfavourable compared to budget primarily due to additional state of good repair costs within the Rail division, costs related to the infrastructure project management office, long range plan initiatives and increased costs related to Adjacent and Integrated Development (AID) projects which are recoverable from developers, offset by deferral of planned Roads and Bridges studies (due to focus on readiness for implementation of Phase One of the Investment Plan).

Rentals, leases and property tax were \$4.3 million (14.8 per cent) favourable to budget due to early buy-out of West Cost Express railcars and prior year operating rent credits.

Salaries and wages were in line with budget.

4. Capital Program

As of December 31, 2016, TransLink's total capital program budget was \$2.8 billion including \$891.8 million in active capital projects, \$31.4 million in Approved-In-Principle (AIP) capital projects and \$210.0 million in capital infrastructure contributions to municipalities. The capital program budget is partially supported by \$1.0 billion in committed funding available to TransLink from the Federal Gas Tax Fund, the Building Canada Fund and the Public Transportation Infrastructure Fund. External funding programs apply only to eligible projects within the capital program.

The table below highlights the breakdown of TransLink's capital budget.

INVESTMENTS IN CAPITAL ASSETS:

Summary of Capital Program thousands)	Number of Projects	Current Budget (\$)	2016 Spending (\$)	Cumulative Spending to Date (\$)	Final Forecast Cost (\$)	Variance to Current Budget		Senior Government Funding (Committed) (\$)
						(\$)	(%)	
Capital Projects								
Active Capital Projects								
Equipment	8	23,032	4,057	7,153	22,011	1,021	4.4%	4,500
Facilities	7	16,806	387	1,552	16,557	249	1.5%	3,332
Infrastructure	29	341,637	71,766	130,462	339,162	2,475	0.7%	99,073
Major Construction	2	43,000	-	-	42,897	103	0.2%	35,819
Technology Applications	19	29,782	5,872	12,965	27,502	2,280	7.7%	-
Vehicle - Non Revenue	4	2,165	-	-	2,165	-	0.0%	-
Vehicle - Revenue	10	435,363	111,345	120,915	433,339	2,024	0.5%	303,036
Subtotal Active Capital Projects	79	891,785	193,427	273,047	883,633	8,152	0.9%	445,760
2016 Capital (Remaining AIP)								
Equipment	3	21,150	-	-	21,150	-	-	-
Facilities	-	-	-	-	-	-	-	-
Infrastructure	3	2,732	-	-	2,732	-	-	-
Major Construction	-	-	-	-	-	-	-	-
Technology Applications	2	1,725	-	-	1,725	-	-	-
Vehicle - Non Revenue	1	148	-	-	148	-	-	-
Vehicle - Revenue	1	5,600	-	-	5,600	-	-	5,013
Subtotal Approved in Principle	10	31,355			31,355			5,013
Subtotal Active and Remaining AIP Projects	89	923,140	193,427	273,047	914,988	8,152	0.9%	450,773
Substantially Complete Projects	72	1,600,204	256,822	1,534,829	1,564,437	35,767	2.2%	572,767
Closed Projects	25	79,190	715	72,060	72,060	7,130	9.0%	16,845
Cancelled AIP Projects	-8	8,559			8,559		0.0%	
Total Capital Projects	178		450,964					
Adjustment for Other Additions and Accruals			2,813					
Net additions to Capital Assets		2,611,093	453,777	1,879,936	2,560,044	51,049	2.0%	1,040,385
Capital Infrastructure Contributions								
Active Programs	14	210,011	25,346	166,316	207,554	2,457	1.2%	-
Closed Projects	1	-	3,434	3,434	3,434	(3,434)		-
Total Capital Infrastructure Contributions	15		28,780					
Adjustment for Other Additions and Accruals *			(24,870)					
Net Capital Infrastructure Contributions		210,011	3,910	169,750	210,988	(977)	-0.5%	
Capital Program Grand Total	193	2,821,104	457,687	2,049,686	2,771,032	50,072	1.8%	1,040,385

*Includes recovery of a prior year expense.

Active Capital Projects

TransLink's active capital projects portfolio has the following objectives:

1. Support a safe and reliable transit system by maintaining assets in a state of good repair;
2. Improve service by increasing system capability and capacity;
3. Provide early approval for capital projects from Phase One of the 10-Year Vision for Metro Vancouver Transportation to allow expansion to occur as soon as possible.

As of the end of the year there were 79 active projects with \$193.4 million spent in 2016 and \$273.0 million spent overall. Five projects (Mark III Procurement, Commercial-Broadway and Metrotown station upgrades and 2015 and 2016 conventional bus replacement programs) account for \$142.5 million of the expenditures in 2016. A comparison of project budgets against forecasted final cost over the 79 active projects shows a favourable forecasted variance of \$8.2 million (0.9 per cent).

Highlights for the top two capital spending categories for 2016 are as follows:

Infrastructure: \$71.8 million spend in 2016. Four Expo Line stations account for \$48.3 million of this amount. Metrotown, Commercial Broadway, Joyce-Collingwood and Surrey Central stations are all currently undergoing major renovations. The expectation is that these renovations will enhance service by increasing system capacity and improving customers' experience post completion. This category also includes the Pattullo Bridge rehabilitation project.

Revenue Vehicles: \$111.3 million spend in 2016; \$65.9 million is directly related to the 2015 and 2016 conventional bus replacement programs and \$39.9 million is for the procurement of new Mark III SkyTrain cars for expansion of service.

Substantially Complete Capital Projects

A total of 72 projects with an aggregate current budget of \$1.6 billion and a total forecasted cost of \$1.56 billion is deemed substantially complete and in the final stages of project activity with \$29.6 million in forecasted costs remaining. The total expected favourable variance for these projects at completion is \$35.8 million (2.2 per cent).

The Evergreen Extension of the Millennium Line achieved substantial completion in the last quarter of the year and went into active service on December 2, 2016. This major expansion of the rail network is expected to increase ridership and accessibility to the transit system in the Tri-Cities area. The extension construction was led by the Province's BC Transportation Financing Authority. TransLink owns the stations, guideway and the related systems east of Inlet Centre station and the Province owns to the west of and including Inlet Centre station and leases it back to TransLink for operations. TransLink is responsible for maintaining and operating the entire extension.

The construction of the new Hamilton Transit Centre (HTC) in Richmond also achieved substantial completion this year and is fully operational. HTC replaces two of the aging transit centres in the region and further centralizes bus operations.

A large number of substantially complete projects remain open due to an extended warranty period on acquired components, as is the case with buses and SkyTrain cars. In addition to several bus and SkyTrain fleet projects, this category also includes Compass, Main Street and New Westminster SkyTrain Station Upgrades, the Golden Ears Bridge and a variety of other projects.

Approved in Principle (AIP) Capital Projects

As of December 31, 2016 there are ten AIP projects that were not initiated during the year with a total AIP aggregate budget of \$31.4 million.

The significant 2016 planned projects not initiated were:

- Automatic Train Control Equipment Replacement (\$12.4 million)
- 2017 HandyDART Vehicle Replacement Program (\$5.6 million)
- Golden Ears Bridge Tolling Equipment Replacement (\$5.0 million).

These projects are carried forward for approval in 2017.

Closed Capital Projects

As of December 31, 2016, 25 projects with a final cost of \$72.1 million and an approved budget of \$79.2 million were completed and closed in the year. Closed projects included:

- West Coast Express Fleet and Facility Expansion
- SkyTrain Automatic Train Control System Upgrades
- Pattullo Bridge short term rehabilitation
- Technology Application implementations
- Trolley Overhead replacements
- Rail Equipment replacements and
- Transit Centre equipment replacements.

Cancelled Capital Projects

During 2016, eight AIP projects with an aggregate budget of \$8.6 million were cancelled after review and prioritization of the capital program. Of the projects cancelled, some were combined with other projects in order to better align with strategic priorities and optimally utilize limited resources; others were deemed to be noncapital in nature and shifted to operations. The cancellations have little to no customer or service impacts.

Capital Infrastructure Contributions

These expenditures consist of contributions to municipalities for the rehabilitation and upgrade of the Major Road Network and bike pathways. As TransLink does not own the underlying assets the costs are expensed in the year they are incurred. As of December 31, 2016 there were 14 active programs and one closed project for the year with \$28.8 million in expenditures.

5. Changes in Financial Position

Financial Assets

As at December 31

(\$ thousands)	2016	2015	Change	%
Cash and cash equivalents	252,436	210,918	41,518	19.7%
Accounts receivable	133,736	102,421	31,315	30.6%
Loans receivable	325,313	-	325,313	100.0%
Restricted cash and investments	504,295	501,009	3,286	0.7%
Investments	80,917	60,943	19,974	32.8%
Debt reserve deposits	35,049	36,407	(1,358)	(3.7%)
Financial Assets	1,331,746	911,698	420,048	46.1%

See “Liquidity and Capital Resources” section for cash and cash equivalents.

The increase in accounts receivable is mainly due to outstanding receivables for various Build Canada Fund Projects.

The loans receivable is due from Intergulf-Modern Green Development Corp., the Purchaser of the Oakridge Transit Centre. The Oakridge Transit Centre was sold for proceeds of \$440 million whereby, the Authority received \$88 million on December 20, 2016 and the remaining payments are due over approximately the next 6 years and secured by a mortgage against the property. The \$325.3 million loan receivable was determined using the net present value of the future payments using a 2.1% discount rate which is the investment income rate of return.

Restricted Cash and Investments

As at December 31

(\$ thousands)	2016	2015	Change	%
Government Transfers for Capital Project funding	192,464	322,009	(129,545)	(40.2%)
TPCC's Investments ¹	21,421	22,630	(1,209)	(5.3%)
Land Reserve ¹	128,016	38,609	89,407	231.6%
Subtotal	341,901	383,248	(41,347)	(10.8%)
Total Self Administered Sinking Funds	162,394	117,761	44,633	37.9%
Total	504,295	501,009	3,286	0.7%

¹ Reclassified to restrict land reserve and TPCC investments

Restricted cash and investments are amounts internally restricted by the Board and represent unspent government transfers, self-administered sinking funds, land reserve funds and funds segregated for TPCC; TransLink's wholly owned captive insurance company. Land reserve and TPCC funds were reclassified to “restricted” in 2016. The purpose of the land reserve funds is to allow proceeds from the disposition of real property to be invested back into real property. The land reserve concept is consistent with the Mayors' Council 2012 resolution and the former TransLink Commissioner's comments that the supplemental plan should not liquidate capital assets to fund operations.

Liabilities

As at December 31

(\$ thousands)	2016	2015	Change	%
Accounts payable and accrued liabilities	234,522	241,766	(7,244)	(3.0%)
Debt	2,347,266	2,144,102	203,164	9.5%
Deferred government transfer	941,046	1,124,066	(183,020)	(16.3%)
Golden Ears Bridge contractor liability	1,049,021	1,050,913	(1,892)	(0.2%)
Deferred concessionaire credits	549,059	572,396	(23,337)	(4.1%)
Employee future benefits	120,147	110,023	10,124	9.2%
Deferred revenue and deposits	35,519	14,742	20,777	140.9%
Deferred lease inducements	12,578	12,799	(221)	(1.7%)
Liabilities	5,289,158	5,270,807	18,351	0.3%

For the discussion on Debt please see the "Liquidity and Capital Resources" section.

Deferred government transfers represent the receipt of capital funding offset by revenue recognized as the related stipulations in the various government funding agreements are met. The decrease is due to \$220.2 million of revenue being recognized, offset by \$37.2 million of interest earned on unspent government transfers and capital government transfers received.

Deferred concessionaire credits represent the funding provided by the Canada Line Concessionaire. This balance is amortized to income on a straight-line basis over the operating term of the concessionaire agreement, which will expire in July 2040.

The increase in employee future benefits, which represent post-retirement and post-employment benefits, is due to the annual estimated current service cost and related interest. The post retirement portion of this liability will draw down upon retirement of the employees.

The increase in deferred revenue and deposits of \$20.8 million is mainly due to an increase in passengers' purchase of fare products in advance of transit service provided of \$14.3 million and Compass Card deposits¹ of \$4.6 million.

Non-Financial Assets

As at December 31

(\$ thousands)	2016	2015	Change	%
Tangible capital assets	4,867,996	4,606,623	261,373	5.7%
Supplies inventory	61,831	56,442	5,389	9.5%
Prepaid expenses	11,657	11,719	(62)	(0.5%)
Non-Financial Assets	4,941,484	4,674,784	266,700	5.7%

At December 31, 2016 the Authority had tangible capital assets with a total net book value of \$4.9 billion. In addition, TransLink also operates, maintains and upgrades capital assets owned by the Province of BC including land, stations and guideways related to the SkyTrain Expo and Millennium Lines and West Coast Express vehicles and land assets with a total net book value of approximately \$1.5 billion.

¹ Customers are required to pay a \$6.00 refundable deposit in order to obtain a Compass Card.

The newly constructed Evergreen Extension to the Millennium Line is also operated and maintained by TransLink. Information about the portion of the Evergreen Extension owned by TransLink can be found in the notes to the audited financial statements.

Capital Asset Additions

For the year ended December 31, 2016 tangible capital assets increased by a net amount of \$261.4 million which represents \$453.8 million additions to capital assets less the following:

- \$181.7 million of amortization
- \$10.7 million in disposals

The addition of \$453.8 million during the year was primarily made up of the following items:

Additions to tunnels and guideways of \$193.1 million related to:

- \$193.1 million for Evergreen Extension new stations and guideway.

Additions to other supporting systems of \$192.1 million primarily related to:

- \$143.0 million for Evergreen Extension additional facilities and other improvements
- \$19.9 million related to the Pattullo Bridge rehabilitation program
- \$13.7 million for Expo Line Propulsion Power Upgrade

Additions to vehicles of \$182 million primarily related to:

- \$100 million for 28 new Mark III SkyTrain cars for Evergreen Extension
- \$64.8 million for replacement of the conventional bus fleet including 21 60' diesel hybrid and 71 40' diesel vehicles and various holdbacks
- \$9 million for replacement of community shuttle fleet including 62 vehicles and various holdbacks

Additions to land and buildings of \$125 million related to:

- \$111.6 million for the acquisition of land and construction of new Hamilton Transit Centre
- \$13.3 million for the acquisition of additional land for development on West Broadway

Additions to equipment of \$33.4 million primarily related to:

- \$13.9 million for major equipment installed in the new Hamilton Transit Centre
- \$7.4 million for Trolley Overhead equipment
- \$4.2 million in information systems and IT equipment, including \$2.3 million for TransLink's Enterprise Identify and Access Management system
- \$1.1 million for mobile data terminal replacement on HandyDART vehicles

Additions to capital spare parts of \$1.8 million related to:

- \$1.8 million for additional capital spare parts purchased by the Rail (BCRTC) division

Net reductions to work in progress of (\$273.6) million primarily related to:

Capital additions to work-in-progress amounted to \$494.1 million for the year offset by \$767.7 million in transfers of completed projects into their respective asset classes. The main movements for the year related to the Evergreen extension, Hamilton Transit Centre and replacement of the conventional bus fleet. The impact of these projects is shown below:

- Evergreen Extension addition of \$152.4 million offset by capitalization of \$436.1 million
- Hamilton Transit Centre – addition of \$50.2 million offset by capitalization of \$126.1 million
- Conventional Bus Replacements – addition of \$65.9 million offset by capitalization of \$64.8 million

6. Liquidity and Capital Resources

The following table shows TransLink's unrestricted cash and investments.

Unrestricted Cash and Investments

As at December 31

(\$ thousands)	2016	2015	Change	%
Cash and cash equivalents ¹	252,436	210,918	41,518	19.7%
Investments ¹	80,917	60,943	19,974	32.8%
Total	333,353	271,861	61,492	22.6%

¹ Prior year amounts restated due to reclassification of land reserve and TPCC investments to restricted cash and investments

The \$61.5 million increase in unrestricted cash and cash equivalents and investments is primarily due to financing transactions net of outflows from operations. TransLink's strong liquidity position is further supported by a \$500 million commercial paper program, of which \$240 million is outstanding at year end (2015 - \$120 million).

Financing

TransLink's debt management policy includes self-imposed debt coverage and debt service coverage limits. TransLink continues to remain within these limits.

As at December 31

(\$ thousands)	2016	2015	Change	%
Debt	2,347,266	2,144,102	203,164	9.5%
Less: Self-administered sinking funds	(162,394)	(117,761)	(44,633)	(37.9%)
Less: Debt reserve deposits	(35,049)	(36,407)	1,358	3.7%
Net Direct Debt	2,149,823	1,989,934	159,889	8.0%
Golden Ears Bridge contractor liability	1,049,021	1,050,913	(1,892)	(0.2%)
Deferred concessionaire credit	549,059	572,396	(23,337)	(4.1%)
Indirect P3 Debt	1,598,080	1,623,309	(25,229)	(1.6%)
Subtotal Net Direct Debt and Indirect P3 Debt	3,747,903	3,613,243	134,660	3.7%

Debt, which primarily finances capital spending, increased by \$203.2 million. This was a result of an additional \$120 million of commercial paper borrowing and a \$150 million reopening of an existing bond which was issued at a \$24.1 million premium due to a higher coupon rate of 4.45 per cent compared to 3.533 per cent. Offsetting this increase was \$93.3 million in debt repayments.

As an addition to our debt repayments was a further \$44.6 million of new contributions and compounded earnings within TransLink self-administered sinking fund. Net direct debt thus increased by \$159.9 million (8.0 per cent).

Indirect P3 Debt decreased by 1.6 per cent through the principal repayment of \$1.9 million of the Golden Ears Bridge contractor liability and \$23.3 million amortization of the Canada Line deferred concessionaire credits.

Overall the total financing increased by \$134.7 million (3.7 per cent), primarily through direct borrowing.

Credit Rating

Maintaining a high-quality credit rating is essential to ensure that TransLink can continue to access capital markets in the most cost-effective manner. The following table summarizes TransLink's current credit ratings and outlooks.

As at December 31, 2016

Agency	Commercial Paper	Senior Debt	General Obligation	Outlook
DBRS Limited	R-1 mid	AA	AA	Stable
Moody's Investors Service	Not Rated	Aa2	Aa2	Stable

Under the *South Coast British Columbia Transportation Authority Act*, TransLink's outstanding debt obligations cannot exceed TransLink's borrowing limit of \$4.0 billion. The debt obligations are defined under the *SCBCTA Act* as the sum of current borrowings of TransLink secured by debentures, bonds, other forms of indentures, capital leases, short-term notes, lines of credit and bank overdrafts, excluding any prepaid financing costs. Any future increases in TransLink's borrowing limit need to be approved by the Mayors' Council (after consultation with Metro Vancouver) through an investment plan. As at December 31, 2016, TransLink's outstanding debt obligation, as defined above, was \$3.02 billion¹ (2015 - \$2.83 billion).

¹ Debt of \$2.35 billion plus MFA administered sinking funds of \$0.7 billion and net of capital lease reductions since inception, unamortized issue costs, and unamortized premiums /discounts of \$0.03 billion.

7. Risk Factors

Financial risk

The main financial risks TransLink is exposed to are credit, liquidity and market risks.

Credit risk

Credit risk is the risk of loss resulting from bad debts on accounts receivables and non-performing investments.

(a) Accounts Receivable

The large majority of TransLink's accounts receivables are from the Province of BC (fuel tax, capital project funding and program passes) and Federal Government (GST rebate). For these balances, collectability risk is not significant. The bulk of the remaining accounts are associated with Golden Ears Bridge's tolls and individuals owing fare infraction fines:

- For Golden Ears Bridge tolls, V-Flow (tolling management company) works with ICBC to issue a Refuse-to-Issue (RTI) against overdue account holders. An RTI prevents vehicle owners from reinsuring vehicles and renewing their driver's license until they pay off the balance of their overdue account.
- For fare infraction fines, TransLink works either with ICBC to impose an RTI against individuals with a valid B.C. driver's license with overdue fines or the overdue fines are sent to a contracted collections agent that follows up directly with the individual for payment. Fare infraction fines are not a significant source of revenue for TransLink.

(b) Loan receivable

The loans receivable is due from Intergulf-Modern Green Development Corp., the Purchaser of the Oakridge Transit Centre. The Oakridge Transit Centre was sold for proceeds of \$440 million whereby, the Authority received \$88 million on December 20, 2016 and the remaining payments are due over approximately the next 6 years and secured by a mortgage against the property.

(c) Investments

Credit risk within the treasury function arises from the investments of the cash resources held by TransLink to meet internal liquidity requirements and for general business purposes. TransLink's investment policy identifies authorized investment types, limits asset concentrations, stipulates credit evaluation standards and delegates approval authorities. As these investments are limited to approved, reputable counterparties that are monitored on an ongoing basis, the investment risk is considered low.

Liquidity risk

Liquidity risk is the risk that TransLink may be unable to meet its financial obligations in a timely manner and at reasonable prices. Liquidity risk is low, as TransLink maintains an optimal mix of cash, short-term investments and short-term debt through a credit facility of \$500 million committed out to March 2020.

In addition, TransLink's commercial paper program and long-term debt is directly accessed through the Canadian public and private debt capital markets. Another important liquidity risk mitigation measure has been the establishment of a self-administered sinking fund program to provide dedicated and restricted funding. This sinking fund investment portfolio is being built over time to help offset the repayment of TransLink issued bonds.

Market price risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. For TransLink, the following are the main types of market risk: interest rate risk, foreign exchange risk, commodity risk and inflation risk.

(a) Interest Rate Risk

Interest rate risk related to TransLink's fixed interest rate long-term debt will be subject to the market interest rates at the date of refinancing. TransLink mitigates this source of interest rate risk by spreading maturities of borrowings over periods currently up to and including 2052 so that only a portion of outstanding debt will mature in any given fiscal year.

(b) Foreign Exchange Risk

TransLink receives all of its revenues in Canadian dollars and also incurs operating expenses and capital expenditures mostly in Canadian dollars. Accordingly, TransLink does not have a significant exposure to losses arising from fluctuations in exchange rates.

(c) Commodity Risk

TransLink's commodity risk pertains to usage of natural gas, electricity, gasoline and diesel to run its fleet of transit vehicles. Commodity risk is considered moderate as the majority of its bus fleet is powered by diesel fuel and to mitigate this risk, TransLink's policy is to purchase fixed price contracts for up to 75 per cent of the estimated diesel fuel use up to 12 months.

(d) Inflation Risk

TransLink is subject to a certain amount of inflation risk, i.e. the risk that inflation will rise faster than expected. Inflation risk is considered to be moderate.

Business Risk

As the region's multi modal transportation system, TransLink is exposed to various operational risks. TransLink identifies and manages these risks strategically through its Enterprise Risk Management (ERM) program using a systematic approach to identify, assess and respond to risks that affect the achievement of its strategic, operational, project and financial objectives. TransLink maintains a comprehensive insurance program utilizing its captive insurance company, the Transportation Property and Casualty Company (TPCC), to reduce the impact of any potential losses.

Environmental Risk

TransLink and its operating companies use the principles of an Environmental Management System (EMS) to guide informed decision-making and effective management of environmental risk. Coast Mountain Bus Company uses ISO 14001:2015 as a guideline to manage environmental risk. The EMS is designed to ensure hazards and risks are identified and assessed, and controls are implemented to mitigate significant risks. The EMS includes processes for identification and mitigation of environmental risks and regular review of environmental impacts, while continually improving environmental performance.

Labour relations risk

The substantial majority of employees across the TransLink enterprise are represented by various bargaining unit locals of Unifor, the Canadian Union of Public Employees (CUPE), the Canadian Office and Professional Employees Union (MoveUP/COPE) and Transit Police Professional Association (TPPA).

TransLink and its operating companies face financial risks related to negotiating collective agreements within the funding scope. In addition, in the event of a labour dispute, there is operational and reputational risk related to continuing to supply satisfactory services to customers. However, in a labour dispute, TransLink has the certainty of being able to continue to collect fuel tax, property taxes, toll fares and parking taxes.

Project risk

TransLink's capital projects can vary significantly in terms of scope and complexity depending on whether TransLink is maintaining its existing asset base, keeping assets in a state of good repair or undertaking significant capital infrastructure expansion plans for rapid transit lines or regional bridges. Risk areas of capital projects include cost estimates, design assumptions and considerations, scope definition, schedule, market rates for consultants/constructors, indemnities/insurance, project management, property, municipal approvals and the environment. To manage these risks for large projects, TransLink can use an appropriate mix of public private partnerships (P3s) to design, build, finance, insure, operate and maintain the capital infrastructure to minimize and/or transfer risks to the private sector. TransLink supplements internal resources and expertise with specialized engineering, design, planning, and construction/implementation skills as needed to provide the due diligence and oversight required by each project.

TransLink's capital approval process uses a two-stage approach that is aligned with the budget process. The first stage is the identification and definition of the project along with a budgetary estimate that is put forward for approval in principle. The second stage is more rigorous as this stage of approval involves the creation of a detailed project work plan that includes scope definition, identification of key stakeholders, risk assessment, mapping against corporate objectives and financial details. The project applications are reviewed by senior management in the context of the available funding, business priorities and the capital program approved by TransLink's board in the 10-year plan. Specific project approval recommendations are provided by the Capital Review Committee which consists of Vice-Presidents from the Corporate Leadership team, including the operating companies, to the Corporate Executive Committee (CEC) consisting of the Chief Executive Officer, Chief Financial Officer, the General Manager and President of BCRTC and the General Manager and President of CMBC. The CEC provides approval and oversight for most capital projects, however, projects with high risk and costs over \$50 million are referred to the TransLink Board for approval.

Project delivery is monitored and reported on a quarterly basis (larger projects may report monthly) to TransLink executives with a focus on any changes in budget, scope and risk. Each project has a project initiator, a project sponsor and appropriate stakeholder representation on the project team. During project delivery, procurement risk is reduced through appropriate market review and due diligence, tendering of projects, use of warranties and delay penalties.

Appendix I – Audited Consolidated Financial Statements

The 2016 Audited Financial Statements will be attached once it has been reviewed by the Audit Committee and the Board of Directors.

Appendix 2 – Five Year Historical Schedules

Year ended December 31						Compound Annual Growth Rate (CAGR)
(\$ millions)	2012	2013	2014	2015	2016	2012-2016
Taxation	714.4	741.3	744.2	772.7	825.7	3.7%
Transit	460.6	495.6	495.6	511.4	541.6	4.1%
Government transfers *	85.2	84.6	90.3	228.9	240.5	29.6%
Golden Ears Bridge tollings	38.9	39.4	41.6	48.4	52.1	7.6%
Investment income	31.7	34.2	34.7	34.4	40.6	6.4%
Amortization of deferred concessionaire credit	23.3	23.3	23.3	23.3	23.3	0.0%
Miscellaneous	5.6	5.8	5.6	6.1	6.4	3.2%
Sub Total Continuing Operations	1,359.6	1,424.2	1,435.3	1,625.4	1,730.2	6.2%
AirCare	20.3	19.6	12.0	-	-	(100.0%)
Gain on disposal of tangible capital assets	41.6	(0.2)	6.4	2.3	422.2	78.5%
Total Revenue	1,421.5	1,443.6	1,453.8	1,627.7	2,152.3	10.9%

* Restricted transfers from governments are deferred and recognized as revenue as the related stipulations in the agreement are met.

Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Total revenues have grown at a Compound Annual Growth Rate (CAGR) of 10.9 per cent since 2012 while revenue from Continuing Operations grew at an annual CAGR of 6.2 per cent

Taxation and Transit revenues have grown in-line with population growth and inflationary increases, while tolling revenues have exceeded population growth in the region.

Transfers from Governments have had a CAGR of 29.6 per cent since 2012, due to the change in revenue recognition relating to a new Federal Gas Tax agreement that does not include a stipulated holding period.

Investment income has grown at a 6.4 per cent CAGR over the five year period due to growing investment balances, primarily in TransLink's self-administered sinking fund.

Miscellaneous income which includes third party recoveries related to warranties, energy credits and recoverable costs related to Adjacent and Integrated Development and Telecom projects, continued to show year over year growth with a CAGR of 3.2 per cent.

5 YEAR CONSOLIDATED EXPENSES (BY SEGMENT)

Year ended December 31	Compound Annual Growth Rate (CAGR)					
(\$ millions)	2012	2013	2014	2015	2016	2012-2016
Bus division	624.1	618.8	633.2	643.5	656.5	1.3%
Corporate operations	57.4	61.9	67.2	80.9	91.2	12.3%
Rail division	239.5	240.6	255.6	268.3	265.9	2.6%
Roads & Bridges	118.5	93.5	83.6	71.2	52.5	(18.4%)
Transit Police	28.4	30.6	34.3	33.1	33.8	4.4%
Amortization of tangible capital assets *	164.0	166.8	161.5	168.3	181.7	2.6%
Interest *	177.7	172.9	171.1	167.9	172.7	(0.7%)
Sub Total Continuing Operations	1,409.5	1,385.1	1,406.5	1,433.2	1,454.3	0.8%
AirCare	17.4	16.2	15.8	-	-	(100.0%)
Corporate and Roads & Bridges One-time	3.8	5.5	4.6	32.1	29.7	66.8%
Total Expenses by Segment	1,430.8	1,406.8	1,426.9	1,465.3	1,484.0	0.9%

*Shown as a separate line to help facilitate analysis of debt service costs as GAAP statements allocate these amounts to the various segments

Total expenses have grown by a Compound Annual Growth Rate (CAGR) of 0.9 per cent since 2012. Excluding One-time costs the CAGR is 0.8 per cent. The growth in expenditures at less than inflation is the result of continuously monitoring our costs and looking for efficiencies. Corporate operations have increased mainly due to Compass operating costs such as; higher credit card fees, contracted services, and computer systems related costs to support and enhance the customer's experience with Compass. One-time costs have increased by a CAGR of 66.8 per cent, mainly due to Compass delivery, Rapid Transit studies, Evergreen Extension integration and non-capitalizable Pattullo Bridge design costs.

5 YEAR CONSOLIDATED EXPENSES (BY CATEGORY)

Year ended December 31	Compound Annual Growth Rate (CAGR)					
(\$ millions)	2012	2013	2014	2015	2016	2012-2016
Administration	23.3	24.3	27.6	32.8	38.9	13.7%
Amortization of capital assets	163.8	166.8	161.5	168.3	181.8	2.6%
Capital infrastructure contributions	66.3	52.4	44.0	30.7	3.9	(50.8%)
Contracted services	188.2	189.2	197.8	203.5	211.7	3.0%
Fuel and power	66.9	68.8	70.2	62.9	56.8	(4.0%)
Insurance	17.9	17.5	18.7	20.6	21.2	4.3%
Interest	177.7	172.9	171.1	167.9	172.7	(0.7%)
Maintenance, materials and utilities	113.9	102.2	113.1	121.6	129.9	3.3%
Professional and legal	18.7	13.8	12.1	16.2	25.4	8.0%
Rentals, leases and property tax	38.3	45.7	40.0	40.9	24.7	(10.4%)
Salaries, wages and benefits	534.6	529.7	550.4	567.2	587.3	2.4%
Provision for asset valuation	0.0	1.9	0.0	0.6	0.0	0.0%
Sub Total Continuing Operations	1,409.5	1,385.1	1,406.5	1,433.2	1,454.3	0.8%
AirCare	17.4	16.2	15.8	0.0	0.0	(100.0%)
Corporate and Roads & Bridges One-time	3.8	5.5	4.6	32.1	29.7	66.8%
Total Expenses by Category	1,430.8	1,406.9	1,426.9	1,465.3	1,484.0	0.9%

Appendix 3 – Golden Ears Bridge Funding

Golden Ears Bridge Cumulative Net Cash Flow Impact

Year ended December 31											Compound
(\$ thousands)	2012	2013	2014	2015	2016	COMPARISON TO 2015		2016	COMPARISON TO BUDGET		Annual
	Actual	Actual	Actual	Actual	Actual	Fav/ (Unfav)	%	Budget	Fav/ (Unfav)	%	Growth Rate
											2012-2016
Toll Revenue	38,859	39,421	41,623	48,444	52,116	3,672	7.6%	50,641	1,475	2.9%	7.6%
Expenses											
Tolling concessionaire	6,105	6,605	6,948	7,695	7,882	187	2.4%	7,539	(343)	(4.6%)	6.6%
O&M payments to DBFO contractor	4,489	4,556	4,584	4,698	4,755	57	1.2%	4,800	45	0.9%	1.4%
O&M insurance	1,142	1,119	1,102	1,096	1,045	(51)	(4.7%)	1,200	155	12.9%	(2.2%)
Safety payments to DBFO contractor	(3)	-	-	-	-	-	-	180	180	100.0%	(100.0%)
Others	278	261	301	106	195	89	84.5%	181	(14)	(7.7%)	(8.4%)
	12,011	12,541	12,935	13,595	13,877	281	2.1%	13,900	23	0.2%	3.7%
Net Interest on borrowings	7,404	7,376	7,423	7,433	7,380	(53)	(0.7%)	7,387	7	0.1%	(0.1%)
Sinking fund payment	5,103	5,103	5,103	5,103	5,103	0	0.0%	5,103	-	0.0%	0.0%
Sub-total Debt Service Costs	12,507	12,479	12,526	12,536	12,483	(98)	(0.8%)	12,491	(7)	(0.1%)	(0.0%)
Availability payments to DBFO contractor	54,342	54,847	62,041	67,570	68,591	1,021	1.5%	69,154	563	0.8%	6.0%
Total Expenditures	78,860	79,867	87,502	93,701	94,951	1,204	1.3%	95,544	594	0.6%	4.8%
Net Cash Flow (Deficit)/Surplus	(40,001)	(40,446)	(45,878)	(45,257)	(42,835)	2,423	(5.4%)	(44,904)	2,069	(4.6%)	1.7%
Cumulative Net Cash Flow (Deficit)/Surplus	(112,671)	(153,117)	(198,995)	(244,253)	(287,087)	(42,835)	17.5%	(289,156)	2,069	(0.7%)	26.3%
Net Notional Albion Ferry Savings	5,996	6,500	6,700	6,850	6,850						

Spanning the Fraser River, the Golden Ears Bridge connects the communities of Pitt Meadows and Maple Ridge to Langley, Surrey and beyond. The six-lane bridge and 14 kilometre road network provides a quick and convenient link for residents and businesses that reduces travel times and regional traffic congestion. The bridge opened on June 16, 2009 and features an electronic tolling system which was the first electronic tolling system in Canada when we launched.

Under the *South Coast British Columbia Transportation Authority Act*, TransLink is permitted to recover all or part of the costs associated with the construction and operating of the Golden Ears Bridge by charging and collecting of tolls on persons who use or operate a motor vehicle that has driven on the bridge.

Financing of the bridge was obtained through a Public Private Partnership (P3) concessionaire agreement with Golden Crossing General Partnership. The concessionaire would design, build, finance, operate, maintain, and rehabilitate the Golden Ears Bridge and its associated road network over 35.5 years. The contract is expected to expire in 2041 at which time the financing for the Bridge is expected to be repaid.

Appendix 4 – Operating Indicators

Operating Indicators

Year ended December 31	2012	2013	2014	2015	2016	Compound Annual Growth Rate (CAGR) 2012 - 2016 ¹¹
Service Performance Item						
Safety: Customer Injuries (per 1 million boarded passengers)						
- CMBC	3.4	3.4	3.5	4.3	4.5	7.3%
- Expo & Millennium Lines	1.1	1.2	1.3	1.3	1.1	-
- West Coast Express	0.7	1.5	0.4	0.8	0.4	(13.1%)
- HandyDART	28.5	21.2	13.0	13.4	11.0	(21.2%)
Safety: Employee Lost Time Frequency						
- CMBC (per 200,000 hours worked)	6.1	7.7	8.9	7.1	8.6	9.0%
- Expo & Millennium Lines (per 200,000 hours worked) ¹	4.6	3.6	3.5	3.6	3.9	(4.0%)
- West Coast Express (per 200,000 hours worked)	-	-	-	-	-	-
- HandyDART (per 200,000 hours worked) ²	-	-	18.2	14.0	18.3	0.1%
Safety: CMBC Operator Assaults (per 1 million service hours)	23.2	37.0	24.3	22.3	20.3	(3.3%)
Ridership: Boarded Passengers (thousands)						
- CMBC	238,340	233,733	235,113	241,707	244,992	0.7%
- Expo & Millennium Lines	79,607	77,019	77,482	77,593	93,850	4.2%
- Canada Line	40,833	40,198	40,245	40,972	43,526	1.6%
- West Coast Express	2,872	2,750	2,625	2,649	2,459	(3.8%)
- HandyDART	1,511	1,460	1,464	1,340	1,366	(2.5%)
Ridership: Revenue Passengers (thousands)						
- Overall System	238,837	233,888	234,625	238,795	n/a	-
Ridership: Journeys (thousands)						
- Overall System	n/a	n/a	n/a	n/a	234,205	-
Vehicle Service Delivery: Percentage of Service Hours Delivered						
- CMBC	99.8%	99.6%	99.6%	99.7%	99.6%	(0.1%)
- Expo & Millennium Lines	99.6%	99.4%	99.5%	99.5%	99.6%	-
- Canada Line ¹	100.0%	100.0%	100.0%	100.0%	100.0%	-
- West Coast Express ¹	100.0%	99.9%	99.8%	99.6%	99.7%	(0.1%)
- HandyDART (% of requested trips delivered)	97.2%	96.5%	98.0%	99.6%	99.4%	0.6%
Vehicle Punctuality: On-Time Performance						
- CMBC (< 2 Minutes Late) ²	n/a	n/a	85.0%	85.6%	80.5%	(1.4%)
- Expo & Millennium Lines (headway + 3 minutes) ³	95.7%	94.9%	94.1%	95.9%	95.1%	(0.2%)
- West Coast Express (headway + 5 minutes) ¹	96.9%	98.0%	97.7%	95.6%	95.3%	(0.4%)
- HandyDART (within 15 minutes of Scheduled Pick-Up Time) ²	n/a	n/a	89.2%	89.5%	88.5%	(0.2%)
Vehicle Reliability: Mean Distance Between Failure						
- CMBC	27,540	25,964	22,366	24,562	27,859	0.3%
- Expo & Millennium Lines ^{1,4}	660,076	664,853	550,329	437,320	360,406	(14.0%)
- West Coast Express ¹	197,503	274,902	229,169	195,635	229,190	3.8%
HandyDart Vehicle Productivity						
- Trips per service hour (excludes taxis)	2.0	2.0	2.0	2.0	2.0	-
- Trip Denials	37,690	42,418	16,869	1,613	3,558	(44.6%)

Operating Indicators continued

Year ended December 31	2012	2013	2014	2015	2016	Compound Annual Growth Rate (CAGR) 2012 - 2016 ¹¹
Environmental						
- CMBC (Spills per 1 Million Km)	12.3	12.0	9.3	8.5	6.8	(13.8%)
- CMBC (Revenue Vehicle Energy Consumption in Gigajoules) ⁵	1,689,067	1,737,362	1,828,144	1,838,967	1,843,990	2.2%
Customer Service: Customer Satisfaction (overall score of 10)						
- Overall System ⁶	7.7	7.6	7.6	7.5	7.6	(0.3%)
- CMBC	7.7	7.7	7.8	7.7	7.9	0.6%
- Expo & Millennium Lines	8.2	8.1	7.9	8.0	8.1	(0.3%)
- Canada Line	8.7	8.6	8.7	8.6	8.5	(0.6%)
- West Coast Express	8.6	8.5	8.5	8.1	8.6	-
- HandyDART	8.0	8.1	8.2	8.5	8.5	1.5%
Customer Service: Customer Complaints						
- Overall System ⁶ (per 1 million boarded passengers)	88.9	103.6	96.0	94.2	98.7	2.6%
- CMBC (per 1 million boarded passengers)	108.9	124.5	116.2	111.0	119.8	2.4%
- Expo & Millennium Lines (per 1 million boarded passengers) ¹	32.9	35.8	41.5	34.7	30.5	(1.9%)
- Canada Line (per 1 million boarded passengers) ¹	6.0	10.6	8.1	8.3	15.7	27.2%
- West Coast Express (per 1 million boarded passengers)	196.0	217.8	197.7	335.2	315.9	12.7%
- HandyDART (per 1 million boarded passengers)	1,037.8	1,045.2	1,079.7	997.4	1,076.9	0.9%
Financial: Operating Costs						
- Overall System ⁷ (operating cost per capacity km)	0.078	0.079	0.082	0.084	0.086	2.7%
- CMBC (operating cost per capacity km)	0.119	0.117	0.119	0.119	0.123	0.8%
- Expo & Millennium Lines (operating cost per capacity km)	0.023	0.024	0.026	0.029	0.031	7.8%
- Canada Line (operating cost per capacity km)	0.094	0.100	0.103	0.105	0.106	3.2%
- West Coast Express (operating cost per capacity km)	0.085	0.087	0.097	0.099	0.089	1.3%
- HandyDART (operating cost per trip) ⁸	38.56	39.91	40.30	40.64	40.95	1.5%
Financial: Operating Cost Recovery						
- TransLink (conventional system) ^{9,10}	52.1%	56.1%	53.7%	53.6%	55.0%	1.4%

¹ Restated in some prior years to reflect year end adjustments

² Started reporting this measure in 2014

³ Due to change from 2 minutes to 3 minutes delay to align with industry standards, restated figures in prior years

⁴ Restated to exclude non-revenue kilometres

⁵ Gasoline litres not reported for 2011 - 2013

⁶ Excludes HandyDART

⁷ Includes Bus, SeaBus, Expo & Millenium Line, Canada Line, West Coast Express and Police operating costs.

⁸ 2012-2015 figures have been restated to exclude Taxisaver Cost

⁹ Excludes corporate one-time costs

¹⁰ Restated in some prior years to exclude corporate one-time costs

¹¹ Calculations based on whole numbers

Appendix 5 – Allocated Costs between Divisions

Year ended December 31

(\$ thousands)	2012	2013	2014	2015	2016
Shared Services ¹					
Bus division	16,553	21,229	23,779	23,440	25,756
Access Transit	-	-	-	972	683
SkyTrain - Expo & Millenium Line	349	731	837	1,108	1,051
West Coast Express	26	69	47	70	61
Transit Police	69	1,453	1,525	1,679	1,557
Total Shared Services allocated	16,997	23,482	26,188	27,269	29,108
Costs Administered by TransLink and allocated to subsidiaries ²					
Bus division	16,460	14,490	15,135	16,411	18,441
SkyTrain - Expo & Millenium Line	3,838	3,418	3,581	4,770	4,840
SkyTrain - Canada Line	1,786	395	2,009	2,215	2,451
West Coast Express	11,853	13,537	14,616	15,725	578
Transit Police	-	1,097	1,639	1,793	1,753
Costs Administered by TransLink allocated	33,937	32,937	36,980	40,914	28,063
Bus Division	33,013	35,719	38,913	39,851	44,197
Access Transit	-	-	-	972	683
SkyTrain - Expo & Millenium Line	4,187	4,149	4,418	5,878	5,891
SkyTrain - Canada Line	1,786	395	2,009	2,215	2,451
West Coast Express	11,879	13,606	14,662	15,794	639
Transit Police	69	2,550	3,164	3,472	3,310
Total costs allocated to Subsidiaries from TransLink	50,935	56,419	63,166	68,182	57,171

¹ Includes Business Technology & Human Resources costs

² Includes property tax, building leases, insurance, and fare media costs

TransLink's methodology for allocating costs to benefitting business units is equitable and consistent with leading practices. TransLink allocates costs to business units (Bus division, Access Transit, SkyTrain, West Coast Express and Transit Police) which directly benefit or consume the service or costs.

Business units can be allocated 100 per cent of a cost if it is the only one benefitting/consuming that cost or costs can be shared across multiple business units that benefit/consume the cost based on an allocation factor (e.g. head count, square foot). The charges that are allocated to the business units include; human resources, administration, rentals and leases, and information technology.

TO: Board of Directors

FROM: Cathy McLay, Chief Financial Officer and Executive Vice President, Finance and Corporate Services
Christine Dacre, Vice President, Financial Services

DATE: March 3, 2017

SUBJECT: 2016 Statutory Annual Report

PROPOSED RESOLUTION

That the TransLink Board of Directors:

- A. Approves the 2016 annual report mandated by the *South Coast British Columbia Transportation Authority Act*, as present in Appendix A to the report; and
 - B. Authorizes the release of the 2016 annual report to the Mayors' Council on Regional Transportation.
-

PURPOSE

The purpose of this report is to provide the 2016 Statutory Annual Report to the Board for review and approval.

BACKGROUND

Section 7(3) of the *South Coast British Columbia Transportation Authority Act* (SCBCTA Act) requires that TransLink, within 90 days after the fiscal year end (TransLink's fiscal year end is December 31):

- Prepare an annual report as prescribed in section 13.4 of the SCBCTA Act;
- Prepare audited financial statements; and
- Provide a copy of the annual report and audited financial statements to the Mayors' Council on Regional Transportation.

DISCUSSION

Section 13.4 of the SCBCTA Act provides the requirements for reporting on activities for the year which are:

- Summary of operations;
- Audited financial statements;
- Summary of complaints and actions to respond to those complaints;
- Summary of the articles; and
- Summary of board activities.

CONCLUSION

Management requests that the Board approve the 2016 Annual Statutory Report and authorize its release to the Mayors' Council on Regional Transportation.

2016

Statutory Annual Report



**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
2016 STATUTORY ANNUAL REPORT**

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

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

This report should be read in conjunction with the 2016 Annual Report, in order to get a full understanding of the organization and its financial and operational performance. The 2016 Annual Report will be posted on TransLink's website.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
A. OPERATIONS SUMMARY	5
1 Transportation Services Provided	5
2 2016 Transportation Plan Status Report.....	7
3 2016 Financial Plan	9
4 2016 Capital Program	11
5 Transportation Demand Management	21
6 Short-term Fares Assessed	25
7 Borrowings Undertaken in 2016	26
7.1 Long-term Borrowing.....	26
B. AUDITED FINANCIAL STATEMENTS	29
C. COMPLAINTS SUMMARY	30
D. CUSTOMER SATISFACTION.....	38
E. CHANGES TO ARTICLES OF THE AUTHORITY	42
F. BOARD SUMMARY	43
G. FARE COLLECTION BYLAW	48
H. SECTION 248 TICKETS AND COLLECTIONS	51

EXECUTIVE SUMMARY

Under the *South Coast British Columbia Transportation Authority Act*, TransLink is required to prepare an annual report that includes a summary of operations for the year along with a comparison to the organization's applicable strategic, service, capital and operational plans. This 2016 Statutory Annual Report meets that requirement, and includes other reporting obligations such as audited financial statements, complaints and customer satisfaction summaries. This report should be read in conjunction with the 2016 Annual Report to obtain a full understanding of the organization and the strategic platform that drives its financial and operational performance. The 2016 Annual Report will be posted on the TransLink website.

TransLink's Strategic Plan, applicable to 2016, as defined by legislation, is the Transportation and Financial Base Plan for 2014 to 2016 and Outlook for 2017 to 2023 (2014 Base Plan and Outlook). This 2016 Statutory Annual Report makes reference to year 3 of the 2014 Base Plan and Outlook.

A. OPERATIONS SUMMARY

1 Transportation Services Provided

The table below provides a summary of services provided, services consumed and operating cost metrics for 2016 compared to the 2016 year of the 2014 Base Plan.

	2016 Actual	2016 Year in 2014 Base Plan	Fav./Unfav. Over Plan	% Change
Scheduled Transit Service				
Service hours (thousands)	6,355	6,326	29	0.5%
Revenue passengers (thousands) ¹	n/a	247,280		
Boarded passengers (thousands)	384,826	378,252	6,574	1.7%
Operating cost per total vehicle kilometer ²	\$5.97	\$5.95	(\$0.02)	(0.3%)
Total cost recovery ³	55%	57.6%	(2.5%)	(4.4%)
Average fare per revenue passenger ¹	n/a	\$2.24		
Access Transit Service				
Service hours (thousands)	560	598	(38)	(6.4%)
Number of trips ⁴	1,227	n/a		
Revenue passengers (thousands) ⁴	n/a	1,395		
Boarded passengers (thousands)	1,366	1,527	(161)	(10.5%)
Operating cost per service hour	\$89.68	\$85.38	(\$4.29)	(5.0%)
Operating cost per revenue passenger ⁴	n/a	\$36.60		
Golden Ears Bridge				
Crossings (thousands)	13,526	11,933	1,593	13.3%
Average toll per crossing	\$3.70	\$3.57	\$0.13	3.5%

¹ Journeys for Scheduled Transit Service have replaced revenue passengers as the new ridership methodology; therefore, comparative Planned figures are not available.

² 2016 Year in the 2014 Base Plan restated for comparative purposes. Includes operating costs of Bus, SeaBus, Expo & Millennium Line, Canada Line, West Coast Express and Police, and excludes depreciation and interest expense.

³ Excludes corporate one-time costs.

⁴ Trips are now the new measure for Access Transit service delivery.

Observations on Scheduled Transit Service

- Actual service hours were higher than the Base Plan by 29 thousand (0.5 per cent) as a result of the timing of scheduling efficiencies and other service adjustments planned throughout the year.
- Boarded passengers were 6.6 million (1.7 per cent) higher than the Base Plan. Ridership growth in 2016 was largely driven by service changes to better meet customer needs and substantial employment growth in Metro Vancouver. Employment grew by 5 per cent in 2016, the highest year-over-year growth since 1989. According to the Conference Board of Canada, Metro Vancouver has the fastest growing regional economy in Canada and the unemployment rate is at an 8-year low.
- Operating cost per total vehicle kilometre is slightly unfavorable than the Plan.
- Total cost recovery ratio is lower than Plan due to deferring fare increases that had been planned for 2015 and 2016.

Observations on Access Transit Service

- Since 2014, there has been a focus to improve Access Transit Service productivity by delivering more trips overall. This has been achieved by delivering more trips through the use of taxis. As a result of this improvement, Access Transit service productivity measurement now focuses on the number of trips

delivered. Trips are demand based and fluctuate with clientele demand. The number of Access Transit trips offered increased slightly (1.9 per cent) over 2015. In 2016, Access Transit delivered a total of 1.2 million trips, of which 10.8 per cent were through the use of taxis.

- Service hours and operating costs per service hour are unfavourable due to a shift and increase in trips being provided by taxis and fewer HandyDART service hours.

Observations on Golden Ears Bridge

- Golden Ears Bridge crossings were 1.6 million (13.3 per cent) higher than Plan and is attributed to increased Vehicle Kilometres Travelled (VKT) in the region.
- The average toll rate per crossing was favourable compared to Plan due to a higher number of unregistered/pay as you go vehicles not taking advantage of discounted rates.

2 2016 Transportation Plan Status Report

The following items from the 2014 Base Plan and Outlook were identified as occurring in 2016. An update of their status is provided below:

What's in the Plan

The 2014 Base Plan included initiatives to improve operational efficiency, improve service, define an appropriate solution for the Pattullo Bridge operation and maintenance, and plan an efficient Major Road Network.

- A deck rehabilitation project on the 79-year-old Pattullo Bridge, to keep it functional and safe to operate until a replacement bridge is built, was completed one month earlier than planned in the summer of 2016. Work was focused on essential deck repairs to address concrete delamination on sections of the bridge. Repairs were designed to extend the life of the bridge deck to keep the bridge operational while a replacement bridge is designed and built. In the meantime, TransLink will continue to regularly inspect the bridge and make necessary repairs in the future for safety and functionality.
- In 2016, progress was made on defining the base concept for the Pattullo Bridge Replacement. A Memorandum of Understanding was signed with the Cities of New Westminster and Surrey, and the new bridge connections to the municipal and provincial road networks were defined. A Business Case was submitted to P3 Canada, and discussions continue with the Federal and Provincial governments to reach agreement on project funding and financing.

Invest Strategically

Strategic investment activities contemplated in the 2014 Base Plan and advanced in 2016 included station upgrades on the Expo Line, the launch of revenue service for the Millennium Line Evergreen Extension, and the purchase of more energy efficient and environmentally friendly revenue vehicles.

- In 2016, 71 new 40' conventional diesel buses replaced buses that had reached the end of their service lives. These new buses have 95 per cent lower Criteria Air Contaminants and 5 per cent lower Green House Gas emissions. There were also 62 new community shuttles that replaced defective shuttles in 2016.
- TransLink initiated a new phase of the Custom Transit Service Delivery Review in response to recent customer concerns about service quality and delivery.
- The New Westminster Station Upgrade project was completed. This was the third of seven station upgrade projects to be completed. Construction continued on Joyce-Collingwood, Commercial Broadway, Metrotown and Surrey City Centre, which reached the procurement stage in 2016.
- TransLink worked closely with the Evergreen Project team to achieve the successful launch of revenue service in December. This included systems integration work, testing and commissioning, updating way finding, integrating stations with the communities and initiating a new bus service plan in the northeast sector to connect bus service to the Evergreen Extension. Work also continued on the upgrades at Commercial Broadway Station, to expand station capacity and improve passenger circulation.

Manage the System

A focus of the 2016 year in the 2014 Base Plan was on finding efficiencies to generate cost savings while maintaining existing service levels and using available funds to invest strategically. TransLink's operating companies continue to pursue cost saving efficiencies through operator and route scheduling, such as recovery time, right sizing the fleet and re-allocating lower productivity service hours to more productive routes.

- Coast Mountain Bus Company delivered more service in 2016 with the same fleet and number of operators. Recovery time rates for conventional bus were the same and for community shuttle was slightly reduced as a result of efficiencies gained through run-time adjustments.
- Over 80 network changes were rolled out over the course of 2016, including revising over 20 bus routes to better connect to the Evergreen Extension in December. Other changes implemented in 2016 decreased travel time on busy routes, extended service to areas with high customer demand, took advantage of road and infrastructure changes, and made our system more efficient.
- The first phase of the Southwest Area Transport Plan was completed, following a public consultation period in spring 2016. Work on the second phase of the plan, which will identify priorities for improving transit and transportation in the sub-region, began in 2016 and will continue into 2017.
- Phase 2 of the new Transit Police community-based service delivery model (six hubs) was implemented in 2016. Six neighbourhood police officers are now in place. Development of action blueprints are underway to address safety and crime issues in relation to each of the six transit hubs. A collaborative, joint policing approach with jurisdictional police was launched with the rollout of the Evergreen Extension in December 2016. Joint training has also occurred for coordinated response to significant incidents.

Partner to Make It Happen

TransLink works with municipalities and all levels of governments, businesses, residents and customers to ensure investment and transportation decisions support land use decisions, ensures efficient movement of goods, leverages real estate assets and considers stakeholders.

- In 2016, TransLink completed the sale of two surplus properties. Proceeds will be primarily used to secure real property to support future transportation projects.
- TransLink's Adjacent and Integrated Development (AID) Program continues to engage adjacent property owners to integrate and construct in a safe manner, supporting Metro Vancouver's Regional Growth Strategy. More than 70 development projects were actively managed and monitored under the AID Program.

Achieving Our Goals

Transportation is a significant contributor to climate change through the emission of greenhouse gases. TransLink contributes to protecting the environment through lowering greenhouse gas emissions, supporting a compact urban form and minimizing encroachment on designated conservation, recreation, agricultural and rural lands.

- In 2016, TransLink reduced Criteria Air Contaminant (CAC) emissions by 36 tonnes (from 748 to 712) as a result of retiring older fleet and running more efficient, clean engines.

3 2016 Financial Plan

The commitments, services, programs and assumptions contemplated in the 2014 Base Plan and Outlook result in a Budgeted Consolidated Statement of Operations Summary (which uses Generally Accepted Accounting Principles (GAAP)) for local government as recommended by the Public Sector Accounting Board. The table below compares Year-3 (2016) of the 2014 Plan and the actual results on a GAAP basis. Section 5 provides a detailed review of 2016 actual revenue and expenditures compared to the 2016 Budget.

TransLink

2014 Base Plan and Outlook (Year 3 - 2016) compared to Actual Results (Unaudited)

(\$ millions)	2016 Actual	2016 Year In 2014 Base Plan	Fav./ (Unfav.)	% Change
Revenues				
Transit	541.6	572.0	(30.4)	(5.3%)
Golden Ears Bridge Tolls	52.1	42.6	9.5	22.3%
Taxation				
Fuel	395.7	334.7	61.0	18.2%
Property & replacement	342.5	341.5	1.0	0.3%
Parking rights tax	67.0	57.7	9.3	16.1%
Hydro levy	20.4	20.4	-	0.0%
Total Taxation	825.6	754.3	71.3	9.5%
Government Transfers	240.5	132.2	108.3	81.9%
Amortization of deferred concessionaire credit	23.3	23.3	-	0.0%
Interest Income	40.6	43.9	(3.3)	(7.5%)
Miscellaneous Revenue	6.4	-	6.4	
Gain/(Loss) on Disposal of Assets	422.2	40.0	382.2	955.5%
Total Revenues	2,152.3	1,608.4	543.9	33.8%
Expenditures				
Transit Operations	922.5	953.4	30.9	3.2%
Roads & Bridges	52.4	65.8	13.4	20.4%
TransLink	120.9	79.5	(41.4)	(52.1%)
Transit Police	33.8	33.5	(0.3)	(0.9%)
Total Expenditures	1,129.6	1,132.3	2.7	0.2%
Surplus/(Deficit) before Interest & Amortization	1,022.7	476.1	546.6	114.8%
Amortization	181.7	205.3	23.6	11.5%
Interest Expense	172.7	211.6	38.9	18.4%
Surplus/(Deficit)	668.4	59.2	609.2	1029.1%

Transit revenues were \$30.4 million (5.3 per cent) lower, predominately due to deferring the fare increases that had been planned for 2015 and 2016.

Golden Ears Bridge toll revenue was \$9.5 million (22.3 per cent) above Plan due to higher than expected vehicle crossings and unplanned interest revenue generated from overdue Quickpass accounts.

Fuel tax revenues were \$61.0 million (18.2 per cent) higher than Plan due to higher sales volumes from an increase in Vehicle Kilometres Travelled (VKT) and low gasoline prices at the pump in the Metro Vancouver region. Also, a weaker Canadian dollar has impacted the level of cross-border fuel purchases.

Property and replacement tax revenues were \$1.0 million (0.3 per cent) above Plan. Rates are set annually to achieve the planned property tax with an adjustment for changes to property values factored into the calculation. The increase is attributable to fewer adjustments when property tax assessments were finalized.

Parking rights taxes were \$9.3 million (16.1 per cent) favourable to Plan as more revenues were remitted by parking vendors, consistent with increased Vehicle Kilometres Travelled in the transit region.

Government funding transfers were \$108.3 million (81.9 per cent) favourable to Plan. This is primarily due to increase in revenue recognized under the Federal Gas Tax Program of \$74.7 million and one-time funding of \$23.2 million from the Province for Lincoln Station on the Evergreen Extension, which was not included in the Plan. The additional Federal Gas Tax revenue of \$74.7 million is due to a required change in accounting treatment related to a new agreement with the Union of British Columbia Municipalities (UBCM) for Federal Gas Tax Funds signed in 2015. Effective April 1, 2014, Generally Accepted Accounting Principles for the Public Sector require that the funds received be recorded as revenues at the time the funds are spent. Previously, the contract required the assets to be held for at least ten years and the funds received were recognized over the ten year period.

Interest income was \$3.3 million (7.5 per cent) below Plan primarily due to lower interest rates and lower sinking fund balances partly offset by higher actual returns on the sinking funds.

Miscellaneous revenues were \$6.4 million, consisting mostly of recoveries from third parties. The Plan forecasts expenditures net of recoveries, therefore miscellaneous revenue was not included in the Plan.

Gain on disposal of assets from the sale of surplus property was \$382.2 million more than the Plan due to earlier and higher than anticipated gains on sales of surplus properties.

Transit Operations costs were \$30.9 million (3.2 per cent) favourable to Plan as a result of the early execution of the West Coast Express rail car lease buyout in 2015 rather than in 2016, lower diesel fuel costs, and the timing of the Evergreen Extension integration in December. These favourable variances are offset by additional state of good repair costs and higher revenue vehicle material costs, increased labour costs, higher fare media costs and higher vehicle insurance rates. Increased labour costs were mainly related to additional staff on Expo/Millennium Lines in response to the recommendations put forward in the Independent Review of the SkyTrain disruptions in 2014.

Spending on roads and bridges was \$13.4 million (20.4 per cent) lower than Plan mainly due to a recovery of a prior year expense, offset by Pattullo Bridge rehabilitation costs and timing of capital funding to municipalities.

TransLink costs of \$120.9 million were \$41.4 million (52.1 per cent) unfavourable to Plan mainly due to one-time costs. One-time costs include rapid transit studies, Compass implementation and Evergreen Extension start-up costs. Corporate ongoing costs were higher mainly due to credit card interchange fees associated with direct fare product sales of Compass cards and tickets, higher feasibility studies mainly in response to recommendations from the 2014 Independent SkyTrain Review, and claims paid out by TransLink's Transportation Property Casualty Company (TPCC).

Amortization was \$23.6 million (11.5 per cent) below Plan mainly due to timing of capital project completion in major construction projects and revenue vehicles, offset by higher depreciation of major capital spare parts from BCRTC.

Interest expense was \$38.9 million (18.4 per cent) below Plan due to both lower than anticipated borrowings (from later than planned capital spending) and lower interest rates.

4 2016 Capital Program

Schedule 1

Schedule 1 (below) lists the projects that were included in the 2016 Capital Program as Approved in Principle, and indicates their current status. The schedule includes activity related to new capital projects in 2016 (\$ thousands) including any carry forward Approved in Principle (AIP) projects from 2015. TransLink also advanced a number of 2017 projects in 2016 that are time sensitive for obtaining Federal and Provincial Public Transit Infrastructure Funds.

Project and Program Titles	Approved in Principle (AIP)	Specific Project Approval (SPA) in year ended December 31, 2016		Current Project Status as at December 31, 2016				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecasted Cost	Estimated Completion Date
Equipment								
Golden Ears Bridge Tolling Equipment Replacement	5,000			Rolled into 2017 Capital Program				
Rotary Grinder 1	3,750			Rolled into 2017 Capital Program				
ATC Existing Equipment Replacement - Phase 3	12,400			Rolled into 2017 Capital Program				
BTC In Ground Hoist Replacement - Program Year 9-11	430	11-Feb-16	430	430	252	167	419	31-Oct-17
Evergreen Stations Advertising	-	20-May-16	390	390	379		379	30-Nov-16
Total for Equipment	21,580		820	820	631	167	798	
Facilities								
West Vancouver Transit Centre Steam Bay Pad for Drainage Compliance	100			Project Cancelled on 01-Mar-2016				
2015 Powersmart Retrofits	250	22-Mar-16	740	740	29	559	588	30-Sep-17
TOH Underground Cable Replacement Program	1,177	20-May-16	805	805	399	191	590	30-Nov-16
Expo Line Escalators Replacement – Accelerated Program- Phase 1 Design		06-Oct-16	3,171	3,171		3,222	3,222	31-Jul-17
Power System Redundancy Upgrade and Decentralization of Power for SkyTrain McNeil	4,400	16-Dec-16	4,400	4,400		4,400	4,400	31-Mar-19
Total for Facilities	5,927		9,116	9,116	428	8,372	8,800	
Infrastructure								
22nd Street Exchange - Lighting and Passenger Safety Compliance	1,132			Rolled into 2017 Capital Program				
TransLink Owned Bicycle Infrastructure	1,000			Rolled into 2017 Capital Program				
TOH Line Tamper Detection and Alarm System Installation (TPCC)	600			Rolled into 2017 Capital Program				
Expo Line Station Escalators - Stage 2	3,971			Project Cancelled on 29-Sep-2016				
McNeil Adhoc Program	19,680			Rolled into the 2017 to 2019 Capital Program				
General Adhoc Program	26,260			Adhoc funds not required				
Expo and Millennium Line Signage and Station Fixture Replacement	6,760	9-May-16	6,510	6,510	1,208	5,348	6,556	31-Aug-17
Seabus Terminal Washroom Accessibility Compliance	550	25-Feb-16	545	637	159	457	616	1-May-17
2016 MRNB Capital Program	23,784	9-Dec-15	23,784	23,784	13,673	10,254	23,927	1-Dec-20
Compass Systems Advancement - Proximity Enabled Accessible Entrances		26-Aug-16	1,300	1,300	162	1,292	1,454	31-Dec-17
Westham Island Bridge Structural Assessment and detailed design	300	17-Nov-16	320	320		320	320	31-Mar-19
2016 TOH Pole Replacement	1,000	25-Feb-16	1,000	1,200	488	512	1,000	31-May-18
TOH Wire and Switches	1,000	25-Feb-16	1,000	1,000	946		946	25-Nov-16
Phase III Expo Line Rail Pad Replacement	4,400	14-Jul-16	4,800	4,800		4,800	4,800	31-Jul-17
Expo Line Phase 1 Running Rail 2017	3,670	28-Jul-16	3,920	3,920		3,910	3,910	1-Jul-17
Expo Line Running Rail Replacement 2016		4-Mar-16	2,453	2,453		2,223	2,223	1-Jul-17
ATC System Recovery and Operation Improvements MCNEIL	5,320	16-Dec-16	5,320	5,320		5,320	5,320	31-Jan-19
Seismic Upgrade South Seabus and Skywalk - Construction	6,000	21-Oct-16	8,600	8,600	9	8,322	8,331	31-Dec-17
Surrey Central SkyTrain Station Upgrades	17,550	3-Nov-16	24,450	26,850	1,343	25,549	26,892	4-Nov-18
Total for Infrastructure	122,977		84,002	86,694	17,988	68,307	86,295	
Technology Applications								
Information Security Program 2016	500			Project Cancelled on 01-Mar-2016				
BT Infrastructure Capacity Sufficiency - Storage 2015	2,850			Project Cancelled on 24-Jul-2016				
Access Transit Server Re-hosting	100			Project Cancelled on 29-Sep-2016				
MyTime System Update - Phase 2	725			Rolled into 2017 Capital Program				
Data Warehouse Business Intelligence Program 2016	1,000			Rolled into 2017 Capital Program				
2015 Website Modernization	2,200	11-Aug-16	1,090	1,090	131	946	1,077	24-May-17
TSMC Data Storage Equipment Replacement	340	20-May-16	340	340	322		322	30-Aug-16
MyTime System Update - Phase 1	675	30-Jun-16	675	675	187	302	489	31-Oct-17
SmartStream System Update	185	30-Jun-16	185	185	106	71	177	24-Apr-17
IT Infrastructure Program 2016	4,815	28-Jul-16	7,015	7,015	-	7,015	7,015	31-Aug-17
Learning Management System Implementation	250	04-Mar-16	507	507	190	257	447	9-Jun-17
Compass Automated Fare Correction Implementation Phase 1	153	30-Jun-16	153	153	72		72	30-Apr-17
Fibre Connect HTC to 22nd Street Station	185	22-Apr-16	185	185	147		147	30-Sep-16
PeopleSoft System Update Implementation	810	25-Feb-16	850	1,390	1,247	96	1,343	31-Oct-16
Operations Log Replacement and Modernization	500	09-May-16	650	650	102	245	347	15-Feb-17
Total for Technology Applications	15,288		11,650	12,190	2,504	8,932	11,436	

Vehicles Conventional Revenue		Rolled into 2017 Capital Program						
2017 HandyDART Vehicle Replacement	5,600							
2015 Community Shuttle Replacement Buses		21-Oct-16	4,699	4,699		4,699	4,699	30-Sep-17
2016 Conventional Bus Replacement (P)	16,200	16-Dec-16	28,750	88,950	25,521	60,578	86,099	30-Apr-17
2016 Community Shuttle Replacements	4,200	21-Oct-16	3,892	3,892		3,892	3,892	31-Oct-17
2017 Conventional Bus Replacement	92,700	3-Nov-16	96,900	96,900		96,900	96,900	30-Apr-18
2017 Community Shuttle Replacement	4,100	21-Oct-16	4,210	4,210		4,209	4,209	30-Nov-17
Total for Vehicles Conventional Revenue	122,800		138,450	198,651	25,521	170,278	195,799	
Vehicles Other Revenue or Non Revenue		Rolled into 2017 Capital Program						
2015 BCRTC NRV Life Cycle Replacement	248	Project Cancelled on 09-Dec-2016						
GWY Maintenance Vehicle - Pusher	671	Project Cancelled on 09-Dec-2016						
2016 Administrative Vehicle Replacement	119	Project Cancelled on 17-Feb-2016						
NRVs Fleet - 2016 additional staff	149	Rolled into 2017 Capital Program						
2016 Transit Police Fleet Replacement Plan	352	21-Oct-16	352	352		352	352	30-Jun-17
2016 Transit Fleet Expansion for Evergreen Line	303	3-Nov-16	285	285		285	285	30-Jun-17
2016 CMBC Service Support Vehicle Replacement	1,266	6-Oct-16	1,007	1,007		1,007	1,007	31-Aug-17
NRV Fleet Life Cycle Management	297	16-Dec-16	521	521		521	521	30-Sep-17
Total for Vehicles Other Revenue or Non Revenue	3,404		2,166	2,165		2,165	2,165	
Subtotal Before 2017 Projects with 2016 Early Approval	291,977		246,203	309,636	47,072	258,221	305,293	
2017 Projects with 2016 Early Approval								
PTIF Mark III Procurement (28 cars)		22-Sep-16	107,318	107,318	39,946	73,607	113,553	31-Dec-18
South of Fraser Rapid Transit Procurement Readiness (SPA 1)		6-Oct-16	2,742	20,000		19,983	19,983	30-Jun-18
South of Fraser Rapid Transit Procurement Readiness (SPA2)		16-Dec-16	17,258					
Burrard Station Concept Design		21-Oct-16	920	920		920	920	30-Sep-17
MLBE Procurement Readiness (SPA1)		27-Oct-16	636	23,000		22,914	22,914	30-Jun-18
MLBE Procurement Readiness (SPA2)		16-Dec-16	22,364					
Expansion SeaBus Vessel		1-Dec-16	34,000	34,000		34,001	34,001	28-Feb-19
Bike Parkades		16-Dec-16	3,968	3,968		3,968	3,968	31-Dec-18
Total for 2017 Projects with 2016 Early Approval			189,206	189,206	39,946	155,393	195,339	
Totals	291,977		435,410	498,842	87,018	413,614	500,632	

TransLink Capital Program Status - Project Additions, Deletions and Not Initiated

Project	Project #	Budget (\$thousands)	Reason
Additions			
Evergreen Stations Advertising	161105	390	Procure and install advertising infrastructure for Evergreen Extension stations, includes 26 digital ad panels (LCD screens) and 176 ad poster frames.
Expo Line Escalators Replacement – Accelerated Program- Phase 1 Design	163017	3,171	Retain the services of a qualified consultant to undertake detailed design for escalator replacements at Expo Line and West Coast Express Stations.
Compass Systems Advancement - Proximity Enabled Accessible Entrances	161011	1,300	Improve access to SkyTrain and SeaBus stations for customers with locomotor disabilities who have limited or no use of their hands and cannot use the Compass card and fare gate system.
Expo Line Running Rail Replacement 2016	153016	2,453	Replace 1,950 linear meters of SkyTrain running rail in five locations on the Expo Line in sections that show advanced signs of rail wear and surface cracking.
2015 Community Shuttle Replacement Buses	142150b	4,699	Procure 24 replacement Community Shuttle buses that reached the end of their service lives in 2015 but were deferred to allow for the replacement of 62 defective International shuttles.

Project	Project #	Budget (\$thousands)	Reason
Additions cont'd			
PTIF Mark III Procurement (28 cars)	173051	107,318	Acquire 28 expansion SkyTrain cars to meet growing demand for transit. Peak period passenger volumes on Expo Line have already reached system capacity in the AM period. It is anticipated that another 112 vehicles will be required for system expansion by 2023. Significant cost and time savings can be realized by ordering these vehicles now.
South of Fraser Rapid Transit Procurement Readiness (SPA1 & SPA2)	171028	20,000	Prepare for procurement of Phase 1 of the South of Fraser Rapid Transit Project - Newton-Guildford LRT. The project will enable an initial suite of procurement readiness activities, including - scoping of early works projects; further design development; stakeholder and public engagement activities, including municipal integration; additional transport/traffic/rail modeling and technical support; and preparation of the full Procurement Readiness work plan.
Burrard Station Concept Design	173052	920	Upgrade Burrard Station as a key facility that would require modifications in order to achieve the ultimate line capacity of 25,700 people per hour per direction (pphpd).
MLBE Procurement Readiness (SPA1 & SPA2)	171027	23,000	Prepare for procurement of the Millennium Line Broadway Extension Project. The project will enable initial critical path procurement readiness activities, including geotechnical investigations along the corridor and associated project management expenses.
Expansion SeaBus Vessel	172160	34,000	Procurement of one new expansion SeaBus to increase service frequency from 15 to 10 minutes in the AM/PM peak periods and offer 15 minute service throughout the year on weekends. The procurement scope also includes all design updates, regulatory certification, construction, project management, oversight, training and tooling associated with the vessel.
Bike Parkades	173050	3,968	Design and construction of 8 new bike parkades to introduce more options for secure bicycle parking at key transit hubs.
Total Additions		201,219	

Project	Project #	Budget (\$thousands)	Reason
Deletions			
West Vancouver Transit Centre Steam Bay Pad for Drainage Compliance	162109	100	Proposed solution likely to cost less than \$50,000 and will be funded out of operating budget.
Expo Line Station Escalators - Stage 2	163003	3,971	Cancelled due to formation of a new Escalator Replacement Strategy leading to accelerated replacement.

Project	Project #	Budget (\$thousands)	Reason
Deletions cont'd			
Information Security Program 2016	141115	500	The IT Security Program planned for 2016 was changed due to refocusing priorities, addressing highest risk projects first.
BT Infrastructure Capacity Sufficiency - Storage 2015	151101	2,850	Project amalgamated with 2016 IT Infrastructure Program Project.
Access Transit Server Re-hosting	152018	100	Project was deemed non-capital in nature.
2015 BCRTC NRV Life Cycle Replacement	153001	248	Project amalgamated with 2016 NRV Fleet Life Cycle Management.
Guideway Maintenance Vehicle - Pusher	153057	671	Feasibility work on this project has not been completed. Project scope will be accomplished via a new project in 2017.
2016 Administrative Vehicle Replacement	161005	119	Lease buyout of existing vehicles option was deemed more cost effective compared to new purchases.
Total Deletions		8,559	

Project	Project #	Budget (\$thousands)	Reason
Projects Not Initiated			
Golden Ears Bridge Tolling Equipment Replacement	161053	5,000	Due to project manager changes this project has been delayed into early part of 2017.
Rotary Grinder 1	163001	3,750	The project will be combined with a similar project - Rotary Grinder 2. Analysis has been done on both Rotary Grinders, confirming requirements and procurement will be done together to gain efficiencies.
ATC Existing Equipment Replacement - Phase 3	163005	12,400	The supplier of the SkyTrain ATC system, is still in the process of identifying a technical solution for replacement of the Station Emergency Stop System (SESS) on Expo Line. A technical solution is required before a price estimate of the work can be determined.
22nd Street Exchange - Lighting and Passenger Safety Compliance	151010	1,132	Several aspects of the Project requirements are still under consideration - operating costs, impact to 2018 repaving program, cost sharing opportunities with community or BC Hydro. Resource capacity to get work done.
TransLink Owned Bicycle Infrastructure	161002	1,000	Project deferred due to a decision to combine it with the 2017 Bicycle Infrastructure Project in order to initiate a larger scope project.
TOH Line Tamper Detection and Alarm System Installation (TPCC)	162035	600	Delayed due to on-going product design and engineering of the TOH Line Tampering Device Alarm System.

Project	Project #	Budget (\$thousands)	Reason
Projects Not Initiated cont'd			
MyTime System Update - Phase 2	161017	725	Project delayed due to pending work outcomes from Phase 1 currently in progress.
Data Warehouse Business Intelligence Program 2016	161202	1,000	Project delayed to follow a Bus Service Performance project scheduled to complete Feb 2017.
2017 HandyDART Vehicle Replacement	162140	5,600	Delayed due to delays in finalizing the Gas Tax funding process with Metro Vancouver.
NRVs Fleet - 2016 additional staff	163058	149	Project delayed due further analysis required; also it has been amalgamated with other non-revenue vehicle projects.
Total Projects Not Initiated		31,356	

Schedule 2

Schedule 2 provides a comparison of the 2016 cash flow forecast in the 2014 Base Plan and Outlook to actual spending for the year, and notes reasons for major variances.

Project Title	Cap Asset Category	2016 Cash Flow (\$ thousands)			Comments on Variances > \$1 Million
		10 Year Plan	Actual Jan 1 - Dec 31	Variance Plan - Actuals & forecast	
ATC Existing Equipment Replacement - Phase 2	Equipment	1,136	1,131	5	
Replace Intrusion Emergency Systems (PIES/GIES)	Equipment	3,336	0	3,336	This project has been deferred until the feasibility study (to identify industry best practice) is complete. As a result, the planned project cash flow has shifted to 2017.
Replace Rail Rotary Grinder #1 (incl Dust Collection System)	Equipment	2,460	0	2,460	Project rolled into 2017 Capital Program.
Expo Line Propulsion Power Stage II	Equipment	6,380	0	6,380	This project was canceled as the work was combined into the Stage I project.
Replace Mobile Data Terminals for HandyDART Vehicles	Equipment	0	1,117	-1,117	2015 project not included in the original 2014 10-Year Plan.
Equipment projects < \$1 million		3,736	4,183	-447	
Total Equipment		17,048	6,431	10,617	
STC CNG Facility Retrofit	Facilities	2,295	676	1,619	The planned project cash flow was shifted to 2017 as a result of project scope changes that resulted in delays in the project approval process.
Seismic Upgrade of OMC Control Tower	Facilities	1,250	0	1,250	Project has been deferred to 2020.
Hamilton Transit Centre Preliminary and Detailed Design and Construction	Facilities	0	50,247	-50,247	Changes in project scope related to the installation of additional infrastructure for CNG bus operations and maintenance resulted in a shift of cash flows from 2014 to 2015 and 2016.
Port Coquitlam Transit Centre Roof Replacement	Facilities	0	2,827	-2,827	Contractor delays resulted in a shift of cash flows from 2015 to 2016.
Facilities projects < \$1 million		1,400	3,090	-1,690	Variance due to projects not included in the 2014 10-Year Plan with individual variances of less than \$1 million, mainly BTC Hoist Replacement and Expo Line Escalator Replacement.
Total Facilities		4,945	56,840	-51,895	

Project Title	Cap Asset Category	2016 Cash Flow (\$ thousands)		Variance Plan - Actuals & forecast	Comments on Variances > \$1 Million
		10 Year Plan	Actual Jan 1 - Dec 31		
TOH Metrotown Group Rectifier Replacement	Infrastructure	2,007	137	1,870	Project initiation was delayed due to component procurement strategy and Metrotown station upgrade project phasing. As a result, the planned project cash flow was shifted to 2017.
Bus Exchanges - refurbishment (Phibbs)	Infrastructure	5,000	0	5,000	This project was deferred from 2014 to 2017 and 2018 as additional coordination with the Province was required since construction is going to be undertaken in Provincial land.
Pattullo Bridge Rehabilitation	Infrastructure	77,000	14,973	62,027	Variance mainly due to scope reduction. Work proceeded on the deck rehabilitation only. Other elements were not required with efforts redirected to the bridge replacement project.
Elevator/Escalator Overhauls (#3)	Infrastructure	1,180	0	1,180	Project cancelled because the program has been consolidated under a single project initiative for both design and accelerated execution.
Running Rail Replacement	Infrastructure	1,550	0	1,550	Due to contractor not being able to provide resources and insufficient access to track lines to complete work, cash flow was shifted to early 2017.
Seismic Upgrade of Expo Line Guideways	Infrastructure	1,500	0	1,500	Project has been deferred to 2020.
Metrotown Station & Exchange Upgrade Construction	Infrastructure	9,916	20,973	-11,057	Variance mainly due to the delay in tendering process and contracting issues which resulted in delay in construction. Therefore, some portion of the cash flow was shifted to 2016. In addition, there was an increase of the total budget due to additional detailing of design and increased construction costs.
SeaBus Admin and Terminal Envelope Rehabilitation	Infrastructure	1,033	2,273	-1,240	Due to delays in construction as the contractor's schedule is different from the schedule in the original SPA. The planned cash flows were shifted to 2016.
Joyce-Collingwood Station Upgrade Construction	Infrastructure	9,000	10,969	-1,969	Higher than expected tendering price resulted in additional funding required which also delayed the project start date, therefore shifting some cash flows from 2015 to 2016.

Project Title	Cap Asset Category	2016 Cash Flow (\$ thousands)		Variance Plan - Actuals & forecast	Comments on Variances > \$1 Million
		10 Year Plan	Actual Jan 1 - Dec 31		
Smart Card and Faregate - Phase 3	Infrastructure	0	16,800	-16,800	Variance mainly due to contract renegotiations, whereas certain system milestones planned for 2015 were rescheduled to 2016.
Commercial Broadway SkyTrain Station Phase 2 Upgrade Design and Construction	Infrastructure	0	15,677	-15,677	Variance mainly due to design issues and insufficient funding allocated to initial construction caused delays in schedule, shifting cash flows from 2014 and 2015 into 2016.
Infrastructure projects < \$1 million	Infrastructure	9,074	20,736	-11,662	Variance mainly due to timing differences in cash flow (2014 into 2015 & 2016) for the Pattullo Bridge Replacement Design, New Westminster Station Upgrades and Expo Line Power Propulsion Upgrades. Also due to projects not included in the 2014 10-Year Plan like TOH Installation, Expo/Millennium Line Signage and Station Fixture Replacements.
Total Infrastructure		117,260	102,538	14,722	
Evergreen Extension - TransLink Contribution	Major Construction	10,813	149,581	-138,768	Variance mainly due to early completion of the Evergreen Extension project, where one milestone payment expected to be paid in 2017 was advanced in 2016.
Evergreen Extension Integration to Meet Current Standards Project	Major Construction	0	2,808	-2,808	This project was not included in the 2014 10-Year Plan.
Total Major Construction		10,813	152,389	-141,576	
Data Warehouse/Business Intelligence (DW/BI) Program (375)	Technology and System	2,000	0	2,000	Project rolled into 2017 Capital Program.
IT Equipment Replacement (370)	Technology and System	2,017	0	2,017	Variance due to delay in RFP award, therefore cashflows were shifted to 2017.
Technology Applications (372)	Technology and System	6,439	0	6,439	This project was cancelled.
TransLink Enterprise Asset Management	Technology and System	1,021	592	429	

Project Title	Cap Asset Category	2016 Cash Flow (\$ thousands)		Variance Plan - Actuals & forecast	Comments on Variances > \$1 Million
		10 Year Plan	Actual Jan 1 - Dec 31		
Technology and System projects < \$1 million		2,972	6,490	-3,518	Variance due to projects not included in the 2014 10-Year Plan with individual variances of less than \$1 million, mainly the PeopleSoft system upgrade. Also due to projects included in the 2014 Plan, however with timing delays in cash flows, such as the 2015 IT Equipment Replacement Program.
Total Technology and System		14,449	7,082	7,367	
WCE Pitney Bowes Lease Buyout of Original 28 Cars	Revenue Vehicle	12,761	0	12,761	Variance due to early payment option in 2015 exercised in order to obtain supplier discount.
2016 Conventional Bus Replacement (75-40CNG & 10-40D & 26-60H)	Revenue Vehicle	77,670	25,521	52,149	Variance due to a quality issue encountered upon inspection of the buses that resulted in the suspension of acceptance and delivery of 26 buses pending a resolution from the factory. For this reason, cash flows have been shifted into the first quarter of 2017.
2017 Conventional Bus Replacement (54-40G and 52-60H)	Revenue Vehicle	10,120	0	10,120	Variance due to delays in receiving approval for the use of Federal Gas Tax funding from Metro Vancouver for the replacement of 17 year-old buses. This has resulted in project delays including the shift of scheduled cash flows for the purchase of new replacement buses into 2017/2018.
2015 Conventional Replacement Buses	Revenue Vehicle	2,513	40,424	-37,911	Variance due to the delay in delivery of buses to coincide with the completion of Hamilton Transit Centre construction, where the 40' CNG buses will operate. QA issue encountered mid-delivery also resulted in acceptance of the last 26 CNG Buses being delayed to Q1 2017.
2016 HandyDART Vehicle Replacement (39)	Revenue Vehicle	5,760	0	5,760	This project has been cancelled as more durable GM vehicles were being placed in service since 2009, therefore enabling less frequent vehicle replacements.
2016 Community Shuttle Vehicle Replacement (13)	Revenue Vehicle	2,025	0	2,025	Variance due to delay in the approval of the Year-10 Federal Gas Tax agreement by Metro Vancouver, which shifted cash flows into 2017.
VC-PTIF Mark III Procurement	Revenue Vehicle	0	39,946	-39,946	Variance due to the 2017 purchase of the new Mark III SkyTrain cars being advanced to 2016. This project wasn't included in the original 2014 Base Plan.
2015 Community Shuttle Replacement Buses	Revenue Vehicle	234	9,307	-9,073	Project was delayed due to change of scope and budget to increase number of shuttles being replaced from 24 to 62 to replace vehicles with defects.

Project Title	Cap Asset Category	2016 Cash Flow (\$ thousands)		Variance Plan - Actuals & forecast	Comments on Variances > \$1 Million
		10 Year Plan	Actual Jan 1 - Dec 31		
2015 HandyDART Vehicle Replacement	Revenue Vehicle	165	3,657	-3,492	Variance due to shift in cash flows from 2015 to 2016 as some vehicles planned for 2015 were accepted and paid for in 2016 instead.
100-400 Series MK I Refurbishment Project	Revenue Vehicle	0	4,893	-4,893	Due to resource shortage in completing the floor panel tasks. Cash flow was shifted from 2015 to 2016 accordingly.
Conventional Vehicle projects < \$1 million		944	1,076	-132	
Total Conventional Vehicle		112,192	124,824	-12,632	
NRV - Replacements	Vehicle - Non Revenue	1,686	0	1,686	Variance due to delays in project initiation to allow extended trial of a pilot vehicle before proceeding with 2016 replacements. Therefore, cash flow was shifted into 2017.
Non - revenue Vehicle projects < \$1 million	Vehicle - Non Revenue	370	860	-490	
Total Non-revenue and Other Vehicle		2,056	860	1,196	
Subtotal Capital		278,763	450,964	-172,201	
MRNB Capital Program - 2016	Infrastructure	20,604	13,673	6,931	Variance mainly due to funds being shifted from pavement rehabilitation, which is paid in the year, to minor capital works which has a four year window to be spent. Approximately \$10 million was shifted into 2017 and 2018 with the remainder into 2019.
MRN projects < \$1 million	Infrastructure	0	15,107	-15,107	Various other MRN capital projects with cash flow timing later than anticipated in the 2014 Base Plan – Cash flow shifted from 2014 into 2015 and 2016.
Total MRN & Bike		20,604	28,780	-8,176	
Enterprise Capital Program Grand Total		299,367	479,744	-180,377	

5 *Transportation Demand Management*

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

Transportation Demand Management is legislated as part of TransLink's mandate in the *South Coast British Columbia Transportation Authority Act* (under section 4(1) (b)) and TravelSmart was Canada's first integrated transportation demand management program. The TravelSmart program identity became established following a successful pilot in nine Metro Vancouver communities in 2005/06. The regional showcase project in 2005/06 demonstrated that information and incentives could create an eight per cent reduction in single occupancy vehicle trips and significant increases in transit use, walking and biking. TravelSmart developed and became a core element of essential demand management for the 2010 Winter Olympic Games, helping reduce background traffic by over 30 per cent.

The adopted Regional Growth Strategy 1 (RGS 2013) describes policies to meet the demands of over one million new residents and 600,000 new jobs over the next 30 years. Central to the strategy are goals for denser land use and increased investment in transit and active transportation to create the conditions for reducing the high level of single occupancy vehicle trips in most areas. The Regional Transportation Strategy Framework (RTS 2013) responds to the RGS and describes how to "design our communities and transportation systems in such a way that they reduce the distances driven in the region by 33 per cent and make half our trips by walking, cycling and transit". Behaviour change measures are essential to the RTS as they provide the motivation, information and support necessary for individuals to change their travel habits.

The following summarizes activity and outcomes from 2016 according to the 'target area' headings contained in the 2016 TravelSmart work and program plans.

2016 TravelSmart headline results

- 1,630,450 people now live in a TravelSmart municipality
- Over 100,000 customers assisted during TransLink's Compass launch campaigns
- Over 100,000 customers assisted during SkyTrain's Evergreen Extension customer outreach campaigns
- Over 50,000 customers assisted during four Quarterly Bus Service changes
- Over 50,000 customers assisted during Operation Pattern Changes outreach campaigns (as part of the multi-phased opening of the Evergreen Extension)
- 40,000+ employees engaged in TravelSmart workplace travel planning projects
- Over 4,000 children taught how to cycle more safely
- 1,600+ seniors provided travel training instruction, tools and sustainable transportation workshops
- 4,400+ newcomers to the region provided with travel training instruction, tools and sustainable transportation workshops
- 5,000+ students engaged in TransLink's TravelSmart school travel planning projects and sustainable transportation workshops
- 200+ community events, presentations & seminars executed by TransLink's TravelSmart team

Activity and outcome report

Target Area 1: Strengthen relationships with Municipalities, Non-governmental Organizations (NGO's) and Corporate Partners through delivery of relevant Transportation Demand Management Programs	
Objectives	Results
Launch of TransLink's TravelSmart partnerships in the Cities of Vancouver, Port Moody and Coquitlam	<ul style="list-style-type: none"> • Successful partnerships fostered with City of Vancouver, Port Moody and Coquitlam • 50+ travel training sessions were provided for seniors, new immigrants and social agencies in these municipalities • Over 25 schools in these municipalities participating in school travel planning and sustainable transportation workshops programs • Over 100,000+ residents / visitors assisted with Compass, Evergreen Extension launch and operational service changes outreach initiatives • Partnerships focused on community awareness, promotion and celebration with City of Port Moody and City of Coquitlam leading up to, during and following launch of SkyTrain's Evergreen Extension • Co-hosted Pro Walk Pro Bike Pro Place International TDM Conference in partnership with City of Vancouver
<p>Deliver Schools Leadership Program in the Cities of Surrey, Coquitlam and North Van</p> <p>Deliver Travel Training workshops / assemblies to schools across the Region</p>	<ul style="list-style-type: none"> • Ten Surrey schools completed or started leadership projects through the Hub for Active School Travel (HASTE) for the City and TravelSmart • Seven Coquitlam schools completed or started leadership projects through HASTE for the City and TravelSmart in line with Evergreen launch • Three North Vancouver schools started leadership projects through HASTE for the City and TravelSmart • Delivered 51 Travel Training workshops/ assemblies to schools across the Region
Hosting Regional TDM & Mobility Services Roundtables	TransLink's TravelSmart program continues to host quarterly roundtable meetings with municipal staff showcasing, sharing and collaborating on TDM programs & initiatives. Subcommittees for schools and workplaces were also established.
Foster strategic partnerships to strengthen community relations, grow ridership and manage transportation demands	Successful partnership development included but not limited to Vancouver Marathon Society, Coquitlam Town Centre, Mothers Against Drunk Driving, ICBC, Downtown Vancouver Business Improvement Association Ambassador Programs, United Way, SOTM (Seniors on the Move), ISS of BC (Immigrant Services Society of BC) and the BC Sustainable Energy Association.
Major Event Concept	<p>Developing partner initiatives with events (over 1,000 in Region annually) to support multi-modal travel initiatives, increase ridership, assist with cost neutrality / cost recovery and position positive brand reputation through strategic business relationship building and testimonials.</p> <p>TransLink's TravelSmart team works collaboratively with municipalities to support open street events to provide communities a reason to celebrate urban life, reclaim streets and explore their cities in sustainable and active transportation. Example – Ciclovía, Car Free Days etc.</p>

Target Area 2: Support Enterprise priorities through Outreach including; Compass, Evergreen Extension Launch, Service changes, Area transportation plans, Regional Transportation Strategy (RTS)	
Objectives	Results
<p>Enhancing the customer experience and customer transition to Evergreen Extension Service Launch and related operation service changes.</p> <p>Highly engaged TravelSmart team outreach and leveraged partner channels for Compass messaging</p>	<ul style="list-style-type: none"> • Leading up to, during and following the launch of SkyTrain’s Evergreen Extension, outreach teams were deployed along strategically selected transit hubs, engaging and assisting over 100,000 customers and stakeholders, answering questions, hearing concerns and providing feedback to planning and operations teams • Worked with various stakeholder groups such as school districts, businesses, Business Improvement Associations, new immigrant groups, seniors, tourism agencies and more to teach, encourage, educate and promote Evergreen Extension • Partnered with various community groups to leverage communication channels, disseminate information and foster long-term relationships for future ridership growth initiatives. Some partners included Coquitlam Town Centre, Coquitlam Library, Port Moody Business Parks, Eagle Ridge Hospital, Tri-Cities Chamber of Commerce, ICBC Tri-Cities • Continued outreach in early 2016 for Compass gate closures on SkyTrain. TDM outreach coordinated, trained and resourced additional customer service teams outside SkyTrain stations to help assist with the new behaviors of tapping at closed gates
<p>Completed development of a TDM management strategy / scalability of program report</p>	<p>Consultants engaged TravelSmart, System and Strategic Planning groups to develop a report that will be used to inform future Travel Demand Management strategy arising from the Mayors’ Vision and 10 Year Investment Plan with greater scalability and branding focus</p>
Target Area 3: Support Enterprise priorities through Outreach including; Service changes, Area transportation plans, 10 Year Investment Plan, Fare Policy Review & Regional Transportation Strategy (RTS)	
Objectives	Results
<p>Inform and promote service changes and infrastructure improvements</p>	<ul style="list-style-type: none"> • Customer outreach at SkyTrain, SeaBus and bus exchanges to promote and educate on Compass and fare gate closures • Outreach activities at all SkyTrain stations to promote and educate on operational pattern changes, Evergreen Extension launch and related bus service changes • Supported promotion and education of fare policy review consultations • Supported the Vancouver Coastal Health Authority to educate and celebrate multi-modal transportation options and shift travel behavior choices to sustainable modes • Supported promotion and education of revised NightBus Services in partnerships with Business Improvement Associations, Bar Watch and Restaurant Associations • Service change announcement process set up to get messages through all TravelSmart communication partners
<p>Completed and commenced using Community Engagement Bus at community events and outreach activities</p>	<ul style="list-style-type: none"> • Outreach team provided customers and the public tips, tools and information related to TransLink projects, products and services • Seamlessly customizable key messages on digital screens promoting TransLink initiatives

Target Area 3: Support Enterprise priorities through Outreach including; Service changes, Area transportation plans, 10 Year Investment Plan, Fare Policy Review & Regional Transportation Strategy (RTS) cont'd	
Objectives	Results
Support development and implementation of North East Sector, Southwest Area Transport Plans (ATP) and Transit Network Review	Provided TDM / multi-modal travel options advice to the System Planning and consultation teams in conjunction with the production of these ATPs (The Southwest ATP is the first of its kind to include multi-modal transportation considerations)
Support 10 Year Investment Plan and Fare Policy Review	<ul style="list-style-type: none"> • Deliver key messages, relevant information and awareness through strategic partner channels and at community events • Encourage participation of review and planning process to public and partners

6 Short-term Fares Assessed

Short-term fares for bus, SeaBus, SkyTrain and HandyDART are shown in the table below.

Fare Type	Status	Time	Within 1-Zone	Within 2-Zones	Within 3-Zones
Regular Short Term Fares:					
Cash	Adult	Regular	\$2.75	\$4.00	\$5.50
		Off-Peak	All Zones — \$2.75		
	Concession	Regular	\$1.75	\$2.75	\$3.75
		Off-Peak	All Zones — \$1.75		
DayPass	Adult	No restrictions	\$9.75 — valid all zones		
	Concession		\$7.50 — valid all zones		
Discounted Short Term Fares:					
Stored Value	Adult	Regular	\$2.10	\$3.15	\$4.20
		Off-Peak	All Zones — \$2.10		
	Concession	Regular	\$1.75	\$2.75	\$3.75
		Off-Peak	All Zones — \$1.75		
FareSavers (10 tickets)	Adult		\$21.00	\$31.50	\$42.00
	Concession		One Zone — \$17.50, Add-Fare required for additional Zones during peak periods.		

Buses and HandyDART are 1-Zone, all day, every day. As of April 4, 2016, FareSavers are only available for sale to HandyDART customers and remain eligible for use only on bus and HandyDART services.

West Coast Express operates on a different fare structure than other transit services.

Short-term fares for West Coast Express are shown in the table below.

Fare Type	Status	Within 1-zone	Within 2-zones	Within 3-zones	Within 4-zones	Within 5-zones
Regular Short Term Fares:						
One-way Ticket	Adult	\$5.50		\$7.25	\$9.00	\$12.25
	Concession	\$3.25		\$4.25	\$5.50	\$7.50
Return Ticket	Adult	\$10.25		\$13.75	\$17.00	\$23.00
	Concession	\$6.25		\$8.25	\$10.50	\$14.50
Discounted Short Term Fares:						
One-way Ticket- Stored Value	Adult	\$4.60		\$6.05	\$7.45	\$10.20
	Concession	\$2.70		\$3.50	\$4.60	\$6.25
Return Ticket- Stored Value	Adult	\$10.00		\$13.00	\$16.25	\$22.00
	Concession	\$6.00		\$7.75	\$10.00	\$13.75

7 Borrowings Undertaken in 2016

7.1 Long-term Borrowing

TransLink continues to minimize debt costs through strategic borrowing strategies. During 2016, TransLink re-opened a bond with a total par value of \$150 million. TransLink has now raised more than \$1.3 billion from investors in the capital market since 2010. There were also scheduled rate resets on six MFA debt issues in 2016, with terms to maturity ranging between two to six years.

The terms of TransLink's long-term debt issuance activity is detailed below:

Issue No.	Amount Borrowed (Note 1)	Coupon Rate (Note 2)	Remaining Term	Maturity Date	Semi-Annual Interest Payments	Principal due on maturity (Note 3)
TL-4 (re-opened Dec 7, 2016)	\$150,000,000	4.45%	27.5 Years	09-June-2044	\$3,337,500	\$150,000,000

Note 1: Unsecured, par value.

Note 2: Coupon rate fixed to maturity. Effective yield: TL-4 reopen **3.533%**.

Note 3: After this second re-opening, the respective outstanding principal was: TL-4 \$365,000,000.

The terms of the MFA 2016 rate resets are detailed in the table below:

Issue No.	Balance Outstanding at Date of Interest Rate Reset	Coupon Rate	Remaining term	Final Maturity Date	Semi-Annual Interest Payments	Annual Sinking Fund Payments (Note 1)
74A	\$5,937,412	1.25%	2 Years	01-June-2018	\$225,000	\$1,393,169
74B	\$18,760,054	1.75%	5 Years	01-June-2021	\$472,500	\$1,633,100
75A	\$6,234,283	1.25%	2 Years	01-Dec-2018	\$236,250	\$1,462,828
75B	\$4,238,383	1.75%	5 Years	01-Dec-2021	\$106,750	\$368,960
77A	\$2,573,515	1.25%	2 Years	01-June-2018	\$93,750	\$634,049
77B	\$32,582,933	1.75%	6 Years	01-June-2022	\$700,000	\$2,419,407

Note 1: Due annually on anniversary date. These payments plus accrued interest in the MFA administered sinking funds are expected to reduce the outstanding balances to zero on maturity.

7.2 Short-term Borrowing – via Commercial Paper Program

On May 13, 2010, TransLink launched a \$500 million Commercial Paper Program backstopped with a line of credit from a syndicate of six Canadian chartered banks. Having this \$500 million program available at favourable interest rates, compared to using a bank facility, provides flexibility in managing TransLink's cash flow needs.

Action	Deal #	Amount	Interest Rate (%)	Transaction Date	Maturity Date	Total Outstanding
Repay	165	(\$60,000,000)		07-Jan-16		\$60,000,000
Issue	167	\$60,000,000	0.78273	07-Jan-16	11-Feb-16	\$120,000,000
Repay	166	(\$60,000,000)		14-Jan-16		\$60,000,000
Issue	168	\$60,000,000	0.74095	14-Jan-16	18-Feb-16	\$120,000,000
Repay	167	(\$60,000,000)		11-Feb-16		\$60,000,000
Issue	169	\$60,000,000	0.74095	11-Feb-16	17-Mar-16	\$120,000,000
Repay	168	(\$60,000,000)		18-Feb-16		\$60,000,000
Issue	170	\$60,000,000	0.74095	18-Feb-16	24-Mar-16	\$120,000,000
Repay	169	(\$60,000,000)		17-Mar-16		\$60,000,000
Issue	171	\$60,000,000	0.76184	17-Mar-16	21-Apr-16	\$120,000,000
Repay	170	(\$60,000,000)		24-Mar-16		\$60,000,000
Issue	172	\$60,000,000	0.77229	24-Mar-16	28-Apr-16	\$120,000,000
Repay	171	(\$60,000,000)		21-Apr-16		\$60,000,000
Issue	173	\$60,000,000	0.82451	21-Apr-16	26-May-16	\$120,000,000
Repay	172	(\$60,000,000)		28-Apr-16		\$60,000,000
Issue	174	\$60,000,000	0.83495	28-Apr-16	02-Jun-16	\$120,000,000
Issue	175	\$30,000,000	0.79317	12-May-16	16-Jun-16	\$150,000,000
Repay	173	(\$60,000,000)		26-May-16		\$90,000,000
Issue	176	\$60,000,000	0.80362	26-May-16	30-Jun-16	\$150,000,000
Repay	174	(\$60,000,000)		02-Jun-16		\$90,000,000
Issue	177	\$60,000,000	0.79317	02-Jun-16	07-Jul-16	\$150,000,000
Issue	178	\$30,000,000	0.80063	02-Jun-16	04-Aug-16	\$180,000,000
Repay	175	(\$30,000,000)		16-Jun-16		\$150,000,000
Issue	179	\$30,000,000	0.78285	16-Jun-16	28-Jul-16	\$180,000,000
Issue	180	\$30,000,000	0.77229	23-Jun-16	28-Jul-16	\$210,000,000
Repay	176	(\$60,000,000)		30-Jun-16		\$150,000,000
Issue	181	\$60,000,000	0.76184	30-Jun-16	04-Aug-16	\$210,000,000
Repay	177	(\$60,000,000)		07-Jul-16		\$150,000,000
Issue	182	\$60,000,000	0.76184	07-Jul-16	11-Aug-16	\$210,000,000
Issue	183	\$45,000,000	0.77159	07-Jul-16	06-Oct-16	\$255,000,000
Repay	179	(\$30,000,000)		28-Jul-16		\$225,000,000
Repay	180	(\$30,000,000)		28-Jul-16		\$195,000,000
Repay	181	(\$60,000,000)		04-Aug-16		\$135,000,000

Action	Deal #	Amount	Interest Rate (%)	Transaction Date	Maturity Date	Total Outstanding
Repay	178	(\$30,000,000)		04-Aug-16		\$105,000,000
Repay	182	(\$60,000,000)		11-Aug-16		\$45,000,000
Issue	184	\$45,000,000	0.77229	11-Aug-16	15-Sep-16	\$90,000,000
Repay	184	(\$45,000,000)		15-Sep-16		\$45,000,000
Issue	185	\$45,000,000	0.76184	15-Sep-16	20-Oct-16	\$90,000,000
Repay	183	(\$45,000,000)		06-Oct-16		\$45,000,000
Issue	186	\$45,000,000	0.75140	06-Oct-16	10-Nov-16	\$90,000,000
Repay	185	(\$45,000,000)		20-Oct-16		\$45,000,000
Issue	187	\$30,000,000	0.76184	20-Oct-16	24-Nov-16	\$75,000,000
Issue	188	\$15,000,000	0.79172	20-Oct-16	19-Jan-17	\$90,000,000
Issue	189	\$60,000,000	0.76184	27-Oct-16	01-Dec-16	\$150,000,000
Issue	190	\$60,000,000	0.76184	03-Nov-16	08-Dec-16	\$210,000,000
Repay	186	(\$45,000,000)		10-Nov-16		\$165,000,000
Issue	191	\$45,000,000	0.75140	10-Nov-16	15-Dec-16	\$210,000,000
Issue	192	\$60,000,000	0.74802	24-Nov-16	05-Jan-17	\$270,000,000
Repay	187	(\$30,000,000)		24-Nov-16		\$240,000,000
Repay	189	(\$60,000,000)		01-Dec-16		\$180,000,000
Issue	193	\$60,000,000	0.74802	01-Dec-16	12-Jan-17	\$240,000,000
Repay	190	(\$60,000,000)		08-Dec-16		\$180,000,000
Issue	194	\$45,000,000	0.75673	08-Dec-16	19-Jan-17	\$225,000,000
Issue	195	\$15,000,000	0.77158	08-Dec-16	09-Feb-17	\$240,000,000
Repay	191	(\$45,000,000)		15-Dec-16		\$195,000,000
Issue	196	\$45,000,000	0.80026	15-Dec-16	26-Jan-17	\$240,000,000

B. AUDITED FINANCIAL STATEMENTS

The 2016 Audited Financial Statements will be attached once it has been reviewed by the Audit Committee and the Board of Directors.

C. COMPLAINTS SUMMARY

Corporate Overview

In 2016, TransLink's combined service hours for the Bus and Rail division (including HandyDART) increased to 6.92 million service hours from 6.81 million service hours in 2015. The number of boarded passengers increased by 6 per cent – from 364 million in 2015 to 386 million in 2016.

Along with this growth in boarded passenger totals, transit service complaints increased by 8.1 per cent to 35,144 from 32,504 in 2015. The increase over 2015 is due to a number of factors including: significant increase in sales at Compass Vending Machines (CVMs) as previous FareSaver and monthly pass sales were made at retail vendors; the learning curve associated with the Compass system and vending machines implemented in 2016; and an increase in the number of available machines.

"Complaints per million customer interactions" is the broader Enterprise complaint measure. This represents the ratio of all complaints from across the Enterprise against the total number of Enterprise-wide customer interactions, allowing us to report out on our performance as a whole. For this measure, customer interactions are defined as all transit trips taken on the system and the number of Golden Ears Bridge crossings. For 2016, Enterprise-wide complaints were 39.8 thousand against a total of 399 million customer interactions, resulting in a ratio of 99.5 complaints per million customer interactions compared to 95.8 for 2015.

Table A

Corporate Summary	2016	2015	2014	2013
CMBC*	29,353	27,247	27,313	29,093
SkyTrain (Expo/Millennium Lines)	2,860	2,692	3,219	2,761
SkyTrain (Canada Line)	683	340	325	425
West Coast Express	777	888	519	599
HandyDART	1,471	1,337	1,581	1,526
Transit Service Complaints	35,144	32,504	32,957	34,404
Golden Ears Bridge	315	203	452	850
TransLink Corporate	4,317	3,412	2,762	3,781
Total Complaints	39,776	36,119	36,171	39,035
Total Customer Interactions**	399,717,623	376,957,159	368,625,663	366,170,783
Complaints per Million Customer Interactions	99.5	95.8	98.1	106.6

* 2015 Figures for CMBC have been restated to include complaints received related to West Vancouver contracted services

**2013-2015 figures have been restated to include all customer interactions. "Customer Interactions" include: all boarded passengers and Golden Ears Bridge crossings

Coast Mountain Bus Company

Coast Mountain Bus Company (CMBC) continued its focus on customer experience in 2016 through a continuation and expansion of the 2015 initiatives, and participation on the newly-established enterprise “Customer First” Committee. In 2016 CMBC focused on the following:

- Annual transit operator performance reviews have continued for 100 per cent of all active employees. The reviews tie into their individual performance as well as their efforts toward achieving corporate goals and improving customer experience. The performance review discussions covered: reducing complaints, acknowledging commendations, personal attendance record, their own role in customer service and effect on delivery of service.
- CMBC also expanded its “one route per month” initiative where a specific route from each transit center is selected each month and focus is put on resolving service issues and complaints, and implementing improvement strategies for that route. CMBC expanded this initiative to the Transit Communications Center and the on-road support Transit Supervisor groups.
- Customer feedback continues to be incorporated into the service review processes, which were traditionally focused on transit operator quality of work. The introduction of customer feedback provides another point of view in the process.
- Priority return to training (PRTT) one-day refresher was offered to transit operators identified through the complaint investigation or one route per month initiative. This course covered refresher training on conflict resolution, customer interaction and professional driving skills.
- A one day Violence Incident Prevention training course was provided to approximately one third of the Operator workforce. This training is providing operators with coping skills in dealing with potentially hostile or angry customers and forms a good basis for positive customer interactions. This initiative commenced in 2015 and is spread over 3 years. After this it will be embedded into CMBC’s recurrent and initial training plan.
- Employee briefing sessions were continued to improve awareness of accessible transit, customers with strollers and overall customer complaints.
- Customer complaint and commendation metrics by depot were posted in the depots for employees.

For CMBC, in 2016, slightly more than half (50.5 per cent) of the complaints involved staff (operators) and 49.5 per cent of complaints were related to service delivery. Although slightly higher in 2016, these complaint category percentages are consistent to previous years.

All complaints are logged and assigned a priority code of P1 or P3. P1 complaints are urgent and in 2016, were all resolved within 48 hours. P3 complaints are less critical and must be resolved within 15 business days. Approximately 87 per cent of complaints were closed within 15 business days – a similar success rate as achieved last year.

SkyTrain — Expo and Millennium Lines

The increase in complaints is due to vending machines. Excluding these, complaints declined from 1,622 in 2015 to 1,518 in 2016 – a decline of 6.4 per cent in comparison to 2015.

Customers’ concerns relating to elevated track noise level declined in 2016. SkyTrain is committed to minimizing any impact generated from its operation and in response to track noise concerns from nearby residents along the system; SkyTrain acquired a contractor in 2016 to complete corrective grinding maintenance across the system. This work improved the rail condition and reduced the track noise level.

On October 22, 2016, SkyTrain introduced a new pattern change in preparation for the opening of the Millennium Line Evergreen Extension. One of the key changes included the expansion of the Expo Line with one route travelling from Waterfront to King George Station in Surrey and the other route travelling between Waterfront and

Production Way-University in Burnaby. By extending the Expo Line to Production Way-University, customers can easily transfer between Expo and Millennium Line at Production Way-University using the same platform – eliminating the use of escalators, elevators or stairs. SkyTrain Attendants were deployed in key stations during this transition to provide added assistance to customers during their travel. As customers adapted to the new change, SkyTrain launched the opening of the Millennium Line Evergreen Extension on December 2, 2016.

SkyTrain continues to utilize the Mystery Shopper program to enhance its services. One concept known, as the “Red Flag Alert” that currently exists in the program identifies incidence of issues that require immediate attention such as dirty train floors or platforms. Aside from SkyTrain Attendants that circulate throughout the stations and trains to monitor the conditions, the maintenance department has been added to the distribution list for “Red Flag Alerts” to provide real-time notifications for areas that require immediate attention. The success of the Mystery Shopper program since its inception in 2005 has enabled SkyTrain teams to focus on key areas to enhance customer experience.

In 2016, SkyTrain responded to and closed 86.1 per cent of complaints within 10 days and 81.5 per cent in seven days.

SkyTrain - Canada Line

The overall number of Canada Line complaints received in 2016 was 683 compared to 340 in 2015. Excluding vending machine refunds, 2016 complaints of 170 showed a year-over-year increase with compared to 2015 complaints of 97. The majority of the complaints were due to customer relations associated with the implementation of the Compass Card system. It was noted that there was a 49 per cent increase from 2015 however the complaints had subsided by the third quarter of the year when the Compass Card fare gates had closed and customers were more familiar with its usage. The steady state of Compass Card operations was further supported by a dedicated monitor in the Canada Line Control Centre and the Canada Line Attendants and Supervisors.

Other areas of concern in 2016 involved the escalator and elevator availability, train door operations and interior vehicle temperatures.

The annual operations and maintenance plans for 2016 identified major track work maintenance which required the replacement of components. In order to reduce service impacts to the customers, the operator scheduled late night single tracking and the work continued during non-revenue hours. The rail contract group reviews each plan affecting train service before implementation. In addition, the operator is in contact with CMBC and Customer Information to ensure the plans are communicated in a timely manner to the customers.

The Mystery Shopper program continues to effectively provide timely information about issues found on the system. Since the system allows the Shoppers to report the issues in real time, the operator is able to address/correct the condition before the customers are impacted. In addition, the Shoppers are also able to award commendations for various metrics such as customer service. This not only recognizes exemplary service but encourages customer engagement by the Canada Line Attendants.

In 2016, 94 per cent of the complaints were closed within 15 business days.

West Coast Express

West Coast Express (WCE) received 777 complaints in 2016 which was a reduction of nearly 13 per cent over the previous year. The largest number of complaints, 461, were directly related to CP operational issues. The WCE on-time-performance (OTP) was seriously impacted by a high volume of freight trains operating between Mission City and Vancouver during the months of October and November. December presented weather related challenges for

the entire region which further impacted OTP for the year. Although WCE ran without too much difficulty, it was affected by trees falling in front of trains and difficult conditions in parking lots and stations, generating further complaints in December. For the first time, WCE monthly OTP fell to 95.3 per cent.

The monthly average of complaints remained steady for the first three quarters of 2016. Then in late October and throughout November the OTP dropped with the number of CP related delays. The issues related to high volume of freight service and the limited spacing and time to move through the region. During this period WCE went from an average of 32.5 complaints per month, to a total of 261 for November alone.

WCE, BCRTC and TransLink worked with CP Rail on the service delays. December saw a move toward normalized service, with only the unusual weather creating issues.

With the implementation of Compass, the walk-in business at WCE increased dramatically due to conventional transit users coming in, and the ongoing need to upgrade WCE U-Pass BC users. The tourists are also coming in large numbers to get refunds for their Compass cards before they leave the country. We received no complaints about our walk-in location and were able to provide services for about 1,800 people per month.

HandyDART

HandyDART complaint numbers increased by 10 per cent from 2015. The largest increase in complaints was regarding on-time performance, with complaints regarding lateness increasing from 69 to 149. The current Access Transit policy review is recommending that TransLink undertake an assessment of the impact of reducing wait times. Operator-related complaints increased by 27 per cent, accounting for 40 per cent of all complaints. Follow-up with the operator after each complaint is done as well as any required coaching provided by the HandyDART service provider, MVT Canadian Bus Inc. (MVT).

Service availability related complaints remained low at 17. This can be attributed to the additional service that was implemented to reduce the number of trip denials to HandyDART customers in 2016. With denials still at a low level of 3,558, service availability complaints were only one per cent of all complaints.

Taxi service related complaints increased slightly, from 580 to 616 (6 per cent), while the number of taxi trips increased by 33 per cent.

As in 2015, all complaints were followed-up with both the employee as well as the customer, be it a complaint regarding a trip on a HandyDART vehicle or on a taxi. Training for taxi drivers continues to be provided by the Justice Institute and taxi companies, and MVT provides their train-the-trainer program to all taxi companies as well.

HandyDART now addresses complaints in the same manner and timeframe as CMBC: P1 within 48 hours and P3 within 15 business days. In actual practice, most complaints are responded to and closed with the customer within two days.

Golden Ears Bridge

Toll operations on the Golden Ears Bridge are contracted through agreement with toll operator V-Flow Tolling Inc. (V-Flow). Although the agreement does not require customer satisfaction surveys to be conducted and reported, V-Flow voluntarily performs customer satisfaction surveys by telephone throughout each month. In 2016, 4,818 customers were surveyed, giving an overall 'Completely Satisfied' annual average rating of 95 per cent.

The agreement sets monthly performance requirements regarding the number of complaints that are allowed, as follows:

- Written complaints are not to exceed two per one thousand accounts regarding the toll system and operations of the toll system.
- Complaints regarding data entry errors by the Toll Operator are not to exceed five per one thousand accounts.
- Telephone complaints are not to exceed five complaints per one thousand calls received about the toll system and operations of the toll system.
- Less than two accounts closed due to customer service dissatisfaction out of every 400 accounts closed with respect to the toll system and operations of the toll system.
- Total complaints are not to exceed 15 per one thousand customer contacts regarding the toll system and operations of the toll system.

Complaints are compiled and summarized by V-Flow. Most complaints are received and responded to immediately if received by telephone. Written complaints or complaints requiring written response are responded to within five business days.

Complaints about the tolling service on the Golden Ears Bridge in 2016 continued to be relatively low as crossings grew.

Detailed Complaint Tables

Tables “B” and “C” show complaints received in 2016, 2015, 2014 and 2013. Table “B” reflects specific transit service complaints for the same period. Table “C” covers Golden Ears Bridge and TransLink Corporate for the same period.

Table B

Complaints by Transit Service Type			2016	2015**	2014	2013
CMBC	Bus 2016*	HandyDART 2016	Total	Total	Total	Total
Service Delivery	10,371	864	11,235	10,109	9,255	9,695
Service Planning	2,731	0	2,731	2,151	1,970	2,279
Staff	14,826	587	15,413	15,140	15,702	16,567
Website	98	0	98	20	57	162
Fares/ Fare Equipment	0	3	3	2	3	58
Cell Phone/Radio	51	0	51	55	47	40
Accessibility/Racks	161	0	161	132	172	209
Other	1,115	17	1,132	975	1,688	1,609
Subtotal	29,353	1,471	30,824	28,584	28,894	30,619

* (Includes SeaBus and Community Shuttle, plus the contracted services of Langley, New Westminster Community Shuttles and West Vancouver Transit)

**2015 Figures restated to include West Vancouver complaints

Complaints by Transit Service Type 2016					2015	2014	2013
BCRTC	SkyTrain Expo and Millennium Line	SkyTrain Canada Line	West Coast Express	Total	Total	Total	Total
System Schedule	26	6	490	522	684	192	210
Fares/TVM/CVM	1,342	513	21	1,876	1,391	1,609	1,472
Stations/Parkways	275	21	62	358	331	446	572
Trains	748	30	27	805	900	897	807
Customer Relations	439	76	65	580	475	707	569
Safety/Security	29	27	18	74	63	64	31
Other	1	10	94	105	76	148	124
Sub-Total	2,860	683	777	4,320	3,920	4,063	3,785
Total Complaints (CMBC + BCRTC) *				35,144	32,504	32,957	34,404
Boarded Passengers (actual)				386,191,923	364,261,259	356,929,763	355,160,383
Complaints per Million Boarded Passengers*				91.0	89.2	92.3	96.9

*2015 Figures restated to include West Vancouver complaints

Table C

Golden Ears Bridge	2016	2015	2014	2013
Customer Service	147	104	304	255
Toll System and Processes	26	5	24	121
Toll Charges and Payment	2	8	18	304
Miscellaneous	140	86	106	170
Total Complaints	315	203	452	850
Total Crossings	13,525,700	12,695,900	11,695,900	11,010,400
Complaints per Million Crossings	23	16	38	77

TransLink Corporate	2016	2015	2014	2013
Policy-Related (Fares, service optimization, advertising, Compass, Fare gates, etc.)	4,317	3,412	2,762	3,781

Complaint Handling Through Social Media

TransLink's main social media channels for handling complaints in 2016 were Twitter, Facebook and the Buzzer Blog.

Social media enables TransLink to respond almost instantly to customers, which is critical when there is a transit service disruption and customers need accurate service information quickly. Through social media, TransLink is able to quickly and effectively address issues directly with customers and indirectly with many others as customers re-broadcast TransLink's response. From a complaint management standpoint, this quick response time addresses many of the complaints TransLink would typically receive. However, the volume of interactions and higher expectations for response, particularly during and after a major or prolonged service disruption, presents its own challenge. When complaints are made via social media, the protocol is to ask customers to log their complaints with our Customer Information department and to respond via social media as best as possible.

1) Twitter

Our @TransLink Twitter channel became permanently staffed in 2011 after the proven success of the 2010 social media pilot. Customers continue to enjoy quick replies to their transit service questions, which contributes to continued growth of the channel.

At the end of 2016, @TransLink had 135,826 followers. By comparison, at the end of 2015, @TransLink had 87,147 followers and 59,257 followers in 2014. We expect to reach 175,000 in 2017.

By year end, TransLink averaged roughly 150 tweets a day, which is consistent with 2015.

2) Buzzer blog

The Buzzer blog serves as a place for long-form conversations about transportation in Metro Vancouver since 2008. The blog is part of TransLink's digital presence and is often accessed by links posted on our other social media properties. The Buzzer blog had a slight increase in readership over last year with 207,500 page views in 2016 compared to 201,000 in 2015. Compass Card, Transit Fare Review, Evergreen Extension, and winter service changes were the most talked about subjects on the blog this year. There are usually between four to seven posts per week.

3) Facebook

TransLink's Facebook page continues to grow since its inception in 2010. The TransLink Facebook page is a place to communicate with our customers on transit-related information, share photos and videos, and provide information on major service changes. By the end of 2016, the TransLink Facebook page had 26,148 followers compared to 17,338 followers in 2015, 11,325 in 2014 and roughly 9,000 at the end of 2013. There are usually four to five new posts on the page per week.

D. Customer Satisfaction

2016 Customer Service Performance Ratings

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

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

The analysis is segmented into the following groups:

- Transit System (includes people who have ridden the bus, SeaBus or SkyTrain at least once within the last 30 days);
- Bus System (includes all CMBC bus service as well as West Vancouver Transit and contracted Community Shuttle service);
- SkyTrain (as of August 17, 2009 the SkyTrain segment includes the Canada Line);
- SeaBus;
- West Coast Express (normally, the survey is conducted twice a year, onboard the train service only and excludes TrainBus); and
- HandyDART (survey conducted once per year, by phone with registered HandyDART customers).

Data is from three sources:

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

Customer Service Performance Summary for 2016 — Transit System, Bus, SeaBus, SkyTrain, West Coast Express and HandyDART

Transit System

In 2016, more than half of transit riders (60 per cent) gave the system good-to-excellent scores of 8, 9 or 10 out of 10 for overall service. This is up from last year (57 per cent), with the first two quarters of 2016 a little higher than the second. The overall service rating at the system level remains lower than each of the overall service ratings by mode.

The transit system service attributes that customers are most critical of include: the amount of transit information available on board buses as well as the number of bus shelters available throughout the region. Transit bus shelters are provided by the municipalities. Less than half of customers consistently rate these aspects of transit service as being good to excellent (8 or higher out of 10). However, more than half (53 per cent) of TransLink's customers feel they are getting good-to-excellent value for the money they spend on transit. This has been trending upward over the past few years (48 per cent in 2015 and 47 per cent in 2014).

Bus System

Six and a half out of ten bus riders rate the overall bus service provided in Metro Vancouver as good to excellent; this is up three percentage points from 2015.

The top three areas of bus service strength remain: having an operator who drives safely and professionally, feeling safe from crime on board the bus, and having a direct route. Four-in-five riders gave scores of 8 or higher to these attributes.

Overcrowding (49 per cent), on-time reliability (57 per cent) and frequency of service (49 per cent) remain the three lowest-rated bus service attributes although all are up from last year (up from 48 per cent, 55 per cent and 47 per cent respectively).

SkyTrain

In 2016, 75 per cent of SkyTrain customers, which includes Canada Line, gave the overall service good-to-excellent scores. This is an increase of three percentage points over 2015.

Overcrowding, although not the lowest-rated attribute, is an important area of SkyTrain service to monitor because of the relative impact that crowding has on customers' perceptions of the overall SkyTrain service. The rating is marginally higher than last year.

SeaBus

SeaBus ratings are up over last year. Four-in-five SeaBus customers (84 per cent, versus 78 per cent in 2015) now rate the service as an eight or higher out of ten for overall service. Ratings are also higher for safety from crime.

West Coast Express

West Coast Express always receives high scores from its customers with greater than four-in-five (84 per cent) giving it good-to-excellent ratings for overall service. This, is up from last year (72 per cent), as are many of the attributes of WCE service; most notably on-time reliable service (71 per cent, up from 59 per cent in 2015).

Over the course of the year there were several disruptive issues revolving around the shared use of the track with CP Rail.

HandyDART

HandyDART Service is a highly-rated transit service, with eight-in-ten riders (79 per cent) giving it good-to-excellent ratings for overall service, which is identical to 2015 ratings. Most attributes continue to achieve very high ratings, especially those related to operators' abilities. Ratings for value for money remain very high (85 per cent).

The three lowest-scoring HandyDART attributes: service availability, on-time reliable service and ease of booking a trip, achieve very respectable ratings (all 72 per cent).

Table D - 2016 Customer Service Performance Scores

Attributes	Transit system	Bus system	SkyTrain	SeaBus	West Coast Express	HandyDART
Per cent who gave scores of 8, 9 or 10 out of 10						
Overall Service	60	65	75	84	84	79
Value for Money	53				61	85
Good Connections	49				64	
Adequacy of Transit Information — Stops/Stations	45					
Adequacy of Transit Information On-Board — Bus	45					
Adequacy of Transit Information On-Board — SkyTrain	58					
Adequacy of Transit Information On-Board — SeaBus	58					
Transit Information Availability (On-Board and Stations)					70	
Operation of Service During Convenient Hours	52				44	
Having Enough Bus Shelters	35					
Ease of Contacting Telephone Information Clerk	62					
Ease of Navigating Website	58					
Having a Courteous Bus Operator/Having Courteous, Competent and Helpful Staff/Operators		75	76	83	92	95
Safe and Professional Bus Operator		84				
Feeling Safe from Crime On Board the Bus / SkyTrain		83	79			
Feeling Safe from Crime at the Stop and Transit Exchange /Inside SkyTrain Stations / at SeaBus		78	72	86		
Feeling Safe from Crime (On-Board and Stations)					94	
Feeling Safe from Crime (WCE Parking Lots)					63	
Not Being Overcrowded		49	46	73	57	
On-Time, Reliable Service		57	80	93	71	72
Clean and Graffiti Free Buses / SkyTrain Cars / Vessel / Vehicles And Stations		73	73	84	94	
Having A Direct Route		80				
Trip Duration from the Time You Boarded to the Time You Got Off		74		87	84	
Frequency of Service		49	73	64	63	

Attributes	Transit system	Bus system	SkyTrain	SeaBus	West Coast Express	HandyDART
Staff Availability			38	64	85	
Delays Are Announced and Explained			31		66	
Enough Parking					44	
Equipment Provides a Safe Ride					94	
Operator's Skills to Assist Passengers Who Have a Physical Disability						94
Feeling Safe from Injury When Riding HandyDART						94
Ease of Booking a Trip on HandyDART						72
HandyDART Vehicle Cleanliness and Good Repair						91
Availability of HandyDART When Needed						72

Notes:

1. As of August 17, 2009, the overall SkyTrain measures include Canada Line customers
2. Beginning in 2013, when rating the HandyDART service, customers were asked to focus on trips they made on traditional HandyDART vehicles.
3. Beginning in April 2008, the bus service attribute, courteous, competent and helpful bus operator was split into two attributes, "having a courteous bus operator" and "having an operator who drives safely and professionally".

E. Changes to Articles of the Authority

There were no amendments to the Articles of the Authority in 2016.

F. Board Summary

Date of Meeting	Board/Committee Meeting	Resolutions/Outcomes
February 17, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> Update on Stakeholder Relations and Service Committee initiatives.
March 11, 2016	Board Meeting	<ul style="list-style-type: none"> South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 108-2016, adopted. South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 109-2016, adopted.
March 23, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> Enactment of South Coast British Columbia Transportation Authority Major Road Network Bylaw Number 105-2016, recommended for Board adoption. Disposition of property, recommended for Board approval.
March 23, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> Update on various Stakeholder Relations and Service Committee matters.
March 24, 2016	Audit Committee	<ul style="list-style-type: none"> The 2015 Audited Consolidated Financial Statements recommended for Board approval. The 2015 Statutory Annual report recommended for Board approval and release to the Mayors' Council on Regional Transportation. Enactment of South Coast British Columbia Transportation Authority 2016 Property Tax Bylaw Number 106-2016, recommended for Board adoption. Enactment of South Coast British Columbia Transportation Authority 2016 Replacement Tax Bylaw Number 107-2016, recommended for Board adoption.
March 24, 2016	Human Resources & Governance Committee	<ul style="list-style-type: none"> Appointment of Conduct Review Advisor, recommended for Board approval. Amended Executive Performance Plan, recommended for Board approval. Labour relations matter, recommended for Board endorsement. Creation of an Executive Committee, recommended for Board approval.

Date of Meeting	Board/Committee Meeting	Resolutions/Outcomes
March 30, 2016	Board Meeting	<ul style="list-style-type: none"> • The 2015 Audited Consolidated Financial Statements approved. • The 2015 Statutory Annual Report and release to the Mayors' Council on Regional Transportation approved. • South Coast British Columbia Transportation Authority 2016 Property Tax Bylaw 106-2016 adopted. • South Coast British Columbia Transportation Authority 2016 Replacement Tax Bylaw Number 107-2016 adopted. • South Coast British Columbia Transportation Authority Major Road Network Bylaw Number 105-2016 adopted. • Disposition of property approved. • Conduct Review Advisor appointed. • Amended Executive Performance Plan approved. • Labour relations matter approved. • Creation of an Executive Committee approved.
April 20, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> • Update on Stakeholder Relations and Service Committee initiatives.
May 19, 2016	Board Meeting	<ul style="list-style-type: none"> • Amendment to South Coast British Columbia Transportation Authority Transit Tariff Bylaw 87-2013, approved. • Public Board Meeting procedures approved. • Disposition of property matters approved.
May 24, 2016	Audit Committee	<ul style="list-style-type: none"> • 2016 Financial and Performance Report, as at March 31, 2016, approved for release.
June 1, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Update on various property matters.
June 9, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Property disposition process endorsed.
June 14, 2016	Human Resources & Governance Committee	<ul style="list-style-type: none"> • Update on various Human Resource and Governance matters.
June 14, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> • Independent Transit Services Application – Bowen Island Express Bus (2016), recommended to Board for approval. • Independent Transit Services Application – New Westminster River Market Shuttle (2016), recommended for Board approval.

Date of Meeting	Board/Committee Meeting	Resolutions/Outcomes
June 15, 2016	Audit Committee	<ul style="list-style-type: none"> • 2015 report pursuant to the <i>Financial Information Act</i>, recommended for Board approval.
June 15, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Update on various Major Capital Projects initiatives.
June 23, 2016	Board Meeting	<ul style="list-style-type: none"> • 2015 report pursuant to the <i>Financial Information Act</i> approved. • Independent Transit Services Application – Bowen Island Express Bus (2016) approved. • Independent Transit Services Application – New Westminster River Market Shuttle (2016) approved. • Endorsed recommendations to fully close Compass fare gates, and to implement fare gate accessibility solutions for customers unable to tap.
July 11, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Update on various property matters.
August 22, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Disposition of property recommended for Board approval.
August 24, 2016	Audit Committee	<ul style="list-style-type: none"> • Enactment of South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 111-2016, recommended for Board adoption. • 2016 Financial and Performance Report, as at June 30, 2016, approved for release.
August 24, 2016	Board Meeting	<ul style="list-style-type: none"> • South Coast British Columbia Transportation Authority 2016 Tariff Bylaw 111-2016 adopted. • Appointment of operating subsidiary directors approved. • 2017 Corporate priorities endorsed.
August 24, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> • Update on Stakeholder Relations and Service Committee initiatives.
August 31, 2016	Board Meeting	<ul style="list-style-type: none"> • Disposition of property approved.
September 20, 2016	Audit Committee	<ul style="list-style-type: none"> • Financial Policies recommended to Board for approval.
September 20, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Update on various Major Capital Projects matters.
September 21, 2016	Human Resources & Governance Committee	<ul style="list-style-type: none"> • Update on various Human Resource and Governance matters.
September 21, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> • Update of various Stakeholder Relations and Service Committee matters.

Date of Meeting	Board/Committee Meeting	Resolutions/Outcomes
September 23, 2016	Board Meeting	<ul style="list-style-type: none"> • Financial Policies approved. • Consultation Plan for the 2017 – 2026 Investment Plan: Phase One of the 10-Year Vision, approved. • Creation of a 10-Year Investment Plan Committee, approved by Consent Resolution.
October 3, 2016	Board Meeting	<ul style="list-style-type: none"> • Acquisition of 28 SkyTrain vehicles approved.
October 25, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none"> • Update on various Stakeholder Relations and Service Committee matters.
October 26, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Acquisition of property recommended to Board for approval.
October 26, 2016	Board Meeting	<ul style="list-style-type: none"> • Election of 2017 Board Chair. • Property acquisition approved.
November 16, 2016	Audit Committee	<ul style="list-style-type: none"> • Issuance of 2016 bonds recommended to Board for approval. • Financial Policy recommended for board approval. Seventh extension of Credit Agreement recommended to Board for approval. • 2017 Business Plan, Operating and Capital Budget recommended to the Board for approval.
November 23, 2016	Board Meeting	<ul style="list-style-type: none"> • 2017 – 2026 Investment Plan: Phase One of the 10-Year Vision approved. • Issuance of 2016 Bonds approved.
November 29, 2016	Audit Committee	<ul style="list-style-type: none"> • 2016 Financial and Performance Report as at September 30, 2016, approved for release. • Enactment of South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 112-2016, recommended for Board adoption. • 2017 Strategic Internal Audit Plan approved.
November 29, 2016	Board Meeting	<ul style="list-style-type: none"> • South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 112-2016 approved. • Labour relations matter approved.
November 29, 2016	Risk & Capital Committee	<ul style="list-style-type: none"> • Update on various Risk & Capital matters.
November 30, 2016	Human Resources & Governance Committee	<ul style="list-style-type: none"> • 2017 Board Committee Structure and Membership recommended for Board approval. • Appointment of operating subsidiary directors recommended for Board approval. • Executive Compensation Plan amendment recommended for Board approval.

Date of Meeting	Board/Committee Meeting	Resolutions/Outcomes
November 30, 2016	Stakeholder Relations & Service Committee	<ul style="list-style-type: none">• Update on various Stakeholder Relations and Service Committee matters.
December 8, 2016	Board Meeting	<ul style="list-style-type: none">• 2017 Business Plan, Operating and Capital Budget approved.• Financial Policy approved.• Seventh extension of Credit Agreement approved.• 2017 Board Committee Structure and Membership approved.• Appointment of operating subsidiary directors approved.• Executive Compensation Plan amendment approved.

G. Fare Collection Bylaw

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

Definitions

1. In this regulation:

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

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

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

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

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

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

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

Description of infraction

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

Ticketed amounts

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

Dispute process

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

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

Appeal period

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

Additional grounds for appeal

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

Appeal process

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

Cancellation of tickets

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

Payment of fare

9. For the purposes of section 244 (1) (a) of the Act, a person may satisfy the requirement to pay the fare required by the tariff in any of the following manners:
- (a) if a pass has been issued to the person and that pass is valid for application to the fare,
 - (i) if a device that can record the use of the pass has been installed or made available by the authority or a related party for the fare paid zone or transit vehicle, by using the pass in such a way that
 - (A) its use is recorded by the device, and
 - (B) if the pass is a payment card, the unpaid portion, if any, of the fare is debited from the pass, or

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

Proof of payment

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

Schedule 1

South Coast British Columbia Transportation Authority Act

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

H. Section 248 Tickets and Collections

The numbers of tickets issued and collected under Section 248 from January 1 to December 31, 2016 are represented in the table below.

	Tickets issued under Section 248 (number)	Collected ticket amounts (\$)
January 1 to December 31, 2016	25,849	1,471,923

TO: Board of Directors

FROM: Cathy McLay, Chief Financial Officer and Executive VP Finance and Corporate Services and
Christine Dacre, Vice President, Financial Services

DATE: March 7, 2017

SUBJECT: 2016 Audited Consolidated Financial Statements

PROPOSED RESOLUTION

That the Finance and Audit Committee recommends that the TransLink Board of Directors:

- A. Approves the 2016 Audited Consolidated Financial Statements; and
 - B. Authorizes the Board Chair and Finance and Audit Committee Chair to sign the approved 2016 Audited Consolidated Financial Statements.
-

Under the *South Coast British Columbia Transportation Authority Act*, the consolidated audited financial statements must be prepared annually for TransLink within 90 days after the end of each fiscal year. TransLink's fiscal year end is December 31. The 2016 Audited Consolidated Financial Statements are attached.

A full discussion of the consolidated statement of financial position and consolidated statement of operations is discussed in a separate report titled "2016 Year-End Financial and Performance Report".

In the opinion of management and KPMG, the attached consolidate financial statements present fairly the financial position and operations of TransLink for the year ended December 31, 2016.

Consolidated Financial Statements
(Expressed in thousands of dollars)

**SOUTH COAST BRITISH COLUMBIA
TRANSPORTATION AUTHORITY**

Year ended December 31, 2016

INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying consolidated financial statements of the South Coast British Columbia Transportation Authority, which comprise the consolidated statement of financial position as at December 31, 2016, the consolidated statements of operations, changes in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated Financial Statements

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

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the South Coast British Columbia Transportation Authority as at December 31, 2016 and its consolidated results of operations, consolidated changes in net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

March 30, 2017
Burnaby, Canada

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

December 31, 2016, with comparative information for 2015

	2016	2015
Financial assets		
Cash and cash equivalents	\$ 252,436	\$ 210,918
Accounts receivable (note 7(f))	133,736	102,421
Loan receivable (note 3)	325,313	-
Restricted cash and investments (note 4(a))	504,295	501,009
Investments (note 4(b))	80,917	60,943
Debt reserve deposits (note 5)	35,049	36,407
	<u>1,331,746</u>	<u>911,698</u>
Liabilities		
Accounts payable and accrued liabilities (note 7(f))	234,522	241,766
Debt (note 6)	2,347,266	2,144,102
Deferred government transfers (note 7(a))	941,046	1,124,066
Golden Ears Bridge contractor liability (note 8(a))	1,049,021	1,050,913
Deferred concessionaire credit (note 9(a))	549,059	572,396
Employee future benefits (note 10(b))	120,147	110,023
Deferred revenue and deposits	35,519	14,742
Deferred lease inducements	12,578	12,799
	<u>5,289,158</u>	<u>5,270,807</u>
Net debt	(3,957,412)	(4,359,109)
Non-financial assets		
Tangible capital assets (note 11)	4,867,996	4,606,623
Supplies inventory	61,831	56,442
Prepaid expenses	11,657	11,719
	<u>4,941,484</u>	<u>4,674,784</u>
Commitments and contingencies (note 12)		
Accumulated surplus	<u>\$ 984,072</u>	<u>\$ 315,675</u>

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:

"Lorraine Cunningham"
Chair

"Tony Gugliotta"
Director

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations
(Expressed in thousands of dollars)

Year ended December 31, 2016, with comparative information for 2015

	2016 Budget (note 2(s))	2016 Actual	2015 Actual
Revenue:			
Taxation (note 15)	\$ 784,532	\$ 825,670	\$ 772,722
Transit (note 7(g))	508,272	541,589	511,445
Golden Ears Bridge tolling	50,641	52,116	48,444
Government transfers (note 7(a))	282,185	240,533	228,943
Amortization of deferred concessionaire credit (note 9(a))	23,337	23,337	23,273
Investment income	36,172	40,567	34,381
Miscellaneous revenue	3,537	6,351	6,102
Gain on disposal of tangible capital assets	-	422,183	2,340
	1,688,676	2,152,346	1,627,650
Expenses:			
Bus division	790,099	789,843	770,108
Corporate	159,502	144,870	122,559
Rail division	352,934	363,537	361,129
Roads and bridges	180,200	151,711	178,308
Transit Police	33,872	33,988	33,184
	1,516,607	1,483,949	1,465,288
Surplus for the year	172,069	668,397	162,362
Accumulated surplus, beginning of year	186,004	315,675	153,313
Accumulated surplus, end of year	\$ 358,073	\$ 984,072	\$ 315,675

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

Year ended December 31, 2016, with comparative information for 2015

	2016 Budget (note 2(s))	2016 Actual	2015 Actual
Surplus for the year	\$ 172,069	\$ 668,397	\$ 162,362
Acquisition of tangible capital assets	(435,321)	(453,777)	(267,619)
Amortization of tangible capital assets	181,520	181,663	168,290
Gain on disposal of tangible capital assets	-	(422,183)	(2,340)
Net proceeds from disposal of tangible capital assets	-	432,924	2,642
Tangible capital assets contributed to municipalities	-	-	3,784
Write-down of tangible capital assets	-	-	612
	(253,801)	(261,373)	(94,631)
Change in supplies inventory	(1,622)	(5,389)	(5,176)
Change in prepaid expenses	997	62	797
	(625)	(5,327)	(4,379)
(Increase) decrease in net debt	(82,357)	401,697	63,352
Net debt, beginning of year	(4,490,795)	(4,359,109)	(4,422,461)
Net debt, end of year	\$ (4,573,152)	\$ (3,957,412)	\$ (4,359,109)

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

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

Year ended December 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used for):		
Operating transactions:		
Surplus for the year	\$ 668,397	\$ 162,362
Non-cash charges to operations (note 13)	(483,515)	(58,919)
Net proceeds from disposal of assets held-for-sale	-	4,868
Changes in non-cash operating working capital (note 13)	(338,298)	28,054
Cash provided by (used for) operating transactions	(153,416)	136,365
Capital transactions:		
Purchase of tangible capital assets	(421,886)	(267,619)
Net proceeds from disposal of tangible capital assets	432,924	2,642
Cash provided by (used for) capital transactions	11,038	(264,977)
Investing transactions:		
Increase in restricted cash and investments	(3,286)	(83,132)
Increase in investments	(19,974)	(336)
Decrease (increase) in debt reserve deposits	1,358	(303)
Cash used for investing transactions	(21,902)	(83,771)
Financing transactions:		
Debt proceeds	270,000	180,750
Premium on financing	24,021	8,461
Repayments of debt	(93,256)	(92,049)
Repayments of Golden Ears Bridge contractor liability	(1,892)	(462)
Government transfers received for tangible capital additions	6,925	130,255
Cash provided by financing transactions	205,798	226,955
Increase in cash and cash equivalents	41,518	14,572
Cash and cash equivalents, beginning of year	210,918	196,346
Cash and cash equivalents, end of year	\$ 252,436	\$ 210,918
Supplementary information:		
Interest paid	\$ 179,682	\$ 176,153
Contributed tangible capital asset received	30,261	-
Tangible capital assets acquired by capital lease	1,630	-

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

1. Operations:

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

2. Significant accounting policies:

(a) Basis of presentation:

The consolidated financial statements of the Authority have been prepared in accordance with Canadian generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants Canada.

(b) Basis of consolidation:

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

- (i) Coast Mountain Bus Company Ltd. ("CMBC") – bus, SeaBus and community shuttle services;
- (ii) British Columbia Rapid Transit Company Ltd. ("BCRTC") – SkyTrain services on the Expo, Millennium and Canada Lines;
- (iii) West Coast Express Limited ("WCE") – commuter rail services;
- (iv) Transportation Property and Casualty Company Inc. ("TPCC") – a captive insurance company which provides insurance liability coverage to the Authority's operating subsidiaries; and
- (v) TransLink Security Management Ltd. ("TSML") – transit police services transferred from the TransLink entity to TSML effective March 4, 2013.

All intercompany balances and transactions have been eliminated upon consolidation.

(c) Basis of accounting:

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

2. Significant accounting policies (continued):

(d) Cash and cash equivalents:

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

(e) Financial instruments:

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

(i) Fair value:

Investments and derivatives that are quoted in an active market and loans receivable are reflected at fair value as at the reporting date. The Authority does not hold any investments or derivatives that are quoted in an active market. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances are reversed from the Statement of Remeasurement Gains and Losses. As at December 31, 2016, the Authority does not have any unrealized gains or losses and a Statement of Remeasurement Gains and Losses has not been included in these financial statements.

(ii) Cost:

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

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

(f) Supplies inventory:

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

2. Significant accounting policies (continued):

(g) Tangible capital assets:

Tangible capital assets have been recorded as follows:

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

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

(h) Capitalization of interest:

Interest costs directly attributable to construction projects and major capital acquisitions are capitalized from the commencement of the capital outlays until the assets are placed into service.

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

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

Funding related to constructing the MRN is expensed under the heading "capital infrastructure contributions" as the related assets are the property of the appropriate municipalities who assume all the rights and obligations.

Funding related to operating and maintaining the MRN are expensed under the heading "maintenance, materials and utilities".

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

2. Significant accounting policies (continued):

(i) Major Road network ("MRN") expenditures (continued):

For the MRN and Bike ("MRNB") programs, the amount of allocated funding contribution to each municipality for construction is determined by the proportion of a municipality's regional population and employment growth, consistent with the Metro Vancouver Growth Strategy. For the Operations, Maintenance and Rehabilitation funding of the MRN, the amount of annual Operation and Maintenance ("O&M") contribution and the annual Pavement Rehabilitation ("R") contribution to each municipality are determined by the corresponding set funding rate per lane kilometer of the MRN.

(j) Pension plans and employee future benefits:

(i) Pension plan:

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

(ii) Employee future benefits:

Post-retirement and post-employment benefits are available to the majority of the Authority's employees. The cost of post-retirement benefits is actuarially determined, prorated on service and management's best estimate of retirement ages and expected health care costs. The cost of post-employment benefits to disabled employees is actuarially determined based on future projected benefits of currently disabled employees. The obligations under these post-retirement and post-employment benefit plans are accrued as the employees render services necessary to earn the future benefits. The measurement date of the accrued benefit obligation coincides with the Authority's fiscal year. The most recent actuarial valuation of the plans was December 31, 2016. The plans are unfunded and require no contributions from employees. Employer contributions are based upon expected annual benefit payments.

Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains (losses) are amortized over the average remaining service period of active employees in the consolidated statement of operations. The amortization period of the active employees covered by the post-retirement plan is 12 years (2015 - 12 years) and post-employment plan is 6 years (2015 - 6 years).

(k) Deferred revenue:

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

2. Significant accounting policies (continued):

(l) Deferred concessionaire credit:

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

(m) Government transfers:

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

A significant portion of the Authority's government funding for capital purposes is received from the federal government through the Gas Tax program and other similar programs. Under these agreements, the Authority is required to acquire specific transit assets with the funds. The Authority is also required under certain agreements to maintain the assets over a set holding period and repay funds if the associated assets are sold before the end of the holding period.

(n) Liability for contaminated sites:

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

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

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

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

(o) Income taxes:

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

2. Significant accounting policies (continued):

(p) Foreign currency translation:

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

(q) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant areas requiring the use of estimates include determination of useful lives of tangible capital assets, percentage of completion of construction-in-progress, allowance for doubtful accounts receivable, obsolete inventory, determination of employee future benefits, liability for contaminated sites, self-insurance liability provisions and provisions for legal contingencies. Actual results could differ from those estimates.

(r) Segment disclosure:

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the standard. TransLink has provided definitions of segments used and presented financial information in the segmented format (note 16). The Business Technology, Human Resource, Payroll and Administrative Services costs are managed by the corporate segment and allocated among the operating segments, as appropriate. Interest has been allocated based on the allocated depreciation.

(s) Budget data:

The budget data presented in these consolidated financial statements were approved by the Board of Directors on December 9, 2015.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

3. Loan receivable:

In 2016, the Authority sold the Oakridge Transit Centre land for proceeds of \$440,000,000. The Authority received \$88,000,000 of the proceeds in 2016 with the remaining payment due in annual instalments as follows:

	Instalments
January 20, 2018	\$ 22,000
January 20, 2019	66,000
January 20, 2020	66,000
January 20, 2021	66,000
January 20, 2022	66,000
January 20, 2023	66,000
Total	\$ 352,000

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

The loan receivable of \$325,313,000 is the present value of the instalments due as at December 31, 2016 using a discount rate of 2.10%.

Interest accrues on each instalment if it is not paid one month prior to its due date. Interest accrues at 18.00% per annum, calculated and compounded half-yearly. Provided the purchaser is in compliance with the land sale agreement and related mortgage, the purchaser can prepay all or any part of the remaining instalments at any time without notice, bonus or penalty.

4. Restricted and unrestricted investments:

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

All these investments are recorded at amortized cost. The bonds have an average initial term of 147 months (2015 – 104 months) and an average remaining term to maturity of 129 months (2015 - 89 months). All bonds held by the Authority, as at December 31, 2016 and 2015, were rated A or higher.

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

	2016		2015	
	Effective rates	Coupon rates	Effective rates	Coupon rates
Weighted average rate	2.59%	3.20%	2.22%	3.10%
Interest rate range	1.09% - 4.51%	1.33 - 5.60%	0.95% - 4.51%	0.95% - 5.60%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

4. Restricted and unrestricted investments (continued):

(a) Restricted cash and investments:

	2016	2015
Government transfers for capital project funding (i):		
Cash and cash equivalents	\$ 52,354	\$ 34,705
Investments:		
Term deposits and money market instruments	72,013	150,386
Bonds (note 14(b))	68,097	136,918
Total government transfers for capital project funding	192,464	322,009
Self-administered sinking funds:		
Cash and cash equivalents	14	18
Bonds maturing beyond one year (note 14(b))	162,380	117,743
Total self-administered sinking funds	162,394	117,761
Land reserve:		
Cash and cash equivalents	128,016	38,609
TPCC (wholly-owned captive insurance subsidiary):		
Bonds (note 14(b))	21,421	22,630
Total restricted cash and investments	\$ 504,295	\$ 501,009

(i) Government transfers for capital project funding consists of \$190,464,000 (2015 - \$320,009,000) of unspent Gas Tax funds and \$2,000,000 (2015 - \$2,000,000) of other contributions.

(b) Unrestricted investments:

Unrestricted investments are comprised of term deposits and money market instruments in the amount of \$80,917,000 (2015 - \$60,943,000).

5. Debt reserve deposits and callable demand notes:

The Authority is required to pay the Municipal Finance Authority of British Columbia ("MFA") debt reserve deposits into a debt reserve fund of 1.00% (2.00% prior to 2007) of the face value of each debenture borrowing from the MFA. These are interest bearing restricted funds administered by the MFA and are only refundable once the respective debt issue has been fully repaid.

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

5. Debt reserve deposits and callable demand notes (continued):

In addition to the debt reserve deposit, the Authority is required by the MFA to issue a non-interest bearing demand note for an amount equal to one-half the average annual installment of principal and interest relative to any debt borrowed less the debt reserve deposit. The demand notes payable to the MFA are callable only if, in the event of a default by the Authority or Metro Vancouver (the interposed significant lender over the Authority's long-term debt), there are insufficient funds in the Authority's debt reserve deposit held at the MFA to meet a required interest, principal payment or sinking fund contribution. As the Authority is in full compliance with its debt payments and no such call has been made by the MFA on these demand notes, their face value have not been recorded as a liability on the consolidated statement of financial position. At year-end, the maximum value of the demand notes totaled \$42,299,000 (2015 - \$45,786,000).

6. Debt:

	2016	2015
Unsecured commercial paper, due next 12 months	\$ 239,603	\$ 119,590
Unsecured sinking fund bonds held by the MFA, weighted average coupon rate of 4.17% (effective rate 4.22%), maturing at various dates from 2017 to 2036, 10 to 30 year original term	1,417,315	1,495,075
Less: MFA administered debt sinking funds	(694,896)	(683,920)
Unsecured serial debenture held by the MFA, coupon rate of 5.10% interest payable semi-annually (effective rate 5.19%), maturing in 2025, principal repayment of approximately \$2 million annually, 20 year original term	23,817	26,162
Unsecured bullet maturity bond series TL-1, interest rate 3.80% (effective rate 3.88%), maturing 2020, original 10 year term	299,121	298,902
Unsecured bullet maturity bond series TL-2, interest rate 4.65% (effective rate 4.70%), maturing 2041, original 30 year term	198,587	198,539
Unsecured bullet maturity bond series TL-3, interest rate 3.85% (effective rate 3.82 %), maturing 2052, original 40 year term	251,502	251,502
Unsecured bullet maturity bond series TL-4, interest rate 4.45% (effective rate 3.97%), (2015 - 4.27%) maturing 2044, original 30.5 year term	395,606	221,672
Unsecured bullet maturity bond series TL-5, interest rate 3.05% (effective rate 3.06%), maturing 2025, original 10.5 year term	214,932	214,915
Capital lease, weighted average implicit rate of 4.00% (2015 - 2.73%), maturing at various dates from 2017 to 2020	1,679	1,665
	<u>\$ 2,347,266</u>	<u>\$ 2,144,102</u>

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

6. Debt (continued):

The Authority has an unsecured revolving credit facility with a syndicate of Canadian financial institutions totaling \$500 million which will expire on March 23, 2020. The credit facility is to be used primarily as a liquidity backstop of commercial paper and provides for loans at varying rates of interest based on certain benchmark interest rates, specifically the Canadian prime rate and the Canadian bankers' acceptance rate, and on the Authority's credit ratings at the time of drawdown. The Authority is also required to pay commitment fees, which are also dependent on the Authority's credit ratings. This credit facility has no financial covenants or requirement to maintain a specific credit rating and was not drawn upon in 2016.

The Authority's unsecured commercial paper program is backstopped by the abovementioned syndicated credit facility which enables it to issue commercial paper up to a maximum aggregate of \$500 million. As at December 31, 2016, \$239,603,000 (2015 - \$119,590,000), was owed under this commercial paper program at an average interest rate of 0.76% (2015 - 0.74%) and is due for repayment in January and February 2017 (2015 - January 2016).

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

	Commercial Paper	Sinking Fund Bonds Held by MFA	Serial Debenture Held by MFA	Bullet Maturity Bonds	Capital Leases	Total
Future payments:						
2017	\$ 240,000	\$ 53,266	\$ 2,405	\$ -	\$ 947	\$ 296,618
2018	-	44,012	2,466	-	475	46,953
2019	-	36,357	2,529	-	222	39,108
2020	-	34,700	2,593	300,000	35	337,328
2021	-	34,700	2,659	-	-	37,359
Thereafter	-	198,269	11,334	1,030,000	-	1,239,603
	240,000	401,304	23,986	1,330,000	1,679	1,996,969
Future actuarial interest	-	323,335	-	-	-	323,335
	240,000	724,639	23,986	1,330,000	1,679	2,320,304
Unamortized premium / (issue costs)	(397)	(2,220)	(169)	29,748	-	26,962
	\$ 239,603	\$ 722,419	\$ 23,817	\$ 1,359,748	\$ 1,679	\$ 2,347,266

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

7. Transfers from other governments:

(a) Deferred government transfer:

	Balance, January 1, 2016	Contributions and assets received	Interest earned	Recognized as revenue	Balance, December 31, 2016
Capital project funding:					
Gas Tax	\$ 472,306	\$ -	\$ 3,799	\$ (161,255)	\$ 314,850
Canada Line	548,234	-	-	(23,244)	524,990
Building Canada Fund	73,945	2,224	-	(4,419)	71,750
Public Transit Fund	13,372	-	-	(3,758)	9,614
Evergreen Line	-	30,261	-	(23,261)	7,000
Public Transit Infrastructure Fund	6,095	-	-	(1,740)	4,355
Transit Secure Fund	7,289	-	-	(794)	6,495
Urban Transportation Showcase	2,404	-	-	(687)	1,717
Miscellaneous programs	421	902	-	(1,048)	275
	1,124,066	33,387	3,799	(220,206)	941,046
Operating funding:					
Canada Line Operating Fund	-	19,290	-	(19,290)	-
Properties Environmental Program	-	234	-	(234)	-
Other cost sharing projects	-	803	-	(803)	-
	-	20,327	-	(20,327)	-
	\$ 1,124,066	\$ 53,714	\$ 3,799	\$ (240,533)	\$ 941,046

The balance as at December 31, 2016 of \$941,046,000 consists of \$190,464,000 (2015 - \$320,009,000) of unspent Gas Tax funds, \$2,000,000 (2015 - \$2,000,000) of Canada Line capital project funding and \$748,582,000 (2015 - \$802,057,000) of funds that have been spent and will be recognized as revenue as the related stipulations in the agreement are met.

(b) Gas Tax funding:

The Authority receives funding annually from the Government of Canada via a Gas Tax funding agreement between the Authority and the Union of British Columbia Municipalities (“UBCM”).

The Authority is required to spend the funds on defined tangible capital assets to support the mandate, as prescribed in the agreement.

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

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

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

7. Transfers from other governments (continued):

(b) Gas Tax funding (continued):

Receipts and disbursements for the year are as follows:

	2016	2015
Opening balance, unspent funds	\$ 320,009	\$ 283,279
Amount received during the year	-	122,564
Interest earned	3,799	3,953
Less:		
Amount spent on designated public transit projects	(133,344)	(89,804)
Net administrative costs	-	17
Closing balance, unspent funds	\$ 190,464	\$ 320,009

(c) Canada Line funding:

The Authority has received certain contributions for the Canada Line infrastructure from the federal and provincial government with the stipulation that TransLink operate and maintain the Canada Line for a minimum of 30 years, equal to the operating agreement with the concessionaire. As such, the Authority recognizes the revenue from the contributors over the holding period of 30 years.

(d) Building Canada Fund:

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

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

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

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

7. Transfers from other governments (continued):

(e) Evergreen Line:

TransLink received \$30,261,000 of Evergreen Line project assets funded by partners of the British Columbia Transportation Financing Authority ("BCTFA"), of which \$7,000,000 was funded by PPP Canada Inc. and has a 25 year holding period stipulation on the related tangible capital asset.

(f) Working capital balances:

	2016	2015
Trade accounts receivable	\$ 45,283	\$ 39,217
Due from Federal Government	6,806	6,173
Due from Province of British Columbia	74,490	49,227
Due from Regional Districts	4,767	5,576
Due from other Authorities	2,390	2,228
Accounts receivable	\$ 133,736	\$ 102,421

	2016	2015
Trade accounts payable and accrued liabilities	\$ 202,106	\$ 205,744
Due to Federal Government	4,663	4,683
Due to Province of British Columbia	1,879	419
Due to Regional Districts	19,396	25,116
Due to other Authorities	6,478	5,804
Accounts payable and accrued liabilities	\$ 234,522	\$ 241,766

(g) Transit revenue:

Included in transit revenues is \$11,614,000 (2015 - \$10,887,000) of contributions from the provincial government to assist with administering the U-Pass program and to offset any lost transit revenues.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

8. Golden Ears Bridge:

(a) Golden Ears Bridge ("GEB") contractor liability:

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

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

	2016	2015
Opening balance	\$ 1,050,913	\$ 1,051,375
Interest accretion on contractor liability to last payment date	66,638	67,113
Payments made	(68,530)	(67,575)
Ending balance	\$ 1,049,021	\$ 1,050,913

As the last monthly payment of the year was made on December 8, 2016, the interest accrual from December 9 to 31, 2016 of \$4,104,000 (2015 - \$4,211,000) is included in accounts payable and accrued liabilities.

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

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

	Capital and interest
2017	\$ 71,578
2018	73,018
2019	74,477
2020	75,977
2021	77,504

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

8. Golden Ears Bridge (continued):

(b) Operating agreement with GCGP:

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

	OMR
2017	\$ 4,723
2018	4,818
2019	4,914
2020	5,013
2021	5,114

(c) Agreement with V-Flow Tolling Inc. (“V-Flow”):

The Authority has a contract with V-Flow to design, furnish, install, test, operate and maintain a toll system for the GEB on behalf of the Authority. The contract expires on July 15, 2017, with the Authority having the option to extend the term of the contract for an additional year.

Subsequent to year-end, the Authority opted to extend its contract with V-Flow for another year.

Payments to V-Flow under the contract terms consist of fixed and variable components and are adjusted periodically based on a CPI index. The fixed component of the remaining payments under the contract from January 2017 to July 2018 totals \$4,699,000, as is broken down as follows:

	Fixed component
January 1, 2017 to July 15, 2017	\$ 1,483
July 16, 2017 to July 15, 2018	3,216
Total	\$ 4,699

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

9. Canada Line:

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

(a) Deferred concessionaire credit:

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

	2016	2015
Opening balance	\$ 572,396	\$ 595,669
Less: amortization	(23,337)	(23,273)
Closing balance	\$ 549,059	\$ 572,396

(b) Operating commitments:

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

	Each 28-day period
January 2017 to December 2034	\$ 6,458
January 2035	5,285
February 2035 to July 2040	4,113

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

2017	\$ 111,000
2018	113,000
2019	115,000
2020	117,000
2021	119,000

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

9. Canada Line (continued):

(c) Operating contributions:

The Province of British Columbia has committed to provide funding of \$1,478,000 at each 28 day period for 395 periods to November 2039 related to the Canada Line operating expenses, which is approximately \$19,300,000 per annum subject to quality and availability deductions. The funding received in 2016 was \$19,290,000 (2015 - \$19,238,000).

10. Pension plans and employee future benefits:

(a) Pension plans:

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

The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits and other post-retirement benefits, on behalf of the employers and the employees to whom the Act applies. The long-term funding of the Plan is based on the level contribution method. Using this method, employer contribution rates are set out so that, in combination with member contributions, they will fully pay for benefits earned by the typical new entrants to the Plan and will maintain the Plan's unfunded accrual liability ("UAL") for funding purposes, if any, as a constant percentage of employer payroll. The actuary does not attribute portions of the UAL to individual employers. Contributions to the Plan are expensed in the year when payments are made. Every three years, an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of plan funding. The latest full actuarial valuation for the Public Service Pension Plan, which was carried out as at March 31, 2014, resulted in a surplus of \$193,698,000. The total expense recorded in the consolidated financial statements, in respect of pension contributions to the Plan, amounts to \$42,559,000 (2015 - \$42,643,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

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

(b) Employee future benefits:

(i) Post-retirement:

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

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

In the collective agreement between TSML and the Transit Police Professional Association ("TPPA") union ratified on November 27, 2014, the parties eliminated the MSP and extended health retiree benefits for new employees. Employees with one complete year of service or more as of November 27, 2014 were eligible for retirement benefits as follows:

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

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

The total expense recorded in the consolidated financial statements, in respect of obligations under these plans, amounts to \$11,140,000 (2015 - \$10,534,000).

(ii) Post-employment:

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

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

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

The total expense recorded in the consolidated financial statements for the year, in respect of obligations under these plans, amounts to \$2,893,000 (2015 - \$3,730,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

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

(b) Employee future benefits (continued):

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

	Post-retirement benefits	Post-employment benefits	Total 2016	Total 2015
Accrued benefit obligation	\$ 102,583	\$ 19,178	\$ 121,761	\$ 115,908
Unamortized net actuarial (loss) gain	(13,427)	11,813	(1,614)	(5,885)
Accrued benefit liability	\$ 89,156	\$ 30,991	\$ 120,147	\$ 110,023

The accrued benefit liabilities are not funded.

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

	Post- retirement benefits	Post- employment benefits	Total 2016	Total 2015
Current period benefit cost	\$ 5,660	\$ 5,027	\$ 10,687	\$ 10,741
Interest cost	3,570	671	4,241	3,911
Amortization of actuarial (gains) and losses	1,910	(2,805)	(895)	(388)
Net expense	11,140	2,893	14,033	14,264
Actuarially determined payments	(1,225)	(2,684)	(3,909)	(4,116)
Change in accrued benefit liability	\$ 9,915	\$ 209	\$ 10,124	\$ 10,148

(v) The significant assumptions used are as follows:

	2016	2015
Discount rates	2.80% - 3.60%	2.90% - 3.60%
Expected health care cost trend rates	4.40% - 7.20%	4.40% - 6.90%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

11. Tangible capital assets:

Cost	Balance, January 1, 2016	Additions, net of transfers	Disposals	Balance, December 31, 2016
Land	\$ 316,556	\$ 48,237	\$ (9,475)	\$ 355,318
Land improvements	41,648	-	(1,251)	40,397
Buildings	234,367	76,735	(5,576)	305,526
Bridges, guideways, stations and tunnels	2,178,268	193,143	-	2,371,411
Other supporting systems	848,921	192,138	-	1,041,059
Vehicles and SeaBus	1,469,296	181,995	(12,421)	1,638,870
Equipment	643,655	35,118	(5,794)	672,979
Tangible capital projects in progress	428,105	(273,589)	-	154,516
	\$ 6,160,816	\$ 453,777	\$ (34,517)	\$ 6,580,076

Accumulated amortization	Balance, January 1, 2016	Additions	Disposals	Balance, December 31, 2016
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	(19,460)	(1,298)	1,167	(19,591)
Buildings	(103,084)	(8,370)	4,703	(106,751)
Bridges, guideways, stations and tunnels	(143,150)	(22,605)	-	(165,755)
Other supporting systems	(185,461)	(32,577)	-	(218,038)
Vehicles and SeaBus	(762,257)	(76,389)	12,421	(826,225)
Equipment	(340,781)	(40,424)	5,485	(375,720)
	\$ (1,554,193)	\$ (181,663)	\$ 23,776	\$ (1,712,080)

Net book value	Balance, January 1, 2016	Balance, December 31, 2016
Land	\$ 316,556	\$ 355,318
Land improvements	22,188	20,806
Buildings	131,283	198,775
Bridges, guideways, stations and tunnels	2,035,118	2,205,656
Other supporting systems	663,460	823,021
Vehicles and SeaBus	707,039	812,645
Equipment	302,874	297,259
Tangible capital projects in progress	428,105	154,516
	\$ 4,606,623	\$ 4,867,996

Included in tangible capital assets is capital leased equipment with a net book value of \$2,700,000 (2015 - \$3,300,000).

Interest capitalized during the year ended December 31, 2016 amounted to \$7,900,000 (2015 - \$10,800,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

11. Tangible capital assets (continued):

As at December 31, 2016, the net book value of Expo and Millennium Line guideways or system improvements totaled \$327,000,000 (2015 - \$320,000,000) of which \$224,000,000 (2015 - \$236,000,000) relates to improvements on the assets that are leased/licensed from the Province. The guideways are leased/licensed from the Province for nominal proceeds and the Authority is responsible for operations and maintenance. The Expo and Millennium line leases expire in 2018 and 2017 respectively. Both leases have available renewal options and the agreements provide the Authority with reimbursement of the unamortized cost of capital improvements to the assets that are leased/licensed from the Province should the leases not be renewed. As the Authority expects to either renew the leases or be reimbursed for any unamortized costs, the improvements are included in the equipment category and are being amortized over their expected useful lives and not the term of the lease.

BCTFA leases to TransLink all of its interests (owned and otherwise) with respect to the West Coast Express properties and infrastructure. As at December 31, 2016, the net book value of West Coast Express improvements totaled \$4,000,000 (2015 - \$4,300,000).

The Evergreen Line (an extension of the Millennium Line) links neighborhoods in Burnaby, Port Moody and Coquitlam and is operated by TransLink as part of the regional transportation network. The Evergreen Line is funded by the Government of Canada, BCTFA, TransLink and other partners. On October 31, 2016, the Evergreen Line was substantially completed and accordingly, a portion of the Evergreen Line infrastructure ("TransLink Evergreen Line Infrastructure") was transferred from BCTFA to TransLink including stations, guideway and the related systems east of Inlet Centre station (excluding Inlet Centre station) and the vehicle storage facility.

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

12. Commitments and contingencies:

(a) Operating leases:

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

2017	\$ 16,409
2018	16,576
2019	14,266
2020	12,158
2021	11,831
	<hr/>
	\$ 71,240

Included in the payment schedule above are certain commitments that extend beyond 2021. Significant commitments beyond 2021 are as follows:

- (i) The Authority has a premise lease with the Brewery District Investments Ltd. for the head office of TransLink and TSML which ends in 2033. The monthly commitment for basic rent and operating costs subsequent to year 2021 ranges from \$739,000 to \$792,000.
- (b) WCE – lease and operating commitments:

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

The following summarizes the WCE operating commitments:

2017	\$ 14,965
2018	15,129
2019	12,529
2020	11,451
2021	6,013
	<hr/>
	\$ 60,087

Subsequent to 2021, monthly operating commitments for WCE are \$500,000 to \$507,000 for 2022 to 2025.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

12. Commitments and contingencies (continued):

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

The Authority has a contract with Cubic Transportation Systems Inc. ("Cubic") to operate its transit fare system. The contract expires in January 2026 with the Authority having the option to extend the term of the contract for an additional 5 years.

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

The base payments prior to adjustments for operational metrics based on 2011 dollars are as follows:

	Fixed component
2017	\$ 11,037
2018	11,161
2019	11,386
2020	11,716
2021	13,456
	<u>\$ 58,756</u>

Subsequent to 2021, the fixed monthly base payments range from \$969,000 to \$1,038,000 for 2022 to 2025.

(d) Diesel fuel purchase:

The Authority has entered into multiple fixed price future agreements for diesel purchase volumes up to September 2017. The approximate total payment relating to the fixed price future agreements for the contracted purchase volumes is \$11,900,000 (2015 - \$9,750,000).

(e) Natural gas supply contract:

The Authority has entered into a fixed price natural gas purchase agreement up to April 2017. The approximate total payment relating to the fixed price agreement for the contracted purchase volumes is \$264,000 (2015 – nil).

(f) Major Road Network ("MRN") Capital Funding:

The Authority has signed several funding agreements with municipalities on major MRN projects. At December 31, 2016, the net amount of MRN capital infrastructure contributions committed and not paid is \$3,090,000 (2015 - \$6,300,000). This amount will be paid to the municipalities upon completion of their projects.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

12. Commitments and contingencies (continued):

(g) Lawsuits and claims:

As at December 31, 2016, a number of lawsuits and claims, arising in the ordinary course of business, have been initiated against the Authority. Management is of the opinion that sufficient provisions net of any recoveries have been made in the financial statements for any lawsuits and claims made against the Authority, except as noted below.

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

- A class action lawsuit filed by Cambie area merchants, where no specific amount has been claimed at this time. The trial of the first phase of this class action concluded April 2, 2015. Reasons for Judgment were delivered November 6, 2015. The main claims of the merchants for damages for the tort of nuisance were dismissed. The Court's decision allows for a certain claim of lesser value, injurious affection to property interests, to be advanced. The number of claims that may be advanced in the future is approximately 100; the amount of these claims cannot be estimated at this time.
- A lawsuit filed by a number of Cambie area merchants, where no specific amount has been claimed at this time.
- Two additional lawsuits each filed by individual Cambie area merchants, where no specific amount has been claimed at this time.

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

(h) Other capital and inventory commitments:

At December 31, 2016, \$119,988,000 (2015 - \$305,700,000) has been contractually committed for other capital projects and inventory.

(i) Letters of credit:

As at December 31, 2016, the Authority has issued letters of credit to the City of Richmond totaling \$1,023,000 (2015 - \$1,644,000) which expire in 2017.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

13. Statement of cash flows:

	2016	2015
Non-cash charges to operations:		
Amortization of tangible capital assets	\$ 181,663	\$ 168,290
Amortization of bond discount	576	1,380
Amortization of debt issue cost	193	204
Amortization of deferred concessionaire credit	(23,337)	(23,273)
Amortization of deferred government transfers	(196,945)	(207,354)
Amortization of deferred lease inducements	(221)	(222)
Government transfers revenue – asset received	(23,261)	-
Tangible capital assets contributed to municipalities	-	3,784
Write-down of tangible capital assets	-	612
Gain on disposal of tangible capital assets	(422,183)	(2,340)
	<u>\$ (483,515)</u>	<u>\$ (58,919)</u>
Changes in non-cash operating working capital:		
(Increase) decrease in accounts receivable	\$ (31,315)	\$ 223
Increase in loan receivable	(325,313)	-
Increase in supplies inventory	(5,389)	(5,176)
Decrease in prepaid expenses	62	797
(Decrease) increase in accounts payable and accrued liabilities	(7,244)	9,288
Increase in deferred revenue and deposits	20,777	12,774
Employee future benefit payable	10,124	10,148
	<u>\$ (338,298)</u>	<u>\$ 28,054</u>

14. Financial instruments:

(a) Credit, interest and foreign exchange risk:

Unless otherwise noted, it is management's opinion that the Authority is not exposed to any significant credit or interest rate risk as a result of these financial instruments. Interest rate risk related to the Authority's debt will be subject to the market interest rates at the date of refinancing, but this risk is mitigated by spreading maturities of borrowings over multiple years and also regularly making contributions to sinking funds in order to repay all long-term bullet debt over a pre-determined amortization period. The Authority's operations are all based in Canada and exposure to foreign exchange fluctuations is not significant.

(b) Fair values:

The fair values of certain debt and assets are represented in the table below. Management considers term deposits and money market instruments carrying amounts to approximate fair values. For all other classes of financial instruments presented in these consolidated financial statements, management considers the carrying amounts approximate the fair values.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

14. Financial instruments (continued):

(b) Fair values (continued):

2016	Fair values	Cost
Restricted investments:		
Government transfers for capital projects – bonds	\$ 68,121	\$ 68,097
TPCC – bonds	21,487	21,421
Self-administered sinking funds - bonds	165,044	162,380
2015	Fair values	Cost
Restricted investments:		
Government transfers for capital projects – bonds	\$ 136,938	\$ 136,918
TPCC – bonds	22,687	22,630
Self-administered sinking funds - bonds	123,449	117,743

15. Taxation revenue:

	2016	2015
Fuel tax	\$ 395,731	\$ 356,834
Property tax	324,496	314,659
Parking sales tax	67,032	63,334
Hydro levy	20,450	20,065
Replacement tax	17,961	17,830
	\$ 825,670	\$ 772,722

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

16. Segmented information:

(a) Bus division:

Fixed route bus services, SeaBus service and custom transit are delivered through TransLink's wholly-owned subsidiary, Coast Mountain Bus Company Ltd., and various contractors that operate the Community Shuttle routes, West Vancouver Blue Bus, and HandyDART. The Bus division represents the operating costs and the allocated depreciation and interest costs.

(b) Corporate

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

(c) Rail division:

Automated light rail and commuter train services are provided by TransLink's wholly-owned subsidiaries, British Columbia Rapid Transit Company Ltd. and West Coast Express Ltd., and through the concession agreement for the Canada Line. The Rail division represents the operating costs and the allocated depreciation and interest costs.

(d) Roads and Bridges:

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

(e) Transit Police:

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

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

16. Segmented Information (continued):

	2016						2015
	Bus division	Corporate	Rail division	Roads & bridges	Transit Police	Total	
Revenues:							
Taxation	\$ -	\$ 825,670	\$ -	\$ -	\$ -	\$ 825,670	\$ 772,722
Transit	-	541,589	-	-	-	541,589	511,445
Golden Ears Bridge tolling	-	-	-	52,116	-	52,116	48,444
Government transfers	-	240,509	-	24	-	240,533	228,943
Amortization of deferred concessionaire credit	-	-	23,337	-	-	23,337	23,273
Investment income	-	40,567	-	-	-	40,567	34,381
Miscellaneous revenue	2,629	2,366	1,078	-	278	6,351	6,102
Gain (loss) on disposal of tangible capital assets	339	422,102	(258)	-	-	422,183	2,340
	2,968	2,072,803	24,157	52,140	278	2,152,346	1,627,650
Expenses:							
Administration	16,232	25,022	5,486	64	2,178	48,982	44,638
Capital infrastructure contributions	-	-	-	3,910	-	3,910	30,653
Contracted services	69,094	11,819	118,210	12,667	-	211,790	203,563
Fuel and power	43,671	-	13,093	-	-	56,764	62,933
Insurance	14,574	1,344	4,178	1,045	40	21,181	20,581
Maintenance, materials and utilities	63,922	6,538	36,386	25,962	1,167	133,975	121,856
Professional and legal	2,276	27,282	3,478	7,503	354	40,893	33,952
Rentals, leases and property tax	13,113	7,848	1,826	60	1,847	24,694	40,862
Salaries, wages and benefits	433,660	41,034	83,283	1,242	28,173	587,392	569,446
Write-down of tangible capital assets	-	-	-	-	-	-	612
Expenses before amortization and interest	656,542	120,887	265,940	52,453	33,759	1,129,581	1,129,096
Amortization of tangible capital assets	84,132	15,139	61,593	20,655	144	181,663	168,290
Interest	49,169	8,844	36,004	78,603	85	172,705	167,902
	133,301	23,983	97,597	99,258	229	354,368	336,192
	789,843	144,870	363,537	151,711	33,988	1,483,949	1,465,288
Surplus (deficit), end of year	\$ (786,875)	\$ 1,927,933	\$ (339,380)	\$ (99,571)	\$ (33,710)	\$ 668,397	\$ 162,362

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

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

Year ended December 31, 2016

17. Comparative information:

Certain comparative information has been reclassified to conform to the current year's financial statement presentation.

TO: Board of Directors

FROM: Cathy McLay, CFO & Executive VP, Finance and Corporate Services and
Christine Dacre, Vice President, Financial Services

DATE: March 7, 2017

SUBJECT: 2017 Property Tax Bylaw and 2017 Replacement Tax Bylaw

PROPOSED RESOLUTION

Property Tax Bylaw:

- A. That the TransLink Board of Directors introduces and reads a first, second and third time the “South Coast British Columbia Transportation Authority 2017 Property Tax Bylaw Number 115-2017” included in the report as Appendix 1.
- B. That the TransLink Board of Directors reconsiders and finally adopts the “South Coast British Columbia Transportation Authority 2017 Property Tax Bylaw Number 115-2017” included in the report as Appendix 1.

Replacement Tax Bylaw:

- C. That the TransLink Board of Directors introduces and reads a first, second and third time the “South Coast British Columbia Transportation Authority 2017 Replacement Tax Bylaw Number 116-2017” included in the report as Appendix 2.
 - D. That the TransLink Board of Directors reconsiders and finally adopts the “South Coast British Columbia Transportation Authority 2017 Replacement Tax Bylaw Number 116-2017” included in the report as Appendix 2.
-

PURPOSE

The purpose of the attached report is to establish property tax and replacement tax rates for 2017 with the increases approved by the Board and Mayors Council in the Ten Year Investment Plan.

BACKGROUND

On December 8, 2016, TransLink’s Board of Directors approved TransLink’s 2017 consolidated operating and capital budget (the “Budget”). The 2017 Budget includes revenues of \$339 million from property taxes and \$18 million from replacement taxes, to be assessed and collected in accordance with Section 25 of the *South Coast British Columbia Transportation Authority Act* (“SCBCTA Act”).

Phase One of the 10-Year Vision Investment Plan (Plan) which was approved on November 23, 2016 adjusts the TransLink property tax revenue to include the impact of growth and development in the region. Development Growth includes development, new construction, zoning changes and property class changes and is obtained from the BC Assessment Authority (BCAA).

The table below summarizes the changes in Development Growth and Market Growth for 2017:

Property Class	2016 Revised Roll (\$000s)	2017 Change due to Development Growth (\$000s)	2017 Change due to Devel (%)	2017 Change due to Market Growth (\$000s)	2017 Change due to Market (%)	2017 Completed Roll (\$000s)
01 Residential	\$655,403,507	\$14,622,347	2.2%	\$214,417,853	32.7%	\$884,443,707
02 Utilities	\$1,650,920	(\$24,588)	-1.5%	\$105,149	6.4%	\$1,731,482
04 Major Industry	\$1,571,371	\$283,635	18.1%	\$90,586	5.8%	\$1,945,593
05 Light Industry	\$11,915,024	\$141,067	1.2%	\$2,079,254	17.5%	\$14,135,345
06 Business And Other	\$102,020,418	\$2,190,441	2.1%	\$20,708,419	20.3%	\$124,919,278
08 Recreation/Non Profit	\$1,075,209	\$7,479	0.7%	\$291,584	27.1%	\$1,374,272
09 Farm	\$100,677	(\$8,619)	-8.6%	\$6,552	6.5%	\$98,611
Total	\$773,737,127	\$17,211,763	2.2%	\$237,699,398	30.7%	\$1,028,648,288

**Some amounts may not add due to rounding*

The total assessed value for all properties has grown by 32.9 per cent over 2016, of which 2.2 per cent is from Development Growth and 30.7 per cent is from Market Growth (an increase in the assessed value of existing properties).

Residential properties increased 2.2 per cent due to development growth. Major Industry experienced the highest overall increase in development growth of 18.1 per cent. With this being a smaller pool of properties in relation to some of the other property classes, a few developments have driven the percentage change up.

The larger increases in Market Growth are Residential at 32.7 per cent, Light Industry at 17.5 per cent, Business and Other at 20.3 per cent, and Recreational/Non-Profit at 27.1 per cent.

The 10-Year Investment Plan included a 1.9 per cent increase for Development Growth which was based on information received from the BCAA in 2016 as the 2017 data was not available until January. To be consistent with the approved 10-Year Investment plan, the allowable property tax revenue increase is 1.9 per cent for development growth added to the legislated 3 per cent annual increase for a total of 4.9 per cent.

Property Tax

The recommended 2017 property tax rates comply with the requirements of the SCBCTA Act relating to changes in tax rates tied to the prescribed British Columbia Hospital District Act Regulation ratios. The recommended rates also meet the planned target revenue, and provide a consistent year-to-year tax impact on property holders' average tax bills.

Property Tax Revenues Summary:

Property Class	2017 Completed Roll (\$000s)	2017 Property Tax Rate (per \$1000)	2016 Property Tax Rate (per \$1000)	Increase / (Decrease) in Property Tax Rates	2017 Revenue Forecast (\$000s)	2016 Revenue Invoiced (\$000s)
01 Residential	\$884,443,707	0.2161	0.2767	(0.0606)	\$191,093	\$181,350
02 Utilities	\$1,731,482	2.3780	2.4408	(0.0628)	\$4,117	\$4,030
04 Major Industry	\$1,945,593	1.7497	1.7857	(0.0360)	\$3,404	\$2,806
05 Light Industry	\$14,135,345	1.2372	1.4022	(0.1650)	\$17,488	\$16,707
06 Business And Other	\$124,919,278	0.9714	1.1276	(0.1562)	\$121,342	\$115,038
08 Rec/Non Profit	\$1,374,272	0.2105	0.2582	(0.0477)	\$289	\$278
09 Farm	\$98,611	0.3531	0.3629	(0.0098)	\$35	\$36
Total	\$1,028,648,288				\$337,770	\$320,245

**Some amounts may not add due to rounding*

The 2017 Budget of \$339.4 million includes \$1.6 million for payments-in-lieu of taxation less estimated adjustments due to assessment appeals.

Replacement Tax

The SCBCTA Act permits TransLink to collect up to \$18 million as replacement tax on property classes 1, 2, 4, 5 and 6, in proportions determined by the Authority.

The 2017 replacement tax rates comply with the requirements of the SCBCTA Act, meet the planned target revenue of \$18 million, and provide a consistent year-to-year tax impact on property holders' average tax bills.

The 2017 replacement tax rates have been set to minimize the impact on the average tax bills of property owners. In all property classes, the 2017 replacement tax rate is lower than the 2016 rate.

Replacement Tax Revenues Summary:

Property Class	2017 Completed Roll (\$000s)	2017 Repl Tax Rate (per \$1000)	2016 Repl Tax Rate (per \$1000)	Increase / (Decrease) in Repl Tax Rates	2017 Revenue Forecast (\$000s)	2016 Revenue Invoiced (\$000s)
01 Residential	\$884,443,707	0.0032	0.0067	(0.0035)	\$2,818	\$4,391
02 Utilities	\$1,731,482	0.1212	0.1335	(0.0123)	\$210	\$220
04 Major Industry	\$1,945,593	0.1259	0.1378	(0.0119)	\$245	\$217
05 Light Industry	\$14,135,345	0.1070	0.1189	(0.0119)	\$1,512	\$1,417
06 Business And Other	\$124,919,278	0.1058	0.1144	(0.0086)	\$13,215	\$11,671
Total	\$1,027,175,405				\$18,000	\$17,916

**Some amounts may not add due to rounding*

Taxation impacts

Total impact based on the recommended property tax and replacement tax rate settings are shown in the table below.

Property Class	2016 Average Assessment	2017 Average Assessment	2016 Average Property & Repl Tax	2017 Average Property & Repl Tax	\$ Change from Prior Year	% Change from Prior Year
01 Residential	\$861,110	\$1,145,602	\$244.04	\$251.17	\$7.13	2.92%
02 Utilities	\$1,424,435	\$1,496,527	\$3,666.92	\$3,740.06	\$73.14	1.99%
04 Major Industry	\$9,945,388	\$12,009,832	\$19,129.95	\$22,524.66	\$3,394.71	17.75%
05 Light Industry	\$3,064,564	\$3,647,831	\$4,661.51	\$4,903.27	\$241.76	5.19%
06 Business And Other	\$2,562,168	\$3,123,841	\$3,182.21	\$3,364.87	\$182.66	5.74%
08 Rec/Non Profit	\$1,609,594	\$2,029,944	\$415.60	\$427.29	\$11.69	2.81%
09 Farm	\$18,839	\$19,370	\$6.84	\$6.84	\$0	0.00%

**Some amounts may not add due to rounding*

The average property and replacement taxes have been calculated by multiplying the average assessment values by the corresponding tax rates per thousand.

The overall impact of the 2017 tax rates (both property tax and replacement tax) for:

- an average residential property valued at \$1,145,602 is an increase of approximately \$7 (2.9 per cent) over the prior year
- an average business class property will experience an increase of approximately \$183 (5.7 per cent) over the prior year.

For Major Industries, the percentage change in average taxes of 17.7% due to 3 significant new developments that accounted for \$267.6 million of the total Development Growth, representing 94% of the increase in Development Growth in Major Industries. If these 3 developments were removed from the property tax calculation, the percentage change in average Property and Replacement Taxes over 2016 would be approximately 3.0% which is in line with the other property tax classes.

CONCLUSION

It is recommended that the Board approve and adopt the property tax and replacement tax bylaws as presented. These bylaws are in accordance with the SCBCTA Act.

Attachments

Appendix 1: Bylaw # 115-2017

Appendix 2: Bylaw # 116-2017

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 115-2017

A Bylaw imposing 2017 Property Tax

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 115-2017

A Bylaw imposing 2017 Property Tax

WHEREAS pursuant to the *South Coast British Columbia Transportation Authority Act* the Authority must manage and operate the regional transportation system and generate and manage funds for that purpose.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region, as defined in the Act, other than land and improvements that are taxable for school purposes only by special act.

AND WHEREAS in assessing the tax the Authority must adopt a variable tax rate system in which individual tax rates are determined and imposed for each property class.

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. In this Bylaw, "transportation service region" means all municipalities and rural areas located in the Greater Vancouver Regional District and any area added to the Region pursuant to the South Coast British Columbia Transportation Authority Act.
2. There is assessed and levied on the net taxable value of land and improvements in the transportation service region, other than land and improvements that are taxable for school purposes only by special act, a tax at the variable rates set out in Schedule 1 attached thereto.
3. This Bylaw may be cited as the "South Coast British Columbia Transportation Authority 2017 Property Tax Bylaw Number 115-2017."
4. This Bylaw comes into force and takes effect on January 1, 2017.

READ A FIRST, SECOND AND THIRD TIME this March 30, 2017.

RECONSIDERED, PASSED AND FINALLY ADOPTED this March 30, 2017.

Lorraine Cunningham, Chair

Gigi Chen-Kuo, General Counsel and Corporate Secretary

SCHEDULE 1 attached to and forming part of
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
2017 PROPERTY TAX BYLAW NUMBER 115-2017

<u>PROPERTY CLASS</u>		<u>TAX RATES</u> <u>DOLLARS OF TAX PER \$1,000</u>
01	Residential	0.2161
02	Utilities	2.3780
04	Major Industry	1.7497
05	Light Industry	1.2372
06	Business/Other	0.9714
08	Recreational and Non-Profit	0.2105
09	Farm	0.3531

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BY-LAW NUMBER 116-2017

A Bylaw imposing 2017 Replacement Tax

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 116-2017

A Bylaw imposing 2017 Replacement Tax

WHEREAS pursuant to the *South Coast British Columbia Transportation Authority Act* the Authority must manage and operate the regional transportation system and generate and manage funds for that purpose.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region, as defined in the Act, other than land and improvements that are taxable for school purposes only by special act.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region if the additional tax generates property tax revenue that is not more than \$18 million in this fiscal year and the additional tax is collected only from property classes 1, 2, 4, 5 and 6 in whatever proportions the authority may determine.

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. In this Bylaw, “transportation service region” means all municipalities and rural areas located in the Greater Vancouver Regional District and any area added to the Region pursuant to the South Coast British Columbia Transportation Authority Act.
2. There is assessed and levied on the net taxable value of land and improvements in the transportation service region, other than land and improvements that are taxable for school purposes only by special act, a tax at the rates set out in Schedule 1 attached thereto.
3. This Bylaw may be cited as the “South Coast British Columbia Transportation Authority 2017 Replacement Tax Bylaw Number 116-2017.”
4. This Bylaw comes into force and takes effect on January 1, 2017.

READ A FIRST, SECOND AND THIRD TIME this March 30, 2017.

RECONSIDERED, PASSED AND FINALLY ADOPTED this March 30, 2017.

Lorraine Cunningham, Chair

Gigi Chen-Kuo, General Counsel and Corporate Secretary

SCHEDULE 1 attached to and forming part of
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
2017 REPLACEMENT TAX BYLAW NUMBER 116-2017

<u>PROPERTY CLASS</u>		<u>TAX RATES</u> <u>DOLLARS OF TAX PER \$1,000</u>
01	Residential	0.0032
02	Utilities	0.1212
04	Major Industry	0.1259
05	Light Industry	0.1070
06	Business/Other	0.1058

TO: Board of Directors

FROM: Cathy McLay, Chief Financial Officer and Executive Vice President, Finance & Corporate Services

DATE: February 23, 2017

SUBJECT: Transit Tariff Amendments — effective March 30, 2017 and July 1, 2017

PROPOSED RESOLUTION

That the TransLink Board of Directors

- A. Introduces and reads a first, second and third time the *South Coast British Columbia Transportation Authority 2017 Tariff Bylaw Number 113-2017*, attached to this report as Attachment 1, effective March 30, 2017; and
 - B. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority 2017 Tariff Bylaw Number 113-2017*.
 - C. Introduces and reads a first, second and third time the *South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 114-2017*, attached to this report as Attachment 3, effective July 1, 2017; and
 - D. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority 2016 Tariff Bylaw Number 114-2017*.
-

PURPOSE

The purpose of this report is to:

- (1) amend the South Coast British Columbia Transportation Authority Transit Tariff (the “Tariff”) Bylaw Number 87-2013 effective March 30, 2017 to re-introduce the GradPass as a valid proof of payment; and
- (2) further amend the Tariff Bylaw Number 87-2013 effective July 1, 2017 to implement the 2017/18 fare increases contemplated in TransLink’s 2017-2026 Investment Plan: Phase One of the 10-Year Vision (the “Investment Plan”) and adjust transfer times to Bowen Island to meet customer needs.

BACKGROUND

1. Tariff Amendment Effective March 30, 2017:

During the transition to Compass, most of the traditional fares and proof of payments in the Tariff were transitioned to a Compass fare and proof of payment. As part of this transition, the details on the delivery of the Compass GradPass Ticket have now been finalized and need to be incorporated in the Tariff.

2. Tariff Amendment Effective July 1, 2017:

The Investment Plan approved by the Mayors’ Council and TransLink’s Board to support the 10-Year Vision for Metro Vancouver Transit and Transportation provides for annual transit fare increases as one of the funding sources. The annual fare increase within the Investment Plan was indicated to take effect July 1st, 2017. This is the first fare increase since 2013.

With the implementation of Compass, TransLink management was advised of transfer times being insufficient to complete certain transit journeys to Bowen Island. After reviewing the issue, TransLink management is recommending that the transfer times for trips to Bowen Island be increased from 110 minutes to 180 minutes to best meet customers' needs in completing one-way journeys to Bowen Island.

Management is recommending amendments to the Tariff to address these changes.

DISCUSSION

1. Tariff Amendment Effective March 30, 2017:

The first Tariff amendment set out in Bylaw Amendment 113-2017, attached as Attachment 1, is effective March 30, 2017 and incorporates into the Tariff the Compass delivery model for distribution of GradPasses in advance of their validity period between May 1st and June 30th. A blacklined version of the proposed March 30, 2017 Tariff Appendix "2", compared to the current Tariff, is attached as Attachment 2 for reference. TransLink will issue two GradPasses on Compass Tickets to Grade 12 students in their graduating year who are attending a secondary school in Metro Vancouver. Each GradPass is valid for unlimited travel on Conventional Transit and West Coast Express services for one service day between May 1 and June 30 in that year.

2. Tariff Amendment Effective July 1, 2017:

The second Tariff amendment set out in Bylaw Amendment 114-2017, attached as Attachment 3, is effective July 1, 2017 and is summarized below. A blacklined version of the proposed July 1, 2017 Tariff Appendix "2", compared to the proposed March 30, 2017 Tariff, is attached as Attachment 4 for reference.

(1) Fare increases

This Tariff amendment incorporates the increases to the regular and discounted fares as set out in the transit fare rate schedules in the Investment Plan.

The fare increases in this amendment are also consistent with the proposed 2017 Tariff bylaw in the Investment Plan with the following exception: the credit provided toward West Coast Express ("WCE") fares with the purchase of Conventional Transit Concession fares has been adjusted from \$1.75 to \$1.80. This adjustment to the credit was inadvertently overlooked in preparing the draft 2017 Tariff Bylaw for the Investment Plan, but is necessary to continue with the existing policy to provide a credit on WCE fares equivalent to a 1-zone single cash fare for Conventional Transit.

(2) Bowen Island Transfer Times

As noted above, the existing transfer time of 110 minutes relating to Bowen Island trips can be insufficient where passengers are transferring to Bowen Island. This issue has not been identified for trips beginning on Bowen Island. After review, a transfer time increase to 180 minutes for trips involving transfers to Bowen Island is recommended and the exceptions relating to transfer times to Bowen Island noted in the proposed Tariff amendment have been updated.

CONCLUSION

It is recommended that the Board approve and adopt the Tariff Bylaw 113-2017 effective March 30, 2017 and the Tariff Bylaw 114-2017, effective July 1, 2017.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 113-2017

A bylaw to amend the South Coast British Columbia Transportation Authority
2013 Tariff Bylaw Number 87-2013

WHEREAS, pursuant to the *South Coast British Columbia Transportation Authority Act* (the Act), the Authority may, by by-law, assess user fees on persons using the regional transportation system (as defined in the Act) in the transportation service region (as defined in the Act);

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. This By-law may be cited as the "South Coast British Columbia Transportation Authority Bylaw Number 113-2017."
2. The South Coast British Columbia Transportation Authority 2013 Tariff Bylaw Number 87-2013 is amended as follows:
 - (a) Appendix "2" – Fare Media: Fares and Proof of Payment attached to this Bylaw as Schedule 1 replaces the Appendix "2" attached to the South Coast British Columbia Transportation Authority 2013 Tariff Bylaw Number 87-2013.
3. This Bylaw comes into force and takes effect on March 30, 2017.

READ A FIRST, SECOND AND THIRD TIME this 30th day of March, 2017.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 30th day of March, 2017.

Lorraine Cunningham, Chair

Gigi Chen-Kuo, General Counsel and Corporate Secretary

APPENDIX “2” – FARE MEDIA: FARES AND PROOF OF PAYMENT

Table “1” – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	
Conventional Transit (3 Zones)									
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$9.75		No	Valid for unlimited travel through all Zones		\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of \$7.50		No	Valid for unlimited travel through all Zones		\$1.75 credit toward WCE applicable fare	Not valid	Add-Fare required**
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	\$5.50	\$2.75	No	Valid for unlimited travel through all Zones during the Hours paid for		\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
FareCard* – Adult (calendar month)	Eligible HandyDART User who displays a valid Adult FareCard	Conventional Bus and HandyDART: All Zones (1 Zone FareCard) - \$91 per month Conventional Bus and HandyDART: 2 Zone FareCard - \$124 per month 3 Zone FareCard - \$170 per month (Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional Transit and travel more than one zone on Conventional SkyTrain and SeaBus – see Section 9(c), Part B of the Tariff).		Yes	Valid for unlimited travel through all Zones	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

FareSaver – Adult FareSaver* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Conventional Bus and HandyDART: All Zones (1 Zone FareSaver) - 1 yellow ticket (book of 10, \$21)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid
		Conventional Bus and HandyDART: 2 Zone FareSaver - 1 red ticket (book of 10, \$31.50) 3 Zone FareSaver - 1 green ticket (book of 10, \$42) (No longer available for sale to the general public but accepted as valid Proof of Payment on Conventional Bus and for Eligible HandyDART Users on HandyDART. Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional SkyTrain and SeaBus and travel more than one zone – see Section 9(c), Part B of the Tariff).						
FareSaver – Concession FareSaver* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Conventional Bus: All Zones – 1 brown ticket (book of 10, \$17.50)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid	Not valid	Not valid	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province		No	Valid for unlimited travel through all Zones		Eligible for WCE Concession fare	Not valid	No Add-Fare required
GradPass on Compass Ticket* (on specified date between May 1 st and June 30 th)	Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification	N/A		No	Valid for unlimited travel through all Zones for the specified date			Not valid	No Add-Fare required
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Conventional Bus: All Zones - \$91 per month	Conventional Bus: All Zones - \$91 per month	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through 1 Zone	\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	No Add-Fare required
		Conventional SkyTrain and SeaBus: 1 Zone - \$91 2 Zones - \$124 3 Zones - \$170 per month	Conventional SkyTrain and SeaBus: All Zones - \$91 per month			Valid for unlimited travel through the number of Zones paid for			
Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$52.00 per month		Yes	Valid for unlimited travel through all Zones		\$1.75 credit toward WCE applicable fare	Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$6.25 per pass (if > 500 passes purchased per day); \$5.25 per pass (if > 5,000 purchased per day)	No	Valid for unlimited travel through all Zones	\$2.75 credit toward WCE applicable fare	Not valid	No Add-Fare required		

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Single Fare (Adult) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time. 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Conventional Bus: Cash: All Zones \$2.75	Conventional Bus: Cash: All Zones \$2.75	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Conventional Bus: No Add-Fare required		
		Conventional Bus: Stored Value ¹ : All Zones \$2.10	Conventional Bus: Stored Value ¹ : All Zones \$2.10						Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.75 2 Zones \$4.00 3 Zones \$5.50	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.75	Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.10 2 Zones \$3.15 3 Zones \$4.20	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.10							Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions					
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**	
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time. 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Conventional Bus: Cash: All Zones \$1.75	Conventional Bus: Cash: All Zones \$1.75	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$1.75 credit toward WCE applicable fare	Not valid	Conventional Bus: No Add-Fare required	
		Conventional Bus: Stored Value: All Zones \$1.75	Conventional Bus: Stored Value: All Zones \$1.75							
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$1.75 2 Zones \$2.75 3 Zones \$3.75	Conventional SkyTrain and SeaBus: Cash: All Zones \$1.75			Valid for unlimited travel during the Hours and through the number of Zones paid for				Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$1.75 2 Zones \$2.75 3 Zones \$3.75	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$1.75							Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones \$2.75 (cash only)	All Zones \$2.75 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Not Valid
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones \$1.75 (cash only)	All Zones \$1.75 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel during the Hours paid for	Valid for unlimited travel during the Hours and through the number of Zones paid for	Not valid	Add-Fare required**	
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink	No	Valid for unlimited travel through all Zones	Valid toward purchase of a WCE Monthly U-Pass or \$2.75 credit toward WCE applicable fare	Valid for an Eligible HandyDART User	No Add-Fare required		

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
West Coast Express (WCE) Service (5 Zones)									
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$151.75 ¹ , 3 Zones - \$201.00 ¹ , 4 Zones - \$244.00 ¹ , 5 Zones - \$335.75 ¹		Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$93.00 ¹ , 3 Zones - \$124.50 ¹ , 4 Zones - \$154.25 ¹ , 5 Zones - \$217.25 ¹		Yes	Valid for unlimited travel through all Zones		Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required
WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$94.00 per month ¹ .		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE One-Way Fare (Adult) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***)	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash: 1 or 2 Zones - \$5.50 3 Zones - \$7.25 4 Zones - \$9.00 5 Zones - \$12.25	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	Add-Fare required**		
		Stored Value ¹ : 1 or 2 Zones: \$4.60 3 Zones: \$6.05 4 Zones: \$7.45 5 Zones: \$10.20							
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$3.25 3 Zones - \$4.25 4 Zones - \$5.50 5 Zones - \$7.50	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid	Add-Fare required**		
		Stored Value ¹ : 1 or 2 Zones: \$2.70 3 Zones: \$3.50 4 Zones: \$4.60 5 Zones: \$6.25							
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$10.25 3 Zones - \$13.75 4 Zones - \$17 5 Zones - \$23	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required		
		Stored Value: 1 or 2 Zones: \$10.00 3 Zones: \$ 13.00 4 Zones: \$16.25 5 Zones: \$22.00							

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$6.25 3 Zones - \$8.25 4 Zones - \$10.50 5 Zones - \$14.50	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required
		Stored Value: 1 or 2 Zones: \$6.00 3 Zones: \$7.75 4 Zones: \$10.00 5 Zones: \$13.75					

HandyDART Service (10 Zones)								
Cash fare on HandyDART (one-way trip)	Eligible HandyDART User	All Zones - \$2.75	No	Not valid****	Not valid****	Not valid****	Valid for travel through all Zones	No Add-Fare required

- ¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.
- * Indicates Proof of Payment.
- ** Canada Line YVR Add-Fare is a short term fare premium over the applicable fare in the amount of \$2.50 each way, which will be collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station.
- *** For transfers from WCE to Canada Line or Conventional Bus where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Conventional Bus.
- **** Eligible HandyDART Users using FareCards/FareSavers or paying cash fare for travel on a HandyDART vehicle will be permitted to transfer onto Conventional Transit or WCE by obtaining valid Compass Fare Media in accordance with subsection 9(c), Part B of the Tariff.

Table “2” – Exemptions

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child under 5 years of age	Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment, if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children under the age of 5		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

Table “3” – Private Charters

Rates, Charges and Cancellation Fees	
<i>Conventional Bus, Community Shuttle and HandyDART Vehicle</i> (includes operator or driver)	\$62.50 per ½ hour or part Minimum charge of \$125.00 Bridge and road tolls, special licence fees and other out-of-pocket expenses extra
Cancellation Fee	\$125.00
WCE train	To be determined by WCE on a case-by-case basis

APPENDIX "2" – FARE MEDIA: FARES AND PROOF OF PAYMENT

Table "1" – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	
Conventional Transit (3 Zones)									
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$9.75		No	Valid for unlimited travel through all Zones		\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of \$7.50		No	Valid for unlimited travel through all Zones		\$1.75 credit toward WCE applicable fare	Not valid	Add-Fare required**
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	\$5.50	\$2.75	No	Valid for unlimited travel through all Zones during the Hours paid for	\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**	
FareCard* – Adult (calendar month)	Eligible HandyDART User who displays a valid Adult FareCard	Conventional Bus and HandyDART: All Zones (1 Zone FareCard) - \$91 per month Conventional Bus and HandyDART: 2 Zone FareCard - \$124 per month 3 Zone FareCard - \$170 per month (Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional Transit and travel more than one zone on Conventional SkyTrain and SeaBus – see Section 9(c), Part B of the Tariff).		Yes	Valid for unlimited travel through all Zones	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

FareSaver – Adult FareSaver* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Conventional Bus and HandyDART: All Zones (1 Zone FareSaver) - 1 yellow ticket (book of 10, \$21)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid
		Conventional Bus and HandyDART: 2 Zone FareSaver - 1 red ticket (book of 10, \$31.50) 3 Zone FareSaver - 1 green ticket (book of 10, \$42) (No longer available for sale to the general public but accepted as valid Proof of Payment on Conventional Bus and for Eligible HandyDART Users on HandyDART. Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional SkyTrain and SeaBus and travel more than one zone – see Section 9(c), Part B of the Tariff).						
FareSaver – Concession FareSaver* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Conventional Bus: All Zones – 1 brown ticket (book of 10, \$17.50)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid	Not valid	Not valid	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province		No	Valid for unlimited travel through all Zones		Eligible for WCE Concession fare	Not valid	No Add-Fare required
<u>GradPass on Compass Ticket* (on specified date between May 1st and June 30th)</u>	<u>Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification</u>	N/A		No	<u>Valid for unlimited travel through all Zones for the specified date</u>			<u>Not valid</u>	<u>No Add-Fare required</u>
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Conventional Bus: All Zones - \$91 per month	Conventional Bus: All Zones - \$91 per month	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through 1 Zone	\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	No Add-Fare required
		Conventional SkyTrain and SeaBus: 1 Zone - \$91 2 Zones - \$124 3 Zones - \$170 per month	Conventional SkyTrain and SeaBus: All Zones - \$91 per month			Valid for unlimited travel through the number of Zones paid for			
Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$52.00 per month		Yes	Valid for unlimited travel through all Zones		\$1.75 credit toward WCE applicable fare	Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$6.25 per pass (if > 500 passes purchased per day); \$5.25 per pass (if > 5,000 purchased per day)	No	Valid for unlimited travel through all Zones	\$2.75 credit toward WCE applicable fare	Not valid	No Add-Fare required		

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions						
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**		
Single Fare (Adult) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time. 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Conventional Bus: Cash: All Zones \$2.75	Conventional Bus: Cash: All Zones \$2.75	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$2.75 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Conventional Bus: No Add-Fare required		
		Conventional Bus: Stored Value ¹ : All Zones \$2.10	Conventional Bus: Stored Value ¹ : All Zones \$2.10						Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.75 2 Zones \$4.00 3 Zones \$5.50	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.75	Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.10 2 Zones \$3.15 3 Zones \$4.20	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.10							Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions					
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**	
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time. 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Conventional Bus: Cash: All Zones \$1.75	Conventional Bus: Cash: All Zones \$1.75	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$1.75 credit toward WCE applicable fare	Not valid	Conventional Bus: No Add-Fare required	
		Conventional Bus: Stored Value: All Zones \$1.75	Conventional Bus: Stored Value: All Zones \$1.75							
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$1.75 2 Zones \$2.75 3 Zones \$3.75	Conventional SkyTrain and SeaBus: Cash: All Zones \$1.75			Valid for unlimited travel during the Hours and through the number of Zones paid for				Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$1.75 2 Zones \$2.75 3 Zones \$3.75	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$1.75							Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones \$2.75 (cash only)	All Zones \$2.75 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Not Valid
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones \$1.75 (cash only)	All Zones \$1.75 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel during the Hours paid for	Valid for unlimited travel during the Hours and through the number of Zones paid for	Not valid	Add-Fare required**	
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink	No	Valid for unlimited travel through all Zones	Valid toward purchase of a WCE Monthly U-Pass or \$2.75 credit toward WCE applicable fare	Valid for an Eligible HandyDART User	No Add-Fare required		

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
West Coast Express (WCE) Service (5 Zones)									
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$151.75 ¹ , 3 Zones - \$201.00 ¹ , 4 Zones - \$244.00 ¹ , 5 Zones - \$335.75 ¹		Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$93.00 ¹ , 3 Zones - \$124.50 ¹ , 4 Zones - \$154.25 ¹ , 5 Zones - \$217.25 ¹		Yes	Valid for unlimited travel through all Zones		Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required
WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$94.00 per month ¹ .		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE One-Way Fare (Adult) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***)	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash: 1 or 2 Zones - \$5.50 3 Zones - \$7.25 4 Zones - \$9.00 5 Zones - \$12.25	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	Add-Fare required**		
		Stored Value ¹ : 1 or 2 Zones: \$4.60 3 Zones: \$6.05 4 Zones: \$7.45 5 Zones: \$10.20							
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$3.25 3 Zones - \$4.25 4 Zones - \$5.50 5 Zones - \$7.50	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid	Add-Fare required**		
		Stored Value ¹ : 1 or 2 Zones: \$2.70 3 Zones: \$3.50 4 Zones: \$4.60 5 Zones: \$6.25							
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$10.25 3 Zones - \$13.75 4 Zones - \$17 5 Zones - \$23	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required		
		Stored Value: 1 or 2 Zones: \$10.00 3 Zones: \$ 13.00 4 Zones: \$16.25 5 Zones: \$22.00							

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$6.25 3 Zones - \$8.25 4 Zones - \$10.50 5 Zones - \$14.50	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required
		Stored Value: 1 or 2 Zones: \$6.00 3 Zones: \$7.75 4 Zones: \$10.00 5 Zones: \$13.75					

HandyDART Service (10 Zones)								
Cash fare on HandyDART (one-way trip)	Eligible HandyDART User	All Zones - \$2.75	No	Not valid****	Not valid****	Not valid****	Valid for travel through all Zones	No Add-Fare required

¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.

* Indicates Proof of Payment.

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

*** For transfers from WCE to Canada Line or Conventional Bus where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Conventional Bus.

**** Eligible HandyDART Users using FareCards/FareSavers or paying cash fare for travel on a HandyDART vehicle will be permitted to transfer onto Conventional Transit or WCE by obtaining valid Compass Fare Media in accordance with subsection 9(c), Part B of the Tariff.

Table “2” – Exemptions

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child under 5 years of age	Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment, if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children under the age of 5		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

Table “3” – Private Charters

Rates, Charges and Cancellation Fees	
Conventional Bus, Community Shuttle and HandyDART Vehicle (includes operator or driver)	\$62.50 per ½ hour or part Minimum charge of \$125.00 Bridge and road tolls, special licence fees and other out-of-pocket expenses extra
Cancellation Fee	\$125.00
WCE train	To be determined by WCE on a case-by-case basis

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 114-2017

A bylaw to amend the South Coast British Columbia Transportation Authority
2013 Tariff Bylaw Number 87-2013

WHEREAS, pursuant to the *South Coast British Columbia Transportation Authority Act* (the Act), the Authority may, by by-law, assess user fees on persons using the regional transportation system (as defined in the Act) in the transportation service region (as defined in the Act);

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

1. This By-law may be cited as the "South Coast British Columbia Transportation Authority Bylaw Number 114-2017."
2. The South Coast British Columbia Transportation Authority 2013 Tariff Bylaw Number 87-2013 is amended as follows:
 - (a) Appendix "2" – Fare Media: Fares and Proof of Payment attached to this Bylaw as Schedule 1 replaces the Appendix "2" attached to the South Coast British Columbia Transportation Authority 2013 Tariff Bylaw Number 87-2013.
3. This Bylaw comes into force and takes effect on July 1, 2017.

READ A FIRST, SECOND AND THIRD TIME this 30th day of March, 2017.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 30th day of March, 2017.

Lorraine Cunningham, Chair

Gigi Chen-Kuo, General Counsel and Corporate Secretary

APPENDIX “2” – FARE MEDIA: FARES AND PROOF OF PAYMENT

Table “1” – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	
Conventional Transit (3 Zones)									
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$10.00		No	Valid for unlimited travel through all Zones		\$2.85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of \$7.75		No	Valid for unlimited travel through all Zones		\$1.80 credit toward WCE applicable fare	Not valid	Add-Fare required**
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	\$5.60	\$2.85	No	Valid for unlimited travel through all Zones during the Hours paid for		\$2.85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
FareCard* – Adult (calendar month)	Eligible HandyDART User who displays a valid Adult FareCard	<p>Conventional Bus and HandyDART: All Zones (1 Zone FareCard) - \$93.00 per month</p> <p>Conventional Bus and HandyDART: 2 Zone FareCard - \$126.00 per month 3 Zone FareCard - \$172.00 per month</p> <p>(Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional Transit and travel more than one zone on Conventional SkyTrain and SeaBus – see Section 9(c), Part B of the Tariff).</p>		Yes	Valid for unlimited travel through all Zones	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

FareSaver – Adult FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Conventional Bus and HandyDART: All Zones (1 Zone FareSaver) - 1 yellow ticket (book of 10, \$22.00)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid
		Conventional Bus and HandyDART: 2 Zone FareSaver - 1 red ticket (book of 10, \$32.50) 3 Zone FareSaver - 1 green ticket (book of 10, \$43.00) (No longer available for sale to the general public but accepted as valid Proof of Payment on Conventional Bus and for Eligible HandyDART Users on HandyDART. Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional SkyTrain and SeaBus and travel more than one zone – see Section 9(c), Part B of the Tariff).						
FareSaver – Concession FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Conventional Bus: All Zones – 1 brown ticket (book of 10, \$18.00)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid	Not valid	Not valid	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province		No	Valid for unlimited travel through all Zones		Eligible for WCE Concession fare	Not valid	No Add-Fare required
GradPass on Compass Ticket* (on specified date between May 1 st and June 30 th)	Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification	N/A		No	Valid for unlimited travel through all Zones for the specified date			Not valid	No Add-Fare required
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Conventional Bus: All Zones - \$93.00 per month	Conventional Bus: All Zones - \$93.00 per month	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through 1 Zone	\$2.85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	No Add-Fare required
		Conventional SkyTrain and SeaBus: 1 Zone - \$93.00 2 Zones - \$126.00 3 Zones - \$172.00 per month	Conventional SkyTrain and SeaBus: All Zones - \$93.00 per month			Valid for unlimited travel through the number of Zones paid for			

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$53.00 per month	Yes	Valid for unlimited travel through all Zones	\$1.80 credit toward WCE applicable fare	Not valid	No Add-Fare required
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$6.50 per pass (if > 500 passes purchased per day); \$5.50 per pass (if > 5,000 purchased per day)	No	Valid for unlimited travel through all Zones	\$2.85 credit toward WCE applicable fare	Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions					
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**	
Single Fare (Adult) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Conventional Bus: Cash: All Zones \$2.85	Conventional Bus: Cash: All Zones \$2.85	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$2.85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Conventional Bus: No Add-Fare required	
		Conventional Bus: Stored Value ¹ : All Zones \$2.20	Conventional Bus: Stored Value ¹ : All Zones \$2.20							
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.85 2 Zones \$4.10 3 Zones \$5.60	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.85						Valid for unlimited travel during the Hours and through the number of Zones paid for	Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.20 2 Zones \$3.25 3 Zones \$4.30	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.20							

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Conventional Bus: Cash: All Zones \$1.80	Conventional Bus: Cash: All Zones \$1.80	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$1.80 credit toward WCE applicable fare	Not valid	Conventional Bus: No Add-Fare required
		Conventional Bus: Stored Value: All Zones \$1.80	Conventional Bus: Stored Value: All Zones \$1.80						
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$1.80 2 Zones \$2.80 3 Zones \$3.80	Conventional SkyTrain and SeaBus: Cash: All Zones \$1.80			Valid for unlimited travel during the Hours and through the number of Zones paid for			
Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$1.80 2 Zones \$2.80 3 Zones \$3.80	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$1.80	Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**							

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones \$2.85 (cash only)	All Zones \$2.85 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Not Valid
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones \$1.80 (cash only)	All Zones \$1.80 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel during the Hours paid for	Valid for unlimited travel during the Hours and through the number of Zones paid for		Not valid	Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink	No	No	Valid for unlimited travel through all Zones		Valid toward purchase of a WCE Monthly U-Pass or \$2.85 credit toward WCE applicable fare	Valid for an Eligible HandyDART User	No Add-Fare required
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A	No	No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
West Coast Express (WCE) Service (5 Zones)									
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$153.75 ¹ , 3 Zones - \$203.00 ¹ , 4 Zones - \$246.00 ¹ , 5 Zones - \$337.75 ¹	Yes	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$94.00 ¹ , 3 Zones - \$125.50 ¹ , 4 Zones - \$155.25 ¹ , 5 Zones - \$218.25 ¹	Yes	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$96.00 per month ¹ .	No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required
WCE One-Way Fare (Adult) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash: 1 or 2 Zones - \$5.60 3 Zones - \$7.35 4 Zones - \$9.10 5 Zones - \$12.35	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	Add-Fare required**	
		Stored Value ¹ : 1 or 2 Zones: \$4.70 3 Zones: \$6.15 4 Zones: \$7.55 5 Zones: \$10.30						
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$3.30 3 Zones - \$4.30 4 Zones - \$5.55 5 Zones - \$7.55	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid	Add-Fare required**	
		Stored Value ¹ : 1 or 2 Zones: \$2.75 3 Zones: \$3.55 4 Zones: \$4.65 5 Zones: \$6.30						

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$10.50 3 Zones - \$14.00 4 Zones - \$17.25 5 Zones - \$23.25	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Valid for unlimited travel through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required	
		Stored Value: 1 or 2 Zones: \$10.25 3 Zones: \$ 13.25 4 Zones: \$16.50 5 Zones: \$22.25							
WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$6.50 3 Zones - \$8.50 4 Zones - \$10.75 5 Zones - \$14.75	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required	
		Stored Value: 1 or 2 Zones: \$6.25 3 Zones: \$8.00 4 Zones: \$10.25 5 Zones: \$14.00							
HandyDART Service (10 Zones)									
Cash fare on HandyDART (one-way trip)	Eligible HandyDART User	All Zones - \$2.85	No	Not valid****	Not valid****	Not valid****	Valid for travel through all Zones	No Add-Fare required	

- ¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.
- * Indicates Proof of Payment.
- ** Canada Line YVR Add-Fare is a short term fare premium over the applicable fare in the amount of \$2.50 each way, which will be collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station.
- *** For transfers from WCE to Canada Line or Conventional Bus where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Conventional Bus.
- **** Eligible HandyDART Users using FareCards/FareSavers or paying cash fare for travel on a HandyDART vehicle will be permitted to transfer onto Conventional Transit or WCE by obtaining valid Compass Fare Media in accordance with subsection 9(c), Part B of the Tariff.

Table “2” – Exemptions

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child under 5 years of age	Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment, if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children under the age of 5		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

Table “3” – Private Charters

Rates, Charges and Cancellation Fees	
Conventional Bus, Community Shuttle and HandyDART Vehicle (includes operator or driver)	\$62.50 per ½ hour or part Minimum charge of \$125.00 Bridge and road tolls, special licence fees and other out-of-pocket expenses extra
Cancellation Fee	\$125.00
WCE train	To be determined by WCE on a case-by-case basis

APPENDIX "2" – FARE MEDIA: FARES AND PROOF OF PAYMENT

Table "1" – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	
Conventional Transit (3 Zones)									
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$9.75 <u>10.00</u>		No	Valid for unlimited travel through all Zones		\$ 2.75 <u>85</u> credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of \$ 7.50 <u>75</u>		No	Valid for unlimited travel through all Zones		\$ 1.75 <u>80</u> credit toward WCE applicable fare	Not valid	Add-Fare required**
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	\$5. 50 60	\$2. 75 85	No	Valid for unlimited travel through all Zones during the Hours paid for	\$2. 75 85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Add-Fare required**	
FareCard* – Adult (calendar month)	Eligible HandyDART User who displays a valid Adult FareCard	Conventional Bus and HandyDART: All Zones (1 Zone FareCard) - \$94 93.00 per month Conventional Bus and HandyDART: 2 Zone FareCard - \$124 126.00 per month 3 Zone FareCard - \$170 172.00 per month (Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional Transit and travel more than one zone on Conventional SkyTrain and SeaBus – see Section 9(c), Part B of the Tariff).		Yes	Valid for unlimited travel through all Zones	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

FareSaver – Adult FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Conventional Bus and HandyDART: All Zones (1 Zone FareSaver) - 1 yellow ticket (book of 10, \$2422.00)	No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid****	Not valid****	For an Eligible HandyDART User, valid in all HandyDART Zones	Not Valid
		Conventional Bus and HandyDART: 2 Zone FareSaver - 1 red ticket (book of 10, \$3432.50) 3 Zone FareSaver - 1 green ticket (book of 10, \$4243.00) (No longer available for sale to the general public but accepted as valid Proof of Payment on Conventional Bus and for Eligible HandyDART Users on HandyDART. Available for purchase by Eligible HandyDART Users who may wish to transfer to Conventional SkyTrain and SeaBus and travel more than one zone – see Section 9(c), Part B of the Tariff).						

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
FareSaver – Concession FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Conventional Bus: All Zones – 1 brown ticket (book of 10, \$17.50 18.00)		No	Valid for unlimited travel through all Zones during the Hours paid for	Not valid	Not valid	Not valid	Not Valid
Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province		No	Valid for unlimited travel through all Zones	Eligible for WCE Concession fare	Not valid	No Add-Fare required	
GradPass on Compass Ticket* (on specified date between May 1 st and June 30 th)	Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification	N/A		No	Valid for unlimited travel through all Zones for the specified date	Not valid	No Add-Fare required		
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Conventional Bus: All Zones - \$9 193.00 per month	Conventional Bus: All Zones - \$9 193.00 per month	Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through 1 Zone	\$2.75 85 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

		Conventional SkyTrain and SeaBus: 1 Zone - \$9493.00 2 Zones - \$124126.00 3 Zones - \$170172.00 per month	Conventional SkyTrain and SeaBus: All Zones - \$9493.00 per month			Valid for unlimited travel through the number of Zones paid for		transferring from Conventional Transit to HandyDART	
Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$5253.00 per month		Yes	Valid for unlimited travel through all Zones		\$1.7580 credit toward WCE applicable fare	Not valid	No Add-Fare required
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$6.2550 per pass (if > 500 passes purchased per day); \$5.2550 per pass (if > 5,000 purchased per day)		No	Valid for unlimited travel through all Zones		\$2.7585 credit toward WCE applicable fare	Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions						
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**		
Single Fare (Adult) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Conventional Bus: Cash: All Zones \$2.7585	Conventional Bus: Cash: All Zones \$2.7585	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$ 2.7585 credit toward WCE applicable fare	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Conventional Bus: No Add-Fare required		
		Conventional Bus: Stored Value ¹ : All Zones \$2.4920	Conventional Bus: Stored Value ¹ : All Zones \$2.4920						Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.7585 2 Zones \$4.0010 3 Zones \$5.5060	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.7585	Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.4920 2 Zones \$3.4525 3 Zones \$4.2030	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.4920							Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions					
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**	
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Conventional Bus: Cash: All Zones \$1. 75 80	Conventional Bus: Cash: All Zones \$1. 75 80	No	Valid for unlimited travel through all Zones during the Hours paid for	Valid for unlimited travel through 1 Zone during the Hours paid for	\$1. 75 80 credit toward WCE applicable fare	Not valid	Conventional Bus: No Add-Fare required	
		Conventional Bus: Stored Value: All Zones \$1. 75 80	Conventional Bus: Stored Value: All Zones \$1. 75 80							
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$1. 75 80 2 Zones \$2. 75 80 3 Zones \$3. 75 80	Conventional SkyTrain and SeaBus: Cash: All Zones \$1. 75 80						Valid for unlimited travel during the Hours and through the number of Zones paid for	Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$1. 75 80 2 Zones \$2. 75 80 3 Zones \$3. 75 80	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$1. 75 80							

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones \$2. 75 85 (cash only)	All Zones \$2. 75 85 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid, except for Eligible HandyDART Users transferring from Conventional Transit to HandyDART	Not Valid
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones \$1. 75 80 (cash only)	All Zones \$1. 75 80 (cash only)	No	Valid for unlimited travel during the Hours paid for, other than on Conventional SkyTrain and SeaBus	Not Valid	Not valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel during the Hours paid for	Valid for unlimited travel during the Hours and through the number of Zones paid for	Not valid	Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink		No	Valid for unlimited travel through all Zones		Valid toward purchase of a WCE Monthly U-Pass or \$ 2.75 85 credit toward WCE applicable fare	Valid for an Eligible HandyDART User	No Add-Fare required
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A		No	Valid for unlimited travel through all Zones			Not valid	No Add-Fare required
West Coast Express (WCE) Service (5 Zones)									
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$ 154 153 .75 ¹ , 3 Zones - \$ 204 203 .00 ¹ , 4 Zones - \$ 244 246 .00 ¹ , 5 Zones - \$ 335 337 .75 ¹		Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$ 93 94 .00 ¹ , 3 Zones - \$ 124 125 .50 ¹ , 4 Zones - \$ 154 155 .25 ¹ , 5 Zones - \$ 217 218 .25 ¹		Yes	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for		Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$ 94 <u>96</u> .00 per month ¹ .	No	Valid for unlimited travel through all Zones			Valid for an Eligible HandyDART User	No Add-Fare required
WCE One-Way Fare (Adult) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time ^{***}) <u>***, except travel to Bowen Island 180 min. Transfer Time</u>	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash: 1 or 2 Zones - \$ 5.50 <u>60</u> 3 Zones - \$ 7.25 <u>35</u> 4 Zones - \$ 9.00 <u>10</u> 5 Zones - \$ 12.25 <u>35</u> Stored Value ¹ : 1 or 2 Zones: \$ 4.60 <u>70</u> 3 Zones: \$ 6.05 <u>15</u> 4 Zones: \$ 7.45 <u>55</u> 5 Zones: \$ 10.20 <u>30</u>	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	Add-Fare required**	
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time ^{***}) <u>***, except travel to Bowen Island 180 min. Transfer Time</u>	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$ 3.25 <u>30</u> 3 Zones - \$ 4.50 <u>55</u> 4 Zones - \$ 5.50 <u>55</u> 5 Zones - \$ 7.50 <u>55</u> Stored Value ¹ : 1 or 2 Zones: \$ 2.70 <u>75</u> 3 Zones: \$ 3.50 <u>55</u> 4 Zones: \$ 4.60 <u>65</u> 5 Zones: \$ 6.25 <u>30</u>	No	Valid for unlimited travel through all Zones during the hours paid for	Valid for unlimited travel in one direction through the number of Zones paid for	Not valid	Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Conventional Bus (3 Zones)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	HandyDART (10 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$10. 25 <u>50</u> 3 Zones - \$ 13.75 <u>14.00</u> 4 Zones - \$17. <u>25</u> 5 Zones - \$23. <u>25</u>	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Valid for unlimited travel through the number of Zones paid for	Not valid, except for Eligible HandyDART Users transferring from WCE Service to HandyDART	No Add-Fare required	
		Stored Value: 1 or 2 Zones: \$10. 00 <u>25</u> 3 Zones: \$ 13. 00 <u>25</u> 4 Zones: \$16. 25 <u>50</u> 5 Zones: \$22. 00 <u>25</u>							
WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$6. 25 <u>50</u> 3 Zones - \$8. 25 <u>50</u> 4 Zones - \$10. 50 <u>75</u> 5 Zones - \$14. 50 <u>75</u>	No	Valid for unlimited travel through all Zones	Valid for unlimited travel through the number of Zones paid for	Valid for unlimited travel through the number of Zones paid for	Not valid	No Add-Fare required	
		Stored Value: 1 or 2 Zones: \$6. 00 <u>25</u> 3 Zones: \$ 7.75 <u>8.00</u> 4 Zones: \$10. 00 <u>25</u> 5 Zones: \$ 13.75 <u>14.00</u>							
HandyDART Service (10 Zones)									
Cash fare on HandyDART (one-way trip)	Eligible HandyDART User	All Zones - \$2. 75 <u>85</u>	No	Not valid****	Not valid****	Not valid****	Valid for travel through all Zones	No Add-Fare required	

- ¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.
- * Indicates Proof of Payment.
- ** Canada Line YVR Add-Fare is a short term fare premium over the applicable fare in the amount of \$2.50 each way, which will be collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station.
- *** For transfers from WCE to Canada Line or Conventional Bus where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Conventional Bus.
- **** Eligible HandyDART Users using FareCards/FareSavers or paying cash fare for travel on a HandyDART vehicle will be permitted to transfer onto Conventional Transit or WCE by obtaining valid Compass Fare Media in accordance with subsection 9(c), Part B of the Tariff.

Table “2” – Exemptions

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child under 5 years of age	Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment, if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children under the age of 5		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

Table “3” – Private Charters

Rates, Charges and Cancellation Fees	
<i>Conventional Bus, Community Shuttle and HandyDART Vehicle</i> (includes operator or driver)	\$62.50 per ½ hour or part Minimum charge of \$125.00 Bridge and road tolls, special licence fees and other out-of-pocket expenses extra
Cancellation Fee	\$125.00
WCE train	To be determined by WCE on a case-by-case basis

TO: Board of Directors

FROM: Geoff Cross, Vice President, Transportation Planning & Policy

DATE: March 3, 2017

SUBJECT: Independent Transit Services Approval – *White Rock Trolley* (2017)

PROPOSED RESOLUTION

That the TransLink Board of Directors:

- A. Determine that the *White Rock Trolley* service is an Independent Transit Service under section 5 of the South Coast British Columbia Transportation Authority Act and has approval to operate, with conditions.
-

PURPOSE

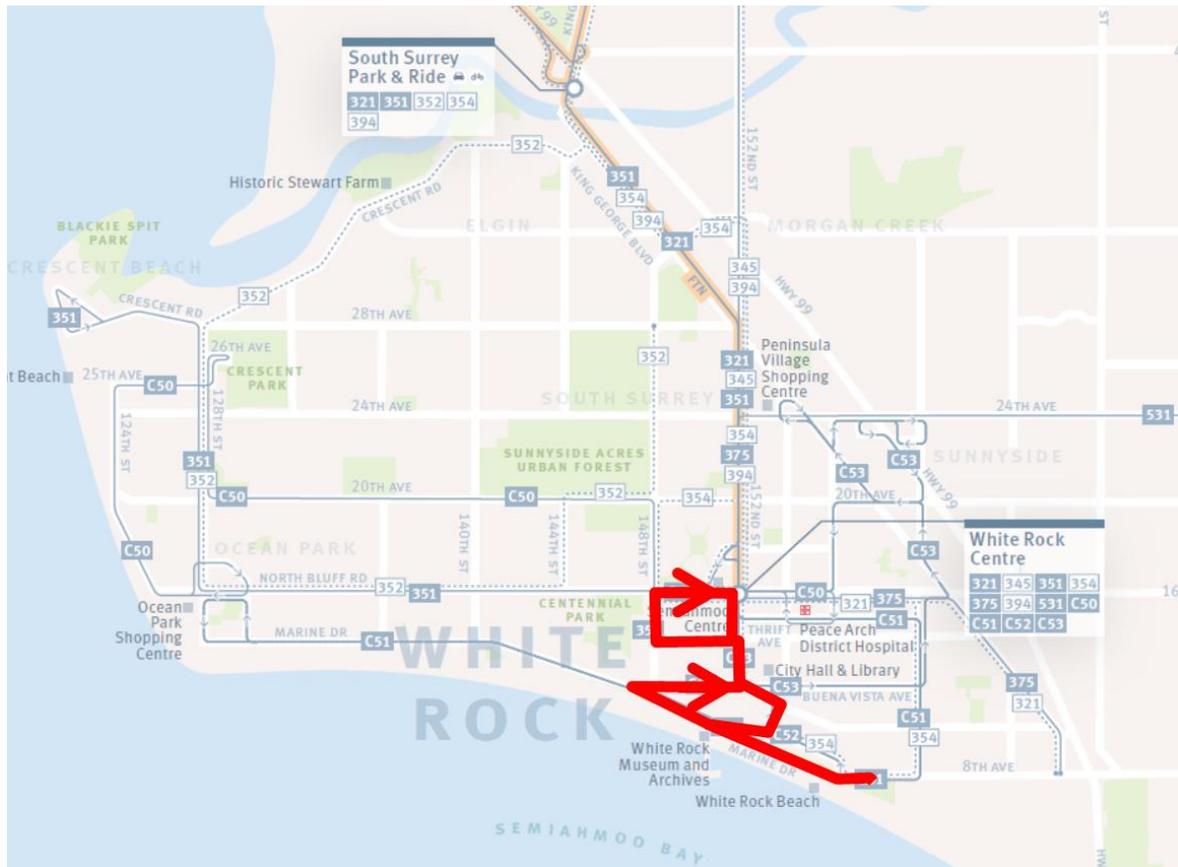
The purpose of this report is to summarize Management's review of the *White Rock Trolley*. Management recommends that approval to operate be granted, with conditions; on the basis that the transit service is consistent with the ITS policy, and is not expected to negatively impact the financial viability or effectiveness of the regional transportation system.

BACKGROUND

The City of White Rock has submitted an ITS application to operate a seasonal (summer) rubber-tire diesel trolley service connecting shopping, recreation, and entertainment areas within the City of White Rock. The TransLink Board of Directors previously approved this ITS service in 2014 as a seasonal service, operated on behalf of Tourism White Rock and the White Rock Business Improvement Association. The service also operated in 2013, without approval from the TransLink Board of Directors. Service did not operate in 2015 or 2016 due to lack of funding.

Consistent with the service approved in 2014, the proposed *White Rock Trolley* would operate every hour, approximately 11:00 am to 8:30 pm on weekends and holidays. The service is intended to be seasonal, running from June through to the Labour Day long weekend in September 2017.

TransLink provides a number of bus services in the area, all connecting to the regional bus network at White Rock Centre. TransLink route C52 – the most comparable route covering similar corridors – operates more directly and for a longer span of service (operating one to three hours after the trolley ends, depending on the day). Service is also provided on Marine Drive via the C51, connecting destinations along the waterfront. The context of the trolley service (illustrated in red) within the larger South Surrey / White Rock area is provided in the map below.



DISCUSSION

The ITS policy includes definitional criteria used to determine whether a service should be considered an ITS. The *White Rock Trolley* is considered an Independent Transit Service per the criteria in Section 2 of the ITS policy.

The TransLink transit network provides significantly more versatile connections than the single-purpose service provided by the trolley. Travel times and regional connections provide a competitive advantage to the TransLink transit network relative to the ITS. The ITS operates as a partial one-way loop, serving a specific market – both inefficient transit network design characteristics. Due to the advantage of the integrated TransLink network relative to the proposed ITS, and the limited market it is not expected that the White Rock Trolley will reduce the financial viability of the regional transportation system. By providing an alternative travel option to driving, the ITS would contribute positively to the effectiveness of the regional transportation system.

The evaluation of the service is summarized in the table below.

Evaluation: White Rock Trolley		
Evaluation Criteria	Impact	Comments
Impact on financial viability of regional transportation system	Negligible impact	Multi-destination connections and integration with TransLink network provides advantage relative to ITS. The ITS provides a limited number of trips and is targeted at a small and specialized travel market. It is expected that the ITS will continue to have a minimal impact on the financial viability of the regional transportation system.
Impact on effectiveness of regional transportation system	Positive impact	The service provides an alternative to single occupant vehicle use for a small number of trips and is recognized as a different service than TransLink bus service. Agreement to the terms and conditions will help mitigate any impact on TransLink's operations in the area.

Terms and Conditions

The *SCBCTA Act* allows TransLink to apply terms and conditions to an ITS. Should the Board approve the *White Rock Trolley* to operate, the standard conditions in the ITS policy will be applied. Should the Board approve the *White Rock Trolley* to operate, management recommends the following additional conditions be applied:

- Approval is given for operations until October 1, 2017 and for the proposed service design as outlined in this report.
- The service provider report monthly ridership figures to TransLink at the end of the approved operating period.
- The service operator commits to monitoring and minimizing any impacts on TransLink-operated bus services in the service area, including ability to access stops or operate safely in traffic.
- The exact locations of all passenger pick-up and drop-off points are subject to agreement by the City of White Rock, as required.

Alternatives

There are two potential alternatives to the recommended resolution. The Board could choose to not approve the *White Rock Trolley* to operate. The Board could also choose to approve the *White Rock Trolley* to operate without conditions, or with other conditions.

CONCLUSION

Management recommends that the Board approve, with the conditions specified, the operation of the *White Rock Trolley* as an Independent Transit Service, on the basis that the transit service is not expected to negatively impact the financial viability or effectiveness of the regional transportation system.

TO: Board of Directors

FROM: The Access Transit Users' Advisory Committee

DATE: March 6, 2017

SUBJECT: 2016 Access Transit Users' Advisory Committee Activities

PURPOSE

To inform the Board of the Access Transit Users' Advisory Committee's activities in 2016.

BACKGROUND

The purpose of the Access Transit Users' Advisory Committee (UAC) is to establish an ongoing, independent voice to ensure implementation of the 2007 Access Transit Strategy and provide accessibility-related advice on TransLink plans, programs and other initiatives.

The UAC had its first meeting in 2008 and is composed of 18 representatives from seniors' and/or disability (physical, cognitive and sensory) communities who represent a varied cross-section of users throughout the Metro Vancouver region. The committee meets bi-monthly and minutes are posted on the TransLink website. One-third of the committee positions turn over to new members annually; TransLink's Manager of Access Transit Planning is a permanent member of the committee.

The committee's Terms of Reference call for an annual report to the TransLink Board. This report is drafted by the Manager, Access Transit Planning and is approved by the Committee.

2016 UAC ACTIVITIES

Compass Fare Gate Access

In February 2016, the UAC was informed of TransLink's plans to close all fare gates throughout the system in spring 2016 and of the proposed new Station Assistance Program to assist customers who are unable to tap Compass Cards at fare gates due to locomotor disabilities. The Committee expressed significant concern on behalf of those customers who would no longer be able to access the conventional system independently following the closure of the gates. Subsequently, the UAC made a motion requesting that a minimum of one accessible fare gate remain open at each station until a solution was established allowing those who were unable to tap the ability to access the fare gates.

In June 2016, a staff presentation was made to the UAC explaining that the Station Assistance Program would be an interim solution until a permanent, universally accessible fare gate solution could be designed and implemented by the end of 2017; this approach was accepted by the UAC.

29th Avenue Bus Layover Improvement

The UAC provided feedback throughout the year regarding the 29th Avenue Bus Layover Improvement project and made the following suggestions, which are now being implemented:

- Ensuring sufficient lighting and signage is installed for ease of wayfinding and for the safety of passengers with low vision;
- Requesting that the City of Vancouver install an accessible pedestrian signal at the controlled street crossing adjacent to the bus layover (this is currently being negotiated with the City); and
- Upgrading all bus stops at the exchange to include Universally Accessible Bus Stop (UABS) features.

SkyTrain Exit Direction Announcements

The UAC received a presentation from Citizens for Accessible Neighbourhoods on guidelines to help SkyTrain customers predetermine which side of the train to exit when pulling up to a platform. The UAC felt this improvement would have significant benefits for orientation and safety of all customers, especially those with both physical and cognitive disabilities.

Exit direction information in the onboard train announcements was first recommended several years ago by ComPACT (the committee which preceded the UAC). This remains a priority for the UAC and implementation is under review by Access Transit Planning and BCRTC.

Fare Policy Review

The UAC provided feedback on the Fare Policy Review in response to a staff presentation. Several UAC members expressed the need for discounted fare media for customers with disabilities who are not eligible for programs like the Canadian National Institute for the Blind Compass Card or the BC Bus Pass through the Ministry of Social Development and Social Innovation. Skepticism was expressed about the reported 43 per cent of survey respondents being satisfied with the way the current HandyDART fare was calculated as a 1 zone fare and it was suggested that in future phases of Fare Policy Review consultation, questions about HandyDART include the income of respondents. The UAC feedback indicated support for considering HandyDART together with conventional transit in the next phases of the review.

Phase 1 of the 10-Year Vision

The UAC provided feedback on Phase 1 of the 10-Year Vision Plan in response to a staff presentation. The committee expressed support for the Plan. Concern about the geographic distribution of public consultation events was raised; the committee wanted to ensure these sessions occur in all areas where changes are being contemplated. The committee also expressed interest in pedestrian safety outreach and education programs being included in the Plan. Finally, the committee indicated eagerness to be involved in accessibility consultation during procurement of the new SeaBus vessel.

All comments have been taken into consideration; as a result of this feedback, the UAC's A-Team participated in a review of the SeaBus to inform the procurement of the new vessel (see below for more details).

A-Team Review of SeaBus Otter II

The A-Team is a group of volunteers who represent customers with various disabilities which includes some members of the UAC, as well as other transit users with disabilities. The purpose of the A-Team is to conduct on-site accessibility audits of TransLink facilities and fleet.

In December 2016, the A-Team reviewed the interior design of the Otter II SeaBus vessel currently in TransLink's fleet. This review was done in order to make accessibility improvements for the new SeaBus vessel. The following changes were requested and are being incorporated into the new design:

- All posts/stanchions in the passenger area be colour-contrasted (yellow instead of white) to act as orientation markers in the vessel;
- A colour contrast tactile strip that connects the corresponding entrance and egress points of the center-most doors; and
- A colour contrast feature for seats at the end of rows to help indicate where they stop and start.

Canada Line Seat Pilot

The UAC received a staff presentation on a pilot project to address overcrowding on Canada Line trains by removing some seats. The Committee raised concerns about customers with vision loss navigating to find a seat in a reconfigured train before the train starts moving. They also cited concerns that the reconfiguration could result in more unsecured luggage, which can roll around and pose a hazard to customers in wheelchairs or other mobility aids.

As a result of this feedback and analysis undertaken by staff, no additional trains have been reconfigured in this manner. Additional attention has been placed on the positioning of priority seating decals in the reconfigured trains, and TransLink will ensure that seated capacity is maintained in newly procured trains.

Universally Accessible Bus Stops (UABS)

Universally Accessible Bus Stops (UABS) include a number of features in addition to the standard wheelchair landing pad that is most common when considering a bus stop accessible, including:

- Tactile walking surface indicators in order for customers with vision loss to locate the bus stop;
- Tactile information panel with stop and route info in both braille and raised lettering;
- Multi-height seating;
- Shelter; and
- Lighting.

UABS was first recommended in 1998 by ComPACT. More recently, the UAC identified it as a priority and advocated for an integrated document created for bus stop infrastructure that includes UABS guidelines. As a result, in 2016 the UABS design guidelines were incorporated in TransLink's updated Bus Infrastructure Design Guidelines. In addition, it was recommended that TransLink work with municipalities in order to have UABS features implemented at stops on their property. Staff continues to work on this initiative. There are currently 48 stops with UABS features across the system.

Digital Marketing Standards

In order for web pages and other electronic media to be accessible for customers who use adaptive technologies such as screen reading and magnification programs, specific steps need to be taken when these media are being developed. Recent changes to the TransLink Listens online survey as well as the Transit Police *SeeSay* mobile app created accessibility challenges and the UAC has strongly encouraged TransLink to review its current electronic media accessibility practices and adopt a consistent standard

for all TransLink websites, mobile applications, and third-party survey platforms. The UAC has also encouraged TransLink to ensure consistent application of accessibility guidelines for print media.

Staff have begun work to identify a consistent standard that can be adopted for all digital media, including third party platforms and will also be reviewing standards for print media.

Challenges & Opportunities

While the committee recognizes that it is not feasible for all TransLink projects to be presented to them for comment, in some cases, projects that have potential impact on accessibility stakeholders have proceeded without an opportunity or adequate time to incorporate committee input. As a result, the UAC would like to continue to work with TransLink staff to ensure that they are provided a timely opportunity to understand and provide advice on projects of interest and importance to accessibility stakeholders.

CONCLUSION

The UAC is essential in providing TransLink advice and guidance on major policy and operational decisions that impact all customers, particularly seniors and persons with disabilities.

In 2017, the UAC will make significant contributions to plans and projects related to the delivery of the Phase 1 of the Ten-Year Plan and will ensure that TransLink continues to work towards full implementation of the Access Transit Strategy objectives.

TO: Board of Directors

FROM: Geoff Cross, Vice President, Transportation Planning and Policy

DATE: March 6, 2017

SUBJECT: Transit Fare Review – Overview of Phase 2

PURPOSE

This report summarizes the activities completed in Phase 2 and planned for Phase 3 of the Transit Fare Review, for information.

BACKGROUND

The goal of the Transit Fare Review is to grow ridership by providing an exceptional customer experience where paying for transit is simple, feels fair, and helps reduce overcrowding. Management is conducting the Transit Fare Review in four phases:

- Phase 1 (Spring to Fall 2016): Discover the Issues
- Phase 2 (Early 2017): Define the range of possible options
- Phase 3 (Fall 2017): Develop the most promising options into a shortlist of “packages”
- Phase 4 (Early 2018): Deliver a final recommendation

DISCUSSION

Overview of Phase 2 Activities

Public consultation for Phase 2 ran from January 30th to February 17th and focused on asking people their preferences from amongst a range of options for pricing by: distance travelled, service type and time of day. Marketing efforts focused on directing people to an on-line survey (n= 11,600) supported by a discussion guide, [explanatory videos](#) (hyperlinked) and an on-line moderated discussion forum.

The forum discussion was positive, constructive and received roughly 2,400 unique views. The videos and website also saw high viewership and feedback was universally positive, suggesting they were useful in helping to explain complicated concepts to a broader public.

A more detailed survey (n=1,100) was given to members of the TransLink Listens Market Research Panel and the project team led five workshops with a total of 100 participants with: elected officials, the Transit Fare Review Stakeholder Forum; the Homeless Transit Planning Committee; the Access Transit User Advisory Committee; and (on request) to members of City of Vancouver’s advisory committees.

Overview of Phase 3 Activities

Following analysis of the Phase 2 consultation findings together with forecasts from revenue/ridership modelling, management will bring forward a recommended Phase 3 short-list to the Board in mid-2017. The short-listed options will each include some variation of the key structure-forming components: distance travelled, service type and time of day for both the gated (SkyTrain/WCE/SeaBus) and non-gated (bus, HandyDART) systems.

These short-listed options will be presented along with estimated prices for a regular adult fare (assuming that each option maintains the same average fare as today). Low-fidelity prototypes of the options will be tested with actual users in a controlled lab environment in order to gauge the simplicity,

legibility, and learnability of each option from a user’s perspective. The addition of comparative price data and usability data will support a much more robust trade-off dialogue in Phase 3.

Preliminary concepts (but not prices) for fare products, programs and user discounts will be presented in Phase 3 for final refinement in Phase 4.

CONCLUSION

Despite a much lower marketing profile, Phase 2 of the Transit Fare Review saw continued high levels of interest amongst both the public and stakeholders. After analyzing the input from Phase 2, Management will seek the Board’s input in generating a short-list of options for more detailed modeling, evaluation and consultation in Fall of 2017.

TO: Board of Directors

FROM: Geoff Cross, Vice President, Transportation Planning and Policy

DATE: March 6, 2017

SUBJECT: Update on ridership growth and rollout of Phase One Investment Plan

PURPOSE

This report provides an overview of ridership growth and rollout of Phase One Investment Plan, for information.

BACKGROUND

- The Board and Mayors' Council approved the Phase One Investment Plan on November 23, 2016
- Bilateral and provincial-TransLink funding agreements related to the federal Public Transit Infrastructure Fund (PTIF) program was signed in December 2016
- Projects funded with federal PTIF funding have been initiated and are underway

DISCUSSION

Ridership Growth

Increasing ridership and improving customer experience are key corporate priorities, and increasing transit usage is a key target in the Regional Transportation Strategy.

The region has seen a steady growth in transit ridership since 2000, however more recently between 2011 and 2015 ridership has stagnated due to lack of transit investment. Ridership increased in 2016 to 385 million boardings on the conventional transit system, a 4.5% increase over the previous year of 363 million boardings. This increase is likely due to a strong economy with high employment, attractive fare pricing, and additional transit service hours.

The following are key drivers affecting transit ridership:

- Employment and economic activity
- Automobile ownership, pricing and usage
- Regional accessibility of transport mode (i.e. travel speed and reliability, and land use)
- Transit service and pricing

Of these key drivers, TransLink only directly controls the quality of the transit experience and the price we charge customers to use transit. Through the Phase One Investment Plan, management will focus on the first area: improving transit service frequency, speed, reliability and comfort in coordination with targeted marketing, improved wayfinding, and passenger amenities. Growing ridership through changes to fare policy is being considered as part of the Transit Fare Review.

Phase One Rollout

Transit ridership is expected to grow with the following transit network improvements in the Phase One Investment Plan:

- **Improve the existing transit network with more capacity.** In January, TransLink added more capacity on the Canada Line during peak periods, extended weekday peak-hour service, increased mid-day and early evening weekend service on the Expo and Millennium Lines, and increased SeaBus sailings to every 15 minutes on Sunday and holidays from 10am to 7pm. In February, TransLink announced an expansion of 85,500 more available trips on HandyDART.

Additional service improvements on the existing bus network will be provided in April, June, and September of this year via quarterly service adjustments. The contract option for Expo-Millennium fleet expansion has been exercised and new vehicles are expected in 2018.

- **Provide new bus service areas.** New bus service to Burke Mountain and Willoughby was introduced in the fall of 2016. In February, proposed new service for Silver Valley, Clayton Heights, and Morgan Creek was consulted on as part of the Transit Network Review.
- **Deliver new B-Lines and improve existing B-Lines.** Work is underway to deliver four new B-Lines by 2019 and there is potential to upgrade the existing three B-Lines. This will include examination of alignments, service plans, corridor bus priority, station infrastructure, customer information and branding. Public consultation is anticipated for 2018.
- **Improve bus speed and reliability.** Increases in vehicle traffic and congestion, construction impact, ridership increases, and roadway changes impact bus speed and reliability. Average bus speed and bus reliability has been declining, and bus bunching, overcrowding, and pass-up have been increasing. A Bus Speed & Reliability Program is being developed to support B-Line implementation and deliver investment of \$61 million in new regional transit priority funding approved in the Phase One Investment Plan. TransLink will work in partnership with municipalities to develop corridor plans and develop cost sharing agreements.
- **Deliver rapid transit expansions.** Project boards have been established and procurement readiness work for the major transit projects (Broadway Extension and Surrey-Newton-Guildford Light Rail) is underway. TransLink staff are working closely with a provincial due diligence review panel to examine the cost and scope of the major transit projects.
- **Improve customer experience.** Detailed design work for station upgrades, transit exchanges and other projects identified in Phase One are advancing. Additional efforts will be made to coordinate marketing, wayfinding and facility improvements, to improve customer experience system-wide and maximize the impact of service expansion and improvements.

CONCLUSION

An ambitious rollout of the Phase One Investment Plan, combined with continued positive external conditions should support continued strong growth in ridership through 2017.