

TO: Board of Directors

FROM: Kevin Desmond, Chief Executive Officer

DATE: June 14, 2018

SUBJECT: Public Delegations at the March 29, 2018 Board of Directors Meeting

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#### **EXECUTIVE SUMMARY**

The Board received four public delegations at its March 29, 2018 open Board meeting, and each delegation has received a response.

#### **PURPOSE**

The purpose of this memo is to brief the Board on TransLink's response to topics raised by public delegations at the TransLink Board meeting on March 29, 2018.

#### **BACKGROUND**

On March 29, 2018, the TransLink Board of Directors received four public delegations on the following topics:

- Petition to have 216 Street in Langley, south of 88 Avenue to Highway 1, be restricted to local commercial traffic only;
- Request for students at University of Northern British Columbia, within Vancouver, to be added to the U-Pass program;
- Suggestion that TransLink approach other levels of government for permanent funding for social and environmental uses of transit; and
- Request for TransLink to deny the City of White Rock's application for the White Rock Trolley Service to operate (Independent Transit Service approval).

#### **DISCUSSION**

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

- **Langley Petition** – Sany Zein, VP Infrastructure Management and Engineering and Jeff Busby, Director Infrastructure Management met with the delegation in May to view the conditions highlighted in her Board presentation.
- **U-Pass Program** – Chris Dacre, VP Financial Services, met with the delegation after the Board meeting to advised that the current contract with the Province expires December 2019, and that their request to participate in the program has been conveyed to the Province.
- **Transit Funding** – Geoff Cross, VP Transportation Planning and Policy provided a written response, noting that TransLink is working with the Provincial government on a range of projects relating to health care access, the U-Pass Program, and low-income fares.

- Independent Transit Service – Geoff Cross, VP Transportation Planning and Policy provided a written response, outlining TransLink’s accessibility initiatives and also noting that accessibility, in relation to Independent Transit Services, is the responsibility of the service operator.



## PRESIDENT & GENERAL MANAGER REPORT JUNE 21, 2018 TRANSLINK BOARD MEETING

### TransLink Strategic Priority: CUSTOMER EXPERIENCE AND PUBLIC SUPPORT

#### Safety

- A working group has been formed to investigate a variety of issues such as passenger injury. The scope of the working group has been expanded to include collision prevention. Ongoing meetings have been set for the year. The current initiative is correlating passenger injuries and collision into one data set to analyze crossover. The group is looking at ways to incorporate Geographic Information Systems (GIS) solutions into the existing data to support analytics.

#### Service Improvements

- CMBC continues its implementation of operational initiatives to improve service on various routes:
  - Seasonal improvements to meet changes in demand during the spring
  - Updating of destination signs to improve wayfinding
  - Restructuring of Community Shuttle routes within UBC
  - Service adjustments due to spring and summer road construction detours and utilizing seasonal spares to maintain existing services to address increasing road congestion and construction
  - Minor adjustments during non-peak time periods to reduce wait times and overcrowding
  - Vehicle type conversions to meet service demand

#### On Time Performance

- In 2018, Operations is focusing on improving bus on-time performance. Operations Supervisors are following up with operators who have high instances or patterns of leaving early at terminus or timing points on the January sheet. System-wide, there has been an overall improvement of 5% in the punctuality of non-frequent service (buses running every 12 minutes or greater) since Q3 2017.

#### Transit Security

- High visibility and presence of personnel remains the primary focus of Transit Security with the 2018 KPIs of 3 hours Onboard ride checks, 1.5 hours Static Presence in loops and exchanges and 1.5 hours of Point of Entry fare checks per Security Officer per day.
- The Security department has adjusted the split shift corridor team to a straight shift area-based team to allow Security Officers to have more flexibility in providing visibility and security presence in areas with a high volume of buses and customers. Straight shifts eliminate travel times and increase security presence onboard coaches.

#### Transit Security Bike Patrol

- Transit Security's Bike Patrol unit returned for the fourth year in May 2018 and has been increased to eight (8) Bike Patrol Officers with seven (7) days a week of coverage for both Downtown Vancouver and the Surrey Central area. The Bike Patrol unit will provide high visibility security presence for bus operators and customers and will run until the first week of October 2018. Daily shifts are 11:00–20:15.

## Access Transit

- *Customer-Focused Communications* – Access Transit Service Delivery is now responsible for communicating directly with all Access Transit customers. New initiatives include a HandyDART customer-focused newsletter that is available on all HandyDART buses. HandyDART updates are now available through the HandyDART phone system, and are also posted online at [www.translink.ca/handydart](http://www.translink.ca/handydart).
- *HandyDART Service Provider* – Starting July 1, 2018, the HandyDART service provider will change from MVT Canadian Bus to First Canada. First Canada will provide a new HandyDART depot at Main and Terminal in Vancouver which will improve on-time performance in Vancouver and reduce deadhead time. CMBC is managing the transition and has reduced 120 required action items to approximately 70 as of May 18, 2018. Weekly update meetings are held with the current contractor and incoming contractor to ensure a seamless transition for customers. Additionally, a bi-weekly Executive Steering Committee Meeting is held with leaders from CMBC, MVT and First Canada; this meeting allows oversight on emerging issues. Two HandyDART customer open houses were held on June 1, 2018 to give customers an opportunity to provide feedback on HandyDART service and to meet with CMBC staff and management from First Canada.
- *Travel Training Program* – The newly-hired Travel Training Manager under Access Transit Service Delivery has commenced developing a new system-wide Travel Training program. The program will plan and deliver transit travel training to eligible customers with disabilities to ensure that lack of awareness, training and familiarity with conventional transit is not a barrier to accessing bus and rail services.
- *Interactive Voice Response (IVR)* – A review of the HandyDART IVR system and changes in parameter settings have provided a substantial increase in the accuracy of the imminent vehicle arrival calls to customers. Accuracy has now increased to 77% from an average of 48%.

## Environment

- *Spills KPI Target* – 2018 Q1 actuals of 5.2 spills per million kms is well below the 2018 target of 7.9 spills per million kms. This reduction is due to the implementation of continual improvement initiatives that involved upgrading the defroster valves and implementing a preventive maintenance (PM) program for silicon coolant hoses on all Nova buses and specific New Flyer buses. The coolant hose PM program will reduce the number of environmental spills, as coolant spills from silicone hoses and loose clamps have had a major impact on CMBC's spill rate. New buses will also be monitored and potential design issues causing environmental spills will be corrected.
- *PowerSmart Retrofits* – BC Hydro and FortisBC are partially funding retrofit projects at Richmond Transit Centre (RTC) and Vancouver Transit Centre (VTC).
  - *RTC PowerSmart Retrofits* – Completed on March 31, 2018. Annual energy savings of 592,705 kWh of electricity and 2,370 GJ of natural gas – equal to 125 tonnes of greenhouse gas savings – are expected. The lighting portion of the retrofit has provided an electrical savings of approximately 600,000 kWh since its completion in June 2017.
  - *VTC PowerSmart Retrofits* – In progress. Lighting retrofits were completed on March 30, 2018. Approximately 200,000 kWh electrical savings have been realized since implementation began in January 2018. The facility energy consumption is expected to be reduced by 10,750 GJ/year (45%) in natural gas and 1,481,986 kWh/year (28%) in electricity.

## Low Carbon Fleet Strategy (LCFS)

- Preliminary results on fleet technology options, renewable fuel, and life cycle costs to reduce greenhouse gas (GHG) emissions were presented at the TransLink Board Strategy Session on April 19, 2018. An action plan for the next steps is being developed.

### **Battery-electric Buses and Non-Revenue Vehicles Pilot**

- Orders have been placed for four (4) battery-electric buses that are due to arrive December 2018– March 2019. The first two (2) demonstration buses by New Flyer are expected to arrive in late fall. On-route chargers will arrive in January 2019 followed by the two (2) demonstration buses by Nova Bus in February 2019. These buses and chargers will operate on the 100 route between 22nd Street SkyTrain Station and Marpole loop.
- The 2018 capital for non-revenue vehicles will include two (2) electric pool vehicles.

### **Alexander Dennis Double-decker Bus Pilot**

- The double-decker bus pilot was successfully completed on March 16, 2018 and the final report will be presented at the next Bus & Facilities Steering Committee in June 2018.
- The Request for Proposal (RFP) for thirty two (32) double-decker buses closed on May 4, 2018.
- The RFP was modified to allow BC Transit to review the proposals and then place a separate order for their own double-decker buses.

## **TransLink Strategic Priority: ENSURE STATE OF GOOD REPAIR**

### **Safety**

- *Employee Assaults* – The rate of assaults per 1M boarded passenger service hours continues to decline and is currently at all-time low levels. Factors contributing to the decrease in assaults include a growing number of operators who have completed Violent Incident Prevention (VIP) training and ongoing prevention work by Transit Security and Transit Police, as well as efforts by the CMBC Violence in the Workplace committee.
- *Employee Lost Time Accident Frequency* – The rate of employee workplace incidents shows improvement over last year's YTD and 2018 target. A decrease is noted in all major categories of incidents leading to WorkSafeBC claims, such as slips/falls, overexertion and workplace violence. CMBC continues to develop and disseminate prevention resources, mainly in the form of Safety Days and Safety Toolbox Talks. CMBC is also focusing on further improvements to the incident investigation process and return-to-work process.
- *Safety Management System (SMS)* – CMBC is in the final stages of implementing a safety management system (SMS) based on the OHSAS 18001 standard, with implementation in the Maintenance Division now complete and the final elements in Operations and Corporate Services under development. Work is also underway to better integrate the SMS with Environmental and Emergency Management systems. This year, TransLink's Internal Audit group will perform a gap analysis of the SMS against the upcoming ISO 45001 standard. Following the gap analysis, CMBC will develop an action plan to bring the SMS into compliance with the ISO standard.
- *Operator Protection Barrier Retrofit Program* – CMBC continues to make progress towards rolling out operator protection barriers in its fleet of buses. The new coaches have started to arrive with barriers designed to protect transit operators against assaults. The Engineering and Maintenance groups are working closely with new bus suppliers to ensure the barriers meet CMBC specifications. Depending on the rate of new vehicle delivery and the outcome of the trolley trial, CMBC could have barriers installed on 50% of the bus fleet by the end of 2020.
  - *Phase 1* – Involves the retrofit of two hundred eight (208) air-conditioned New Flyer Excelsior coaches with barriers and is expected to commence in September 2018 with 5-10 coaches retrofitted each week.
  - *Phase 2* – Involving the trolley fleet, the retrofits will be dependent on environmental heat

stress testing that will be performed on a limited installation of barriers on six (6) trolleys. Due to the lack of air conditioning on the trolleys, heat build-up behind the barriers needs to be ruled out before proceeding.

- *North American Occupational Safety and Health (NAOSH) Week* – This year, CMBC participated in NAOSH Week from May 6-12. For Operations, the theme was the past, present and future of Violence in the Workplace and the event included a bus equipped with an operator protection barrier. For Maintenance, the theme was related to eye protection and the upcoming expansion of our safety glasses program. Each depot's event concluded with a BBQ to celebrate safety.
- *Enterprise Emergency Coordination Centre (EECC)* - To mitigate the potential flood risk along the Fraser River the EECC was activated. The EECC worked closely with provincial agencies and municipalities to ensure the situation was closely monitored. The EECC took a number of measures to ensure the potential risk of flooding at any enterprise asset was assessed and mitigated.

#### **Financial Results**

- The 2018 CMBC Operating Costs for year-to-date for April are \$3.5M favourable to plan. Access Transit Services (ATS) is \$253k favourable and Contracted Transit Services (CTS) is \$790k unfavourable, for a combined total of \$2.99M favourable.

#### **Compressed Capital Program for Fleet and Facilities**

- Arrivals for 2018 bus orders have begun and will continue throughout the rest of the year.
- The 2018 infrastructure capital includes twenty eight (28) projects at a cost of \$85M.
- 2019 capital project requests have been submitted. Business cases are being developed.

#### **SeaBus South Terminal Building Envelope, Seismic and Elevator/Escalator Upgrades**

- Renovations on the South Terminal have been ongoing since February 23, 2018 with a targeted completion date of December 2018.
- Seismic upgrades and renovations to the escalators and elevator commenced in mid-May and are expected to be complete by Q3 2019. The project includes the addition of a stairwell and a second elevator, the refurbishment of the existing elevator, and the full replacement of four (4) existing escalators.

#### **Surrey Transit Centre (STC) Building and Certified Natural Gas (CNG) Upgrades**

- Facility upgrades and all building permits, including the fuel island, have been received.
- The first two (2) new CNG buses went into service on May 15, 2018. The remaining 104 buses will arrive throughout 2018.

#### **Preventive Maintenance Program (PMP)**

- To be compliant with the signed amended Memorandum of Understanding (MOU) with Commercial Vehicle Safety Enforcement (CVSE), new processes are being developed to support the implementation of the 8,000 km inspection interval.
- Key initiatives are also under development to review optimization opportunities and streamline processes for the mandatory 6,000 km brake stroke inspection for drum brake equipped buses.
- The implementation of the 8,000 km inspection interval is still targeted to start in Q4 2018.

#### **Bus Radio Replacement Project Update**

- The RFP evaluation is complete and a vendor has been selected.
- Integration with the existing communication system has started. Field testing of buses equipped with the new configuration is being planned for Q1/Q2 of 2019.

### **Access Transit**

- Thirteen (13) expansion HandyDART vehicles were added in January 2018 and twenty-one (21) replacement HandyDART vehicles were deployed in March 2018. Fifty-three (53) more HandyDART vehicles are scheduled to start arriving in August 2018.

### **Community Shuttles**

- Routes C3 and C4 in New Westminster, along with the 609 Tsawwassen First Nation, were moved from First Transit to CMBC at the start of Q1. The switch will result in deadhead cost savings that will amount to approximately 1,000 hours annually. In addition, the C70 was moved from CMBC to First Transit for further savings when interlined with the 372, amounting to approximately 600 hours annually.
- In 2019, TransLink will issue an RFP for Community Shuttle services in Langley to investigate potential cost saving benefits. Langley service is currently operated by First Transit.

### **Depot Re-allocation and Facilities Re-measure**

- A project is underway to comprehensively analyze all current and future route deadhead trips with their present and proposed base transit depot facility. The objective is to find cost efficiencies by better allocating a route and associated vehicles to a fitting depot.
- A project will commence in Q2 that will re-examine depot capacities. Depots will be re-measured in order to maximize available space that will be required to accommodate Phase Two of the 10-Year Vision.

### **Snowy Weather Action Plan (SWAP)**

- Although Metro Vancouver only had half as many snow days (8) this winter compared to last winter (16) there were still enough days to put SWAP in place and test snow socks.
- The fabric traction devices worked well on the buses serving Simon Fraser University in Burnaby.
- Maintenance Engineering is currently summarizing the test results and preparing a report to determine the operational constraints and impacts of expanding the SWAP program.

## **TransLink Strategic Priority: MOBILIZE THE MAYORS' PLAN**

### **Mayors' 10-Year Vision Phase One**

- HandyDART delivered approximately 36,000 more trips year-to-date April 2018 than year-to-date April 2017. HandyDART has had an all-time low in denials – 120 denials for 429,518 trips delivered which is 0.03% of all trips delivered in 2018. This is more than a 70% improvement over the same time period last year.
- HandyDART will add shifts and ten (10) more buses for the 2019 addition of 20,000 HandyDART service hours.
- The Mayors' 10-Year Vision Phase One improvements that were implemented in Q1 were on budget and totaled approximately 17,000 annual service hours. The investment in improvements helped reduce overcrowding and wait times, as well as increased span of service. More Mayors' Vision route improvements are planned for Q2 in North Vancouver and Richmond.

### **Service Expansion**

- *New Fleet Orders* – 191 replacement buses have started arriving and will continue until Q2 2019. 105 expansion buses will begin arriving in Q3 2018 and will continue through Q2 2019. Four (4)

demonstration buses will begin arriving in December 2018 through Q1 2019. Buses ordered include CNGs, highway diesels, hybrids and four (4) battery-electric buses. Arrival targets are:

- One hundred and six (106) 40' CNG buses – May to December 2018
  - Twenty-three (23) 40' diesel highway buses – October to November 2018
  - One hundred and four (104) hybrid 40' standard buses – July to November 2018
  - Fifty-two (52) 60' diesel hybrid buses – November 2018 to March 2019
  - Eleven (11) 60' diesel hybrid buses – March to April 2019
  - Four (4) battery-electric 40' buses – December 2018 to March 2019
- *New SeaBus Vessel* – Construction of the new SeaBus vessel remains on budget. A major milestone was achieved in May when three major components (hulls, passenger cabin and wheelhouse) of the vessel were joined together. Vessel delivery is still targeted for December 2018 with commissioning in Q1 2019.

#### **Farebox Replacement for Community Shuttles**

- Due to insufficient vendor responses, the Request for Purchase (RFP) had to be cancelled, revised and re-issued in April 2018. Evaluation and contract awarding is targeted for end of June 2018.

#### **Route Number Change for Community Shuttles (Removal of “C” Designation)**

- The letter “C,” associated with Community Shuttle routes, will begin to be phased out in Q2. The routes will be renumbered to a numeric-only identification similar to conventional bus routes for system-wide consistency and fleet interchangeability.

#### **Transit-ID (T-ID) Replacement**

- The system-wide replacement of T-ID signs is still in progress. As of the end of April, a total of 5,622 T-ID signs have been installed out of a total of 8,362 Active Stops. On target for completion by December 2018.



KEY PERFORMANCE INDICATORS <sup>1</sup>	ANNUAL TARGET	APRIL YTD TARGET	APRIL YTD ACTUAL	APRIL YTD LAST YEAR
TransLink Customer Survey – Bus service overall <sup>2</sup>	7.9	7.9	8.0 <sup>2</sup>	7.8
Scheduled Service Delivered (under review) <sup>3</sup>	99.5%	99.5%	99.1%	99.5%
Customer complaints per million boarded passengers	105	105	93	106
Customer commendations per million boarded passengers	15	15	16	14
HandyDART Denial Rate – % of trips delivered	0.12%	0.12%	0.03%	0.11%
On-time Performance				
Bus Regularity – frequent service	78%	78%	77%	77%
Bus Punctuality – infrequent service	80%	80%	82%	80%
Spills per million Kms	7.9 <sup>4</sup>	7.9	5.4	7.9
Preventable Collisions per million Kms <sup>5</sup>	10.5 <sup>6</sup>	10.5	9.6 <sup>5</sup>	10.7
Employee Assaults per million boarded passengers	0.38 <sup>6</sup>	0.24	0.37	0.40
Employee Lost Time Accident frequency (incidents per 200,000 hours worked)	8.3 <sup>6</sup>	8.3	6.8	9.6
CMBC Operating Cost per Km (incl. fuel)	\$6.01	\$6.08	\$5.98	\$5.95
Access Transit Operating Cost per trip	\$41.69	\$41.04	\$42.14	\$43.08
<b>METRICS</b>				
Access Transit Trips Provided (thousands)				
HandyDART	1,233	411	388	353
Supplemental Taxi Service	102	34	41	40
Total Trips <sup>7</sup>	1,335	445	429	393

<sup>1</sup> Performance measures are for CMBC business operations (Conventional Bus, Community Shuttle and SeaBus) and exclude contracted conventional transit and contracted community shuttle.

<sup>2</sup> As of March 31, 2018.

<sup>3</sup> CMBC Service Analysis is working to develop more comprehensive Service Not Operated tracking and reporting that will capture more service cancellations.

<sup>4</sup> 2018 target based on a 1% reduction from 2017 target of 8.0.

<sup>5</sup> As of March 31, 2018. Data subject to change due to timing of final adjudications.

<sup>6</sup> 2018 target based on a 5% reduction from 2017 annual actual.

<sup>7</sup> Total trips delivered YTD are down when compared to budget primarily due to lower than expected demand for service.

### TransLink Strategic Priority: Customer Experience and Public Support

#### **BCRTC's corresponding business plan initiatives related to this strategic priority.**

*"Putting the needs of our customers first will be made possible with a new customer experience plan that sets standards of excellence for our system. We'll measure our progress with key performance indicators and data dashboards brought to life through our visual management centres."*

#### **Customer Experience**

- This quarter, BCRTC piloted a pest control mitigation program for six SkyTrain stations (Renfrew, Rupert, Holdom, VCC, Burrard and 22nd Stations) along the Expo and Millennium Lines. The goal of this program is to control the nuisance pigeon problem on our system using tethered raptors. Pigeons and other birds pose a safety and health risk for customers and staff and falcons and hawks act as a natural and humane deterrent. This pilot program has garnered local and international media attention. Initial data shows a marked improvement in the number of intrusion alarms comparing January 2017 and January 2018.
- In January, a media event was held at Sperling SkyTrain station to introduce a world-leading program to assist transit customers who are not able to tap a Compass Card at fare gates due to a disability. The launch of TransLink's Universal Fare Gate Access Program is part of TransLink's commitment to ensure all customers can access the transit system independently. At the time of the event more than 40 per cent of stations with fare gates were outfitted with radio-frequency identification (RFID) readers. By the end of the year, all SkyTrain and SeaBus stations will be equipped with this technology.
- On March 19, the east stationhouse of Metrotown SkyTrain station was opened to the public. The opening of the east stationhouse improves accessibility of this station by providing four new escalators for our customers. Elements already completed as part of this station upgrade project include:
  - a rebuilt east entrance, improved centre stationhouse, and a new west stationhouse,
  - four new pairs of up and down escalators (two pairs in the east stationhouse, two pairs in the west stationhouse), three new elevators and new staircases,
  - More space on the platforms to enable the system to expand for future customers,
  - Improved station design with better lighting and visibility.

#### **Performance Reporting**

- Q4 Customer Satisfaction results showed SkyTrain's *Overall Service* rating up five points from the same time last year (78% vs. 73%)—driven by improved perceptions in *Safety from Crime inside the Station, Frequency of Service, and Staff Availability*.

#### **Operations**

- BCRTC's Operations department continues to utilize Compass data to enhance its staff and service planning for major events and alternate service to accommodate maintenance and capital works. This quarter Compass Data was used to successfully adjust service levels over the winter holidays.
- The scope of work has been completed for the front line staffing optimization review. This

initiative is to assess current staffing levels to ensure the Rail division has an appropriate model for customer requirements and ridership. The Request for Proposal is set to be issued in Q2 2018.

#### **Service Delivery**

- Customer Experience & Performance Reporting, Maintenance & Engineering, Operations, and Safety divisions continue to debrief on all major (>30 mins) service delays to recognize successes and identify gaps to enhance our response and resiliency. Year to date 11 events have been fully reviewed and documented, resulting in 22 follow-up action items raised and 20 were closed.

#### **Employee Recognition**

- Also this quarter five SkyTrain employees were nominated and approved for Transit Police awards. Three SkyTrain employees have been recognized with a Certificate of Appreciation, and two employees received a Certificate of Bravery.

### **TransLink Strategic Priority: State of Good Repair**

#### **BCRTC's corresponding business plan initiatives related to this strategic priority.**

*"Ensuring a state of good repair is essential. We're focused on introducing new guiding principles and standards, and building out longer-term maintenance plans with an eye to keeping our customers moving."*

#### **Safety**

- The BCRTC's priority is safety of our staff and customers. This quarter, the Safety, Environment & Emergency Management department implemented a 5-point safety plan focusing 13 key initiatives in the areas of Expectations, Safety Management System, Training, Relationships, and Tools.
- To build and enhance a stronger safety culture, the Rail Company is introducing more toolbox talks to discuss safe work practices at every department safety meeting. In addition, the Customer Experience & Performance Reporting department worked with the Safety department to launch of an internal safety campaign for SkyTrain employees. The campaign utilized safety messages and visuals with a very simple bold message - "Safety First". Part of this campaign includes large posters and signs displayed throughout offices and workshop floors to keep safety at the forefront.

#### **Maintenance**

- BCRTC continued the Expo Line Rail Pad Replacement project in the areas between Scott Road and King George Stations in Surrey. This project replaces 21,000 rail pads on the Expo Line. Rail pads are the boltage structure which supports our system's running rail. Instead of bolts which wear and erode over time, the new rail pads uses spring clips to secure the running rail and are easier to maintain. This project is expected to be completed by May 2018.

Other railway infrastructure activities this quarter included:

- 21 kilometres of rail grinding
- One full turnout (switch) replacement
- Rail component replacement including two switch machines, seven power rail sections, seven expansion joints
- Eight rail plug repairs
- Support feeder cable relocation at the Royal Oak substation
- 27 switch adjustments

- o Platform Intrusion Emergency System repairs at Royal Oak and Gateway Stations were completed.

### Performance Reporting

- The Performance Reporting team has defined and published delay data for TransLink’s Accountability Centre. The delay information is provided to TransLink on a monthly basis. Delays are provided in two scenarios – 16-30 minute delays and 30+ minute delays.

### TransLink Strategic Priority: Deliver Mayors’ Plan

#### BCRTC’s corresponding business plan initiatives related to this strategic priority.

*“We’ll maintain our progress on delivering agreed fleet, network and service enhancements. We are also committed to the 10-year transportation and mobility vision to serve the growing number of residents in our region.”*

#### Fleet Expansion

- BCRTC continues to support rail related projects contained in the Mayors’ Council 10-year transit and transportation vision including the procurement of rail vehicles. At a media event on February 23, TransLink, the federal, and provincial governments announced an agreement regarding additional SkyTrain cars provided through Phase 1 of the Mayors’ 10-year Vision.

By 2020, 80 new cars will be available for use:

- o 28 Expo and Millennium Line cars for service in 2019. Bombardier has begun manufacturing the Mark III vehicles outlined in the Mayors’ vision and are on target to meet the contractual delivery date.
- o 28 additional Expo and Millennium Line cars in service three years ahead of schedule
- o 24 Canada Line cars by the end of 2020

#### Service Expansion

- BCRTC is also supporting the preliminary work for the Millennium Line Broadway Extension and the South of Fraser rapid transit project. Operations, and Engineering departments have assigned dedicated resources to the respective project teams.
- This quarter, work continued on assessing extended late night transit services. This work included the issuance of a Request for Proposal to study the viability of this service extension.

### Key Performance Indicators

Key Performance Indicators	SkyTrain (excluding Canada Line)				West Coast Express (WCE)			
	YTD Mar 2017 Actual	YTD Mar 2018 Target	YTD Mar 2018 Actual	Variance to Target Fav / (Unfav)	YTD Mar 2017 Actual	YTD Mar 2018 Target	YTD Mar 2018 Actual	Variance to Target Fav / (Unfav)
On-time performance <sup>1</sup>	95.2%	95.4%	96.0%	0.6%	96.9%	97.8%	95.6%	(2.2%)
Overall mystery shopper score <sup>2</sup>	95.7%	95.3%	95.6%	0.3%	99.3%	99.4%	99.6%	0.2%
Lost time frequency <sup>3</sup>	10.70	2.95	3.98	(1.03)	0.00	0.00	0.00	0

Major passenger injuries per 1m boarded passengers <sup>4</sup>	1.4	1.1	1.0	0.1	1.7	0.3	0.0	0.3
Operating cost <sup>ψ</sup> per vehicle km	\$2.88	\$3.12	\$3.18	Δ (\$0.06)	\$13.63	\$13.86	\$14.21	ΔΔ (\$0.35)
Operating cost <sup>ψ</sup> per passenger km	\$0.15	\$0.16	\$0.16	Δ \$0.00	\$0.23	\$0.24	\$0.22	ΔΔ \$0.02

1 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. Overall OTP for Expo/Millennium lines in the first quarter of 2018 was above target due to performance well above target in January and March. In addition to the issues causing service loss, train issues (mainly related to on-board computers and doors), track intrusion alarms, manual driving and winter weather conditions were the main factors detracting from OTP.

For WCE, the first two months of the year resulted in an OTP exceeding target but the quarter was heavily affected in March by a CP track maintenance program slowing trains down both morning and afternoon for a full week. In one month, the quarterly OTP dropped from 98.2% to 95.6%.

2 The overall mystery shopper quarterly score for Expo/Millennium lines surpassed target for the first time since Q2 2017. Advertising Panels and Customer Service Phones were the two areas with the greatest improvements.

WCE's mystery shopper score exceeded the target. The problems reported by shoppers were primarily related to weather. Many of the negative scores were impacted by areas that were not cleared of snow and ice, and trains that were colder than normal due to extreme weather.

3 The Expo & Millennium Lost Time Frequency rate was 34.9% over target. There were eight Lost Time Injury claims accepted by WorkSafe in Q1.

4 The Expo & Millennium passenger injury rate was under target by 9.1%, with a total of 27 major passenger injuries being reported in Q1 2018. The large majority of injuries were caused by inadequate footwear, intoxication, human negligence, mobility issues and medical illness.

No passenger injuries were reported for WCE in Q1 2018.

Δ Expo and Millennium operating results<sup>ψ</sup> for the first quarter of 2018 were \$1.5 million, or 3.7%, higher than budget driven by higher maintenance costs related to infrastructure and rolling stock including items carryforward from the prior year and timing differences that are expected to reverse by the end of the year, as well as higher labour costs resulting from lower salary capitalization and overtime, and costs associated with cold weather conditions.

ΔΔ WCE operating operating results<sup>ψ</sup> for the first quarter of 2018 for 2017 were \$0.1 million, or 2.4% higher budget due rising diesel fuel costs, and costs associated with cold weather conditions.

<sup>ψ</sup> Operating results include allocated costs and exclude depreciation and any retail revenue or third party recoveries.

**Uninsured Claims** - As of March 31, 2018, BCRTC is not aware of any *significant* uninsured legal claims.



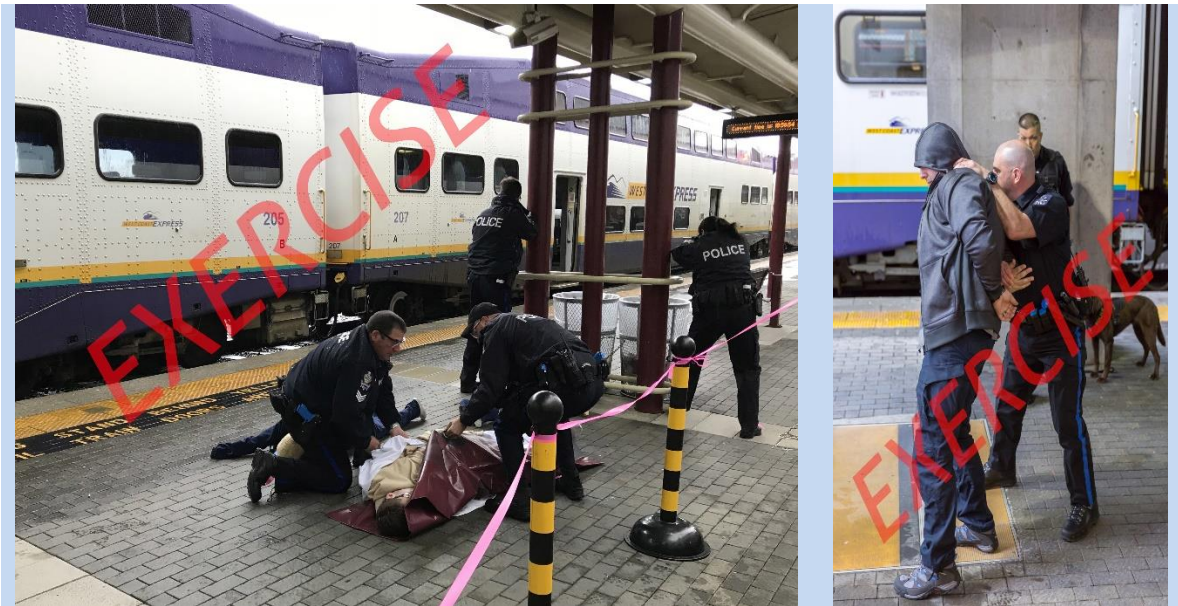
## METRO VANCOUVER TRANSIT POLICE REPORT FOR JUNE 2018 TRANSLINK BOARD MEETING

### TransLink Strategic Priority: Customer First

- **Emergency Readiness – Live Scenario**

On April 16 and 18, 2018, the Metro Vancouver Transit Police conducted live exercise “Vigilant.” This exercise built upon the Transit Police tabletop exercise “TTX Payback” which took place in November 2017. The purpose of the “Vigilant” exercise was to increase the knowledge and confidence of the Metro Vancouver Transit Police Sergeants and Acting Sergeants to implement and execute police tactical principles during a simulated high risk incident. Such exercising tests the Transit Police and its partners’ capacity and capability to carry out certain core functions, assesses compliance with policies and standard operating procedures, and identifies areas for improvement and future training requirements.

The scenario for this joint exercise (developed in coordination with British Columbia Rapid Transit Company/West Coast Express) was a terrorist incident involving three armed suspects on the last morning West Coast Express Commuter Train at Waterfront Station/Vancouver. The exercise included simulated injuries and deaths, and taking of hostages. It required: establishing an Incident Command, tactical containment of the suspects, evacuation of transit passengers and staff, extraction of wounded persons, establishing negotiation with suspects, and the creating of three tactical reaction plans.



Transit and external partners involved in this exercise, included:

- British Columbia Rapid Transit Company/West Coast Express (4) and SkyTrain (2)
- Coast Mountain Bus Company-SeaBus (8)



- SNL Lavin - Canada Line (2)
- Cadillac-Fairview (3)
- BC Ambulance Service (12)
- Canadian Pacific Police (3)
- Transport Canada (4)
- Marine Transport Canada (1)
- Transit Police Sergeants and Acting Sergeants (27)
- Transit Police Explosive Scent Detection Dog Teams (3)
- Transit Police staff and external persons as actors in the exercise (over 18)
- Facilitators (6) / Evaluators (3); includes Vancouver Police Emergency Response Team/Inspectors (2)
- RCMP “E” Division Tactical Troop/Inspector – Observer (1).

Very positive feedback was received from those participating in and observing the exercise. There was a significant benefit to the professional training of Transit Police officers and enhancing our preparedness for a coordinated incident response with partners. The Transit Police intends to plan exercises for other locations and with other law enforcement partners. In support of the safety and security of the transit riders and employees, and protection of transit infrastructure, TransLink’s Emergency Management Executive Committee has also identified the need for frequent exercises to test TransLink’s Operating Companies’ readiness to deal with both medium and large sizes events.

There was considerable media coverage related to the exercise, which was uniformly positive. This coverage contributed to increased public awareness of the Transit Police’s role in responding to critical incidents and terrorism threats, and the capacity and readiness of the Transit Police and its partners to respond to such events.



*[Left: BC Ambulance Service’s Daniel Zawyrucha speaking after Chief LePard at the media briefing; Right: Informing participants of exercise and emphasis on safety]*

- **Reassurance Policing and Anti-terror Priority**

Promoting feelings of safety and security for transit riders and staff and anti-terror policing are both central elements of the Transit Police daily policing practice. As previously outlined to the TransLink Board, a range of overt and discreet methods are employed by the Transit Police to detect, deny and deter any activity which poses a risk to the transit system, for example:

- Exercises/training;

- “HOT” (Hidden, Obvious, Typical) training sessions to TransLink enterprise (over 50 in 2017);
- Counter-Intelligence Info Officers (numerous Transit Police officers trained);
- Enhanced Dog Team service delivery (increased security sweeps, incident response; community/partner outreach and specialized scent detection training);
- High Vis Surges & “Operation Rail Safe” events (international and TransLink partners);
- Intelligence networking; and
- Engaging with local and regional policing partners, and partners responsible for matters of regional and national public and transportation security.



In Q1 2018, the Transit Police added two explosive scent detection dog teams to its dog program; this brings capacity up to six dog teams. The new dog teams are currently undergoing their validation process. There is daily deployment of Transit Police dog teams, including regular security sweeps of physical infrastructure.

In 2018, the Transit Police continues to deliver the training program for transit staff on the HOT principle and reporting. Transit system staff are an integral part of prevention practice through their observation and reporting of suspicious circumstances.

Vigilance and timely reporting can be effective in preventing incidents that pose a risk to public transit systems. In Q2 2018, the Transit Police continued to promote the "See Something, Say Something" campaign. Transit riders are encouraged to use the Transit Police text code (87 77 77) or “See Say” App to advise Transit Police discreetly, in real time, of anything unusual on the system. New ads were recently placed on the West Coast Express, as shown below.





In Q2 2018, similar messaging was installed at the Surrey Central sub-office of the Transit Police.



- To support the community outreach engaged in by the Transit Police, a revised Transit Safety brochure was developed. This brochure will be used for community events and other Transit Police outreach initiatives, such as the Transit Police “Coffee with a Cop” program. A sample of that brochure is attached at the end of this report.

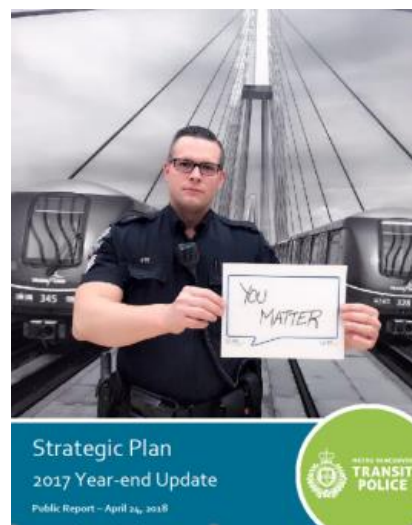
### TransLink Strategic Priority: State of Good Repair

#### ■ Performance Measurement Culture

The Transit Police is an intelligence led and data driven police agency, and gathers comprehensive statistics in relation to crime and organizational performance. The Transit Police shares statistical and performance information with the public, TransLink stakeholders through a variety of tools. and

Recently, the Transit Police issued its 2017 Year-end Strategic Plan Update and it is available for viewing on Transit Police website.

<https://transitpolice.ca/wp-content/uploads/2018/05/2017-Strat-Plan-status-report-Public-website.pdf>



A snapshot of key statistics for Q1 2018 follows:

Transit Crime and Safety	2018 Q1	2017 Q1	% Change
<b>Crimes Against Persons/100,000 Boarded Passengers</b>	0.45	0.44	3%
<b>Crimes Against Property/100,000 Boarded Passengers</b>	0.64	0.60	8%
<b>Other Criminal Code Violations/100,000 Boarded Passengers</b>	0.63	0.56	13%
<b>Provincial Violation Tickets (“VT”)</b>	4,404	1,654	166%
<b>Arrests - Warrants Executed (All)</b>	234	216	8%
<b>Arrests - New Charges<sup>1</sup></b>	217	168	29%
<b>Total S. 28 Mental Health Act Apprehension Files</b>	38	32	19%
<b>Sexual Offences (incl. assist to JPDs)</b>	39	46	-15%
<b>SCBCTA Fare Bylaw Infractions</b>	4,032	5,910	-32%

- There continues to be a focus on arrests for *Criminal Code* offences, in particular crimes against persons (e.g., assaults, sexual offences and robberies) and crimes against property (e.g., theft and mischief);
- The Q1 2018 rate for Crimes Against Person per 100,000 Boarded Passengers is 3% higher than Q1 2017; however, the rate remains under the annual rates for the past five years;
- The Q1 2018 rate for Crimes Against Property per 100,000 Boarded Passengers is 8% higher than Q1 2017; however, this rate remains within the downward trend range since 2012;
- There was an 8% increase in the number of Transit Police arrests for outstanding criminal arrest warrants from various policing jurisdictions and a 29% increase in arrests for new offences/charges, demonstrating the Transit Police’s assertive approach to criminal activity on the transit system.



The majority of the VT increases are associated to Transit Police officers’ active observations and enforcement of the new provincial offences regarding the misuse of fare gates on the TransLink system.<sup>2</sup>

<sup>1</sup> Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.

<sup>2</sup> The amended *Transit Conduct and Safety Regulation* came into effect March 2017. A person who commits an offence under the *Regulation* can be issued a violation ticket in the amount of \$173. The new offences are intended to focus on “disorderly behavior”, instead of the loss of fare revenue. Neither the Transit Police officer nor the offender needs to be inside the **fare paid zone** to issue a ticket to a person who commits an offence under s. 8(4) of the *Regulation*. Because the person has committed an “offence”, the Officer has lawful authority to briefly detain the person outside of the fare paid zone. There is not a specific offence for the failure to “**tap in/tap out**”; however, persons who do not “tap in/tap out” will contravene section

Of critical importance to the safety and security of transit customers and staff, and the general public, is how the process of confirming an offender's identity allows Transit Police officers to learn whether there is a criminal record or conditions of release, and if there are any outstanding warrants to be executed (as shown by the 8% increase in arrest for Warrants in Q1 2018 compared to 2017). The Fare Infraction Notice process does not allow this to occur, nor can the offenders' information be entered into PRIME (the province-wide police records management system) for intelligence purposes, but the opposite is true for VTs. This therefore also contributes positively to the work of Jurisdictional Police partners and their offender management and community safety efforts.



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8(4)(d) – “going through a fare gate that was not opened by that person.” Accordingly, Transit Police can issue a ticket on that basis.



## Community Policing

Transit Police's community-focused approach ensures our officers patrol the same areas each day. They have specialized knowledge of the community they work in, which allows them to build trust and develop relationships, protect vulnerable people, prevent crime and target problem issues.

## Metro Vancouver Transit Police

Metro Vancouver Transit Police is the only transit police service in Canada, a multi-jurisdictional policing agency dedicated to the provision of policing on the transit system in Metro Vancouver.

Contact  
us discreetly

TEXT  
87-77-77

## Our Four Priorities

1

### Reducing Sexual Offences

Metro Vancouver Transit Police is committed to preventing sexual offences through raising awareness and encouraging reporting, creating partnerships to foster community outreach and managing repeat offenders.

2

### Reducing Frontline Workplace Assaults

Metro Vancouver Transit Police investigates all reports of assaults on frontline transit staff, provides those staff with self-protection and de-escalation training and encourages passengers to report incidents.

3

### Helping Vulnerable People in Crisis

Providing mental health training to our members, and working with Police Mental Health Liaison Officers and community services, ensures that Transit Police can provide the appropriate level of care and support to people experiencing mental health challenges.

4

### Building System Resiliency

Metro Vancouver Transit Police work closely with a variety of partners on emergency planning, risk assessments, business continuity, proactive patrol of special events (including regular security sweeps by our detection dog teams) and anti-terrorism initiatives.

To report crime and non-emergency  
police issues to Transit Police:  
Call 604-515-8300 or text 87-77-77

In an emergency always call 911



TransitPoliceBC



@TransitPoliceBC



transitpolicebc



METRO VANCOUVER  
TRANSIT  
POLICE

[www.transitpolice.ca](http://www.transitpolice.ca)

# Transit Safety



METRO VANCOUVER  
TRANSIT  
POLICE

Policing the Moving City





## A safe & secure transit system

Everyone has the right to safe transit. Metro Vancouver Transit Police is committed to ensuring that everyone who uses or works on transit is safe, and feels safe, during their journey. A public transit system that moves hundreds of thousands of passengers each day relies on informed and safety conscious passengers. If you see something, say something!

Metro Vancouver Transit Police officers are designated provincial police officers, under the B.C. Police Act, which means they have full police powers throughout the province of British Columbia, 24/7, the same as municipal police officers.

### To plan your route, use these services:

**TransLink Trip Planner:**  
[www.tripplanning.translink.ca](http://www.tripplanning.translink.ca)

**Call TransLink Customer Information:**  
604-953-3333

**DID YOU KNOW?** *On most buses between 9 pm to 5 am you can request a stop. This allows passengers to get off between stops at night so that they have a shorter walk to their destination. For more information, please check with your bus operator.*

## Be alert to your surroundings and the people around you

- If listening to music, consider leaving one ear bud out of your ear, in order to be aware of what is going on around you.
- Keep all electronic devices and personal items safely stowed, out of sight in closed bags when not in use.
- Be especially vigilant when seated or standing near doors.
- If placing larger items on the floor during travel, keep the items firmly between your feet to maintain control of them.

### Be aware and use the safety features throughout the transit system:

- Seek help from a transit employee, Transit Security Officer, Transit Police Officer or other police officers in the area.
- Discreetly text Transit Police Dispatch at **87-77-77** with all non-emergency concerns.

### Note the locations of the following:

- a) Safety phones on platforms.
- b) CCTV monitored waiting areas on platforms.
- c) Silent yellow alarm strips on the SkyTrain.
- d) Passenger intercom by the door on SkyTrain.
- e) Radio communication and video on buses.

## Several ways to contact Transit Police and report crime

*If you don't have a phone available or can't remember the number to call, pick up the information phone at any station and ask to be transferred to Metro Vancouver Transit Police.*

**In an emergency always call 911**  
**For non-emergency police issues call**  
**Metro Vancouver Transit Police at 604-515-8300**  
**or text us at 87-77-77**

### When to contact Metro Vancouver Transit Police:

- You have witnessed an incident of crime or disorder, or observed suspicious behaviour; or
- An issue on transit makes you feel uncomfortable; or
- There is concern for another passenger's well-being; or
- You have other transit safety-related concerns.

### What to report to police:

Physical descriptions of those involved in the incident, what has occurred, and the date, time and location. Always include the bus route or SkyTrain car number if possible. Every small detail you provide could be very helpful for an investigation.

**For more information about how to maximize your safety on transit, visit [www.transitpolice.ca](http://www.transitpolice.ca)**

TO: Board of Directors

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

DATE: May 24 2018

SUBJECT: Millennium Line Broadway Extension Project Update

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#### **EXECUTIVE SUMMARY**

TransLink is leading planning and design development of the Millennium Line Broadway Extension (MLBE) Project, in partnership with the City of Vancouver and the Province. The MLBE Project will be an approximately six-kilometre extension to the Millennium Line SkyTrain from VCC-Clark Station to Arbutus Street via a primarily underground alignment beneath the Broadway corridor. The current phase of work, focused on activities to prepare for the future procurement process, is funded by the federal and provincial governments and the region. Current activities include: advancement of a technical program including reference design development; preparation of draft procurement documentation; preparation of environmental and socio-economic review and related studies; and engagement with stakeholders, the public, and aboriginal groups.

#### **PURPOSE**

This report provides an update on project development activities for the Millennium Line Broadway Extension Project.

#### **BACKGROUND**

The Millennium Line Broadway Extension (MLBE) Project is a key priority of the Mayors' Council 10-Year Vision. The MLBE project has two phases: the first phase will be an approximately six-kilometre extension to the Millennium Line SkyTrain from its current terminus station at VCC-Clark Station to a new western terminus station at Arbutus Street in Vancouver. The Project will transition from the elevated station at VCC-Clark to an underground alignment, tunnelled beneath the Broadway corridor. In total, the Project will include six new underground stations. A future phase of investment will connect rapid transit to the University of British Columbia.

In November 2016, the TransLink Board of Directors and the Mayors' Council approved TransLink's 2017-2026 Investment Plan: Phase One of the 10-Year Vision (Phase One Plan). The Phase One Plan includes funding to advance pre-construction activities for the MLBE Project. This funding is provided jointly by the federal government, provincial government, and the region through Phase One of the Public Transit Infrastructure Fund.

Full capital funding for the Project will be confirmed through Phase Two of the 10-Year Vision, which is currently under development. On March 16, 2018, the TransLink Mayors' Council and the Government of BC announced they had reached agreement on the regional share of funding for implementation of Phase Two of 10-Year Vision. In April, the Province and the Government of Canada signed the bi-lateral agreement for the second phase of the PTIF program. TransLink has submitted a final draft of the MLBE Business Case to the Province, in order to support funding approvals by senior government.

At a regional level, TransLink has initiated work to bring forward a new Investment Plan to codify approval of the projects and funding sources to be included in Phase Two of the 10-Year Vision (Phase Two Plan). Public consultation on the Phase Two of the 10-Year Vision is complete, and the Phase Two Plan is planned to be brought forward to the TransLink Board and Mayors' Council in June.

## **DISCUSSION**

Planning, design, and engagement activities for the MLBE Project continue to be advanced by TransLink, in partnership with the City of Vancouver and the Province. Current activities include: advancement of a technical program including reference design refinements informed by a due diligence process; preparation of draft procurement documentation; environmental, traffic, transit, and other studies; development of draft agreements; and engagement with stakeholders, the public, and aboriginal groups.

Project development work is currently focussed on procurement readiness. Should full Project funding be confirmed during the second quarter of 2018, a procurement process would be initiated later this year. Construction would be expected to start in 2020 and operations on the Extension could commence by 2025.

### **Update on Current Project Activities**

The Project Team is currently undertaking an extensive work program across a set of integrated areas of activity, as described below.

*Environmental* – The MLBE Project does not trigger a formal assessment under the provisions of the applicable provincial or federal requirements. However, TransLink is undertaking an Environmental and Socio-Economic Review (ESR) process, to identify and analyze potential environmental impacts of the Project, to seek input from the public, stakeholders, and aboriginal groups, and to develop any required mitigations. Between Fall 2017 and Winter 2018, the Project team gathered feedback on the ESR process from aboriginal groups, the public, and project stakeholders along the corridor (including businesses, community groups and service providers).

Environmental, traffic, transit, and field studies are now underway. Findings from the studies will be incorporated into the ESR Summary Report. The results of the environmental review will assist in refining Project design and environmental requirements and support development of construction and performance requirements for the Project.

Engagement – In December 2017, TransLink launched the MLBE Project website ([broadwayextension.ca](http://broadwayextension.ca)) as a key avenue for providing Project updates to customers, the public, and interested parties. The Project team has commenced planning for the next stage of public engagement expected to be undertaken later this year.

Technical Program – The Project Team is undertaking an extensive technical program focused on engineering design development, technical specifications, geotechnical fieldwork, systems integration, traffic / transit management during construction, and operations and maintenance requirements, to inform the development of the Project.

Procurement Preparation – The Project Team continues to advance development of draft procurement documentation (Request for Qualifications and Request for Proposals) that will support the formal procurement process following the confirmation of full Project funding.

Project Cost Estimate – On April 30, TransLink announced the updated project cost estimate as \$2.83b. The final project budget will be confirmed at the end of the procurement process.

Project Delivery Model – Subject to final funding confirmation, the project is expected to be delivered using a Design Build Finance model, with TransLink assuming Operations and Maintenance responsibilities on opening day.

Upcoming Agreements – Further to the adoption of an Investment Plan expected in late June 2018 to enable the project, the next set of Agreements to be formalized will include:

- A funding and support agreement between the Province and TransLink
- A Master Municipal Agreement with the City of Vancouver
- A Project Agreement template to be included in the Request for Proposal to define the obligations of the proponent.

#### **Customer Impact**

None at this time.

#### **Communications Implications**

A communications strategy has been developed to underpin Project communications. This strategy is refined as required, and reflects the input of City of Vancouver and the Province.



TO: Board of Directors

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

DATE: May 24, 2018

SUBJECT: South of Fraser Rapid Transit Project Update

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#### **EXECUTIVE SUMMARY**

TransLink is currently completing planning, design and procurement readiness for the Surrey-Newton-Guildford (SNG) Light Rail Transit (LRT) Project, in partnership with the City of Surrey and the Province. The procurement readiness activities are funded under the Public Transit Infrastructure Fund (PTIF) program. The 10.5 km 11-stop LRT project will connect Newton Town Centre, Surrey Centre and Guildford Town Centre along King George Boulevard and 104 Avenue with at-grade rail service.

The current phase of work includes design refinement, preparation of procurement documentation, environmental studies, project agreements, and engagement with stakeholders, aboriginal groups, and the public.

#### **PURPOSE**

This report provides an update on project development activities for the South of Fraser Rapid Transit project.

#### **BACKGROUND**

The South of Fraser Rapid Transit project is a land use shaping initiative to organize the rapid economic growth in Surrey and Langley along transit corridors, and to help achieve regional goals of sustainable growth, and reduced congestion, emissions and auto-dependency. Phase One of the 10-Year Vision directs TransLink to advance planning, design, consultation, environmental reviews and development of draft procurement documents for the project in preparation for a future procurement phase. Phase One also allocates funds towards Early Works construction projects for the Surrey-Newton-Guildford (SNG) LRT (the first stage of the South of Fraser Rapid Transit project). Early Works are cost-shared with senior government, mostly through Phase One of the Public Transit Infrastructure Fund.

The current procurement readiness work for the SNG LRT is guided by a Project Board comprised of senior staff from TransLink, the Province, the City of Surrey and Partnerships BC. Current project activities include preparing project agreements, environmental studies, procurement documents, and technical work.

## **DISCUSSION**

### *Business Case*

The Draft Final Business Case was submitted to the Ministry of Transportation and Infrastructure for review. The Project Team responded to specific questions as Provincial staff members prepared the briefings necessary to confirm project funding. Funding is expected to be confirmed in June 2018, with procurement scheduled to start later in 2018 and construction by early 2020. Service would start in 2024.

### *Procurement Documents*

During the last 3 months the Project Team has been drafting the procurement documents (Request for Qualifications and Request for Proposals and the related Project Agreement). These will support the formal procurement process following the confirmation of full project funding.

### *Master Municipal Agreement with City of Surrey*

As part of the partnership approach adopted for this project, TransLink and the City of Surrey are advancing a Master Municipal Agreement to be completed ahead of issuing the Request for Proposal.

### *Project Cost Estimate*

On April 30, TransLink announced the updated project cost estimate as \$1.65b. The final project budget will be confirmed at the end of the procurement process.

### *Project Delivery Model*

Subject to final funding confirmation, the project is expected to be delivered using a short-term Public Private Partnership model. Under this model the successful Design Build Finance proponent will also provide initial Operations and Maintenance activities for a seven year extended warranty period. TransLink intends to assume operations and maintenance responsibilities after the end of the extended warranty.

### *Upcoming Agreements*

Further to the adoption of an Investment Plan expected in late June 2018 to enable the project, the next set of Agreements to be formalized will include:

- A funding agreement between the Province and TransLink
- A Master Municipal Agreement with the City of Surrey
- A Project Agreement template to be included in the Request for Proposal to define the obligations of the proponent.

### *Communications*

Management has initiated work on an extended six-year communications plan to support the project through the procurement and implementation phases. The plan will proactively engage communities, businesses and residents along the LRT corridors. This work is being jointly prepared with the communications team at the City of Surrey.

### *Environmental Review*

The SNG LRT Project does not trigger a formal environmental assessment under the provisions of applicable provincial and federal requirements. In the absence of a formal assessment process, the project has developed an Environmental and Socio-economic Review process that identifies and

analyzes potential project-related effects and appropriately responds to them in finalizing Project design, construction and operating requirements. The studies are largely completed and the draft ESR report is being reviewed by project stakeholders and First Nations. The results will be presented at the upcoming public open houses scheduled for late May and early June.

*Customer Impacts*

The project website ([www.surreylightrail.ca](http://www.surreylightrail.ca)) continues to be updated, and is intended to direct all customers to one, primary source of information.

TO: Board of Directors

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

DATE: May 24, 2018

SUBJECT: Pattullo Bridge Condition Monitoring Report

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#### **EXECUTIVE SUMMARY**

This report provides an information update on condition monitoring activities on the Pattullo Bridge. TransLink continues to closely monitor and inspect the condition of the Bridge and take action where appropriate. Recent and on-going activities since the previous update to the Board relate to the following:

- *Condition Inspection* by the Ministry of Transportation and Infrastructure and Mott MacDonald;
- Design of the *Wind and Seismic Warning System* project by PBX;
- *Deck Condition Monitoring and Repairs* by Mainroad Contracting Ltd., WSP, and COWI North America Ltd.;
- *Emergency Management Plan* by Mott MacDonald Canada Limited; and,
- *2018 Freshet Monitoring and Survey* by Northwest Hydraulic Consultants.

#### **PURPOSE**

This recurring status report provides an update on condition monitoring activities on the Pattullo Bridge since the previous report was issued in March 2018.

#### **BACKGROUND**

The Pattullo Bridge is 80 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 appropriate inspection and monitoring activities are being identified and implemented, TransLink regularly consults with experienced bridge engineers working in the private and public sectors 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 2017 update to the Board are listed in Table 1.

**Table 1: February 2018 to May 2018 Pattullo Bridge Ongoing Inspections and Monitoring**

REFERENCE	ACTIVITY	CONSULTANTS / PARTNERS	STATUS
1	Condition Inspection	Ministry of Transportation and Infrastructure (Ministry)  Mott MacDonald (Mott)	2017 inspection review has been completed (Mott)  2018 inspection to be scheduled (Ministry)
2	Wind and Seismic Warning System Implementation	PBX Engineering Ltd.	In Progress (in service by Q1 2019)
3	Deck Condition Monitoring	Mainroad Contracting Ltd.  WSP  COWI North America Ltd.	Ongoing deck monitoring  Structural analysis to be completed May 2018.
4	Emergency Management Plan	Mott MacDonald	Draft completed Q2 2018
5	2018 Freshet Monitoring Survey	Northwest Hydraulic Consultants	Next survey – end of May 2018

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 snoopier truck. The 2017 inspection was completed in November 2017, and the inspection report was submitted to TransLink in Q1 2018.

To ensure action items stemming from the inspection report are followed-up on, TransLink retained the services of Mott MacDonald (Mott), structural experts, to review and visually verify the findings and recommendations in the Ministry's inspection report. Based on discussions with Mott, their findings are consistent with the Ministry's observations that there are no urgent concerns requiring immediate repairs at the Bridge. Given the existing Pattullo Bridge is expected to be replaced by the province by 2023, Mott recommends continued monitoring of the structure to assess the progression of deterioration, and performing ongoing maintenance of the various bridge components, including railings, drains, and potholes. A draft report of Mott's review, including a tracking spreadsheet to record ongoing repairs, will be completed in May 2018.

The Ministry has notified TransLink that the 2018 inspection will be conducted in Q4 2018. To take advantage of the snoopier truck, TransLink has reserved the snoopier truck for an additional two days to

enable TransLink's structural and deck experts to complete any required follow-up detailed investigation of the Bridge.

## **2. Wind and Seismic Warning Systems**

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, an advance warning and monitoring system is being designed and implemented. The wind warning system will monitor and measure wind speeds at the bridge; and a seismic warning system will sense an earthquake in progress and provide warnings and alerts potentially up to 1 minute prior to damaging ground waves reaching the bridge. Both systems will provide opportunities to reduce risks to bridge users through warnings and closures. PBX Engineering Ltd. (PBX) completed the functional design of the system in Q1 2018. The functional design identified the most appropriate location for the system infrastructure and the property requirements. Opportunities to use the system to provide alerts for other TransLink infrastructure and property will also be considered. Following the completion of the functional design, PBX is now currently undertaking detailed design. The system is scheduled to be in service by Q1 2019.

## **3. Deck Condition Monitoring and Repairs**

The reinforced concrete deck of the Pattullo Bridge is in an active and advanced state of deterioration, primarily due to corrosion of the reinforcing steel. While repairs to the north portion of the deck were completed between Pier 0 and Pier 9 in the summer of 2016, the risk of pothole formation still exists particularly for the remainder of the Bridge, referred to as the South Approach (Pier 9 to Pier 29).

To ensure the entire deck is functional and safe for operations, bridge deck experts from WSP conduct bi-weekly walk-through inspections of the deck as well as from the ground and catwalk levels. Signs of pothole formation are monitored and flagged for future interventions either during overnight lane closures or during full bridge closures. No new significant repair requirements have been identified since repairs were conducted in the summer of 2017 with a weekend closure of the Bridge. No summer closures are currently planned for 2018.

In addition to the top surface of the deck, extensive corrosion-related damage is also occurring to the bottom surface (soffit). Debris netting is currently in place to protect the public and other infrastructure, including the railway tracks, from concrete falling from the deck soffit. WSP will continue to monitor the condition of the deck soffit. As the bottom surface of the east side supports traffic loadings, COWI has been requested to complete a load evaluation to ensure the load carrying capacity of the bridge is not compromised by the deteriorations. The bottom surface of the west side is a lesser concern as it supports lighter pedestrian and cyclist loadings. The evaluation by COWI will be completed in Q2 2018. A follow-up inspection using the Ministry's snooper truck will be conducted in Q4 2018.

#### **4. Emergency Management Plan**

In July 2017, a tabletop exercise was conducted to assess preparedness for responding to an emergency closure of the Pattullo Bridge. Mott MacDonald (Mott) was retained to assist with the exercise and recommended that the Emergency Response Plan be updated to include the learning outcomes of the exercise. A draft of the updated Pattullo Emergency Management Plan (EMP) has been completed. The updated draft EMP incorporates the recommendations from the July 2017 tabletop exercise and achieves the following:

- Identifies key roles and responsibilities of the response team, consisting of TransLink staff, the bridge operations and maintenance contractor, and structural engineers;
- Identifies incident triggers for bridge closures, such as pier impact, bridge deck failure, or seismic activity;
- Establishes key contact lists, including municipal stakeholders, first responders, and permitting authorities
- Establishes the traffic control plans to close all accesses to the Pattullo Bridge from both the City of New Westminster and the City of Surrey;
- Identifies the placement of 10 Portable Changeable Message Signs (PCMS) and the appropriate messaging for public information dissemination.

Work is currently being undertaken to further refine the draft. The protocols and tools developed as part of the Pattullo EMP will be shared with all members of the response team. It is expected that the EMP will be reviewed annually to ensure information remains current.

#### **5. 2018 Freshet Monitoring and Survey**

The Pattullo Bridge is situated in the narrowest part of the river, which sees large tidal fluctuations. This elevates the risk of the Bridge to scour and erosion. To proactively address any concerns arising from changing river hydraulics, Northwest Hydraulic Consultants Ltd (NHC) has been conducting bi-annual surveys at the Pattullo Bridge. The 2018 freshet monitoring survey is scheduled for late May 2018, after the peak of freshet to monitor the condition of pier protection currently in place at the Bridge and to identify whether any repairs are required.

With the combination of high snowpack and warm weather, the 2018 freshet has brought rising water levels and river velocities. Management is coordinating with the Cities of Surrey and New Westminster to monitor water levels and respond to any road network impacts on either side of the bridge. During this year's freshet, NHC expects some movement of riprap; however, at the moment, NHC have indicated that there are no concerns. Recent monitoring surveys continue to indicate that the pier protection measures are effective.

Based on recent discussions with NHC, more frequent surveys are being considered in the period leading up to the construction of the new Pattullo Bridge and the upgrades planned for the Rail Bridge. TransLink is continuing to work with the CN Rail and Pattullo Bridge Replacement teams to monitor and manage the impacts of the planned projects on the existing Pattullo Bridge.

### **Customer Impact and Communications**

Ongoing monitoring activities occurring at the Bridge between since February 2018 have not required closures that would impact the public. Bridge closures are currently not planned for summer 2018.

A robust communications plan has been developed to support ongoing work and can be initiated upon notice to the Communications Team. When needed, public communication can be achieved through:

- Media releases to stakeholders;
- Media releases to television, radio, newspaper, and road reporting;
- TransLink website, blog postings and twitter feeds;
- Notice on City of Surrey and City of New Westminster websites;
- Advance changeable message signs for vehicles; and,
- Posting signs on bus stops.

### **Financial Impacts**

All monitoring, inspection, and repair work is being performed under existing approved operating and capital funds.



**TO:** Board of Directors

**FROM:** Rob Malli, Chief Financial Officer & Executive Vice President Finance and Corporate Services

**DATE:** May 9, 2018

**SUBJECT:** Capital Project Approval Policy

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**PROPOSED RESOLUTION:**

That the Board of Directors approve the updated Capital Project Approval Policy (Attachment A).

**EXECUTIVE SUMMARY**

In June 2017, the Board approved an updated process by which capital projects are approved and the inclusion of the Capital Expenditure Approval Controls table into the Board Governance Manual.

The attached proposed Capital Project Approval Policy formalizes capital project approval controls and reflects the updated process that was adopted by the Board in June 2017. In addition, the proposed Policy updates definitions, reporting and management of capital projects to reflect TransLink's significantly improved capital management processes.

Management is providing this updated policy for approval by the TransLink Board.

**PURPOSE**

The purpose of this report is to seek Board approval for the Capital Project Approval Policy which defines capital assets and provides a framework for authorizations, reporting and management of capital projects.

**BACKGROUND**

As reported to the Board in June 2017, the capital program is managed through a structured reporting process. A key component of capital project management is controls over the approval of expenditures.

The strengths of the control structure in Appendix 1 include:

- Approval oversight increases for higher risk projects;
- Project oversight extends seamlessly from project initiation through conclusion; and
- Clear lines of accountability and reporting.

All capital projects are categorized according to risk profile as follows:

- **Category 1 and 2:** Maintenance, minor and routine projects with a low risk profile. Typically these projects have a low budget and complexity and/or no public-facing component. Examples include bus depot paving projects, hoist replacements and rail replacement.
- **Category 3:** Projects with a moderate risk profile. Typically these projects have a moderate budget and complexity and/or some public facing component. Examples include bus

loop/exchange upgrades.

- **Category 4:** Projects with a high risk profile. Typically these projects have a higher budget and complexity and/or a significant public facing component. Examples include the major station upgrades.

The above discussion applies to TransLink's internally-managed annual capital program. Mega projects, such as the rapid transit expansion projects in Vancouver and Surrey, are subject to separately defined project-specific governance and financial management.

## **DISCUSSION**

The Board approves Capital projects through the Annual Capital Budget. In year ad hoc requests for Category 4 projects not in the capital budget and with high risk exceptions (significant variance in approved scope/budget/risk) are also approved by the Board. All other project approvals, exceptions and updates are received by the Board in quarterly reports.

Based on the capital project approval controls adopted by the Board in June 2017 and additional updates, the proposed Capital Project Approval Policy is attached.

### **Attachments:**

Attachment A – Proposed Capital Project Approval Policy

Appendix 1 – Capital Expenditure Approval Controls



## CAPITAL PROJECT APPROVAL POLICY - BOARD POLICY -

Issued By:	Capital Assets and Government Funding
Approved By:	Board of Directors
Meeting Date:	TBD
CEO Signature:	_____

### 1. PURPOSE

To specify TransLink policy for the approval of capital projects incurred on behalf of the South Coast British Columbia Transportation Authority and define allowable capital cost inclusions.

### 2. AUTHORIZATIONS

Appendix 1 outlines the various levels of approvals.

a) Approval in Principle (AiP)

The Board of Directors Approves in Principle capital projects through the annual Capital Program on the recommendation of the Executive Capital Oversight Group (“ECOG”) who received previous recommendation from the Capital Management Committee (“CMC”). The AiP budget determines the overall Capital Program for the year.

b) Specific Project Approval (SPA)

Projects approved within the Capital Program (i.e. with Approval in Principle) are brought forward to the CMC for Specific Project Approval supported by businesses cases and work plans. SPA includes approval of the project scope, schedule, risk and budget. Projects with a high risk profile are recommended by the CMC to ECOG for SPA approval.

c) Ad Hoc Requests

For projects brought forward for SPA that are not included in the AiP budget, the CMC can recommend the project to ECOG for approval. However, if the project is high risk then ECOG must recommend the project to the Board for approval.

d) Project Change Authorization (PCA)

Project Change Authorizations may occur during or before project delivery. Based on professional judgement from the CMC, PCA’s exceptions are determined to be high risk or low risk based on the significance of the variance from the project’s original approved scope, schedule, budget and risk. Depending on the significance of the variance and the overall risk of the project; the CMC, ECOG or Board can approve PCA’s.





#### e) Capital Program Spending <sup>1</sup>

The authority to approve goods, services and capital contracts is established through the following separate policies and procedures:

- Board Policy: Procurement
- Corporate Policy and Procedures: Procurement
- Corporate Policy and Procedures: Requisitioning Authority and Signing Officers

<sup>1</sup> Project budgets include estimated property acquisition costs, but property acquisitions are approved in accordance to TransLink's Requisitioning Authority and Signing Officer Policy through a separate process, and the cost is then allocated to the capital project.

### 3. REPORTING

The Vice President of Infrastructure Management and Engineering will report to the Finance and Audit Committee on the status of major capital projects and expenditures. The Chief Financial Officer and Executive Vice President, Finance and Corporate Services will report on the status of all capital projects and expenditures on a quarterly basis.

### 4. PROJECT MANAGEMENT

The Infrastructure and Technology Project Management Offices (PMOs) are responsible for supporting, monitoring, and reporting on project development and delivery. Steering Committees are project-specific committees typically consisting of Directors and VPs representing project stakeholders, including the Project Sponsor. Steering Committees closely monitor project progress and provide guidance to the Project Manager, and approve contingency spending.

### 5. APPLICATION

Any project that meets the definition of a capital asset and has an estimated minimum cost to TransLink of \$50,000 is subject to this policy. All vehicle purchases below \$50,000 are included as a capital asset.

Any grouped or bulk purchase that meets the definition of capital asset and has an estimated minimum cost to TransLink of \$50,000 is subject to this policy, provided that all of the following conditions are met:

1. Grouped items can reasonably be considered a single or discrete capital asset; and
2. Justification for each item is the same; and
3. Grouping of items is justified for reasons of schedule, timing, cost or technical efficiencies.

### 6. ACCOUNTING STANDARDS

TransLink defines and records costs of tangible capital assets in accordance with the Canadian Public Sector Accounting Board (PSAB) Standards.



Capital Expenditure Approval Controls

Item		Capital Management Committee	Executive Capital Oversight Group	Board (through Finance & Audit Comtee)
10 Year Capital Program		Prepare and Recommend	Review and Recommend	Review and Approve
Annual Capital Budget with Project Categorizations		Prepare and Recommend	Review and Recommend	Review and Approve
Categories 1 and 2: Routine Maintenance; Low Profile Projects	Approval-in-Principle (AIP) to include in Budget	Prepare and Recommend	Review and Recommend	Review and Approve
	Specific Project Approval (SPA) to initiate project	Review and Approve	Provide Quarterly Oversight	Receive in Quarterly Report
	Any exceptions during delivery	Review and Approve	Provide Quarterly Oversight	Receive in Quarterly Report
Category 3: Moderate Profile Projects	Approval-in-Principle (AIP) to include in Budget	Prepare and Recommend	Review and Recommend	Review and Approve
	Specific Project Approval (SPA) to initiate project	Review and Approve	Provide Quarterly Oversight	Receive in Quarterly Report
	Low risk exceptions (minor relative variance in approved scope/schedule/budget/risk)	Review and Approve	Provide Quarterly Oversight	Receive in Quarterly Report
	Higher risk exceptions (significant relative variance in approved scope/schedule/budget/risk)	Review and Recommend	Review and Approve	Receive in Quarterly Report
Category 4: High Profile Projects	Approval-in-Principle (AIP) to include in Budget	Prepare and Recommend	Review and Recommend	Review and Approve
	Specific Project Approval (SPA) to initiate project	Review and Recommend	Review and Approve	Receive in Quarterly Report
	Low risk exceptions (minor relative variance in approved scope/schedule/budget/risk)	Review and Approve	Provide Quarterly Oversight	Receive in Quarterly Report
	Higher risk exceptions (significant relative variance in approved scope/schedule/budget/risk)	Review and Recommend	Review and Recommend	Review and Approve
In-Year Ad Hoc Requests: for Projects Not in Capital Budget	Categories 1 to 3: Approval-In-Principle and Specific Project Approval	Review and Recommend	Review and Approve	Receive in Quarterly Report
	Category 4: Approval-In-Principle and Specific Project Approval	Review and Recommend	Review and Recommend	Review and Approve

TO: Board of Directors

FROM: Rob Malli, CFO and Executive Vice-President, Finance and Corporate Services

DATE: June 5, 2018

SUBJECT: Development Cost Charges - Draft Bylaw for Informational Purposes Only

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### **Executive Summary**

TransLink is required to include all bylaws relating to revenue measures when preparing an investment plan. The Province recently amended the *South Coast British Columbia Transportation Authority Act* ("SCBCTA Act") to authorize TransLink to impose Development Cost Charges ("DCCs") by bylaw to fund eligible regional transportation projects. As provided in the SCBCTA Act, the bylaw must be approved by the Inspector of Municipalities ("Inspector") in advance of Board approval of the bylaw. Management is expecting to deliver its submission to the Inspector in fall 2018 for Inspector approval and ultimate adoption by the Board by the end of 2018. At this time, Management is presenting the Board for its information the Draft DCC Bylaws, which will be attached to the Phase Two Investment Plan.

Overall, the SCBCTA Act amendments for the DCC are generally consistent with the *Local Government Act* and the *Greater Vancouver Sewerage and Drainage District Act* ("GVS&DD Act") and the Draft DCC Bylaws have been developed based on the DCC related bylaws of the Greater Vancouver Sewerage and Drainage District ("GVS&DD"). The legislation also provides TransLink with discretion on the prescribed thresholds relating to DCC exemptions – Management will provide its policy recommendations to the Mayors' Council on Regional Transportation and TransLink Board of Directors Joint Finance Committee ("Joint Finance Committee") at its next meeting.

### **PURPOSE**

The purpose of this report is to provide the Board with information about the attached draft *South Coast British Columbia Transportation Authority 2018 Development Cost Charges Bylaw* (Attachment 1) and the accompanying *South Coast British Columbia Transportation Authority 2018 Development Cost Charges Affordable Housing Waiver Bylaw* (Attachment 2) (together the "Draft DCC Bylaws") to establish a DCC for certain regional transportation projects.

### **BACKGROUND**

Following consultations with stakeholders, the Mayors' Council and Board, on December 7 and December 14, 2017, respectively, approved Management's proposed structure and Phase One Investment Plan rates for a new DCC to help fund the expansion of regional transportation infrastructure ("DCC Framework"). In March 2018, the Mayors' Council and the Province of BC ("Province") reached an agreement to fund the regional share for Phase Two of the Ten-Year Vision in part by increasing the DCC rates to contribute toward additional expansion projects in the Phase Two Investment Plan. Subsequently on May 7, 2018, the Province introduced amendments to the SCBCTA Act to enable TransLink to charge and collect a DCC by bylaw, which received royal assent on May 31, 2018.

The DCC amendments to the SCBCTA Act are similar to DCC provisions within the *Local Government Act* and the *GVS&DD Act*, where the DCCs must be set in a bylaw that requires approval by the Inspector before being adopted. The Inspector typically reviews and approves DCC bylaws prior to a municipal council's or regional board's final reading of the bylaw to ensure that:

- the DCC rates have been determined in compliance with legislative requirements; and
- the impacts of the rates on development and other factors as set out in the SCBCTA Act have been appropriately considered.

## DISCUSSION

The Draft DCC Bylaws are being presented to the Board at this time for information purposes only, since TransLink is required to accompany the Phase Two Investment Plan with all bylaws proposed or passed by the Board in relation to revenue measures for the first three years of the plan. Management is planning for DCC collections to start January 15, 2020. As per the DCC Framework, and following consultations with stakeholders on proposed DCC rates to generate additional revenues for the Phase Two Investment Plan, the DCC rates set out in the Draft DCC Bylaws, and summarized below, are subject to final consultation with stakeholders and approval by the Mayors' Council, the Board and the Inspector:

Use	2020	2021
Single family	\$2,100 per unit	\$2,975 per unit
Townhouse/ duplex	\$1,900 per unit	\$2,470 per unit
Apartment	\$1,200 per unit	\$1,545 per unit
Retail/service	\$1.25 per sq.ft.	\$1.25 per sq.ft.
Institutional	\$0.50 per sq.ft.	\$0.50 per sq.ft.
Office	\$1.00 per sq.ft.	\$1.00 per sq.ft.
Industrial	\$0.30 per sq.ft.	\$0.30 per sq.ft.

A summary of the key provisions enacted by the Province for TransLink to impose and collect a DCC are provided in the attached Appendix A (Attachment 3). Management is in the process of developing recommendations on matters outlined in Appendix A, including where TransLink has the authority to set exemption thresholds at different amounts to those prescribed in the legislation. Management will be presenting policy recommendations to the Joint Finance Committee related to the discretion allowed within the legislation on these exemptions at its next meeting.

Management also understands that it is the Province's intention to allow TransLink to adjust its DCC rates annually for inflation for a specified period through regulation without the requirement to obtain the Inspector's approval on the adjusted rates, similar to the authority provided to municipalities.

The Draft DCC Bylaws were drafted with a reference to other existing DCC bylaws, including the GVS&DD's DCC bylaws. Management is also proposing a similar bylaw structure as used by GVS&DD for its DCC, with the separation of the Affordable Housing Waiver Bylaw from the Bylaw imposing a DCC,

allowing TransLink the flexibility to make changes to the definition of affordable housing without the requirement for approval by the Inspector that would otherwise be needed if the waiver was incorporated into the Bylaw imposing a DCC.

## **CONCLUSION**

The following actions will be taken by Management over the summer in order to have DCC related bylaws adopted by the end of 2018:

- Management will provide its policy recommendations (related to the discretion allowed on exemptions from the DCC within the legislation) and a revised DCC Framework (updated for the increase in DCC rates for the Phase Two Investment Plan) to the Joint Finance Committee
- The policy recommendations approved by the Mayors' Council and the Board will be incorporated into a final version of the Draft DCC Bylaws for final consultation with stakeholders
- Management will continue its consultation with staff from the Province regarding the submission requirements for the Inspector's review and approval of the TransLink's DCC bylaw
- The Draft DCC Bylaws, potentially adjusted based on feedback from stakeholders, will be presented to the Board for a first and second reading
- After the second reading, Management will deliver its DCC bylaw submission to the Inspector for review and approval
- Upon receiving the Inspector's approval, Management will present the DCC bylaw to the Board for a final reading and adoption

Concluding these actions by the end of 2018 allows for the DCC bylaws to be in place for a full year prior to the collection of DCCs from developments commencing January 15, 2020. Management will work with municipalities, Metro Vancouver, and UBC – the "Collection Entities" defined in the SCBCTA Act amendments – to set up the reporting requirements and any additional processes needed for the collection of TransLink's DCC.

## **ATTACHMENTS:**

Attachment 1 – *South Coast British Columbia Transportation Authority 2018 Development Cost Charges Bylaw*

Attachment 2 – *South Coast British Columbia Transportation Authority 2018 Development Cost Charges Affordable Housing Waiver Bylaw*

Attachment 3 – Appendix A



**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY**

**BYLAW NUMBER •-2018**

**A BYLAW TO IMPOSE DEVELOPMENT COST CHARGES**

**Effective January 15, 2019**

**TABLE OF CONTENTS**

1. Citation ..... 2

2. Interpretation..... 2

3. Development Cost Charges..... 6

4. Collection and Remittance of Development Cost Charges. .... 8

5. Reserve Fund and Use of Development Cost Charges ..... 10

6. Effective Date and Transition..... 10

7. Replacement of Development Cost Charges..... 11

8. Interpretation..... 12

DRAFT

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY  
BYLAW NUMBER •-2018**

**WHEREAS:**

A. Pursuant to Part 3.1 of the Act, the Authority may, by bylaw, impose development cost charges on every person who obtains approval of a Subdivision or a Building Permit authorizing the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

B. Development cost charges provide funds to assist the Authority to pay the Capital Costs of Eligible Projects to service, directly or indirectly, the Development for which the charge is being imposed;

C. Pursuant to the Act, development cost charges are not payable in certain circumstances and the Authority may waive or reduce development cost charges for eligible developments; and

D. In setting development cost charges under this Bylaw, the Authority has taken the following into consideration:

- (a) future land use patterns and development;
- (b) the phasing of works and services;
- (c) how development designed to result in a low environmental impact may affect the Capital Costs of an Eligible Project;
- (d) whether the charges are excessive in relation to the Capital Costs of prevailing standards of service in the Transportation Service Region;
- (e) whether the charges will, in the Transportation Service Region:
  - (i) deter development;
  - (ii) discourage the construction of reasonably priced housing or the provision of reasonably priced serviced land; or
  - (iii) discourage development designed to result in a low environmental impact;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

## 1. CITATION

- 1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. •, 2018”.
- 1.(2) This Bylaw may be cited as the “Development Cost Charge Bylaw”.

## 2. INTERPRETATION

- 2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the *South Coast British Columbia Transportation Authority Act*, SBC 1998, c. 30;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**Apartment Dwelling Unit**” means a Dwelling Unit in a building or structure that consists or may consist of two or more storeys and contains or may contain four or more Dwelling Units, whereby the building or structure has a principal exterior entrance used in common for access to the Dwelling Units. Apartment Dwelling Unit does not include Dwelling Units that are Townhouse Dwelling Units;

“**Building Permit**” means any permit required by a Collection Entity that authorizes the construction, alteration or extension of a building or structure that is within the Transportation Service Region;

“**Capital Costs**” has the same meaning as in the Act;

“**Collection Entity**” has the same meaning as in the Act;

“**Combination Development**” means any Development that comprises two or more of the following uses:

- (a) Single Family Dwelling;
- (b) Duplex;
- (c) Townhouse Dwelling Unit;
- (d) Apartment Dwelling Unit;
- (e) Retail/Service Use;
- (f) Institutional Use;
- (g) Office Use; and

(h) Industrial Use;

**“Community Charter”** means the *Community Charter*, SBC 2003, c. 26;

**“Development”** means:

- (a) a Subdivision; or
- (b) the construction, alteration or extension of a building or structure for which a Building Permit is obtained;

**“Duplex”** means a building or structure that contains or may contain two Dwelling Units, each of which Dwelling Unit has a direct exterior entrance, and neither of which Dwelling Units is a Secondary Suite;

**“Dwelling Unit”** means one or more rooms comprising a self-contained unit that is used or intended to be used for living and sleeping purposes and for which is provided cooking facilities, or the facilities for installation of cooking facilities, and one or more bathrooms having a sink or wash-basin, a water closet, and a shower or bath;

**“Effective Date”** means the date this Bylaw comes into force and takes effect;

**“Eligible Project”** has the same meaning as in the Act;

**“Floor Area”** means:

- (a) the floor area of the building or structure (measured from the outside edge of all exterior walls of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles; or
- (b) in the case of an alteration or extension of less than the entire building or structure, the portion of the building or structure to which the Building Permit applies (measured from the outside edge of any exterior walls in such portion of the building or structure), less the number of square feet of the floor area of the building or structure that is used or is intended to be used for the parking of motor vehicles and the storage of bicycles;

**“Industrial Use”** means a use providing for the manufacture, processing, fabrication, assembly, storage, transportation, distribution, wholesale, testing, service, repair, wrecking, recycling or salvaging of goods, materials or things for direct use or resale to business customers, and not for the general public [but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Industrial Use;

**“Institutional Use”** means a use providing for public functions including:

- (a) schools, and colleges and universities operated by duly incorporated federal or provincial societies exclusively as non-profit, charitable organization;
- (b) hospital;
- (c) community centre;
- (d) courts, police stations and jail;
- (e) libraries and museum; and
- (f) buildings or structures associated with public parks, public playgrounds, cemeteries and works yards;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Institutional Use.;

**“In-stream”** has the same meaning as in the Act;

**“Issuing Entity”** has the same meaning as in the Act;

**“Land Title Act”** means the *Land Title Act*, RSBC 1996, c.250;

**“Laneway House”** has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the laneway house is located or, in the absence of such a definition, means a detached building or structure containing one Dwelling Unit and constructed in the yard of a site on which is situate a Single Family Dwelling;

**“Local Government Act”** means the *Local Government Act*, RSBC 2015, c. 1;

**“Municipal Charges”** means development cost charges, infrastructure impact charges, or similar charges imposed by a Collection Entity under the Local Government Act, the Community Charter, the Vancouver Charter or the University Act, as the case may be;

**“Non-Residential Use”** means Retail/Service Use, Institutional Use, Office Use and Industrial Use;

**“Office Use”** means a use providing for the provision of administrative, clerical, management, professional or technical services, but excludes such use(s) where they are ancillary to an Industrial Use, Institutional Use or Retail/Service Use;

**“Parcel”** means any lot, block or other area in which land is held or into which land is legally subdivided and for greater certainty, without limiting the foregoing, includes a strata lot under the Strata Property Act;

**“Precursor Application”** has the same meaning as in the Act;

**“Rate Schedule”** means the schedule of development cost charge rates that is attached as Schedule A to this Bylaw;

**“Reserve Fund”** means the reserve fund established pursuant to Section 5.(1), to which development cost charges are to be deposited pursuant to this Bylaw;

**“Residential Use”** means Single Family Dwelling, Duplex, Townhouse Dwelling Unit and Apartment Dwelling Unit;

**“Retail/Service Use”** means a use providing for the sale or rental of goods or services, personal services, or the servicing and repair of goods and includes:

- (a) entertainment and recreation facilities;
- (b) commercial schools, including, without limitation, facilities which include instruction in the arts, sports, business, self-improvement, academics and trades;
- (c) service stations;
- (d) tourist accommodations and facilities’;
- (e) adult or child day-care centres;
- (f) Sleeping Units;
- (g) community care and congregate housing and care;
- (h) any use permitted as a commercial use;
- (i) uses ancillary to any commercial use located on the same Parcel that serves or enhances the commercial use;

but does not include Office Use, except to the extent administrative, clerical, management, professional or technical services are ancillary to such Retail/Service Use;

**“Secondary Suite”** has the meaning given to such term in the applicable bylaws of the Collection Entity in whose area of jurisdiction the secondary suite is located or, in the absence of such a definition, means an accessory Dwelling Unit within a building of residential occupancy containing only one principal Dwelling Unit;

**“Single Family Dwelling”** means a detached building or structure that contains one principal Dwelling Unit and may contain one Secondary Suite;

**“Sleeping Units”** means one or more rooms that do not contain cooking facilities used for the lodging of persons;

**“Strata Property Act”** means the *Strata Property Act*, SBC 1998, c. 43;

**“Subdivision”** means:

- (a) the division of land into two or more Parcels, whether by plan, apt descriptive words or otherwise under the Land Title Act; and
- (b) a subdivision under the Strata Property Act;

and includes the consolidation of two or more Parcels, and phased strata plans;

**“Townhouse Dwelling Unit”** means a Dwelling Unit in a building or structure that contains or may contain four or more Dwelling Units, each of which Dwelling Unit has a direct exterior entrance;

**“Transportation Service Region”** has the same meaning as in the Act;

**“University Act”** means the *University Act*, RSBC 1996, c. 468; and

**“Vancouver Charter”** means the *Vancouver Charter*, SBC 1953, c. 55.

### **3. DEVELOPMENT COST CHARGES**

3.(1) Application of Development Cost Charges. Subject to Section 3.(4), every person who obtains from the applicable Collection Entity:

- (a) approval of a Subdivision that is in the Transportation Service Region; or
- (b) a Building Permit;

must pay the applicable development cost charges set out in this Bylaw to that Collection Entity on behalf of the Authority, before or at the time of the approval of the Subdivision or the issuance of the Building Permit.

3.(2) No Exemption. Without limiting the generality of Section 3.1, a Building Permit in Section 3.1(b) includes a permit authorizing the construction, alteration or extension of any building or structure that will, after the construction, alteration, or extension, contain one or more Dwelling Units and be put to no other use than the Residential Use in those Dwelling Units.



- 3.(3) Secondary Suites. Notwithstanding anything to the contrary contained in this Bylaw, development cost charges are not payable under this Bylaw for the construction, alteration or extension of one Secondary Suite in a Single Family Dwelling or for the construction, alteration or extension of a Laneway House.
- 3.(4) Exemptions from Development Cost Charges. A development cost charge is not payable:
- (a) in relation to a Development authorized by a Building Permit that authorizes the construction, alteration or extension of a building or part of a building that is, or will be, after the construction, alteration or extension, exempt from taxation under any of the following:
    - (i) section 220(1)(h) of the Community Charter;
    - (ii) section 224(2)(f) of the Community Charter;
    - (iii) section 15(1)(d) of the *Taxation (Rural Area) Act*, RSBC 1996, c. 448;
    - (iv) section 396(1)(c)(iv) of the Vancouver Charter; or
    - (v) a law of a treaty first nation that provides for an exemption similar to an exemption under paragraphs (i) to (iv) of this subsection;
  - (b) if a development cost charge has previously been paid for the same Development unless, as a result of further development, additional Capital Cost burdens will be imposed on the Authority;
  - (c) if the Development does not impose additional Capital Cost burdens on the Authority;
  - (d) in relation to the construction, alteration or extension of self-contained Dwelling Units in a building authorized by a Building Permit if:
    - (i) each unit is no larger in area than 29 square metres (312.153 sq. ft.), and
    - (ii) each unit is to be put to no use other than the Residential Use in those Dwelling Units; or
  - (e) in relation to a Development authorized by a Building Permit if the value of the work authorized by the permit does not exceed \$50,000.

- 3.(5) Calculation of Development Cost Charges. Development cost charges imposed under this Bylaw will be calculated in accordance with the rates set out in the Rate Schedule.
- 3.(6) Combination Development. Without restricting the generality of Section 3.(5), the development cost charges for a Combination Development will be calculated separately for the portion of the Combination Development attributable to each Residential Use and Non-Residential Use and will be the sum of the development cost charges for each such use, calculated according to the Rate Schedule.
- 3.(7) Timing of Payment of Development Cost Charges. Development cost charges imposed under this Bylaw must be paid to the Collection Entity approving the Subdivision or issuing the Building Permit, as the case may be, as follows:
- (a) at the same time as any Municipal Charges as may be levied on the Development under a bylaw of the Collection Entity are payable to that Collection Entity; or
  - (b) if no Municipal Charges will be levied on the Development under a bylaw of the Collection Entity, as follows:
    - (i) where an application is made only for Subdivision, prior to the issuance of the approval of the Subdivision by the Collection Entity; or
    - (ii) where an application is made only for a Building Permit or for both Subdivision and for a Building Permit, prior to the issuance of the Building Permit by the Collection Entity.
- 3.(8) Payment of Development Cost Charges by Instalments. The development cost charges imposed under this Bylaw may not be paid by instalments unless a regulation under subsection 34.21(5) of the Act applies to the Development and authorizes the payment of development cost charges in instalments.

#### **4. COLLECTION AND REMITTANCE OF DEVELOPMENT COST CHARGES.**

- 4.(1) Collection of Development Cost Charges by Collection Entities. Subject to Section 7.(1), each Collection Entity must:
- (a) collect the development cost charges imposed on a Development under this Bylaw; and
  - (b) must not issue approval of a Subdivision or issue a Building Permit for any Development unless the development cost charges imposed under this Bylaw have been paid;

in accordance with Section 3.

- 4.(2) Separate Account. Subject to Section 7.(1), each Collection Entity must establish and maintain a separate account for the development cost charge monies collected under this Bylaw and deposit and hold such monies in that separate account, in trust for the Authority, until the monies are remitted to the Authority under Section 4.(3).
- 4.(3) Remittance of Development Cost Charges by Collection Entities. Each Collection Entity, within 30 days after June 30 and December 31 of each year, must remit to the Authority the total amount of development cost charges collected by the Collection Entity under this Bylaw during the six month period immediately preceding such date, or an amount equal to such development cost charges if the Collection Entity did not collect development cost charges under this Bylaw, together with the statement referred to in Section 4.(4).
- 4.(4) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:
  - (a) the number and type of use of all Residential Use Parcels or Dwelling Units on which development cost charges were levied or otherwise payable by it under this Bylaw;
  - (b) the aggregate Floor Area of each type of Non-Residential Use buildings or structures on which development cost charges were levied or otherwise payable by it under this Bylaw (calculated in accordance with the Rate Schedule);
  - (c) the legal description and civic address of each Parcel on which development cost charges were levied or otherwise payable by it under this Bylaw, and whether such development cost charges were levied or otherwise payable in respect of a Subdivision or a Building Permit;
  - (d) the date and amount of each payment of development cost charges levied or otherwise payable by it under this Bylaw and where Section 3.(8) applies to permit development cost charges levied under this Bylaw to be paid by instalments, the amount of instalment payments remaining to be paid to it and the dates for payment of such remaining instalments;
  - (e) the total amount of all development cost charges levied or otherwise payable by it under this Bylaw and, where applicable, the total amount of all remaining instalment payments;

- (f) the number, legal description, civic address and type of use of all Parcels in respect of which Subdivisions were approved where no development cost charges were levied by it under this Bylaw; and
  - (g) the number and type of use of all Dwelling Units and the aggregate Floor Area of each type of Non-Residential Use buildings or structures (calculated in accordance with the Rate Schedule) in respect of which Building Permits were required where no development cost charges were levied by it under this Bylaw.
- 4.(5) Records. Each Collection Entity shall retain, for a period of four years, sufficient records to support the statements and payments referred to in Sections 4.(3) and 4.(4).
- 4.(6) Inspection and Review of Collection Entity Records. The Authority may, at any time, subject to first giving reasonable notice to any Collection Entity, inspect any and all records of the Collection Entity relating to the information required under Section 4.(4), the calculation, collection and remittance by the Collection Entity of development cost charges levied under this Bylaw, and the calculation and remittance by the Collection Entity of any payments required under Section 4. Each Collection Entity shall permit any employee or agent of the Authority to inspect the records referred to above and to make and take away copies of those records.

## **5. RESERVE FUND AND USE OF DEVELOPMENT COST CHARGES**

- 5.(1) Establishment of Reserve Fund. The Reserve Fund is hereby established.
- 5.(2) Amounts Received. Amounts received by the Authority under Section 3.(1) or Section 7.(1) must be deposited in, or be credited to, the Reserve Fund.

## **6. EFFECTIVE DATE AND TRANSITION.**

- 6.(1) Effective Date. The effective date of this Bylaw is the date of adoption by the Board of Directors of the Authority.
- 6.(2) Transitional regarding Subdivision Applications. This Bylaw has no effect for a period of 12 months after the Effective Date with respect to:
- (a) a Subdivision of land located within a municipality if, before the Effective Date, the application for such Subdivision has been submitted to a designated municipal officer and the applicable subdivision fee has been paid;
  - (b) subject to paragraph (c), a Subdivision of land located outside a municipality if, before the Effective Date, the application for such

Subdivision has been submitted to a district highway manager in a form satisfactory to that official; or

- (c) a Subdivision of land in respect of a parcel of treaty lands of a treaty first nation if, before the Effective Date, the application for such Subdivision has been submitted to the approving officer and the applicable subdivision fee has been paid.
- 6.(3) Agreement with Applicant for Subdivision. Section 6.(2) does not apply if the applicant for that Subdivision agrees in writing that this Bylaw should have effect.
- 6.(4) Transitional regarding Building Permit Applications. This Bylaw has no effect with respect to the construction, alteration or extension of a building or structure if:
- (a) the Building Permit authorizing that construction, alteration or extension is issued within 12 months after the Effective Date; and
  - (b) a Precursor Application in relation to that Building Permit is In-stream on the Effective Date.
- 6.(5) Agreement with Applicant for Building Permit. Section 6.(4) does not apply if the applicant for that Building Permit agrees in writing that this Bylaw should have effect.

## **7. REPLACEMENT OF DEVELOPMENT COST CHARGES**

- 7.(1) Collection Entity Agreements. Despite any other provision of this Bylaw, the Authority may, in accordance with section 34.31 of the Act, enter into an agreement or agreements with any Collection Entity under which:
- (a) all, some or some portion of the development cost charges under this Bylaw that would otherwise apply are not required to be collected and remitted by the Collection Entity; and
  - (b) the Collection Entity agrees to pay to the Authority an amount equal to the development cost charges that the Collection Entity would have collected under this Bylaw but for such an agreement, in the manner and at the times set out in the agreement, or otherwise in the same manner and at the same times that development cost charges would otherwise have been payable.
- 7.(2) Failure to Remit Development Cost Charges. If a Collection Entity fails, for any reason, other than under an agreement under Section 7.(1), to collect any development cost charges payable under this Bylaw or to remit to the Authority any development cost charges collected by it, the Collection Entity must pay to

the Authority on demand an amount equal to the development cost charges that the Collection Entity should have collected or remitted under this Bylaw.

**8. INTERPRETATION**

- 8.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.
- 8.(2) Schedule. Schedule A is attached to and forms part of this Bylaw.

DRAFT

**SCHEDULE A**  
**DEVELOPMENT COST CHARGE BYLAW**  
**RATE SCHEDULE**

<b>Type of Development</b>	<b>Rates effective January 15, 2019</b>	<b>Rates effective January 15, 2020</b>	<b>Rates effective January 1, 2021**</b>
Single Family Dwelling	\$0 per Dwelling Unit	\$2,100 per Dwelling Unit	\$2,975 per Dwelling Unit
Duplex	\$0 per Dwelling Unit	\$1,900 per Dwelling Unit	\$2,470 per Dwelling Unit
Townhouse Dwelling Unit	\$0 per Dwelling Unit	\$1,900 per Dwelling Unit	\$2,470 per Dwelling Unit
Apartment Dwelling Unit	\$0 per Dwelling Unit	\$1,200 per Dwelling Unit	\$1,545 per Dwelling Unit
Retail/Service	\$0 per sq. ft. of Floor Area*	\$1.25 per sq. ft. of Floor Area*	\$1.25 per sq. ft. of Floor Area*
Institutional	\$0 per sq. ft. of Floor Area*	\$0.50 per sq. ft. of Floor Area*	\$0.50 per sq. ft. of Floor Area*
Office	\$0 per sq. ft. of Floor Area*	\$1.00 per sq. ft. of Floor Area*	\$1.00 per sq. ft. of Floor Area*
Industrial	\$0 per sq. ft. of Floor Area*	\$0.30 per sq. ft. of Floor Area*	\$0.30 per sq. ft. of Floor Area*

\*Calculated as the rate multiplied by the number of square feet of Floor Area

\*\*Rates subject to annual inflationary increases, commencing January 1, 2022, as per expected regulation

Draft: June 5, 2018

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY**

**BYLAW NUMBER •-2018**

**A BYLAW TO ESTABLISH A WAIVER OF DEVELOPMENT COST CHARGES  
FOR AFFORDABLE HOUSING**



**TABLE OF CONTENTS**

1. CITATION..... 1

2. INTERPRETATION ..... 1

3. WAIVER OF DEVELOPMENT COST CHARGES ..... 5

4. RECORD KEEPING AND REPORTING ..... 5

5. EFFECTIVE DATE ..... 6

6. INTERPRETATION ..... 6

DRAFT

Draft: June 5, 2018

**SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY  
BYLAW NUMBER •-2018**

**WHEREAS:**

- A. Pursuant to Section 34.21 of the Act, the Authority has imposed a Development Cost Charge pursuant to South Coast British Columbia Transportation Authority Bylaw Number •-2018;
- B. Pursuant to Section 34.24 of the Act, the Authority may, by bylaw, waive or reduce a Development Cost Charge imposed by bylaw pursuant to Section 34.21 of the Act for an “eligible development”; and
- C. It is deemed desirable to establish requirements and conditions for a waiver or reduction of Development Cost Charges for Not-for-Profit Rental Housing;

NOW THEREFORE the Board of Directors of the South Coast British Columbia Transportation Authority enacts as follows:

**1. CITATION**

- 1.(1) The official citation for this Bylaw is “South Coast British Columbia Transportation Authority Bylaw No. •, 2018”.
- 1.(2) This Bylaw may be cited as the “Development Cost Charge Waiver Bylaw”.

**2. INTERPRETATION**

- 2.(1) Definitions. In this Bylaw (including the recitals hereto):

“**Act**” means the *South Coast British Columbia Transportation Authority Act*, SBC 1998, c. 30;

“**Authority**” means the South Coast British Columbia Transportation Authority continued under the Act;

“**BC Housing**” means the British Columbia Housing Management Commission;

“**CMHC**” means Canada Mortgage and Housing Corporation;

“**Development Cost Charge**” means a development cost charge payable by a person to a Collection Entity on behalf of the Authority pursuant to the South Coast British Columbia Transportation Authority Development Cost Charge Bylaw No. •, 2018;

“**Effective Date**” means the date this Bylaw comes into force and takes effect;

“**Eligible Development**” means a Development containing Not-for-Profit Rental Housing;

**“Eligibility Criteria”** means criteria established by a Not-for-Profit Society, BC Housing, CMHC, a Non-Profit Municipal Housing Corporation or a Registered Charity or any authorized designate of any of the foregoing entities, used to determine eligibility of a person to occupy a Dwelling Unit within a Not-for-Profit Rental Housing Development;

**“Group Home”** means staffed residential housing for those with a level of disability that requires continual assistance to complete daily tasks of living (such as taking medication, dressing or bathing);

**“Non-Profit Municipal Housing Corporation”** means a non-profit housing corporation established at the initiative of a municipality or regional district;

**“Not-for-Profit Rental Housing”** means a Residential Use Development, Combination Development or Supportive Living Housing Development comprising housing that is:

- (a) owned, leased or otherwise held by a Not-for-Profit Society, BC Housing, CMHC, a Non-Profit Municipal Housing Corporation or a Registered Charity;
- (b) operated as rental housing for, and made available to, people who meet Eligibility Criteria, in exchange for Rent; and
- (c) governed by the terms of an agreement and/or covenant with the Province of British Columbia, BC Housing, CMHC or a municipality regarding the operation of the housing and stipulating how the Dwelling Units will be occupied and managed;

but not including:

- (d) a community care facility under the *Community Care and Assisted Living Act*, SBC 2002, c. 75;
- (e) a continuing care facility under the *Continuing Care Act*, RSBC 1996, c. 70;
- (f) a public or private hospital under the *Hospital Act*, RSBC 1996, c. 200;
- (g) a Provincial mental health facility, an observation unit or a psychiatric unit designated under the *Mental Health Act*, RSBC 1996, c. 288; or
- (h) a housing-based health facility that provides hospitality support services and personal health care;

**“Not-for-Profit Society”** means a society registered under the *Societies Act*, SBC 2015, c. 18, in respect of which:

- (a) the society's bylaws' or constitution's stated purpose is to provide affordable housing for low (or low and moderate) income households, or another similar purpose consistent with the type of services being provided;
- (b) the society's bylaws provide that the society's directors may not be remunerated in any capacity, nor may the directors serve as employees;
- (c) the society's bylaws provide that upon dissolution, or wind up of the society, the society's assets will be disposed of to an organization(s) with a similar not-for-profit purpose of providing affordable housing;
- (d) items addressed in paragraphs (a), (b) and (c) must be unalterable or otherwise restricted in accordance with the applicable legislation or regulation, or require the prior written consent of the Authority to alter; and
- (e) the society's rules of conduct must be in accordance with the society's purposes and applicable legislation;

**"On-Site Support Services"** means services to support independent daily living that are physically offered in the building's office or common areas, and include but are not limited to:

- (a) health and mental health services;
- (b) health and community support referrals;
- (c) addiction services;
- (d) employment and education services;
- (e) job and life skills training;
- (f) assistance with meal preparation or housekeeping; and
- (g) counselling and outreach services;

but not including personal continual assistance services such as bathing, dressing or medication assistance, as offered in a Group Home;

**"Registered Charity"** means a charitable foundation or a charitable organization as defined in the *Income Tax Act*, R.S.C. 1985, c. 1;

- (a) the registered charity's bylaws' or constitution's stated purpose is to provide affordable housing for low (or low and moderate) income households, or another similar purpose consistent with the type of services being provided;

- (b) the registered charity's bylaws provide that the society's directors may not be remunerated in any capacity, nor may the directors serve as employees;
- (c) the registered charity's bylaws provide that upon dissolution or wind up of the society, the society's assets will be disposed of to an organization(s) with a similar charitable purpose;
- (d) items addressed in paragraphs (a), (b) and (c) must be unalterable or otherwise restricted in accordance with the applicable legislation or regulation, or require the prior written consent of the Authority to alter; and
- (e) the registered charity's rules of conduct must be in accordance with the charity's purposes and applicable legislation;

**"Rent"** means money paid or agreed to be paid, or value or a right given or agreed to be given, by or on behalf of a tenant to a landlord in return for the right to rent a Dwelling Unit, for the use of common areas and for services or facilities and includes any and all strata fees, regardless of whether such fees are paid directly to the landlord, but does not include any of the following:

- (a) a security deposit;
- (b) a pet damage deposit;
- (c) a fee prescribed under section 97 (2) (k) of the Residential Tenancy Act;

**"Residential Tenancy Act"** means the *Residential Tenancy Act*, SBC 2002, c. 78; and

**"Supportive Living Housing"** means housing, not including a Group Home, that integrates Dwelling Units for persons who were previously homeless or who are at risk of homelessness, who may also:

- (a) have a mental illness;
- (b) have or be recovering from drug or alcohol addictions; or
- (c) experience other barriers to housing;

with On-Site Support Services that are available to the residents of the Dwelling Units, where occupancy is not restricted to less than 90 days.

- 2.(2) **Same Meaning.** Terms defined in the South Coast British Columbia Transportation Authority Development Cost Charge Bylaw No. • , 2018, have the same meaning in this Bylaw.
- 2.(3) **References to an Enactment Include Its Amendments.** References in this Bylaw to an enactment include the enactment as it may be amended or replaced from time to time.

### **3. WAIVER OF DEVELOPMENT COST CHARGES**

3.(1) Waiver of Development Cost Charges for Eligible Development. Notwithstanding Section 3.(1) of the South Coast British Columbia Transportation Authority Development Cost Charge Bylaw No. • , 2018, and subject to Section 3.(2) of this Bylaw, the Authority will, for an Eligible Development, waive or refund to the applicable Collection Entity on behalf of the registered owner, Development Cost Charges that are otherwise payable in respect of:

- (a) all Dwelling Units within the Development, if at least thirty percent of such Dwelling Units are to be occupied by households with incomes at or below housing income limits for the corresponding size of housing unit, as set out in the current "Housing Income Limits" (HILs) table published by the BC Housing, or equivalent publication; or
- (b) only those Dwelling Units within the Development that are to be occupied by households with incomes at or below housing income limits for the corresponding size of housing unit, as set out in the current HILs table, or equivalent publication, if less than thirty percent of all of the Dwelling Units are to be occupied by such households.

3.(2) Application for Waiver. No waiver or refund pursuant to Section 3.(1) shall be granted unless a registered owner's application for a waiver of Development Cost Charges in respect of an Eligible Development has been submitted to, and approved by the Authority as fulfilling all of this Bylaw's eligibility requirements and conditions for a waiver or refund of Development Cost Charges.

### **4. RECORD KEEPING AND REPORTING**

4.(1) Statements. Each Collection Entity must provide statements to the Authority, for every six month period comprising January 1 to June 30 and July 1 to December 31, setting out:

- (a) the registered owner or lessee; and
- (b) the number and type of use

of all Dwelling Units (calculated in accordance with the Rate Schedule set out in the South Coast British Columbia Transportation Authority Development Cost Charge Bylaw No. •, 2018) in respect of which Building Permits were required where Development Cost Charges were waived under this Bylaw.

- 4.(2) **Reports.** Authority staff will report annually to the Board of Directors of the Authority, and any time upon the request of the Board, the number and cost of Development Cost Charge waivers or reductions granted under this Bylaw.

**5. EFFECTIVE DATE**

- 5.(1) Effective Date. The effective date of this Bylaw is the date of adoption by the Board of Directors of the Authority.

**6. INTERPRETATION**

- 6.(1) Severability. If a portion of this Bylaw is held to be invalid it shall be severed and the remainder of the Bylaw shall remain in effect.

June 5, 2018

APPENDIX A

Legislative provision	Comments
<p>DCCs can generally be imposed to fund projects to “to provide, construct, alter or expand assets, facilities and other real or personal property required for the regional transportation system”, but specifically exclude:</p> <ul style="list-style-type: none"> <li>• a motor vehicle, other than a ferry</li> <li>• a vehicle that may be propelled by muscular power</li> <li>• a parking facility</li> </ul>	<p>The DCC Framework focused the use of DCCs on transit expansion related projects, including the purchase of buses. However, with this new legislation, TransLink’s use of DCCs is:</p> <ul style="list-style-type: none"> <li>• allowed for railway cars or any other vehicles running on rails, SeaBus acquisitions, and any other infrastructure required for the transportation system, but</li> <li>• not allowed for purchasing buses, bicycles or for building a parking facility.</li> </ul>
<p>DCCs cannot be imposed to recover capital costs incurred before 2018.</p>	<p>Management will be preparing a submission for the Inspector’s review and approval that lists only those eligible projects and costs that will be incurred in 2018 and onward.</p>
<p>The DCC rates may vary by different:</p> <ul style="list-style-type: none"> <li>• geographic areas</li> <li>• uses</li> <li>• capital costs related to different classes of development</li> <li>• sizes or numbers of lots or units in a development</li> </ul>	<p>The DCC rates set out in the Draft DCC Bylaws, as summarized in this report, are consistent with the DCC Framework with respect to:</p> <ul style="list-style-type: none"> <li>• varying rates by use, where residential uses are charged by unit and all other uses are charged by size</li> <li>• not varying rates by geographic areas or capital costs related to different classes of development</li> </ul>
<p>The legislation defines “Collection Entities” for the purpose of requiring the municipalities, Metro Vancouver, or the University of British Columbia (“UBC”) to collect the DCCs on behalf of TransLink. “Issuing Entities” includes those Collection Entities and also a local trust committee under the <i>Island Trust Act</i> and the minister authorized to enact bylaws applicable to the University Endowment Lands.</p>	<p>Issuing Entities essentially lists out the municipalities or agencies responsible for approving subdivisions or issuing building permits for the municipalities and rural areas that form the transportation service region.</p>



Legislative provision	Comments
<p>TransLink is given authority to impose DCCs on every person who obtains:</p> <ul style="list-style-type: none"> <li>• approval of a subdivision within the transportation service region, or</li> <li>• a building permit authorizing construction, alteration or extension of a building or structure within the transportation service region</li> </ul> <p>to pay for capital costs of eligible projects that relate, directly or indirectly, to the development for which the DCC is being collected.</p> <p>DCCs are not payable if:</p> <ul style="list-style-type: none"> <li>• a DCC has previously been paid for the same development, unless an additional capital cost burden will be imposed on TransLink as a result of further development, or</li> <li>• a development does not impose additional capital cost burdens on TransLink</li> </ul>	<p>These provisions essentially layout the imposition of DCCs on “net new” developments. Specific to the SCBCTA Act DCC amendment is the concept that the projects relate directly or indirectly to the development, which takes into consideration the impact of development on the regional transportation system.</p> <p>More specifically, a residential-use development that adds new units or a non-residential-use development that results in additional floor space will result in TransLink having to incur additional capital costs to expand its services to accommodate that growth. This would be the case for new developments as well as for existing developments (that had already paid a DCC) that are then further developed to add new units or additional floor space.</p>
<p>Building permits relating to places of worship are exempt from DCCs</p>	<p>This exemption is consistent with exemptions in the <i>Local Government Act</i> and the <i>GVS&amp;DD Act</i>.</p>
<p>DCCs are not payable on building permits:</p> <ul style="list-style-type: none"> <li>• of buildings that will contain fewer than 4 units, unless considered otherwise in a TransLink bylaw</li> <li>• of self-contained dwelling units in a building where each unit is no larger than 29m<sup>2</sup> or some other greater area established in a TransLink bylaw</li> <li>• where the value of work does not exceed \$50k or some other amount established by regulation or TransLink bylaw</li> </ul>	<p>These exemptions are consistent with exemptions in the <i>Local Government Act</i> and the <i>GVS&amp;DD Act</i>.</p> <p>Management will be presenting policy recommendations to the Joint Finance Committee related to the discretion allowed within the legislation on these exemptions at its next meeting.</p>
<p>TransLink may waive the DCCs for developments of one or more of the following categories:</p> <ul style="list-style-type: none"> <li>• not-for-profit rental housing, including supportive living housing</li> <li>• for-profit affordable rental housing</li> <li>• a subdivision of small lots that is designed to result in low greenhouse gas emissions</li> <li>• a development designed to result in a low environmental impact</li> </ul>	<p>These waiver provisions are consistent with provisions in the <i>Local Government Act</i> and the <i>GVS&amp;DD Act</i>.</p> <p>Management will be presenting policy recommendations to the Joint Finance Committee related to the discretion allowed within the legislation on these exemptions at its next meeting.</p>

TO: Board of Directors

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

DATE: 31 May 2018

SUBJECT: 2018 Transit Service Guidelines

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#### **EXECUTIVE SUMMARY**

The purpose of this informational item is to provide the Board with an overview of the new Transit Service Guidelines.

The 2018 Transit Service Guidelines provide new and refreshed criteria that bring clarity and consistency to the process of adjusting and improving transit services to meet changing customer needs. The guidelines apply to conventional transit services, which include bus, ferry (SeaBus), and rail (SkyTrain, Canada Line, and West Coast Express).

The Transit Service Guidelines are a flexible tool to plan and manage the transit system and assist in response to customer needs and community expectations in an accountable, equitable, and efficient manner. They communicate expectations for service delivery to partner agencies and local governments, as well as to TransLink's customers and the public.

The Transit Service Guidelines are organized around three key themes: Demand-oriented Service, Useful Service, and Productive and Efficient Service. The guidelines within each theme outline service performance, quality thresholds, and targets.

#### **PURPOSE**

The purpose of this informational item is to provide the Board with an overview of the new Transit Service Guidelines.

#### **BACKGROUND**

Originally developed in 1991 and updated in 2004, the 2018 Transit Service Guidelines provide new and refreshed guidelines that bring clarity and consistency to the process of adjusting and improving transit services to meet changing customer needs.

The new guidelines were developed in consultation with an internal TransLink working group, local government stakeholders through a series of workshops, and focus groups made up of transit customers. The approval process included review by the TransLink Senior Leadership Team, members of Senior Executive Team, and Service Change Oversight Committee, and recommendation for approval by the Service Change Approvals Committee.

The guidelines define the targets, thresholds, and conditions that correspond with high quality transit service. They are intended to be one tool in the toolbox for transit service planning and will be used to

analyze service performance, recommend how to allocate transit resources, and work with communities to plan for new or changing services.

## **DISCUSSION**

The Transit Service Guidelines are designed to provide flexibility in response to customer needs and community expectations in an accountable, equitable, and efficient manner. They also communicate expectations for service delivery to partner agencies and local governments, as well as to TransLink's customers and the public. The guidelines typically define minimum thresholds, which are often surpassed when applied to actual service.

The guidelines apply to conventional transit services, which include bus, ferry (SeaBus), and rail (SkyTrain, Canada Line, and West Coast Express). Other services, such as Access Transit services, are not included. Other key components of transit service—e.g., safety, accessibility, facility design, and fleet design—are covered in separate standards and guidelines documents developed by TransLink.

### **Transit Service Guideline Organization and Themes**

The Transit Service Guidelines are intended to remain a flexible tool to plan and manage the transit system. This flexible approach—rather than a standards/policy-based approach—aligns with best practices for service guidelines. It also recognizes the role of the Regional Transportation Strategy and future Investment Plans in establishing priorities for transit resources. These guidelines are one tool available to inform service planning decisions.

The Transit Service Guidelines are organized around three key themes: Demand-oriented Service, Useful Service, and Productive and Efficient Service. The guidelines within each theme outline service performance, quality thresholds, and targets that strike a balance between being aspirational and achievable. These guidelines were developed based on transit performance in the region, and are backed with best practices in developing service guidelines from other major metro regions.

#### *Demand-oriented Service*

- TransLink coordinates with local and regional partners to align the transit network with existing and planned growth and development to ensure services meet demand and grow ridership. Guidelines under this theme help TransLink provide appropriate access across the region, including connectivity to local and regional destinations, and opportunities for added service in growing areas.
- Guidelines: Transit-supportive Land Use and Demand

#### *Useful Service*

- To make transit a convenient, reliable, and comfortable choice for customers, the guidelines under this theme help to deliver service with reliable travel times, convenient points of connection, and appropriate time spans and frequencies. Focusing on the customer, TransLink's services should be useful to as many people as possible.
- Guidelines: Passenger Load, Stop Spacing, Service Frequency, Span of Service, Punctuality and Regularity, Route Design

#### *Productive and Efficient Service*

- To ensure delivery of productive and cost-effective transit services to the region, guidelines under this theme help TransLink balance agency and regional goals related to equity, efficiency, and effectiveness.
- Guidelines: Boardings per Revenue Hour, Capacity Utilization, Passenger Turnover, Cost per Boarded Passenger

Guideline values are subject to periodic updates, as the values are derived from actual performance of routes within each of the service types which change from time to time.

#### **Applying the Guidelines**

TransLink uses the Transit Service Guidelines to support decision making related to adding, adjusting, or eliminating transit service. Application of the guidelines and resulting changes to transit service planning and delivery are supported by the Transit Service Performance Review, a regular monitoring program on the performance of individual transit lines and services. The Transit Service Guidelines will be used in close coordination with other guideline documents, including *Managing the Transit Network* and the *Transit-Oriented Communities Design Guidelines*. In general, these guidelines have been provided to the Board for information and input but no formal action requested at this time. Staff expects to brief the Mayors' Council later this year. Because of the resource allocation implications of this document, an endorsement by the Board in the future could be helpful and appropriate.

#### **Customer Impact**

There will not be immediate impacts to customers as a result of the Transit Service Guidelines. They are a tool for use in transit service planning and will contribute to a consistent, logical, and transparent transit system.

#### **Financial Impact**

There will not be financial impact as a result of the Transit Service Guidelines. They are intended to assist in decision-making for transit service planning as funding increases or decreases.

#### **Communications Implications**

Communication is planned to partner agencies through the Regional Transportation Advisory Committee and Regional Planning Advisory Committee. After briefing the Mayors' Council, the Transit Service Guidelines will be made available for the general public on the TransLink website. Additional communication to the public will include a post on TransLink's Buzzer Blog and "Planning 101" informational videos.

#### **ATTACHMENTS**

2018 Transit Service Guidelines

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# 2018 TRANSIT SERVICE GUIDELINES

*DRAFT: June 6, 2018*





# TABLE OF CONTENTS

<b>1</b>	<b>INTRODUCTION</b>	<b>2</b>	<b>3</b>	<b>REFERENCE INFORMATION</b>	<b>48</b>
1.1	What are the Transit Service Guidelines?	3	3.1	Vehicle Capacity Reference Table	49
1.2	Using the Transit Service Guidelines	5	3.2	Service Productivity Reference Tables	50
1.3	Understanding Service Types	7			
<b>2</b>	<b>TRANSIT SERVICE GUIDELINES</b>	<b>10</b>		<b>APPENDIX</b>	<b>54</b>
2.1	Overview	11	A	Glossary	55
2.2	Layout and Organization	12	B	References	59
<b>D</b>	<b>Demand-oriented Service</b>	<b>14</b>	C	Acknowledgements	60
D.1	Transit-supportive Land Use and Demand	16			
<b>U</b>	<b>Useful Service</b>	<b>20</b>			
U.1	Passenger Load	21			
U.2	Stop Spacing	24			
U.3	Service Frequency	26			
U.4	Span of Service	28			
U.5	Punctuality and Regularity	30			
U.6	Route Design	34			
<b>PE</b>	<b>Productive and Efficient Service</b>	<b>38</b>			
PE.1	Boardings per Revenue Hour	40			
PE.2	Capacity Utilization	42			
PE.3	Passenger Turnover	44			
PE.4	Cost per Boarded Passenger	46			



1

# Introduction

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## 1. Introduction

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1.1 What are the Transit Service Guidelines?

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1.2 Using the Transit Service Guidelines

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1.3 Understanding Service Types

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TransLink is the transportation authority for the Vancouver metropolitan area. It has responsibility for planning, managing, and delivering an integrated regional transit network—including rapid transit, commuter rail, and bus services—to provide access and mobility for people across the region.

In consultation with stakeholders and customers, TransLink determines where demand is greatest, what types of service are most appropriate, and how resources are prioritized.

The Transit Service Guidelines provide a framework for achieving these objectives and delivering a transit network useful to the greatest number of people.





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## 1.1 What are the Transit Service Guidelines?

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The Transit Service Guidelines bring clarity and consistency to the process of adjusting and improving transit services to meet changing customer needs. They are founded on the principles of being:

- » **Accountable.** Has clear expectations for performance, demand, service quality, and customer expectations.
- » **Balanced.** Considers customers first, along with the needs of local communities, while ensuring the efficient and appropriate use of resources.
- » **Collaborative.** Builds upon partnerships with the public, local government partners, and stakeholders to identify and address issues and opportunities proactively and collaboratively.

The Transit Service Guidelines are designed to provide flexibility in response to customer needs and community expectations in an accountable, equitable, and efficient manner. They also communicate expectations for service delivery to partner agencies and local governments, as well as to TransLink’s customers and the public. The guidelines typically define minimum thresholds, which are often exceeded when applied to actual service.

The guidelines apply to conventional transit services, which include bus, ferry (SeaBus), and rail (SkyTrain, Canada Line, and West Coast Express). Other services, such as Access Transit services, are not included. Key components of transit service—e.g., safety, accessibility, facility design, and fleet design—are covered in separate standards and guidelines documents developed by TransLink.

### HOW ARE THE GUIDELINES USED?

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The guidelines are used to:

- » determine where service should be provided
- » design service characteristics
- » determine appropriate service levels
- » measure and establish minimum levels of service performance

TransLink’s ability to provide services consistent with the Transit Service Guidelines is influenced by available resources (in particular, available funding for transit operations), and by the investment priorities set out in the Regional Transportation Strategy and 10-year investment plans. If resources become constrained, TransLink will meet these guidelines as closely as possible and will work to achieve consistency as resources permit.

The guidelines can also help local governments make decisions about land use, which has a significant impact on the success of transit services. These and other guidelines, such as the Transit-Oriented Communities Design Guidelines, can assist local government partners to develop land use plans that support the type of transit they envision for their communities.



#### **REFERENCE: REGIONAL TRANSPORTATION STRATEGY**

The Regional Transportation Strategy (RTS) sets the vision, goals, principles, strategies, and key initiatives to help guide transportation decisions in the Vancouver metropolitan area over the next 30 years. It integrates TransLink’s strategies for investing in system expansion, managing travel demand, and coordinating land use and transportation. The RTS also commits TransLink to advance performance-based transportation solutions that best serve the region and its citizens.

The 2013 RTS identifies the Transit Service Guidelines as the tool used to “develop and communicate meaningful, manageable, and measurable transit service performance guidelines to clarify the conditions under which different levels of transit will be provided.”

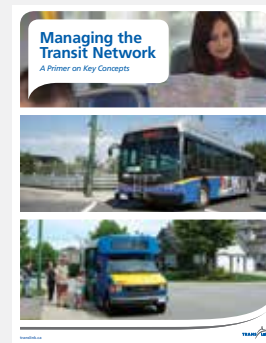
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## 1.2 Using the Transit Service Guidelines

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TransLink uses the Transit Service Guidelines to support decision-making related to adding, adjusting, or eliminating transit service. Application of the guidelines and resulting changes to transit service planning and delivery are supported by the Transit Service Performance Review, a regular monitoring program on the performance of individual transit lines and services.

The TransLink publication *Managing the Network Primer* explains how TransLink makes transit service decisions to respond to service requests and evaluate potential new services. Changes may be considered to improve performance on routes that do not meet minimum performance guidelines. These changes could include a variety of options, depending on the reason(s) for not meeting the guidelines, such as reconfiguring the route alignment to attract more passengers, adding more trips or using a larger vehicle to alleviate overcrowding, considering how to provide an appropriate level of service on unproductive segments, or more closely matching service levels to demand.



### REFERENCE: MANAGING THE NETWORK PRIMER

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TransLink regularly monitors the transit network to see how people use the various services available to them. Based on what is seen, adjustments are made to improve both the efficiency and usefulness of the network. This task is called managing the transit network. It involves overseeing the service planning process and developing policy guidelines and performance indicators for transit service in the interest of maximizing personal mobility. This primer deals mostly with the management of bus services in the region, but many of the concepts can be applied to other forms of transit as well.

## Processes to Plan and Manage the Network

The Transit Service Guidelines are applied during TransLink’s regular transit service performance reviews, transportation investment plans, and ongoing community-based area plans.



### TRANSIT SERVICE PERFORMANCE REVIEWS

To help manage the transit network, TransLink regularly reviews and modifies its transit services to increase efficiency and effectiveness. Each year, TransLink analyzes all transit routes in the system and publishes the Transit Service Performance Review. This review helps identify trends and opportunities for improvement by looking at the performance of the transit system and its components. TransLink tracks several performance indicators, including those contained in the Transit Service Guidelines. This analysis informs TransLink’s annual service change process to improve service across the region and to match service levels with demand.



### TRANSPORTATION INVESTMENT PLANS

Every three years (or more frequently, as needed), TransLink creates a 10-Year Investment Plan, which outlines the key initiatives, capital investments, and transportation services to be delivered. The plan details projected revenues and program expenditures on transit services, as well as on capital, operating, financing, and administration expenses for transit, roads, bridges, and cycling facilities across the region. The Transit Service Guidelines play a role in shaping expenditures for future transit services.



### AREA PLANS

TransLink works with its municipal partners and consults with the public to develop geographically-focused, sub-regional, and community-based area plans. They provide a blueprint for aligning the local transit network with existing and expected land use and travel patterns. They also guide future investment in, and changes to, the regional transit network. To develop an area plan, the range of local issues, opportunities, needs, and constraints are balanced against the regional transit network priorities detailed in TransLink’s Regional Transportation Strategy. Area plans work toward achieving the performance objectives articulated in the Transit Service Guidelines.

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## 1.3 Understanding Service Types

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TransLink provides a range of transit service types designed to meet different purposes, markets, travel demand levels, and objectives.

These service types are organized into seven categories: Rapid, All Day Frequent, Peak Frequent, Standard, Basic, Peak Only – Limited, and Special. All routes in TransLink’s network are categorized based on purpose, frequency, and hours of operation.

Service types are defined independent of specifications for vehicle type (e.g., standard bus or articulated bus) and mode (e.g., bus, rail, or ferry). These characteristics are not defined because different vehicle types and transit modes could be used for different service types.

### Transit Service Typology

SERVICE TYPE	SERVICE CHARACTERISTICS
<b>Rapid</b>	10 minutes or better frequency throughout the day, every day Evening service provided Exclusive, or predominantly exclusive, right-of-way like a bus-only lane or rail corridor; could be rail or bus
<b>All Day Frequent</b>	15 minutes or better frequency throughout the day, every day Evening service provided
<b>Peak Frequent</b>	15 minutes or better frequency in peak period and/ or in peak direction; less frequent at other times
<b>Standard</b>	15 to 30 minutes' frequency throughout the day, every day Evening service provided
<b>Basic</b>	30 to 60 minutes' frequency on weekdays; may or may not operate throughout the entire day or 7 days per week
<b>Peak Only – Limited</b>	Service offered only in peak periods and only on weekdays; service frequency may vary
<b>Special</b>	Special services that perform unique purposes; covers NightBus, SeaBus, and West Coast Express

#### WHAT ARE “SPECIAL” SERVICES?

Special services are planned and designed to leverage unique circumstances in the region. The three types of special services include:

- » NightBus – basic overnight service provided after regular transit service has ended
- » SeaBus – passenger ferry connecting Downtown Vancouver (Waterfront Station) with the North Shore (Lonsdale Quay Station)
- » West Coast Express – commuter rail service operating between Mission and Downtown Vancouver

## Frequent Transit

Frequent transit means customers can expect reliable, convenient, easy-to-use services that are frequent enough to eliminate the need to refer to a schedule. Three key transit network elements provide frequent transit and, though they are not service types listed in the Transit Service Guidelines, the terms are used publicly to describe lines or corridors with frequent service.



### FREQUENT TRANSIT NETWORK

TransLink’s Frequent Transit Network (FTN) is a network of corridors where daily transit service runs at least every 15 minutes in both directions until 9:00 pm, every day. FTN service may be provided by one or more types of transit along the same corridor as long as the combined services provide 15-minute or better service.



### SKYTRAIN

The SkyTrain network provides fast, convenient service within an exclusive right-of-way with high levels of frequency and reliability throughout the day and evening. SkyTrain services act as the backbone of the transit network, connecting key destinations across the region.



### B-LINE

TransLink’s B-Lines provide limited-stop bus services that run every 15 minutes or more often, throughout the day, every day of the week. To improve bus speed and reliability, streets with B-Line service may include enhanced service features, such as transit priority and customer amenities. B-Line service branding is currently being updated.

## 2

# Transit Service Guidelines

## 2. Transit Service Guidelines

### 2.1 Overview

### 2.2 Layout and Organization

#### D Demand-oriented Service

##### D.1 Transit-supportive Land Use and Demand

#### U Useful Service

##### U.1 Passenger Load

##### U.2 Stop Spacing

##### U.3 Service Frequency

##### U.4 Span of Service

##### U.5 Punctuality and Regularity

##### U.6 Route Design

#### PE Productive and Efficient Service

##### PE.1 Boardings per Revenue Hour

##### PE.2 Capacity Utilization

##### PE.3 Passenger Turnover

##### PE.4 Cost per Boarded Passenger

The Transit Service Guidelines are intended to remain a flexible tool to plan and manage the transit system. This flexible approach—rather than a standards/policy-based approach—aligns with best practices for service guidelines. It also recognizes the role of the Regional Transportation Strategy and future Investment Plans in establishing priorities for transit resources. These guidelines are one tool available to inform service planning decisions.





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## 2.1 Overview

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The Transit Service Guidelines are organized around three key themes:



### Demand-oriented Service

TransLink coordinates with municipal and regional partners to align the transit network with existing and planned growth and development to ensure services meet demand and grow ridership. Guidelines under this theme help TransLink provide access across the region, including connectivity to local and regional destinations, and opportunities for added service in growing areas.



### Useful Service

To make transit a convenient, reliable, and comfortable choice for customers, the guidelines under this theme help to deliver service with reliable travel times, convenient points of connection, and appropriate time spans and frequencies. Focusing on the customer, TransLink's services should be useful to as many people as possible.



### Productive and Efficient Service

To ensure delivery of productive and cost-effective transit services to the region, guidelines under this theme help TransLink balance agency and regional goals related to equity, efficiency, and effectiveness.

### OVERVIEW TO THE DESIGN GUIDELINES

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The guidelines within each theme outline service performance, quality thresholds, and targets that strike a balance between being aspirational and achievable. These guidelines were developed based on transit performance in the region, and are backed with best practices in developing service guidelines from other major metro regions.

Guideline values are subject to periodic updates, as the values are derived from actual performance of routes within each of the service types which change from time to time.

## 2.2 Layout and Organization

**Section Title:** presents the theme title with colour-coded label

**Section Introduction:** provides an overview of the theme and important considerations

20 TransLink Transit Service Guidelines

### U Useful Service



TransLink strives to make its services useful for as many people as possible. By making transit a reliable, convenient, and comfortable choice, TransLink provides more options for its customers, alongside high-quality transportation services to as many people as possible.

Providing useful service relates to TransLink adapting services to meet the region's travel and mobility needs in ways that maximize ridership, provide basic coverage, and/or support long-term ridership growth. While the design of service will not be the same in every part of the region, TransLink's approach to providing service will be consistent. TransLink has a variety of policy, planning, and design guideline documents that identify approaches to improving access to transit and accessibility, including the Transit-Oriented Communities Design Guidelines.

There are many elements of a transit trip—on the website or looking at a map, at the stop or station, on the bus or train—that impact a person's perception and experience of the quality of service. While it is important for TransLink to measure as many elements of the customer experience as possible, many of these factors fall outside of the realm of service planning and decision-making.

Such passenger amenities as good lighting, covered bicycle parking, and real-time bus arrival information are addressed in TransLink's Transit Passenger Facility Design Guidelines.

#### TIME PERIODS FOR SERVICE PLANNING

Because service levels and demand vary throughout the day, many guidelines have different targets and thresholds for different time periods:

##### Peak Weekdays:

6:00 – 9:00 am and 3:00 – 6:00 pm

##### Midday Weekdays:

9:00 am – 3:00 pm

##### Evenings (all days):

6:00 pm – 12:00 midnight

##### Saturday:

8:00 am – 6:00 pm

##### Sunday:

9:00 am – 6:00 pm

21 TransLink Transit Service Guidelines

### U.1 Passenger Load

#### What is it?

Passenger load is a measure of how full a transit vehicle is, on average, at its busiest point or peak on a route.

#### Why does it matter?

Passenger load helps TransLink determine how full or crowded our services become while in service. If a bus or train only ever has a low passenger load, it could mean either there is too much service on a route for current demand or a lower-capacity transit vehicle should be used.

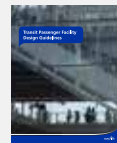
If a bus or train has a high passenger load, it could mean there is not enough service or a higher capacity transit vehicle is needed. A high passenger load can contribute to a negative riding experience, such as standing for an uncomfortable amount of time, struggling to get on or off the vehicle, or being passed up, which can lead to customers being late or missing an important connection.

#### How is it measured?

Passenger load is measured using the peak load factor. The peak load factor is the ratio of average passengers carried versus the capacity or space available on a vehicle, expressed as a percentage. A passenger load factor of 100% means the vehicle is at capacity.

The peak load factor is calculated by dividing the average load on a transit vehicle at its busiest point by the number of spaces (seats plus standing space) provided on each trip.

The capacity of TransLink's various transit vehicles is provided in [U.3 Vehicle Capacity Reference Table](#). These capacities account for a reasonable amount of space for both seated and standing passengers.



#### REFERENCE: TRANSIT PASSENGER FACILITY DESIGN GUIDELINES

Responsibility for delivering effective transit facilities is often shared between local jurisdictions, developers, and TransLink and its many project partners. With so many potential players involved in the delivery of transit passenger environments, the Transit Passenger Facility Design Guidelines serve as a principal reference for ensuring design consistency and excellence across all modes, projects, and environments. The Guidelines are intended for all parties involved in the planning, design, implementation, and operation of transit passenger facilities.

**Context Sidebar:** offers useful context for the information provided in the section

**Reference Sidebar:** identifies other supporting guidelines or standards

**Guideline Title:**  
identifies the  
guideline

**Guidelines:**  
provides the  
guideline  
details for each  
service type

**U.2 Stop Spacing**

**What is it?**

Stop spacing is the distance between stops along a route.

**Why does it matter?**

Stop spacing has an impact on the speed and reliability of a service, as well as on a customer's ability to access a service. Too many stops make travel slow and transit less useful and convenient. Too few stops mean less opportunity to access a service, even if it travels close by. The need for fast and reliable transit service is balanced with providing convenient access to the system when considering where stops should be placed.

**How is it measured?**

Stop spacing is measured by dividing the total distance of a given route by the total number of stops on the route minus 1. This measure provides average stop spacing in metres.

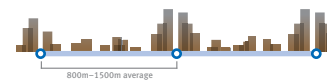
While the average stop spacing on a line should fall between the ranges provided in the guidelines, the actual distance between any two stops on a route can vary, depending on such factors as:

- » topography
- » road design
- » land use
- » location of sidewalks

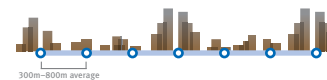
Useful Service

**Guideline: Stop Spacing**

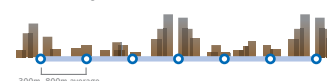
**Rapid**



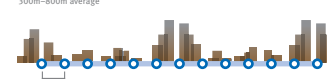
**All Day Frequent**



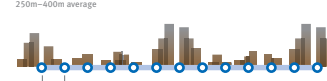
**Peak Frequent**



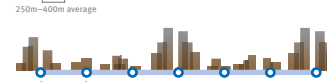
**Standard**



**Basic**



**Peak Only-Limited**



**Notes:**

- » B-Lines or routes operating on highways will have wider stop spacing.
- » For areas where existing land uses will not generate passenger trips—e.g., agricultural, heavy industrial, or low-density areas—exceptions to the stop spacing guidelines may be applied.
- » **Special:** stop spacing for these services is provided on a case by case basis.
- » **Standard & Basic:** stops in areas with high concentrations of seniors, people with disabilities, and other special needs may be spaced closer together to facilitate easier access to transit.

Useful Service

**Theme Tab:**  
identifies the  
relevant theme  
related to the  
guideline

**Description:**  
explains what  
is it, why  
it matters,  
and how it is  
measured

## D

# Demand-oriented Service



Transit and land use work hand-in-hand to support strong, sustainable communities. The design of the transit network should meet different levels of demand across the region to support an effective transit system that benefits the most people. Though TransLink provides service throughout the region, different types of land use and neighbourhood design support different levels of transit service. TransLink works together with the region’s municipalities and other key partner agencies towards the alignment of land use and transportation investments, and to proactively address new opportunities to increase demand, seek efficiencies, and align plans to meet shared goals.

TransLink’s Transit-Oriented Communities Design Guidelines provides context for this theme. The 6 Ds—destinations, distance, design, density, diversity, and demand management—are described in the guidelines as important to framing land use considerations.

Guidelines in this section are not intended to be used as a formula for providing transit. Coordinating service with land use is, however, an ongoing and evolving effort between TransLink and local partners. The Vancouver metropolitan area is a diverse region, and local context is an integral part of the decision-making process. The guidelines help to strike a balance between providing a basic level of service across the region and providing faster and more frequent service in areas where demand is higher. These guidelines are intended to be a resource in framing this discussion among TransLink, local government partners, other key partner agencies, developers, and the public about where different types of services may be most appropriate.

TransLink applies different guidelines for appropriate types of service, based on the characteristics of the areas within walking distance of such service. These guidelines come into consideration when providing new service or changing existing service.



## REFERENCE: TRANSIT-ORIENTED COMMUNITIES DESIGN GUIDELINES

Transit-oriented communities are places that, by their design, allow people to drive less and to walk, cycle, and take transit more. In practice, this means they concentrate higher-density, mixed-use, human-scale development around frequent transit stops and stations. Transit-oriented communities also make it possible to operate efficient, cost-effective transit service. The Transit-Oriented Communities Design Guidelines provide a more detailed resource for municipalities and other stakeholders involved in community planning processes across the region to further the development of more transit-oriented communities in Metro Vancouver.

## The 6 Ds of Transit-Oriented Community Design

The Transit-Oriented Communities Design Guidelines are organized around the 6 Ds, characteristics that describe the land use and built environment elements that influence demand for transit.



### DESTINATIONS

*Coordinate land use and transportation*

When land use and transportation are well coordinated, transit can provide fast, direct, and cost-effective access to more destinations for more people. Proximity to regional destinations provides an anchor for routes, and also influences transit ridership.



### DISTANCE

*Create a well-connected street network*

A well-connected street network shortens travel distances, making it possible for people to quickly and conveniently connect with transit en route to their destination.



### DESIGN

*Create places for people*

Transit-oriented communities are carefully designed with the needs of people in mind. Multi-modal streets and great public spaces enable people of all ages and abilities to access and enjoy a comfortable, safe, delightful, and inviting public realm.



### DENSITY

*Concentrate and intensify activities near frequent transit*

Transit-oriented communities concentrate most growth and development within a short walk of frequent transit stops and stations. A higher density of homes, jobs, and other activities creates a market for transit, allowing frequent service to operate efficiently.



### DIVERSITY

*Encourage a mix of uses*

A vibrant mix of land uses helps to create complete, walkable neighbourhoods around transit stations and stops, and supports a transit system that is well-utilized throughout the day.



### DEMAND MANAGEMENT

*Discourage unnecessary driving*

Transit-oriented communities use transportation demand management strategies, such as parking management, to discourage unnecessary driving and to promote walking, cycling, and transit.

## **D.1** Transit-supportive Land Use and Demand

### **What is it?**

The 6 Ds describe land use and built environment elements that influence demand for transit. Interactions among these six characteristics help to estimate potential demand for transit. Transit-supportive land use and demand guidelines indicate the characteristics of adjoining land uses that will allow transit to be productive and effective in meeting the needs of the community.

Land use characteristics help shape demand for transit, which in turn shapes the level of service provided. No single land use characteristic, or combination of characteristics, provides an accurate indicator of how transit service will perform in a given land use setting; rather, it is often the combination of all six indicators that determines which particular service type is the best match for an area.

Passenger demand is the level of consumer demand for transit services in a community or area. It can be thought of as the output of these land use and built environment characteristics. Demographic factors also shape passenger responses to varying levels of transit service and must be accounted for in any decision process. These distinctions explain why some routes with nearly identical land use characteristics can have widely differing performance, and why a simple formula cannot be applied to forecast ridership response to a particular type of service for a given set of land use characteristics.







### **Why does it matter?**

Land use guidelines provide one indication to assist TransLink in matching the right service to the potential level of demand for transit service in a given area. Different land use and built environment elements provide one indicator of the potential demand for transit. Passenger demand is a key outcome of these land use indicators, which drives many decisions made by TransLink about where and what kinds of transit service to provide. Once service is provided, changes in the level of demand or ridership provide the impetus for a change in service type.

Land use characteristics alone will not always predict transit ridership response to a given level of service. When considering deploying transit service in new markets, additional factors are important in addition to land use, such as route and network connectivity, other mobility options, built environment characteristics, and demographics.

### How is it measured?

There are many ways to measure and describe the 6 Ds. Some are easy to measure (e.g., the density of people living in an area), while others are more subjective and difficult to capture in a single measure. These guidelines use definitions of the 6 Ds identified in TransLink's Transit Oriented Communities Design Guidelines:

- 
**Destinations.** The number and type(s) of route anchors and major destinations along a corridor. Major destinations include rapid transit stations, post-secondary education institutions, regional shopping malls, and regional and municipal town centres.
- 
**Distance.** The number of intersections per hectare within walking distance of a transit corridor.
- 
**Design.** How people-friendly urban design is, such as sidewalks on both sides of the street, buildings oriented toward the street, and parking tucked behind buildings.
- 
**Density.** The number of people and jobs per hectare within walking distance of a transit corridor.
- 
**Diversity.** The mix and variation of land uses along a corridor, such as the mix of residential, employment, and/or retail land uses.
- 
**Demand Management.** The number and types of demand management programs in place along a given route, such as paid parking and parking availability.

Passenger demand is a key outcome of the 6 Ds. For this guideline, the potential for passenger demand is measured by weekday boardings, which are indexed by service revenue hour. Passenger demand is also used as an efficiency guideline (see **PE.1** Boardings Per Revenue Hour).

Because the 6 Ds are indicators of demand, the service types also relate to the level of demand experienced along a corridor. Land use characteristics and transit service characteristics build off of each other. A high-frequency service is unlikely to produce significant ridership in an area with characteristics that are not transit-supportive.

If both service and land use characteristics are in harmony, the ridership and productivity will likely follow from the appropriate level of service.

### WHAT INFLUENCES TRANSIT RIDERSHIP?

The 6 Ds are one influence on how effective a service might be in meeting regional objectives. Equally as influential is the demographic make-up of potential riders. Transit ridership is influenced by such demographic characteristics as age, income level, employment type and level, auto-ownership, household size, housing tenure, and cultural identity.

Similar to the physical characteristics of an area, no one or two combinations of these factors is an absolute indicator of a successful transit service. But, taken together, physical and demographic characteristics can explain why transit ridership is more responsive to a given service type in one area over another.



**Guideline: Transit-Supportive Land Use**

SERVICE TYPE	DESTINATIONS	DISTANCE	DESIGN	DENSITY	DIVERSITY	DEMAND MGMT	MIN AVG PASSENGER DEMAND/REVENUE HOUR
<b>Rapid</b>	Rapid transit investments have been, and will continue to be, the result of specialized studies focused primarily on high-performing All Day Frequent routes. Investment decisions on these corridors will be reached regionally on a corridor-by-corridor basis.						
<b>All Day Frequent</b>	High number of anchors along corridor, connection with Rapid stops and stations are key	0.6–0.9 intersections/hectare	Generally operates in highly walkable and bikeable environments	40–100 people and jobs/hectare (median)	High level of land use mix, high levels of retail activity	Moderate to high parking cost with low to moderate supply	50–60*
<b>Peak Frequent</b>	High number of anchors along corridor, connection with Rapid stops and stations are key	0.3–0.9 intersections/hectare	Moderately walkable and bikeable environments	35–80 people and job/hectare (median)	Medium-high level of land use mix along corridors, often dominated by high employment not related to retail	Low to moderate parking cost with moderate supply	35–40*
<b>Standard</b>	Medium number of anchors along corridor	0.5–0.9 intersections/hectare	Generally operates in moderately walkable and bikeable environments	30–70 people and jobs/hectare (median)	Medium level of land use mix along corridor; often has a dominant land use form, such as housing or office/industrial type employment	Low to no parking cost, with moderate to high supply	27–32*
<b>Basic</b>	Low number of anchors along corridor	0.2–0.7 intersections/hectare	Generally operates in moderate-low walkable and bikeable environments	30–60 people and jobs/hectare (median)	Lower level of land use diversity along corridor, often	No parking cost, with high supply	15–20*
<b>Peak Only – Limited</b>	This specialized service type is directed to assist in accommodating peak loads in particular locations. It generally supplements regular service, based more on exhibited passenger demand than on surrounding land use characteristics. As such, no land use criteria have been established for this service type.						
<b>Special</b>	NightBus, SeaBus and West Coast Express are specialized services that have unique characteristics and transit planning contexts; therefore, no land use criteria have been established for this service type.						

\*Weekday boardings per service revenue hour in peak and midday periods.

## U

## Useful Service



TransLink strives to make its services useful for as many people as possible. By making transit a reliable, convenient, and comfortable choice, TransLink provides more options for its customers, alongside high-quality transportation services to as many people as possible.

Providing useful service relates to TransLink adapting services to meet the region's travel and mobility needs in ways that maximize ridership, provide basic coverage, and/or support long-term ridership growth. While the design of service will not be the same in every part of the region, TransLink's approach to providing service will be consistent. TransLink has a variety of policy, planning, and design guideline documents that identify approaches to improving access to transit and accessibility, including the Transit-Oriented Communities Design Guidelines.

There are many elements of a transit trip—on the website or looking at a map, at the stop or station, on the bus or train—that impact a person's perception and experience of the quality of service. While it is important for TransLink to measure as many elements of the customer experience as possible, many of these factors fall outside of the realm of service planning and decision-making.

Such passenger amenities as good lighting, covered bicycle parking, and real-time bus arrival information are addressed in TransLink's Transit Passenger Facility Design Guidelines.

### TIME PERIODS FOR SERVICE PLANNING

Because service levels and demand vary throughout the day, many guidelines have different targets and thresholds for different time periods:

**Peak Weekday:**

6:00 – 9:00 am and  
3:00 – 6:00 pm

**Midday Weekday:**

9:00 am – 3:00 pm

**Evenings (all days):**

6:00 pm – 12:00 midnight

**Saturday:**

8:00 am – 6:00 pm

**Sunday/Holiday:**

9:00 am – 6:00 pm

## U.1 Passenger Load

### What is it?

Passenger load is a measure of how full a transit vehicle is, on average, at its busiest point or peak on a route.

### Why does it matter?

Passenger load helps TransLink determine how full or crowded our services become while in service. If a bus or train only ever has a low passenger load, it could mean either there is too much service on a route for current demand or a lower-capacity transit vehicle should be used.

If a bus or train has a high passenger load, it could mean there is not enough service or a higher capacity transit vehicle is needed. A high passenger load can contribute to a negative riding experience, such as standing for an uncomfortable amount of time, struggling to get on or off the vehicle, or being passed up, which can lead to customers being late or missing an important connection.

### How is it measured?

Passenger load is measured using the peak load factor. The peak load factor is the ratio of average passengers carried versus the capacity or space available on a vehicle, expressed as a percentage. A passenger load factor of 100% means the vehicle is at capacity.

The peak load factor is calculated by dividing the average load on a transit vehicle at its busiest point by the number of spaces (seats plus standing space) provided on each trip.

The capacity of TransLink's various transit vehicles is provided in [3.1 Vehicle Capacity Reference Table](#). These capacities account for a reasonable amount of space for both seated and standing passengers.









### REFERENCE: TRANSIT PASSENGER FACILITY DESIGN GUIDELINES

Responsibility for delivering effective transit facilities is often shared between local jurisdictions, developers, and TransLink and its many project partners. With so many potential players involved in the delivery of transit passenger environments, the Transit Passenger Facility Design Guidelines serve as a principal reference for ensuring design consistency and excellence across all modes, projects, and environments. The Guidelines are intended for all parties involved in the planning, design, implementation, and operation of transit passenger facilities.

Passenger load is a key indicator of a passenger’s level of comfort. Passengers who have a choice between sitting or standing or, if required to stand, have enough space to move freely through the vehicle and will feel more comfortable during their journey.

### Definition of Load Factors for Passenger Comfort

LOAD FACTOR (% OF CAPACITY UTILIZED)	RAPID SERVICE TYPE	ALL OTHER SERVICE TYPES
 <p>100% or higher</p>	<ul style="list-style-type: none"> <li>» All seats are full and all standing space is occupied.</li> <li>» The vehicle is overcrowded, and accessing the doors may be difficult for many passengers.</li> <li>» Standing passengers will need to step off the bus to let others exit.</li> <li>» Pass-ups are likely at some stops.</li> </ul>	
 <p>84% to 99%</p>	<ul style="list-style-type: none"> <li>» All seats are full and most standing space is occupied.</li> <li>» The vehicle is crowded, and accessing the doors may be difficult for some passengers.</li> <li>» Standing passengers will need to shift position as other passengers board/exit.</li> </ul>	
 <p>67% to 83%</p>	<ul style="list-style-type: none"> <li>» All seats are occupied, and half of the passengers are standing.</li> <li>» Some passengers will have to move around for others to board or exit the train.</li> </ul>	<ul style="list-style-type: none"> <li>» All seats are occupied, and several passengers are standing.</li> <li>» Some passengers may have to move around for others to board or exit the bus.</li> </ul>
 <p>51% to 66%</p>	<ul style="list-style-type: none"> <li>» All seats are occupied, and about one-third of all passengers are standing.</li> <li>» Boarding or exiting the train occurs without difficulty.</li> </ul>	<ul style="list-style-type: none"> <li>» Most seats are occupied, and a few passengers are standing.</li> <li>» Boarding or exiting the bus occurs without difficulty.</li> </ul>
 <p>34% to 50%</p>	<ul style="list-style-type: none"> <li>» All seats are occupied, and about one-quarter of all passengers are standing.</li> <li>» Boarding or exiting the train occurs without difficulty.</li> </ul>	<ul style="list-style-type: none"> <li>» Most seats are occupied, and people need to sit next to each other if they want a seat.</li> <li>» Passengers standing are doing so by choice, not necessity.</li> </ul>
 <p>0% to 33%</p>	<ul style="list-style-type: none"> <li>» Seats may be available for some boarding passengers.</li> <li>» A few passengers will choose to stand.</li> </ul>	<ul style="list-style-type: none"> <li>» Half of the seats (or less) are occupied, and no passengers are standing.</li> <li>» Few passengers need to sit next to someone.</li> <li>» Passengers have some freedom in where they can sit.</li> </ul>

**Note:** The load factor range may change as the number of seats on a vehicle changes. Descriptions of load factors for passenger comfort are adapted from the Transit Capacity and Quality of Service Manual.

Acceptable average peak load factors vary by service type and time of day. Most customers expect transit to be busier (with fewer seats available) during peak commute periods, and acceptable load factors are set higher during these periods.

**Guideline: Maximum Acceptable Average Passenger Load Factor**

SERVICE TYPE	PEAK WEEKDAY	MIDDAY, SATURDAY, SUNDAY	EVENING
<b>Rapid</b>	No more than 15% of trips.	No more than 25% of trips.	No more than 5% of trips.
	No more than 50% of trips.		No more than 25% of trips.
<b>All Day Frequent*</b>	No more than 10% of trips.	No more than 15% of trips.	No more than 5% of trips.
	No more than 50% of trips.		No more than 25% of trips.
<b>Peak Frequent</b>	No more than 10% of trips.	No more than 15% of trips.	No more than 5% of trips.
	No more than 50% of trips.		No more than 25% of trips.
<b>Standard</b>	No more than 10% of trips.	No more than 5% of trips.	No more than 5% of trips.
	No more than 50% of trips.	No more than 25% of trips.	No more than 10% of trips.
<b>Basic</b>	No more than 10% of trips.	No more than 5% of trips.	No more than 5% of trips.
	No more than 50% of trips.	No more than 25% of trips.	No more than 10% of trips.
<b>Peak Only – Limited</b>	No more than 10% of trips.	No more than 15% of trips.	No more than 5% of trips.
	No more than 50% of trips.		No more than 25% of trips.
<b>Special</b>	<p><b>NightBus</b> In recognition of the different type of service that NightBus provides, TransLink has different expectations for crowding on NightBus which are addressed through a separate strategy.</p> <hr/> <p><b>SeaBus</b> SeaBus, by regulation, has a fixed capacity that cannot be exceeded, and measures of its usability will vary from other service types.</p> <hr/> <p><b>West Coast Express</b> West Coast Express does not conform to load factor guidelines, but rather responds to passenger capacity levels.</p>		

**Load factor**



\*For services operated with vehicles designed for highway operation, the load factor guideline remains the same as the load factor guideline for the service type; these vehicles are designed to have a higher seated capacity and lower standing capacity.

## U.2 Stop Spacing

### What is it?

Stop spacing is the distance between stops along a route.

### Why does it matter?

Stop spacing has an impact on the speed and reliability of a service, as well as on a customer's ability to access a service. Too many stops make travel slow and transit less useful and convenient. Too few stops mean less opportunity to access a service, even if it travels close by. The need for fast and reliable transit service is balanced with providing convenient access to the system when considering where stops should be placed.

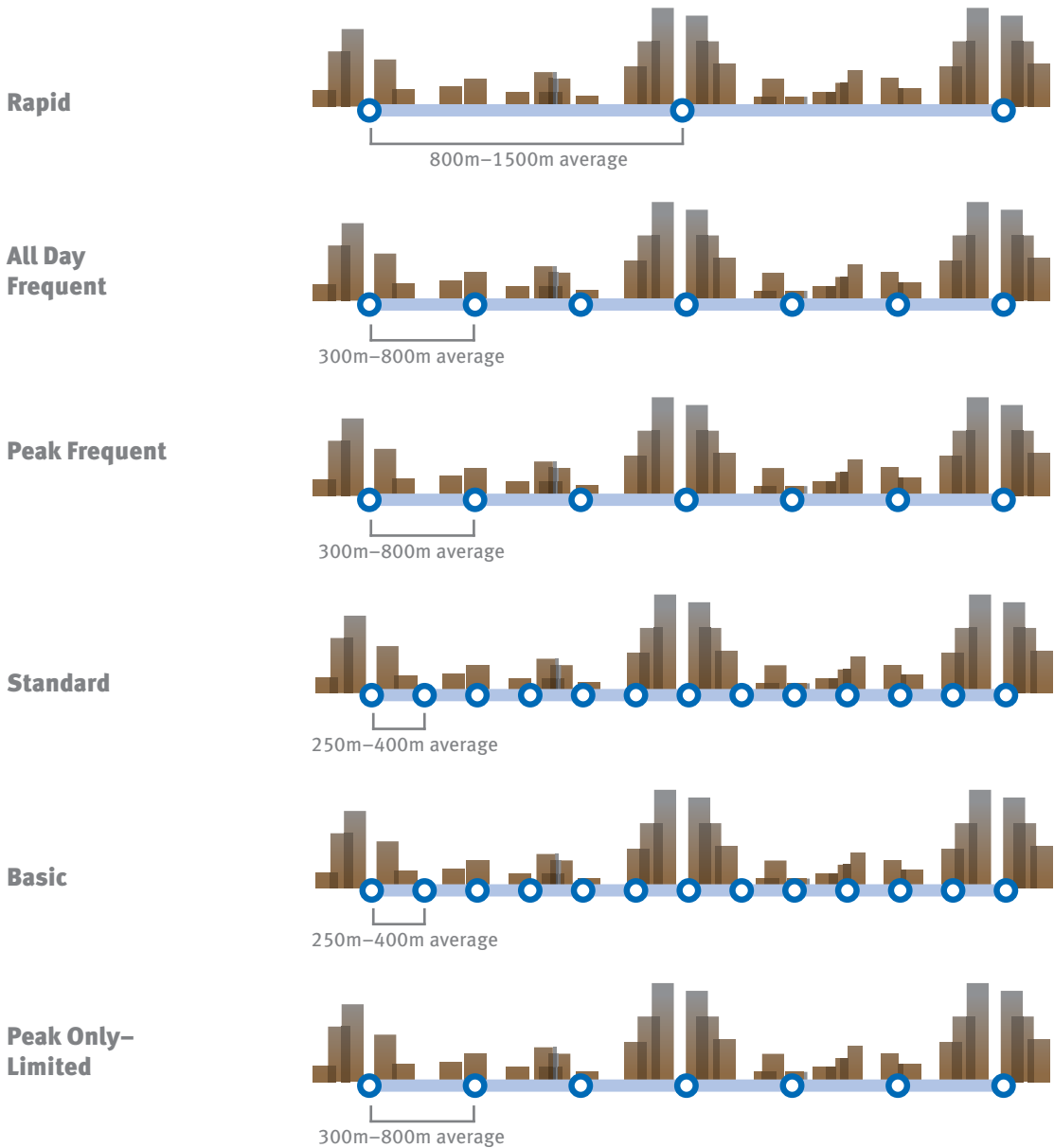
### How is it measured?

Stop spacing is measured by dividing the total distance of a given route by the total number of stops on the route minus 1. This measure provides average stop spacing in metres.

While the average stop spacing on a line should fall between the ranges provided in the guidelines, the actual distance between any two stops on a route can vary, depending on such factors as:

- » topography
- » road design
- » land use
- » location of sidewalks

**Guideline: Stop Spacing**



**Notes:**

- » B-Lines or routes operating on highways will have wider stop spacing.
- » For areas where existing land uses will not generate passenger trips—e.g., agricultural, heavy industrial, or low-density areas—exceptions to the stop spacing guidelines may be applied.
- » **Special:** stop spacing for these services is provided on a case by case basis.
- » **Standard & Basic:** stops in areas with high concentrations of seniors, people with disabilities, and other special needs may be spaced closer together to facilitate easier access to transit.

## U.3 Service Frequency

### What is it?

Service frequency is how often a transit vehicle picks up passengers at a stop; for example, a bus might arrive every 10 minutes during peak commute periods, while a West Coast Express train might arrive every 30 minutes.

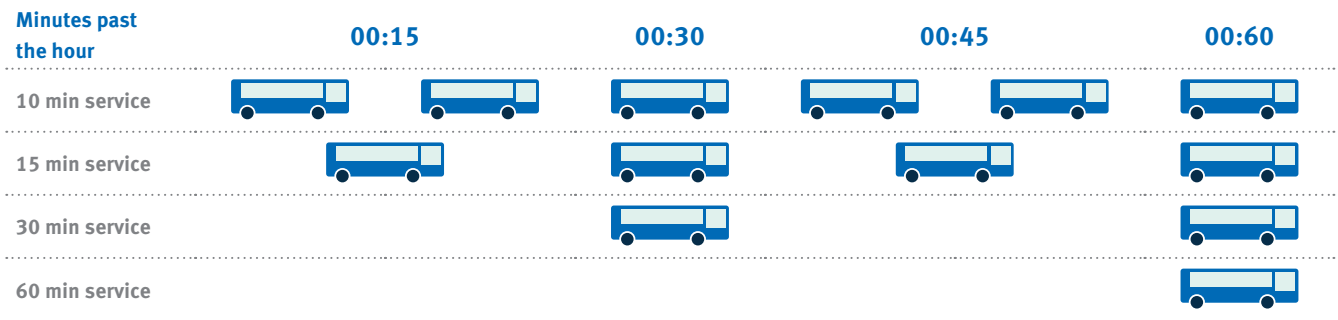
### Why does it matter?

The higher the frequency and the more attractive and useful the service, the less coordination is required to time connections between routes. TransLink balances needs for frequency across the network and allocates resources to provide the most efficient service to the most riders.

### How is it measured?

Service frequency is measured by how often, on average, a trip occurs on a given transit line. Guidelines include minimum and target frequencies that vary depending on type of service, time of day (e.g., peak, midday, evening, night), and direction of travel.

### Overview of Service Frequency





**Guideline: Service Frequency**

SERVICE TYPE	PEAK WEEKDAY	MIDDAY WEEKDAY	EVENING	WEEKEND/HOLIDAY															
<b>Rapid</b>	Every 10 minutes or better in both directions.	Every 10 minutes or better in both directions.	Every 15 minutes or better in both directions.	Every 10 minutes or better in both directions.															
<b>All Day Frequent</b>	Every 15 minutes or better in both directions.	Every 15 minutes or better in both directions.	Every 15 minutes or better in both directions, dropping to every 30 minutes or better in late evening.	Every 15 minutes or better in both directions.															
<b>Peak Frequent</b>	Every 15 minutes or better in peak direction. Every 30 minutes or better in non-peak direction.	Service frequency during other time periods will vary.																	
<b>Standard</b>	Every 15 to 30 minutes in both directions.	Every 15 to 30 minutes in both directions.	Every 15 to 30 minutes in both directions, dropping to every 60 minutes or better in late evening.	Every 15 to 30 minutes in both directions.															
<b>Basic*</b>	Every 30 to 60 minutes in both directions.	Every 30 to 60 minutes in both directions (if provided).	Every 30 to 60 minutes in both directions (if provided).	Every 30 to 60 minutes in both directions (if provided).															
<b>Peak Only – Limited</b>	Every 15 to 30 minutes in the peak direction.	No service provided.	No service provided.	No service provided.															
<b>Special</b>	<table border="0"> <tr> <td>NightBus</td> <td colspan="4">Every 15 to 60 minutes during late night period only, depending on demand.</td> </tr> <tr> <td>SeaBus</td> <td>Every 15 minutes or better in both directions.</td> <td>Every 15 minutes in both directions.</td> <td>Every 15 to 30 minutes in both directions.</td> <td>Every 15 to 30 minutes in both directions.</td> </tr> <tr> <td>West Coast Express</td> <td>Every 30 minutes.</td> <td>No service provided.</td> <td>No service provided.</td> <td>No service provided.</td> </tr> </table>				NightBus	Every 15 to 60 minutes during late night period only, depending on demand.				SeaBus	Every 15 minutes or better in both directions.	Every 15 minutes in both directions.	Every 15 to 30 minutes in both directions.	Every 15 to 30 minutes in both directions.	West Coast Express	Every 30 minutes.	No service provided.	No service provided.	No service provided.
NightBus	Every 15 to 60 minutes during late night period only, depending on demand.																		
SeaBus	Every 15 minutes or better in both directions.	Every 15 minutes in both directions.	Every 15 to 30 minutes in both directions.	Every 15 to 30 minutes in both directions.															
West Coast Express	Every 30 minutes.	No service provided.	No service provided.	No service provided.															

\*Basic services are tailored based on community needs; they may not offer service for all day or time periods.

## U.4 Span of Service

### What is it?

Span of service is the hours of operation for a specific transit service, from the time of departure of the first trip of the day at the first stop, to the time of arrival of the last trip of the day at the last stop.

Some services run only during weekday commute times, some services operate all day, and others run all day and late into the night.

### Why does it matter?

Span of service, like frequency, is influenced by demand and travel patterns along a route. The more passenger demand is spread out over an entire day and into the evening, the longer the span of service.

### How is it measured?

Span of service is measured as the minimum time period service is provided. Minimum span of service guidelines define the earliest and latest times different types of service should operate. Higher ridership services will have longer spans of service, and lower ridership services will have shorter spans of service.

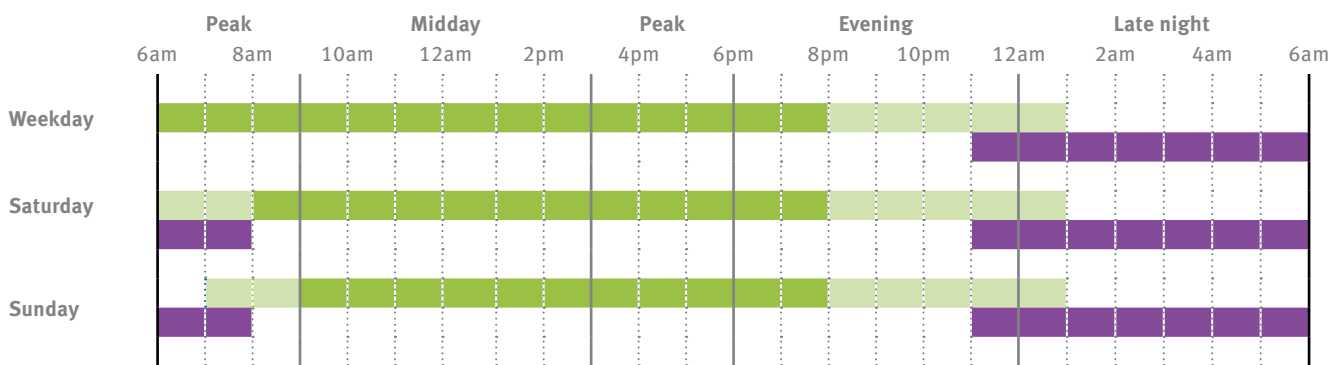
Span of service guidelines vary depending on service type, current travel patterns—as indicated by ridership levels during different times of day—and expected travel demand patterns, such as service to new employment centres.

### KEY CONSIDERATIONS

Span of service decisions consider several factors, including:

- » performance of the earliest and latest trips on the route
- » demographic or land use changes to an area served by the route
- » service to connecting rapid transit stations to meet the first or last train

### Minimum Span of Service for all services types



**Note:** West Coast Express service is a specialized commuter service and does not conform to these Span of Service coverage periods.

■ All services    ■ Some services    ■ NightBus

**Guideline: Span of Service**

SERVICE TYPE	WEEKDAY	SATURDAY	SUNDAY/HOLIDAY	
<b>Rapid</b>	5:00 am to 1:00 am	6:00 am to 1:00 am	7:00 am to 1:00 am	
<b>All Day Frequent</b>	5:00 am to midnight	6:00 am to midnight	7:00 am to midnight	
<b>Peak Frequent</b>	5:00 am to midnight	6:00 am to midnight, if provided	7:00 am to midnight, if provided	
<b>Standard</b>	6:00 am to 9:00 pm	7:00 am to 9:00 pm	8:00 am to 9:00 pm	
<b>Basic*</b>	6:00 am to 8:00 pm	8:00 am to 8:00 pm	9:00 am to 8:00 pm	
<b>Peak Only – Limited</b>	6:00 am to 9:00 am and/or 3:00 pm to 6:00 pm	No service provided	No service provided	
<b>NightBus</b>	Span may vary greatly between 11:00 pm and 8:00 am depending on route and day, but core hours are 1:00 am to 5:00 am			
<b>Special</b>	<b>SeaBus</b>	6:00 am to 1:00 am	6:00 am to 1:00 am	8:00 am to 11:00 pm
	<b>West Coast Express</b>	Westbound: 5:00 am to 9:00 am Eastbound: 3:00 pm to 8:00 pm	No service provided	No service provided; holiday service varies

\*Basic services are tailored based on community needs; they may not offer service for all day or time periods.

## U.5 Punctuality and Regularity

### What is it?

Punctuality means the transit service will arrive and leave on schedule and is also referred to as on-time performance or schedule adherence. Regularity refers to a consistent time between transit vehicles along the same route.

Punctuality and regularity are factors of reliability. Reliable services arrive on time, or close to it, every day or arrive within consistent headways between vehicles (e.g. every 15 minutes). Reliability is one of the most important qualities of great transit service.

### Why does it matter?

Inconsistent services that arrive late or depart early result in unreliable service and longer, inconsistent wait times for passengers. Unreliable service can also lead to overcrowded buses followed closely by near-empty ones—called “bus bunching.” As buses get delayed, there will be more passengers than normal waiting at the next stop. The extra boarding time will make the bus even later, and the delays greater.

Many factors can delay transit and impact punctuality and regularity, such as traffic, construction, collisions, detours, volume of passengers, and weather.

As service becomes more frequent there is a reduced dependence on the punctuality of any single transit vehicle. In these instances, a consistent headway, or regularity, between vehicles is an important factor in measuring reliability.

### CONNECTIONS BETWEEN SERVICES

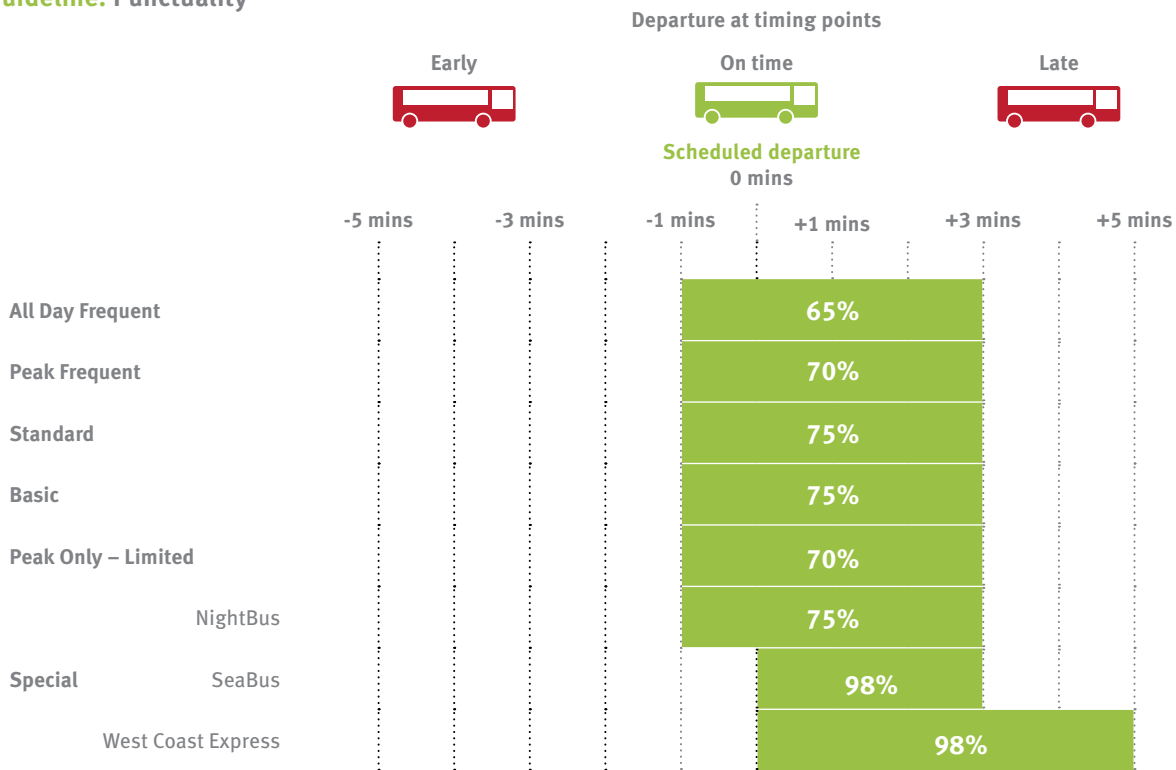
TransLink plans for timed-transfers between low frequency services (basic and standard types) and other low frequency or special service types. Timed connections between low frequency services should continue to be established, when appropriate, at transit exchanges, bus loops, rapid transit stations, and other key locations to allow safe and convenient transfers. Un-timed transfers/connections are expected for trips on, or between, more frequent services.

**How is it measured?**

Punctuality is measured by comparing the number of on-time trips leaving at timing points along a route to the total number of trips for the route.<sup>1</sup> A trip is considered on time if it leaves a timing point between one minute earlier and three minutes later than the scheduled time (this definition is adopted from the International Bus Benchmarking Group, which provides industry standards).

Punctuality is largely driven by location or corridor served (not service type), which can be impacted by unavoidable factors such as traffic, construction, congestion, weather, and other road events; therefore, guidelines for punctuality of services sharing rights-of-way with automobiles are set well below 100%.

**Guideline: Punctuality**



**Note:** SeaBus trips must also arrive no more than 3 min late; West Coast Express trips must arrive at the terminus station no more than 5 mins late.

<sup>1</sup> In this document, punctuality is measured using departure times, but we recognize that there are other ways to measure this criteria, including using arrival times.

Regularity is measured by determining whether a consistent headway (i.e., the number of minutes between transit vehicles) is maintained.<sup>2</sup>

This measure is used only for high-frequency services, when transit vehicles are scheduled along a route to run a consistent number of minutes apart, such as service every 15 minutes or better.

**Guideline: Regularity**

SERVICE TYPE	SERVICE CHARACTERISTICS
<b>Rapid</b>	Vehicle will arrive within 3 minutes of the scheduled headway, 95% of the time.
<b>All Day Frequent</b>	Service will operate at no more than 120% of scheduled headway (gapping), 80% of the time. Service will operate at no less than 25% of headway (bunching), 95% of the time.

**TRAVEL TIME COMPETITIVENESS**

Travel time is the amount of time a customer spends completing a journey, from start point to end point. Transit services competitive with single-occupant vehicle (SOV) travel times are attractive to customers and can encourage transit use. Significantly slower transit trips than the SOV alternative are less attractive to customers and, without other demand management factors such as priced parking, can discourage people from using transit, especially those with other travel options.

Many factors play into how competitive a transit service is, and these factors must be balanced with customer access to destinations. As development occurs in busy areas, travel time competitiveness can be maintained by, among other measures, providing transit service priority and reducing or combining bus stops.

<sup>2</sup> In this document, regularity is measured by evaluating headway consistency. This measures the same data and characteristics as excess wait time, another tool for evaluating regularity.

## Transit Priority

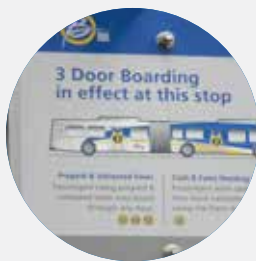
Making transit faster and more reliable, by giving it priority over regular traffic, can be done through various interventions to increase reliability. Strategies to enhance bus service can be implemented by improving speed and reliability along specific corridors. Implementing these measures requires coordination and partnership with local municipalities.

Transit priority measures include:



### DEDICATED LANES

Allocating road space exclusively for public transit vehicles (e.g., bus lanes, queue jump lanes, and shoulder bus service on highways).



### INFRASTRUCTURE AND POLICY CHANGES

Changes to infrastructure and policies to improve bus speeds and reduce dwell times at stops (e.g., bus-bulbs and in-lane stops, all-door boarding, bus stop locations, bus turn exemptions).



### TRAFFIC CONTROL AND SIGNAL PRIORITY

Giving public transit vehicles preferential treatment in the general traffic flow (e.g., transit signal priority and bus only signals).

## U.6 Route Design

### What is it?

Route design refers to how long and direct a service is, and whether the service uses a consistent path or adjusts its path, depending on demand. A direct route follows a straight, logical path. A circuitous route meanders and curves to serve many different places between its starting and end points. A deviating route will have one or two offshoots from an otherwise direct route.

### Why does it matter?

The design of a transit route can influence its usefulness, and TransLink considers various elements of physical design when planning to create high-quality service for riders. The influence of land use is a critical element of service design, and helps to determine where a service is needed. Design choices are then made to ensure an easier route and more desirable service for customers.

### SERVICE DESIGN PRINCIPLES

TransLink's services are intended to meet the basic transportation needs of residents who cannot drive, and to provide compelling transportation options for those who can drive. For both types of riders—and those in between—certain design principles will improve service for nearly all riders:

- » make service simple
- » operate routes along a direct path
- » minimize route deviations
- » operate major transit routes along arterials
- » make routes symmetrical
- » serve well-defined markets
- » coordinate services effectively
- » provide consistent service
- » space stops appropriately
- » maximize ridership through service design



### How is it measured?

Route design is measured by three elements of physical routing: route directness, route deviations, and fixed and variable routing.



**Route Directness.** The straightness of a route between key destinations. The straighter the route, the more customers can understand and use the line; conversely, circuitous alignments are disorienting and difficult to remember. Directness also reduces opportunities for service disruption. Routes operating as directly as possible can maximize average service speeds. Even if a trip requires a connection between two routes, it is likely to be faster than a route with a circuitous alignment.



**Route Deviations.** When a route leaves its typical path, most often to serve a special destination. In general, routes should not deviate from the most direct alignment without a compelling reason. Adding deviations to an existing route can have a negative impact on customers and increase the cost of operating the service. Potential destinations appropriate for a route deviation include schools, employment sites, and major shopping centres. In these cases, the benefits of operating the service off the main route are weighed against the inconvenience caused to customers already on board. Additional considerations include impact on overall productivity, increased time added as a result of the deviation, and coordination with connecting service schedules. In most cases, route deviations, where provided, should be provided throughout the service period. Exceptions include early-morning and late-night trips to schools or employment sites with limited hours.



**Fixed and Variable Routing:** Whether a route is always the same, or changes during times of the day or days of the week. Fixed routing is generally appropriate in higher-density areas, while variable routing can accommodate travel demand in areas with lower population density and/or areas that only require service during peak commuting.

**Guideline: Route Design**

SERVICE TYPE	ROUTE DESIGN CHARACTERISTICS
<b>Rapid</b>	
<b>All Day Frequent</b>	Route maintains a consistent and legible path.
<b>Peak Frequent</b>	Route is the same on every trip, every day, with no variation in the route path. Based on demand, however, a trip may not serve the entire length of the route.
<b>Standard</b>	Route maintains a consistent and legible path, with no more than one deviation in the length of the route.  If deviated, passengers per service hour served on the deviation must meet the minimum standard of productivity for this type (see Service Productivity)  Variations in routing may be considered, provided each variation meets the minimum productivity standard for the type.
<b>Basic*</b>	Route may be designed to serve activity centres not on a straight-line path; however, route should only deviate from the most direct alignment when there is a compelling reason. Compelling reasons include major local destinations that would otherwise be missed or topography that prevents access to a line by other means, such as walking or cycling. If a passenger experiences a deviation away from their intuitive pathway, for example, they would still expect to see passenger activity. The deviation then makes more sense to the passenger, and there is a reduced risk of feeling disconnected from their desired path of travel. Route design should avoid re-routing passengers away from an intuitive path toward their destination, or where a passenger perceives the bus to be travelling in circles.  If deviated from a legible path, the passengers per service hour served on the deviation must meet the minimum standard of productivity for this type (see Service Productivity).  Variations in routing may be considered, provided each variation meets the minimum productivity standard for the type.
<b>Peak Only – Limited</b>	Route is designed to meet special needs of commuters during peak hours and might, therefore, have design needs different from other all-day services.
<b>NightBus</b>	Route provides limited service during late night hours, and is designed based on connectivity between key destinations and resource availability.
<b>Special</b>	
<b>SeaBus</b>	
<b>West Coast Express</b>	Services are operated on segregated, fixed routes, with no opportunity to change route design.

## Network Design Principles

As defined in Managing the Network Primer, the issues TransLink considers when designing transit networks, regardless of service type, include:



### CORRIDOR/ROUTE DUPLICATION

A best practice in network design, to facilitate high and sustained ridership, is to avoid duplication or competition between transit services. Duplication occurs when route spacing enables customers to easily walk between parallel routes serving several common destinations. Transit services should be far enough apart to not be competing for passengers. Services close together or overlapping will reduce ridership on both lines. Guidelines for route spacing should account for population and employment density, along with time of day and day of week (for service that varies based on demand). TransLink aims to space out parallel transit corridors by about 800 metres, so locations in between are within walking distance but avoid competition.



### ROUTE CONSISTENCY

Routes should operate along the same alignment in both directions to make it easy for riders to return to their origin location. Exceptions can be made in cases where such operation is not possible, due to one-way streets or turn restrictions or near the end of a route where the bus must turn around. In these cases, routes should be designed so the opposite directions parallel each other as closely as possible. While routes with large loops or several deviations maximize transit coverage, they also result in out-of-direction travel that is not intuitive or attractive to potential customers.

PE

## Productive and Efficient Service



TransLink’s strategic financial objectives are to provide a cost-efficient transit service and to ensure the most effective service is delivered within the available resources to the appropriate level of customer demand. Cost-efficiency and effectiveness are driven by many factors, including route and network performance.

To both serve its customers and ensure financial accountability, TransLink strives to plan and design the most useful services to the most people. There is a strong relationship between efficient service and the characteristics of good transit service, as described in the themes above. For customers, efficient transit service means an adequate level of service is being provided. For the public, efficiency guidelines ensure TransLink is deploying public resources effectively.

While productivity is important, it is balanced with opportunities to support long-term ridership growth and the need to provide coverage services. A more efficient system will help maximize the amount of service provided throughout the region, which is beneficial for TransLink’s customers and partner municipalities.

**3.2** Service Productivity Reference Tables provides transit service performance from TransLink’s annual service performance reporting, as a reference point against the service guidelines. The data is intended to provide context against guideline thresholds and does not reflect recommended future conditions.

### PRODUCTIVITY AND EFFICIENCY GUIDELINES

Rather than establish specific guidelines, the efficiency guidelines are intended to provide thresholds for each service type group, highlighting routes with exceptional or poor performance. This approach ensures that similar routes are compared against one another, and that the guidelines can respond to changing conditions over time. Comparing all lines to each other would not be appropriate, as different services have different objectives.

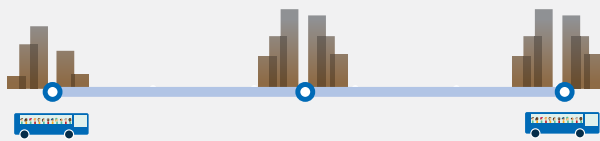
A line far above the maximum or below the minimum in an efficiency guideline indicates adjustments to such factors as service levels, vehicle size, stop spacing, and routing may be warranted.

## Evaluating Productivity and Efficiency on Transit

To address the fact that one productivity measure does not provide a full picture of how well a service is performing, the Transit Service Guidelines use several factors to measure productivity and efficiency. TransLink will consider each of these factors when assessing routes. Similarly, TransLink understands that new or recently changed services may also take time to meet productivity thresholds.

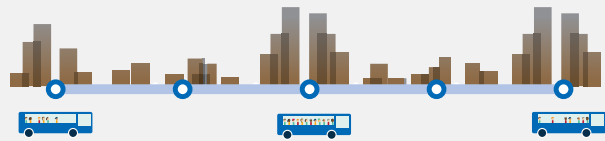
These examples illustrate that different types of services may have high levels of productivity in one measure, but low levels in another, so it is important to assess the range of measures against similar types of services.

### Highway Context



- Boardings/ Revenue Hour** (Low) Few stops to board; passengers ride long distances
- Capacity Utilization** (High) Buses are full from end to end
- Passenger Turnover** (Low) Few stops to board/alight; passenger ride long distances
- Cost/ Boarded Passenger** (High) Full buses operating but low turnover results in higher costs

### Urban Context (wider stop spacing, higher frequencies)



- Boardings/ Revenue Hour** (High) Higher frequencies respond to more passengers demand
- Capacity Utilization** (Moderate) Buses aren't as full due to higher frequencies
- Passenger Turnover** (Moderate) Wider stop spacing results in less turnover
- Cost/ Boarded Passenger** (Low) Higher ridership provide lower costs

### Urban Context (closer stop spacing, Standard/Basic service)



- Boardings/ Revenue Hour** (Moderate) Lower demand for these routes but turnover means more boardings
- Capacity Utilization** (Low) Lower demand results in less full buses
- Passenger Turnover** (High) More stops allows easier access and passengers take shorter trips
- Cost/ Boarded Passenger** (Low) Lower demand so fewer passengers, but higher turnover results in lower costs

#### Productivity and Efficiency

- Low
- Moderate
- High

## **PE.1** Boardings per Revenue Hour

### **What is it?**

Boardings per revenue hour is an industry-standard key performance indicator that measures the volume of riders compared to the supply of transit service.

### **Why does it matter?**

Boardings per revenue hour helps TransLink determine how well a route is being used relative to the amount of service being provided. It provides a snapshot of a transit route's overall performance. It does not take into consideration the size of different transit vehicles; for example, articulated buses can hold more passengers than standard buses or mini-buses. As such, boardings per revenue hour should be used in conjunction with other criteria to give a more holistic view of service performance.

### **How is it measured?**

Boardings per revenue hour is measured as the average number of passengers who board a route during a given hour of service provided. It accounts for total passenger activity, and considers the length of time a vehicle is in revenue-generating service. With limited exceptions, all routes should attract a minimum number of passengers for each hour of bus service. Guidelines are based on how specific routes perform in comparison to all routes in the service type for each time period.

**Guideline: Boardings per Revenue Hour**

SERVICE TYPE	MEET GUIDELINE	EXCEED GUIDELINE
<b>Rapid</b>	Rapid services provide a unique, high-capacity role in the transit network and are not compared to other services.	
<hr/>		
<b>All Day Frequent</b>		
<b>Peak Frequent</b>	Perform better than the lowest 15% of all routes in the service type.	
<b>Standard</b>		Perform better than 90% of all routes in the service type.
<b>Basic</b>	Perform better than the lowest 20% of all routes in the service type.	
<b>Peak Only – Limited</b>		
<b>Special</b>	Special services fill unique gaps in the transit network and are not compared to other services.	

**Note:** These values are subject to periodic updates, as the values are derived from actual performance of the type and the constituent route. See Section 3.2 for additional detail on reported performance values.

## PE.2 Capacity Utilization

### What is it?

Capacity utilization measures the percentage of delivered capacity (seats and spaces) utilized by customers along an entire route.

### Why does it matter?

Capacity utilization helps TransLink understand how efficiently passenger space or capacity is used. In some instances, a bus route may have full buses, but they might travel long distances between stops; if efficiency is only measured by passengers per revenue hour, it would appear quite low. Capacity utilization is another way to look at efficiency that could be more representative of routes carrying passengers over longer distances. It is a perfect partner to passengers per revenue hour as another way to consider the performance of a route from an efficiency perspective.

### How is it measured?

Capacity utilization is measured as a ratio of passenger-kilometres per space-kilometre (total vehicle capacity). Passenger-kilometres measure how many kilometres passengers travel on a particular route. If stops are one kilometre apart, for example, and a vehicle has 10 passengers on board between those two stops, it is 10 passenger-kilometres.

Space-kilometres are measured by taking the length of each trip and multiplying it by the number of passenger spaces on each vehicle (seats and standing spaces). A trip that is 10 kilometres in length, for example, and has a capacity of 50 spaces, is measured as 500 space-kilometres.

The hypothetical maximum is a trip with a measure of one passenger-kilometre per space-kilometre, indicating that every space on the bus is full for the length of the trip.



### COMPASS CARD DATA

Compass Card data is a more recent source of information on ridership patterns and allows a more substantial and dynamic review of the performance of the Rapid service type.

A measure comparable to passenger-kilometres per train space kilometre, for example, will be possible as Compass data becomes available.



**Guideline: Capacity Utilization**

SERVICE TYPE	MEET GUIDELINE	EXCEED GUIDELINE
<b>Rapid</b>	Rapid services provide a unique, high-capacity role in the transit network and are not compared to other services.	
<b>All Day Frequent</b>		
<b>Peak Frequent</b>	Perform better than the lowest 15% of all routes in the service type.	
<b>Standard</b>		Perform better than 90% of all routes in the service type.
<b>Basic</b>	Perform better than the lowest 20% of all routes in the service type.	
<b>Peak Only – Limited</b>		
<b>Special</b>	Special services fill unique gaps in the transit network and are not compared to other services.	

**Note:** These values are subject to periodic updates, as the values are derived from actual performance of the type and the constituent route. See Section 3.2 for additional detail on reported performance values.

## PE.3 Passenger Turnover

### What is it?

Passenger turnover is a measure of the degree to which passengers are using the number of seats and spaces provided on a given route or service.

### Why does it matter?

Passenger turnover tells TransLink how well its services are being used, how efficiently it fills seats and, by extension, how much revenue is being generated by full-fare customers. The optimal amount of use depends on the type of service. A disadvantage of passenger turnover is that it does not consider the length of time a vehicle is on the road. As such, it favours longer services with a greater number of stops and a greater opportunity to generate boardings.

### How is it measured?

Passenger turnover is measured as the ratio, expressed as a percentage, of the total number of passengers boarding compared to the total number of spaces provided by transit vehicles. In many cases it is possible for passenger turnover to be greater than 100%. This indicates a service that is generating multiple passenger boardings and alightings using the same number of spaces. These guidelines are expressed as a percentage of how each route performs, relative to all other routes in the service type. The guidelines are designed to highlight exceptional and poor performance.

**Guideline: Passenger Turnover**

SERVICE TYPE	MEET GUIDELINE	EXCEED GUIDELINE
<b>Rapid</b>	Rapid services provide a unique, high-capacity role in the transit network and are not compared to other services.	
<b>All Day Frequent</b>	Routes in this type are expected to exhibit high passenger turnover in each direction in all time periods.	
<b>Peak Frequent</b>	Routes meeting the guideline will exceed the lowest 15% of all routes in this type in all time periods.	
<b>Standard</b>		Perform better than 90% of the routes in this type in both directions in all time periods.
<b>Basic</b>	Routes meeting the guideline will exceed the lowest 20% of all routes in this type in all time periods.	
<b>Peak Only – Limited</b>	Routes in this type are expected to exhibit high passenger turnover in each direction in all time periods.	
<b>Special</b>	Special services fill unique gaps in the transit network and are not compared to other services.	

**Note:** These values are subject to periodic updates, as the values are derived from actual performance of the type and the constituent route. See Section 3.2 for additional detail on reported performance values.

## PE.4 Cost per Boarded Passenger

### What is it?

Cost per boarded passenger measures the cost of providing revenue service compared to the total number of boardings generated by that service.

### Why does it matter?

Analyzing the cost of providing service to each passenger is a way to evaluate the cost-effectiveness of TransLink's services. Having efficient and productive ridership-generating services helps to offset the costs of providing service in other areas, while contributing to the overall usefulness of the network to all customers.

### How is it measured?

Cost per boarded passenger is measured by taking the average cost per service hour divided by the average number of passenger boardings per service hour on a given route. Costs per service hour can vary by vehicle and time of day, and often change each year due to inflation, fluctuating fuel prices, and other considerations. In general, the cost to provide one hour of service using a conventional bus—such as a 12-metre standard bus or an 18-metre articulated bus—is greater than providing the same hour of service using a minibus.

Like boardings per revenue hour, these guidelines are expressed as a percentage of how each route performs, relative to all other routes in the type. The guidelines are designed to highlight exceptional and poor performance. For this measure, a relative threshold is important because an absolute threshold—such as actual cost per boarded passenger—will change over time, relative to economic factors and cost of operations. In this case, using a relative threshold based on an assessment of all routes in a service type avoids the issue of accounting for those factors, as all service types will experience increased or decreased costs in the same manner.

**Guideline: Cost per Boarded Passenger**

SERVICE TYPE	MEET GUIDELINE	EXCEED GUIDELINE
<b>Rapid</b>	Rapid services provide a unique, high-capacity role in the transit network and are not compared to other services.	
<b>All Day Frequent</b>	Routes in each service type are expected to exhibit low cost	Routes exceeding the guideline will perform better than 90% of the routes in their same type in both directions in all time periods.
<b>Peak Frequent</b>	per boarded passenger in each direction in all time periods.	
<b>Standard</b>	Routes meeting the guideline will have lower cost per	
<b>Basic</b>	boarded passenger than the highest 15% of all routes in their same type	
<b>Peak Only – Limited</b>	in all time periods.	
<b>Special</b>	Special services fill unique gaps in the transit network and are not compared to other services.	

**Note:** These values are subject to periodic updates, as the values are derived from actual performance of the type and the constituent route. See Section 3.2 for additional detail on reported performance values.

# 3

## Reference Information

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### 3. Reference Information

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#### 3.1 Vehicle Capacity Reference Table

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#### 3.2 Service Productivity Reference Tables

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Section 3.1 provides information on passenger capacity for each of the vehicle types TransLink utilizes, including seated and total capacity.

The tables in Section 3.2 provide service productivity data from TransLink’s annual Transit Service Performance Review, which relates to the guidelines provided in **PE** Provide Productive and Efficient Service. The tables are intended to provide a snapshot of performance and are not indicative of current circumstances or recommended future conditions. This section may be updated as new performance data becomes available.



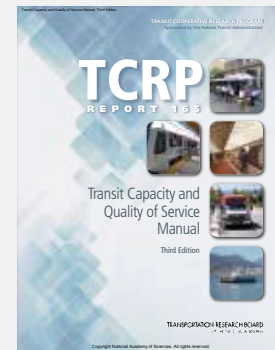
## 3.1 Vehicle Capacity Reference Table

Vehicle Capacity Reference Table

VEHICLE/CAR TYPE	AVERAGE SEATED CAPACITY	AVERAGE PRACTICAL CAPACITY
Standard Trolley	31	47
Articulated Trolley	49	70
Standard Bus	35	50
Articulated Bus	48	75
Highway Coach	47	50
Mini-Bus	20	24
SkyTrain Mark I Car	35	68
SkyTrain Mark II Car	33	111
SkyTrain Mark III Car	30	111
Canada Line Car	44	144

### Notes

- » Averages provided are due to differences in internal vehicle layouts and seating configurations within the same vehicle/car type.
- » Assumes available space per standing passenger to estimate total capacity; e.g., for buses it is 0.35 m<sup>2</sup>, and for rail vehicles it is 0.25 m<sup>2</sup>, including what each available space assumption feels like (from the TRB's Transit Capacity and Quality of Service Manual).
- » Differences between vehicles are based on service characteristics; e.g., as buses have more stops that require more passenger circulation, more space for standing passengers allows for better circulation.
- » All transit vehicles can, and often do, hold more passengers than capacity, and passengers may experience higher loads than these values.



### REFERENCE: TRANSIT CAPACITY AND QUALITY OF SERVICE MANUAL

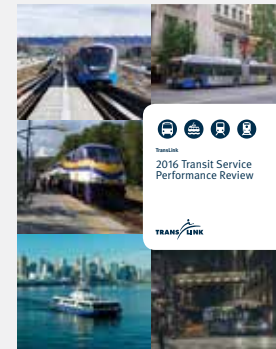
The Transportation Research Board's Transit Cooperative Research Program (TCRP) Report 165: Transit Capacity and Quality of Service Manual provides "guidance on transit capacity and quality of service issues and the factors influencing both, as well as a framework for measuring transit availability, comfort, and convenience from the passenger and transit provider points of view."

## 3.2 Service Productivity Reference Tables

### Boardings per Revenue Hour – 2016 Minimum Levels

SERVICE TYPE	2016 DATA	
<b>Rapid</b>	Not applicable	
<b>All Day Frequent</b>	Weekday Peak	56 boardings per revenue hour
	Weekday Midday	49 boardings per revenue hour
	Nights (7 days per week)	37 boardings per revenue hour
	Saturday	50 boardings per revenue hour
	Sunday	47 boardings per revenue hour
<b>Peak Frequent</b>	Weekday Peak	34 boardings per revenue hour
	Weekday Midday	31 boardings per revenue hour
	Nights (7 days per week)	22 boardings per revenue hour
	Saturday	29 boardings per revenue hour
	Sunday	24 boardings per revenue hour
<b>Standard</b>	Weekday Peak	31 boardings per revenue hour
	Weekday Midday	23 boardings per revenue hour
	Nights (7 days per week)	16 boardings per revenue hour
	Saturday	19 boardings per revenue hour
	Sunday	19 boardings per revenue hour
<b>Basic</b>	Weekday Peak	11 boardings per revenue hour
	Weekday Midday	11 boardings per revenue hour
	Nights (7 days per week)	6 boardings per revenue hour
	Saturday	9 boardings per revenue hour
	Sunday	7 boardings per revenue hour
<b>Peak Only – Limited</b>	Weekday Peak	22 boardings per revenue hour

**Note:** This reference data shows the minimum threshold of services in each type to meet the guideline in 2016.



#### REFERENCE: 2016 TRANSIT SERVICE PERFORMANCE REVIEW

TransLink regularly reviews and modifies the transit network to promote system efficiency, effectiveness and productivity. Our focus is on improving the customer experience and increasing ridership by maximizing the use of available resources. The 2016 Transit Service Performance Review is a comprehensive review of ridership and service productivity for bus, SeaBus, SkyTrain and West Coast Express measured from January to December 2016. It informs the management of our integrated regional transit network and guides decision-making regarding the allocation of transit service resources.



### Passenger-Kilometres per Space-Kilometre – 2016 Minimum Levels

SERVICE TYPE	2016 DATA	
<b>Rapid</b>	Not applicable	
<b>All Day Frequent</b>	Weekday Peak	0.25 passenger km per space km
	Weekday Midday	0.22 passenger km per space km
	Nights (7 days per week)	0.17 passenger km per space km
	Saturday	0.22 passenger km per space km
	Sunday	0.21 passenger km per space km
<b>Peak Frequent</b>	Weekday Peak	0.20 passenger km per space km
	Weekday Midday	0.17 passenger km per space km
	Nights (7 days per week)	0.12 passenger km per space km
	Saturday	0.15 passenger km per space km
	Sunday	0.14 passenger km per space km
<b>Standard</b>	Weekday Peak	0.15 passenger km per space km
	Weekday Midday	0.10 passenger km per space km
	Nights (7 days per week)	0.08 passenger km per space km
	Saturday	0.10 passenger km per space km
	Sunday	0.11 passenger km per space km
<b>Basic</b>	Weekday Peak	0.05 passenger km per space km
	Weekday Midday	0.06 passenger km per space km
	Nights (7 days per week)	0.03 passenger km per space km
	Saturday	0.03 passenger km per space km
	Sunday	0.03 passenger km per space km
<b>Peak Only – Limited</b>	Weekday Peak	0.21 passenger km per space km

**Note:** This reference data shows the minimum threshold of services in each type to meet the guideline in 2016.

### Passenger Turnover – 2016 Minimum Levels

SERVICE TYPE	2016 DATA	
<b>Rapid</b>	Not applicable	
<b>All Day Frequent</b>	Weekday Peak	0.70
	Weekday Midday	0.60
	Nights (7 days per week)	0.40
	Saturday	0.60
	Sunday	0.50
<b>Peak Frequent</b>	Weekday Peak	0.40
	Weekday Midday	0.30
	Nights (7 days per week)	0.20
	Saturday	0.30
	Sunday	0.20
<b>Standard</b>	Weekday Peak	0.40
	Weekday Midday	0.30
	Nights (7 days per week)	0.20
	Saturday	0.30
	Sunday	0.20
<b>Basic</b>	Weekday Peak	0.10
	Weekday Midday	0.10
	Nights (7 days per week)	0.10
	Saturday	0.10
	Sunday	0.10
<b>Peak Only – Limited</b>	Weekday Peak	0.30

**Note:** This reference data shows the minimum threshold of services in each type to meet the guideline in 2016.

### Cost per Boarded Passenger – 2016 Maximum Levels

SERVICE TYPE	2016 DATA	
<b>Rapid</b>	Not applicable	
<b>All Day Frequent</b>	Weekday Peak	\$1.56
	Weekday Midday	\$1.65
	Nights (7 days per week)	\$2.23
	Saturday	\$1.84
	Sunday	\$2.63
<b>Peak Frequent</b>	Weekday Peak	\$2.02
	Weekday Midday	\$2.28
	Nights (7 days per week)	\$3.62
	Saturday	\$3.02
	Sunday	\$3.59
<b>Standard</b>	Weekday Peak	\$2.82
	Weekday Midday	\$3.16
	Nights (7 days per week)	\$11.75
	Saturday	\$9.27
	Sunday	\$4.08
<b>Basic</b>	Weekday Peak	\$5.53
	Weekday Midday	\$5.18
	Nights (7 days per week)	\$25.00
	Saturday	\$24.11
	Sunday	\$10.62
<b>Peak Only – Limited</b>	Weekday Peak	\$4.50

**Note:** This reference data shows the maximum threshold of services in each type to meet the guideline in 2016.

# Appendix

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**A. Glossary**

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**B. References**

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**C. Acknowledgements**

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## A Glossary

### A

#### **Accessibility (to destinations)**

– the ease of obtaining desired goods, services, and activities from a particular location; usually related to the time and/or distance required to access destinations.

**Area Plans** – TransLink works with its municipal partners and consults with the public to develop geographically-focused, sub-regional, and community-based area plans. They provide a blueprint for aligning the local transit network with existing and expected land use and travel patterns. They also guide future investment in, and changes to, the regional transit network.

### B

**B-Line Service** – bus routes that provide frequent, fast, limited-stop service from early morning through late evening.

**Boardings per revenue hour** – an industry-standard key performance indicator that measures the volume of riders compared to the supply of transit service.

### C

**Capacity** – the amount of space on a transit vehicle that can carry passengers. Available space not occupied by passengers is called unused capacity.

**Capacity utilization** – measures the percentage of delivered capacity (seats and spaces) utilized by customers along an entire route.

**Commuter** – a person who travels regularly between home and work or school.

**Cost per boarded passenger** – measures the cost of providing revenue service compared to the total number of boardings generated by that service.

### D

**Dedicated lanes** – reserving or reallocating road space exclusively for public transit vehicles (e.g., bus lanes, queue jump lanes, and shoulder bus service on highways). See Transit Priority.

**Demand management** – strategies that discourage unnecessary driving and promote sustainable modes of travel to make the most effective use of the transportation network, thereby shifting travel by mode and time of day to take advantage of available capacity and reduce crowding and congestion. Strategies can include hard measures (e.g., transit improvements and parking measures) and soft measures (e.g., incentives, education, and marketing).

**Density** – the amount of a given characteristic (e.g., jobs, people, and housing units) present within a given geographic area (usually hectares in Canada and acres in the USA).

### E

**Efficiency** – maximizing output with minimum waste. For transit customers, efficient transit service means an adequate level of service is being provided. For the public, efficiency guidelines ensure TransLink is deploying public resources effectively.

**Effectiveness** – producing an optimal outcome that successfully achieves predetermined goals.

## A Glossary

### F

**Frequent Transit** – see Frequent Transit Network.

**Frequent Transit Network (FTN)** – a network of corridors in Metro Vancouver along which transit service is provided at least every 15 minutes in both directions, throughout the day and into the evening, every day of the week; a high frequency and span of transit service within a corridor, which may be provided by a single route or by a combination of routes and/or technologies within the same corridor (the FTN does not refer to specific routes, technologies, or vehicle types).

### L

**Load factor** – the ratio of passengers actually carried versus the capacity of a vehicle expressed as a decimal number, where a factor of 1.0 means that the vehicle is full. Minimum levels of service performance.

### M

**Mobility** – the movement of people or goods; one of several means of gaining access (see Accessibility) to destinations.

**Mode** – refers to method of transportation. Examples include walking, cycling, transit and driving. Transit mode may also be disaggregated further; for example, train, bus, single occupant vehicle, and rideshare.

**Multi-modal** – activities that involve more than one mode of transportation, including transportation connections, choices, cooperation, and coordination of various modes.

### P

**Passenger demand** – the level of consumer demand for transit services in a community or area. It can be thought of as the output of land use and built environment characteristics. Demographic factors also shape passenger responses to varying levels of transit service.

**Passenger-kilometres** – a measure of how many kilometres passengers travel on a particular route. If stops are one kilometre apart, for example, and a vehicle has 10 passengers on board between those two stops, it is 10 passenger-kilometres.

**Passenger load** – a measure of how full a transit vehicle is, on average, at its busiest point or peak on a route.

**Passenger turnover** – a measure of the degree to which passengers are using the number of seats and spaces provided on a given route or service.

**Peak** – refers to peak period(s) – times during the day when demand for transit services are highest. The morning peak is generally 6:00 – 9:00 am and the afternoon peak is generally 3:00 – 6:00 pm, though these periods may vary.

**Peak load factor** – the ratio of average passengers carried versus the capacity or space available on a vehicle, expressed as a percentage. A passenger load factor of 100% means the vehicle is at capacity. The peak load factor is calculated by dividing the average load on a transit vehicle at its busiest point by the number of spaces (seats plus standing space) provided on each trip.

## A Glossary

### R

**Rapid transit** – an urban transit service characterized by high carrying capacity and by speed, frequency, and reliability (high speed and reliability are usually achieved by separation from other modes of travel); typically provided by transit technologies such as rail rapid transit, light rail transit, and bus rapid transit.

**Regional Transportation Strategy (RTS)** – defines and outlines the overall transportation plan for a given region. In Metro Vancouver, the RTS is prepared by TransLink in consultation with the stakeholders in the region and the public and covers a period of at least 30 years. The RTS sets out the goals, directions, and key initiatives for the regional transportation system.

**Route Design** – how long and direct a service is, and whether the service uses a consistent path or adjusts its path, depending on demand. A direct route follows a straight, logical path. A circuitous route meanders and curves to serve many different places between its starting and end points. A deviating route will have one or two offshoots from an otherwise direct route.

### S

**Safety** – the condition of being protected against any type of non-criminal harm.

**Service frequency** – how often a transit vehicle picks up passengers at a stop; for example, a bus might arrive every 10 minutes during peak commute periods, while a West Coast Express train might arrive every 30 minutes.

**Service types** – designed to meet a range of different purposes, markets, travel demand levels, and objectives. The service types are organized into seven categories: Rapid, All Day Frequent, Peak Frequent, Standard, Basic, Peak Only – Limited, and Special.

**Service reliability** – how consistently services operate according to schedule. A reliable service arrives on time, or close to it, every day. Reliability for more frequent service can also be evaluated based on regularity, or a consistent headway between vehicles. Unreliable service has poor on-time performance and inconsistent gaps between vehicles.

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

**Single-occupant vehicle (SOV)** – a private vehicle operated by a single person.

**Space-kilometres** – measured by taking the length of each trip and multiplying it by the number of passenger spaces on each vehicle (seats and standing spaces). A trip that is 10 kilometres in length, for example, and has a capacity of 50 spaces, is measured as 500 space-kilometres.

**Span of service** – the hours of operation for a specific transit service, from the time of departure of the first trip of the day at the first stop, to the time of arrival of the last trip of the day at the last stop. Some services run only during weekday commute times, some services operate all day, and others run all day and late into the night.

## A Glossary

**Station** – broadly defined as passenger facilities serving high-capacity and rapid transit services, including SkyTrain, West Coast Express, SeaBus, future Bus Rapid Transit, and light rail.

**Stop** – a transit passenger facility service by bus-based transit.

**Stop spacing** – the distance between stops along a route. Stop spacing has an impact on the speed and reliability of a service, as well as on a customer’s ability to access a service.

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## T

**The 6 Ds** – the 6 Ds are characteristics that describe the land use and built environment elements that influence demand for transit. The 6 Ds are destinations, distance, design, density, diversity, and demand management.

**Traffic Control Measures** – giving public transit vehicles preferential treatment in the general traffic flow (e.g., transit signal priority and bus only signals). See Transit Priority.

**Transit-oriented-community (TOC)** – a place (neighbourhood, corridor, municipality, or region) that, by design, facilitates decreased reliance on driving and higher levels of walking, cycling, and transit use. In practice, it means concentrating higher-density, mixed-use, human-scale development around frequent transit stops and stations—in combination with parking management and TDM measures—to discourage unnecessary driving.

**Transit priority** – an infrastructure measure that gives transit vehicles priority over other road users to improve the speed, efficiency, and reliability of the service. Such measures include dedicated lanes, traffic control measures, and regulatory measures.

**Transit ridership** – the number of customer trips, or revenue rides, taken on transit services every month. Ridership is measured separately for each of the main transit modes.

**Transit-supportive land use** – together with demand guidelines, indicate the characteristics of adjoining land uses that will allow transit to be productive and effective in meeting the needs of the community.

**Travel time competitiveness** – the amount of time a customer spends completing a journey, from start point to end point. Transit service travel times that compete with single-occupant vehicle (SOV) travel times are attractive to customers and can encourage transit use. Significantly slower transit trips than the SOV alternative are less attractive to customers and—without other demand management factors—can discourage people from using transit, especially those with other travel options.

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## W

**Wayfinding** – how people orient themselves and navigate their movements from place to place. The design, coordination, and location of information (e.g., signs, maps, and diagrams), in conjunction with the architectural and interior design, all serve to aid wayfinding and help travellers plan and execute their journeys.



## B References

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## C Acknowledgements

Development of the Transit Service Guidelines was the result of a multi-disciplinary effort among staff from numerous departments within TransLink and a consultant team in consultation with our municipal partners and Metro Vancouver. The TransLink team led the development of the guidelines, and the Internal and External Stakeholder teams provided input and recommendations at key points in the process. We appreciate the time and effort each individual committed to the development of this document to make it a useful resource for TransLink and our municipal partners.

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TO: Planning & Stakeholder Relations Committee

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

DATE: May 29, 2018

SUBJECT: Area Transport Plan (ATP) Program Update

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## **EXECUTIVE SUMMARY**

Under TransLink's Area Transport Plan Program the region is divided into sub-regions for the purposes of conducting more comprehensive and in-depth planning activities. From 1999 to 2014, these efforts were focused on transit, and in 2015 TransLink transitioned to multi-modal Area Transport Plans (ATPs).

TransLink recently completed the first multi-modal ATP (Southwest ATP – April 2018) which addressed Richmond, Delta and Tsawwassen First Nation and included recommendations related to:

1. Transit service and infrastructure
2. Regionally-significant cycling corridors
3. Walking access to transit
4. Major Road Network

The Southwest ATP was endorsed for implementation by the three local governments, and TransLink is working with partners to deliver early actions. The next multi-modal ATP is currently underway for Maple Ridge and Pitt Meadows, and it is anticipated that Burnaby and New Westminster would be the next sub-region to be addressed following completion of the Maple Ridge-Pitt Meadows ATP.

## **PURPOSE**

This memo provides an informational update on TransLink's Area Transport Plan Program, including reporting back TransLink's first multi-modal Area Transport Plan which addressed Richmond, Delta, and Tsawwassen First Nation, and previewing the next multi-modal ATP which is currently underway for Maple Ridge and Pitt Meadows.

## **BACKGROUND**

Since 1999, TransLink has developed Area *Transit* Plans in order to identify opportunities to improve the transit network aligned with land use, travel patterns, and local transportation priorities across the region. These plans are a valuable input to TransLink's planning processes – including investment plans, the Regional Transportation Strategy, and the Mayors' Council Vision – and a direct expression of our commitment to *Partner*. Up until 2015, sub-regional Area Transit Plans were limited to public transit, missing the opportunity to partner across all modes as they relate to regional transport. In 2014 and 2015, TransLink reviewed the Area Transit Plan program, to determine the necessary steps to transition to multi-modal Area *Transport* Plans. The transition to a multi-modal Area Transport Plan (ATP) program better supports TransLink's multi-modal mandate, and constitutes good planning practice.

## **DISCUSSION**

In April 2018, the Southwest Area Transport Plan (Southwest ATP), addressing Richmond, South Delta and Tsawwassen First Nation (TFN), was finalized. Commenced in 2015 this is the first multi-modal ATP conducted by TransLink, and provides a blueprint for how TransLink can best allocate resources over the next decade to improve transit and transportation in the southwest area in a way that is responsive to local needs and consistent with regional objectives.

### Public and stakeholder engagement

The development of ATPs provide an important opportunity for TransLink to deeply engage with the public and stakeholders of a sub-region to more fully understand the unique issues and opportunities associated with transportation in their communities.

For the Southwest ATP, continuous engagement with stakeholders through 21 meetings of three project-specific advisory committees comprised of local government staff, elected officials, and resident volunteers was supplemented by two periods of broad public engagement in April-May 2016 and May-June 2017. In total, over 6,300 survey responses were received, and over 4,400 in-person interactions took place. Public and stakeholder feedback was carefully considered, and ways were sought in which to respond to areas of concern. Nearly half of the proposed bus network changes were adjusted based on feedback received through engagement and further technical analysis. This ultimately made for a stronger plan that is responsive to the community.

At the outset of the planning process, obtaining endorsement of the plan from local elected officials was identified as a key objective. In order to achieve this, extensive engagement with local government staff took place through 10 meetings of the Technical Advisory Committee, in addition to other targeted local government staff engagement through additional meetings and other direct communication. We also engaged elected officials and senior staff through our Senior Advisory Committee. The end result was the granting of support through council meetings of the City of Richmond (March 26, 2018), City of Delta (April 9, 2018), and Tsawwassen First Nation (April 10, 2018), including specific mentions of support for implementing plan recommendations.

### Plan recommendations

One important role of an ATP is to help “bridge” high-level policies and the actual investments in service and infrastructure that TransLink makes, which involves translating these high-level policies into more concrete recommendations that can be implemented. Additionally, identifying recommendations for transit and transportation helps ensure that TransLink, local government partners, the public, and stakeholders have the same expectations around how future regional investments might be made. Through our engagement work and technical analysis, we identified recommendations for transit and transportation that included the following:

1. *Transit service and infrastructure* – expanding the Frequent Transit Network along key corridors (which means service every 15 minutes or better all day and into the evening every day); extending bus service to growing communities and industrial employment areas; improving the frequency and reliability of service; and improving evening and late night bus service

2. *Regionally-significant cycling corridors* – identifying corridors for cycling facilities that are comfortable for most people to use in support of better connections to urban centres, neighbouring communities, and key transportation gateways such as the Tsawwassen Ferry Terminal
3. *Walking access to transit* – prioritizing walking access to transit within urban centres and employment areas; improving access to Canada Line stations; and improving things like sidewalks and street crossings to support connectivity and accessibility for pedestrians
4. *Major Road Network* – identifying additional road corridors to be considered for inclusion in the Major Road Network (MRN) which TransLink helps to fund in partnership with local governments in order to support the safe and efficient movement of people and goods

For more detail on plan recommendations, the Southwest ATP final document is attached.

#### *Implementing the Southwest ATP*

Even as work was underway on the Southwest ATP, TransLink began rolling out improvements to transit and transportation with funding enabled by the Phase One Investment Plan which was approved in November 2016. This included improving service on the Canada Line and a number of bus routes serving Richmond, Delta and Tsawwassen First Nation, and also contributing TransLink cost-share funding to regional cycling and pedestrian projects. While funding for these “early actions” was provided through the Phase One Investment Plan, these improvements to transit, cycling and walking were consistent with and supportive of the early findings and ultimate recommendations featured in the final Southwest ATP. With the Southwest ATP now complete, attention is now shifting to implementing further recommendations, beginning as early as September 2018.

#### *Next ATP: Maple Ridge-Pitt Meadows (already underway)*

The Maple Ridge-Pitt Meadows ATP planning process is now underway and involves a comprehensive review of the transportation network in Maple Ridge and Pitt Meadows, including improving transit, regional cycling connections, and pedestrian access to transit, as well as considering goods movement and regional roadways. The ATP process is taking place in close coordination with planning for the Lougheed Highway B-Line, which is targeted to be implemented in late 2019. This includes coordinating two rounds of public consultation, including one from April 3 to May 31, 2018 that features an online survey and opportunities for in-person engagement.

Following completion of the Maple Ridge-Pitt Meadows, it is anticipated that the next ATP would focus on Burnaby and New Westminister, where the original Area Transit Plan for this area was completed in 2003 and an updated comprehensive and multi-modal review of transit and transportation is needed.

## **CONCLUSION**

The Area Transport Plan Program has continually evolved over the years and TransLink will continue to find ways to improve our planning processes to make sure local needs and interests are understood and reflected in decisions regarding the allocation of service and infrastructure. This planning approach is supportive of building stronger partnerships and improving relationships with local government staff, elected officials, stakeholders and the general public.

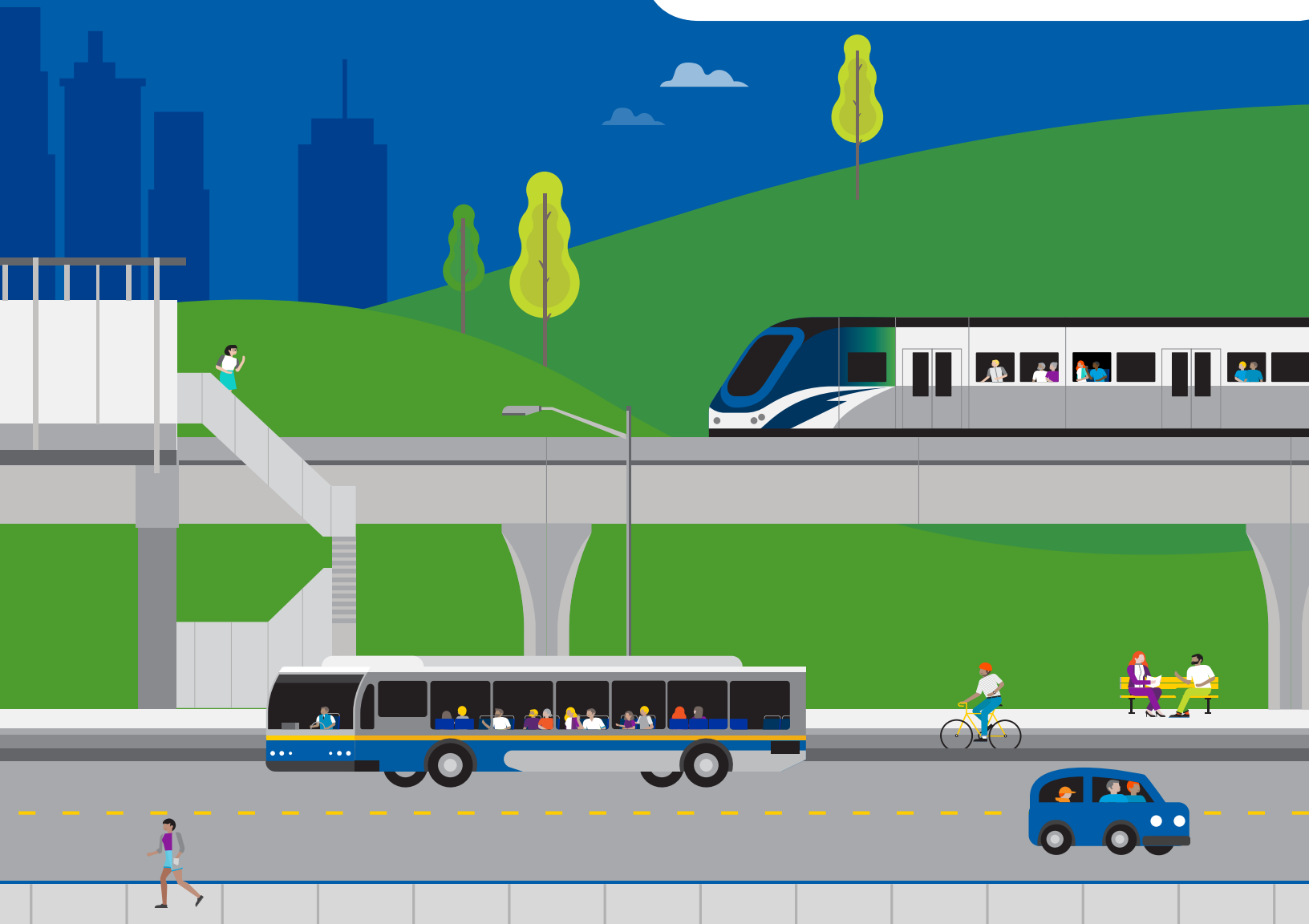
**ATTACHMENTS**

1. Southwest Area Transport Plan – April 2018



# Southwest Area Transport Plan

APRIL 2018



## Table of Contents

INTRODUCTION .....	1
DEVELOPING THE PLAN .....	3
ISSUES AND OPPORTUNITIES .....	5
PUBLIC ENGAGEMENT .....	7
EVALUATING RECOMMENDATIONS .....	12
RECOMMENDATIONS .....	13
Transit service and infrastructure.....	13
Regionally-significant cycling corridors .....	19
Walking access to transit .....	21
Major Road Network .....	22
NEXT STEPS .....	23

## Introduction

As the regional transportation authority for Metro Vancouver, TransLink is responsible for planning, developing and operating a transportation system that moves people and goods around the region. Recognizing that the Metro Vancouver region is large and diverse, TransLink divides the region into sub-regions in order to ensure local context and needs are understood and reflected in our planning. To plan for transit service and infrastructure, while also addressing aspects of cycling, walking, driving, and goods movement in Richmond, South Delta, Tsawwassen First Nation as well as important connections to North Delta and other nearby areas, TransLink worked with municipal partners, stakeholders and the public to develop the Southwest Area Transport Plan (SWATP).

The SWATP establishes a “blueprint” for how resources could be used over the next 1–15 years improve transit and transportation in the Southwest Area in a way that is responsive to local needs and consistent with regional objectives.

Area Transport Plans (ATPs) support and inform key planning processes like TransLink’s [Regional Transportation Strategy](#) and the Mayors’ Council [10-Year Vision](#)—which establish the region’s long-term transportation vision, overall goals, targets, policy direction and investment priorities. ATPs also consider municipal land use and transportation plans, to ensure that the local transit network supports existing and expected land use and travel patterns. The planning process considers customer experience, current and projected land use and development, transportation and ridership data, and feedback from the public, stakeholders and local governments.

Recommendations in the SWATP call for an **increase of approximately 35 per cent of transit service** or about **180,000 annual service hours** once fully implemented. Plan recommendations will be considered for implementation alongside other regional priorities and as funding allows,



with funding levels being set in investment plans that must balance TransLink expenditures and revenues over a 10-year period. TransLink’s legislation requires investment plans to be updated every three years at a minimum.

The plan will help to ensure that current and future transportation investment decisions in the Southwest Area are informed by customer needs, coordinated with municipal land use plans, and integrated with other modes and the transportation network to provide more travel

options (including transit, cycling and walking) for people who travel in or through Richmond, South Delta and Tsawwassen First Nation.

### **Major Regional Investments in Rail Rapid Transit**

The Regional Transportation Strategy outlines the key policies and investments related to transportation for the region over the next 30-years. Among other things, this long-range plan identifies priorities for major investments in expanding rail transit (e.g. SkyTrain, light-rail transit).

Additionally, the Mayors' Council 10-Year Vision for Transit and Transportation identifies priority investments for rail transit expansion over the next decade, which include extending the Millennium Line along Broadway to Arbutus and building new light rail transit in Surrey along King George Boulevard, 104 Avenue, and Fraser Highway.

Local government staff and elected officials expressed their interest in expanding rapid transit across the South Arm of the Fraser River to serve travel between Richmond and Delta, however identifying any additional rail transit expansion is beyond the scope of this Southwest Area Transport Plan. Decisions about these major investments are best considered through these other regional plans.

## Developing the plan

The planning process for the Southwest Area Transport Plan involved two phases of work, with stakeholder and public engagement occurring throughout the plan development process.



### STAKEHOLDER & PUBLIC ENGAGEMENT

**Phase 1** involved a comprehensive analysis of local transit service and infrastructure, as well as aspects of cycling, walking, driving, and goods movement. Research into travel patterns, land use and other local conditions was also considered. In this phase we gathered perspectives from the community on what's important and opportunities to improve the current transit and transportation network.

Public engagement took place in April and May of 2016, the results of which are detailed in [Appendix B](#).

**Phase 2** identified recommendations related to transit service and infrastructure, as well as cycling, walking, and the Major Road Network, in order to make the most of the opportunities identified in Phase 1. In this phase we sought public and stakeholder input on more than 36 proposed changes to bus routes throughout the sub-region, and a proposed network of regionally significant cycling corridors. Our final

recommendations for transit and transportation are based on the feedback we received, along with technical analysis and input from our local government partners.

Public engagement took place in May and June of 2017, the results of which are summarized in this plan document, but also presented in more detail in [Appendix C](#). In November and December 2017, a draft plan document was made available for public review and presentations on the draft plan were made to local elected officials of the City of Delta, Tsawwassen First Nation, and City of Richmond. Following this, revisions were made to the document based on feedback received.

Support for this plan was provided by local elected officials of the City of Richmond (March 26, 2018), City of Delta (April 9, 2018), and Tsawwassen First Nation (April 10, 2018), including endorsement for implementing the recommendations contained in this document.

Several advisory committees were also formed in order to support the development of this plan. This included members of the public, local government staff, and elected officials from the City of Delta, City of Richmond, and Tsawwassen First Nation.

- **Public Advisory Committee:** Membership comprised of individual citizens with different backgrounds and affiliations from across the Southwest Area. Roles included supporting public and stakeholder engagement process, helping interpret input from broader public, and commenting on materials in advance of public distribution. This group met eight times throughout the planning process.
- **Technical Advisory Committee:** Membership comprised of local government transportation and land use planning staff. Roles included providing review and guidance on technical content and the planning process. This group met ten times throughout the planning process.
- **Senior Advisory Committee:** Membership comprised of local government elected officials and senior-level staff. Roles included providing overall strategic direction, with a focus on the planning process. This group met three times throughout the planning process.

A transportation stakeholder working group was also established to seek input from a broad array of transportation-related organizations, including Ministry of Transportation and Infrastructure, BC Ferries, Vancouver Airport Authority, Port of Vancouver, Insurance Corporation of BC, and HUB Cycling. This group met during each phase of the planning process, with meetings in June 2016 and June 2017.

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### Public Advisory Committee Members

**Anton Metalnikov** (Chair)  
University Student, Delta

**Ruth Mary Adams**  
Retired Elder, Tsawwassen First Nation

**Graeme Bone**  
Richmond Active Transportation  
Committee

**Michael Chiu**  
Richmond Chinese Community Society

**Clara Chow**  
Engaged Citizen, Richmond

**Mark Fenwick**  
General Manager, Tsawwassen Mills

**Louise Gaudry**  
Richmond Centre for Disability

**Louise McMahon**  
Business Person, Delta

**Mark Sakai**  
Business Person, Richmond

**Kevin Shackles**  
Business Person, Richmond

**Patrick Thompson**  
Business Person, Delta HUB Committee

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## Issues and opportunities

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Early in the planning process a lot of technical work was done to understand current context, recent trends, and anticipated future developments that could influence transit and transportation demand in the Southwest Area. The findings from this issues and opportunities work, along with public and stakeholder feedback, informed the development of SWATP recommendations.

---

Technical work included the following:

1. **Land use analysis:** Looked at historical, current, and planned patterns of development, as well as demographics, to understand where the generators of transportation demand are today and in the future. TransLink's [Transit-Oriented Communities Design Primer](#) provides an overview of how land use and transportation are related, and served as a guide for this analysis.
2. **Travel market analysis:** Examined the [2011 Trip Diary](#) and other available sources of data to better understand travel patterns within, to and from the Southwest Area. This involved looking at the origins and destinations of all trips, and whether those trips are made by transit, driving, walking, or cycling.
3. **Transportation analysis:** Analyzed the transit service for the Southwest Area at the network-level as opposed to diving into the route-by-route details. TransLink's [Managing the Transit Network Primer](#) provides an overview of the key considerations used to ensure a transit network is in place that can support current and future land use and travel patterns. Also conducted analysis related to walking, cycling, driving and goods movement.
4. **Customer perceptions:** Reviewed customer feedback provided over the past several years related to transit service in the Southwest Area, as well as trends in quarterly customer satisfaction and performance reviews, to better understand public perceptions and values related to transit and transportation.
5. **Health and transportation analysis:** Identified health determinants that can be directly or indirectly influenced by transportation (e.g. active transportation, safety, air quality, social cohesion and equity). Information on the built environment, demographics, travel behavior, air quality and emissions were also reviewed to identify issues and opportunities related to these health determinants.

All of this technical work is available in the Appendices supporting this plan, and an overview of our findings is presented in the Issues and Opportunities Summary Map.

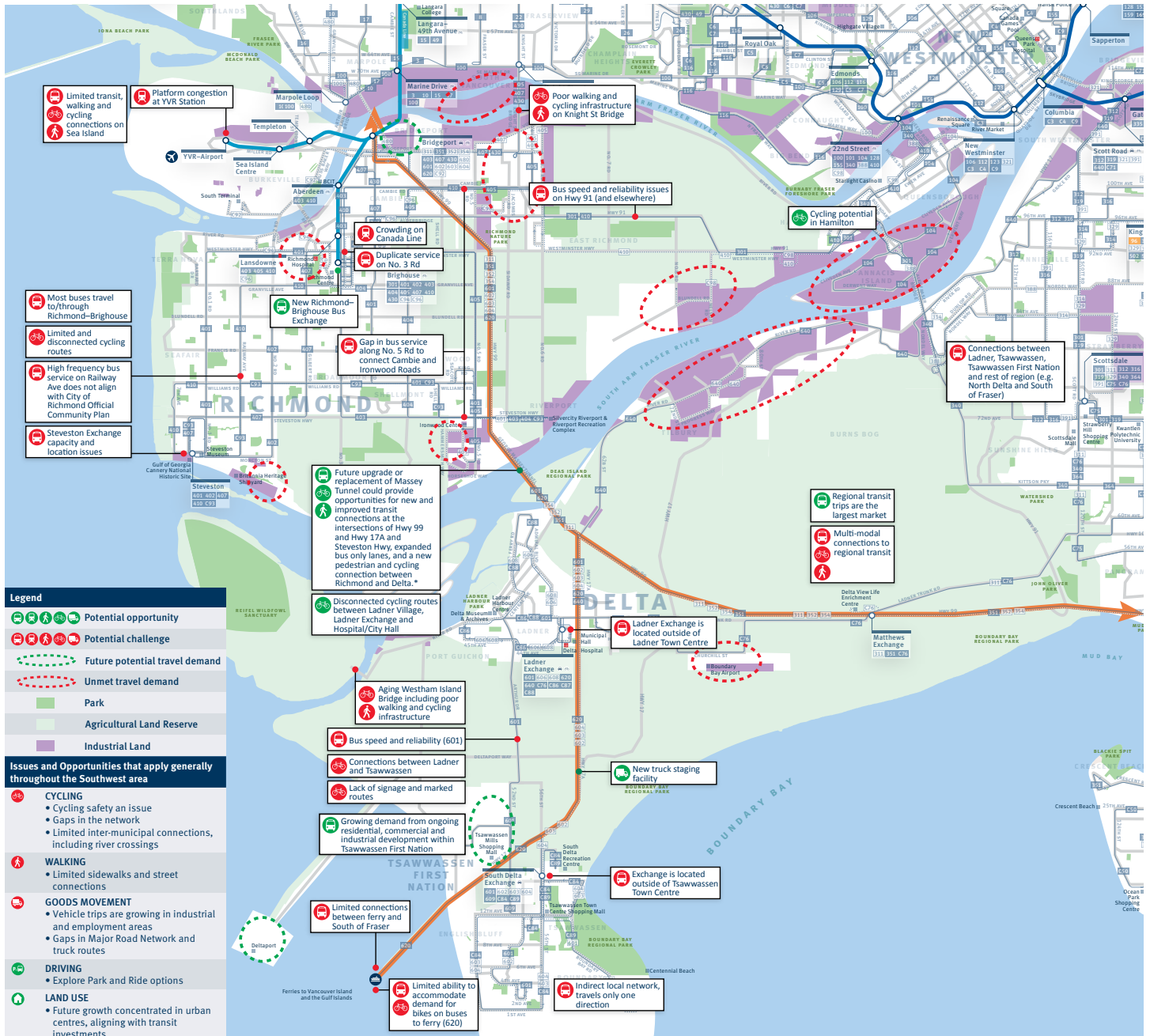
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*“ I have enjoyed meeting and working with both TransLink staff and citizen leaders from the community. The process was well organized, engaging and insightful. Thank you for the opportunity. ”*

MARK FENWICK, MEMBER, SWATP PUBLIC ADVISORY COMMITTEE

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### Issues and opportunities summary map



\*Note: In September 2017, the Province announced an independent technical review of the George Massey Tunnel Crossing, with a report including findings expected in spring 2018. The Mayors' Council and TransLink, consulting with Metro Vancouver, will work collaboratively to provide input to the provincial government's review with a focus on how the project fits into long term regional transportation and land use plans.



## Public engagement

Public and stakeholder engagement is a fundamental aspect of developing an Area Transport Plan. Whether engaging with a resident that relies on public transit for their daily commute, or hearing from someone that occasionally travels through an area, understanding the issues and concerns that face Metro Vancouver residents allows TransLink to better understand the communities we serve.

### What we did

We used a variety of methods to reach out to the public and stakeholders to make sure they were aware of the planning process and opportunities to provide their feedback. Through in-person discussions, pop-up events, and surveys, we were able to engage with the public to better understand their transportation experience and needs. We began by identifying issues and opportunities for transportation in the Southwest Area, focusing on what works and doesn't work for residents based on their feedback and our technical analysis.

We then incorporated these ideas into specific proposals that were shared with residents in order to gain further feedback and better meet the transportation needs of the Area. Engagements were structured to allow people to speak directly to the issues and concerns that mattered most to them, including providing feedback specific to the routes they use and care about most.

A summary of public and stakeholder outreach and engagement activities is provided below.



## Outreach

### Phase 1 (April-May 2016)

**4 Street Team Efforts** distributing 5,500+ posters and postcards to community locations and transit hubs (*English and Traditional Chinese*)

**30 print advertisements** on the transit system

**7 newspaper advertisements** (*English and Traditional Chinese*)

**9 unique media stories** in print, online, and radio

**250+ recipients of eNewsletter** communication

**3.1 million+** impressions of **digital ads**

**23,000+** impressions on **social media**

**4,000+** project **webpage visits**

### Phase 2 (May-June 2017)

**10 Street Team Efforts** distributing 13,500+ posters and postcards to community locations and transit hubs (*English and Traditional Chinese*)

**225 print advertisements** on the transit system

**4 newspaper advertisements** (*English and Traditional Chinese*)

**9 unique media stories** in print

**480+ recipients of eNewsletter** communication

**1.5million+** impressions of **digital ads**

**70,000+** impressions on **social media**

**15,000+** project **webpage visits**



## Outreach and engagement summary



### Engagement

#### Phase 1 (April-May 2016)

Online Survey (English)

Paper Survey at 10 community locations (English)

5 drop-in information sessions

**Meetings with public, technical, and government advisory committees**

Elected officials forum

Transportation stakeholder workshop

#### Phase 2 (May-June 2017)

Online survey and discussion guide (English)

Paper survey and discussion guide (English and Traditional Chinese) at 16 collection sites

3 presentations to Tsawwassen First Nations, Delta ProBus Club, and Richmond Chinese Community Society (RCCS)

**Meetings with public, technical and government advisory committees**

Transportation stakeholder workshop



### Participation

#### Phase 1 (April-May 2016)

✓ **2,923** online surveys completed

✓ **114** paper surveys completed

✓ **2,600+** in-person interactions including:

800+ in-person discussions at Richmond – Brighthouse Station

550+ attendees at the Steveston Cannery Farmers' Market drop-in information session.

280+ in-person discussions at Ladner Leisure Centre

✓ **11** pop-up community events to gather input for the proposed plan

#### Phase 2 (May-June 2017)

✓ **3,192** online surveys completed

✓ **96** paper surveys completed (including 35 Chinese language surveys)

✓ **1,800+** in-person discussions, including:  
600+ in-person discussions at Ladner May Days  
500+ in-person discussions at Bridgeport Station

400+ in-person discussions at the Steveston Farmers and Artisan Market

✓ **10** community consultation sessions hosted by TransLink Planners




## What we heard

### What we heard in Phase 1

In April and May 2016, we asked people for their opinion on ways to improve transit, cycling, walking, and to motivate less driving for trips within, to, and from the Southwest Area. People were also invited to provide specific feedback on bus services that are most important to them. The following is a summary of the general feedback and themes of what we heard, ranked by order of importance:

### How we responded in Phase 1

Engagement with the public, elected officials, local government transportation and land use planning staff, and transportation-related stakeholders, along with the technical analysis described earlier, informed our understanding of the overall issues and opportunities related to transit and transportation in the Southwest Area. This information was then used to develop proposals that would be consulted on in Phase 2 of the planning process.



*What's important in your decision to*  
**Use transit more often?**

- + More reliable service
- + Fewer transfers during a journey
- + Faster trip time
- + Straighter bus route
- + More transit service during weekdays
- + More transit service on weekends
- + Later end time for the last bus or train
- + More transit exchange amenities
- Earlier start time for the first bus or train



*What's important in your decision to*  
**Walk more often?**

- + Convenient bus stop locations
- + Safe crosswalks
- + Sidewalks to my transit stop
- + Well-maintained sidewalks
- + Better amenities at bus stops (e.g. seating, shelter, lighting)



*What's important in your decision to*  
**Ride a bicycle more often?**

- + Bike paths are separated from vehicle traffic
- + Cycling routes on streets are signed and marked
- + Secure bicycle parking at transit exchanges
- + Straighter cycling routes to destinations
- More spaces for bicycles on transit



*What's important in your decision to*  
**Use a car less often?**

- + Better transit service
- + Better walking network
- + More park and rides
- Better cycling network

MORE IMPORTANT +  - LESS IMPORTANT

For more details on Phase 1 public engagement and what we heard, refer to [Appendix B: Phase 1 Survey Results](#).

## What we heard in Phase 2

In May and June 2017, we shared proposals related to transit service and regionally-significant cycling corridors with the public and asked for their feedback. Public and stakeholder feedback indicated support for most proposals, with survey respondents identifying that 26 of 36 proposals would make travel in the Area better overall than today.

The following are some of the key themes from what we heard related to transit and cycling:

- Support was high for new services or increased frequency to existing services (e.g. New A (Blundell Road), New B (Steveston Highway/Three Road), New C (Tsawwassen Ferry Terminal), New D (Ladner to Langley), 301, 311, 388, 430, C76)
- Concern was expressed about discontinuing services as part of the overall network redesign (e.g. 480, 602, C87, C92, C96)
- Concern about making significant changes to existing routes in serving Tsawwassen, Ladner, and Richmond (e.g. 404, 405, 603, 604, C88)

- General support for splitting longer routes in Richmond to improve service reliability, although some had concerns about increased transfers (e.g. 401, 405, 407, 410)
- Broad support for the regionally-significant cycling corridors that were identified

For more details on Phase 2 public engagement and what we heard, refer to [Appendix C: Phase 2 Survey Results](#).

## How we responded in Phase 2

Feedback received during the engagement period was carefully considered, and ways were sought in which to respond to areas of concern. Most proposals received broad support and are being advanced as originally proposed. Proposals that received the lowest levels of support were either modified or abandoned completely. Where warranted, further refinements, based on feedback, were made to some proposals to create even stronger recommendations.

The survey results summary graph on the next page identifies which proposals were revised in response to public feedback. These are indicated by the ● symbol.

---

*“ Being a part of the Public Advisory Committee was a great experience as I got to be involved in such an important project for my community. It was a pleasure to work with the other volunteers, as well as the staff, to be part of the comprehensive public engagement process for this plan. ”*

ANTON METALNIKOV, CHAIR, SWATP PUBLIC ADVISORY COMMITTEE

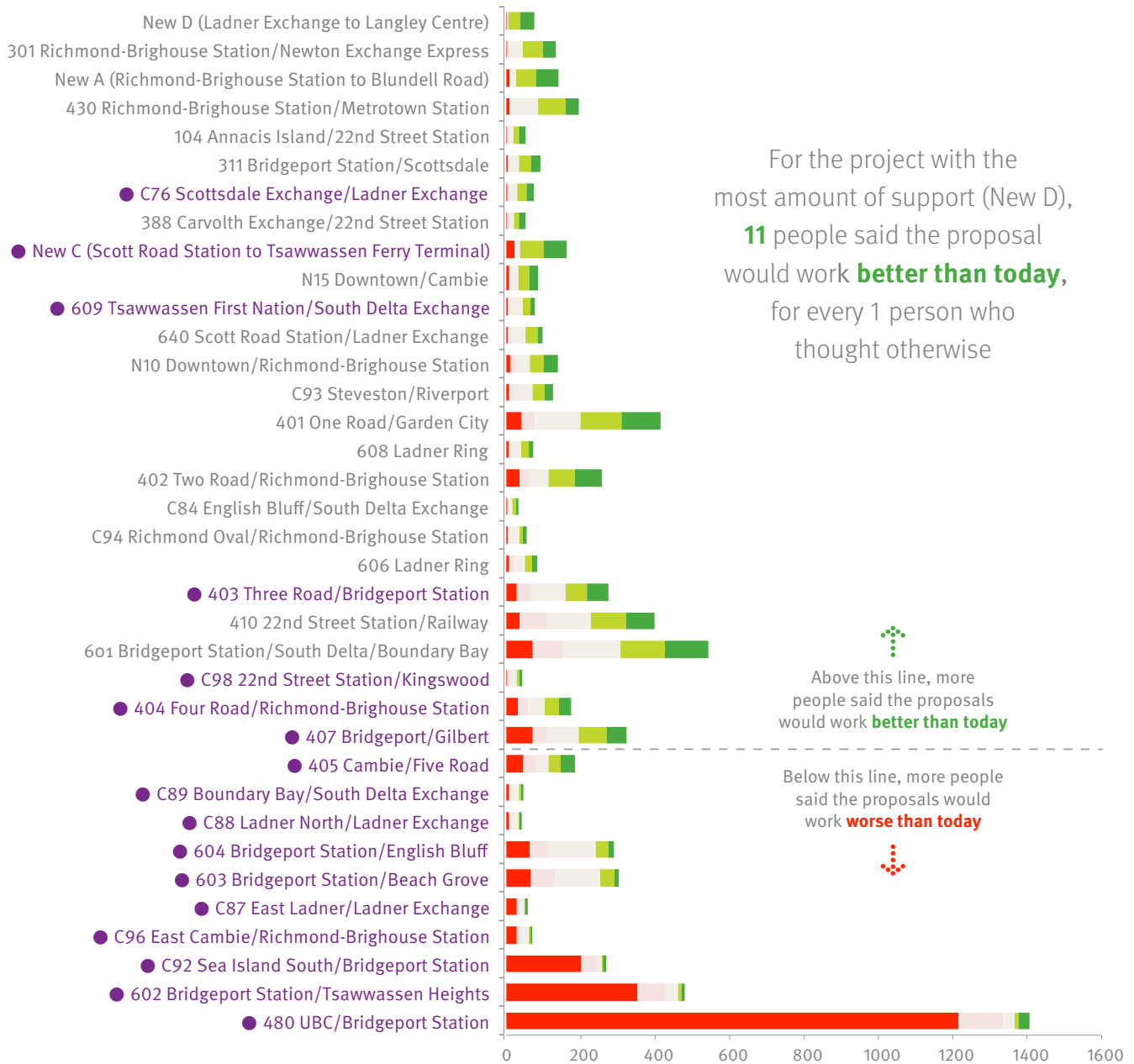
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### What we heard in Phase 2, and how we responded

Below is a graphic which shows the number of people who provided feedback on proposals for each route, including whether they expressed support or concerns. The graph is sorted based on a ratio of the number of people who said a proposal would result in better service, as compared to the number of people who said it would result in worse service.

### Question: Compared to today, how would the proposed change generally work for you?

■ Much worse  
 ■ Worse  
 ■ About the same  
 ■ Better  
 ■ Much better  
● Proposals that were modified based on public feedback



For the project with the most amount of support (New D), 11 people said the proposal would work **better than today**, for every 1 person who thought otherwise

Above this line, more people said the proposals would work **better than today**





Below this line, more people said the proposals would work **worse than today**

## Evaluating recommendations

Recommendations have been made for nearly every bus route in the Southwest Area. All recommendations were evaluated using a Multiple Account Evaluation (MAE) process. The MAE process considers seven different factors to identify the potential benefits and impacts for each recommended change to the transit network. Each account is related to something we care about as a region, with measurable criteria. This includes issues of specific interest to the sub-region – such as access to industrial employment areas. All transit recommendations were evaluated against a Business as Usual scenario, where the transit network remains the same as it is today. The evaluation helped inform the grouping of recommendations into three different tiers that generally reflect their relative overall benefits, and helps to set expectations regarding the order in which recommendations might be implemented.

### Multiple Account Evaluation (MAE) criteria

The MAE is meant to be used as a decision-support tool, and it is not meant to represent the final word with regard to identifying priorities for the plan

ACCOUNT	CRITERIA
 <b>ECONOMY</b>	<input type="checkbox"/> Access to jobs <input type="checkbox"/> Access to industrial employment areas
 <b>ENVIRONMENT</b>	<input type="checkbox"/> Emissions reduction
 <b>FINANCIAL</b>	<input type="checkbox"/> Capital costs <input type="checkbox"/> Operating costs
 <b>SOCIAL AND COMMUNITY</b>	<input type="checkbox"/> Customer experience <input type="checkbox"/> Access to transit
 <b>HEALTH</b>	<input type="checkbox"/> Access to transit for seniors, youth, low income <input type="checkbox"/> Neighbourhood impacts
 <b>LAND USE</b>	<input type="checkbox"/> Policy alignment (regional, local) <input type="checkbox"/> Demand areas
 <b>DELIVERABILITY</b>	<input type="checkbox"/> Ease of implementation <input type="checkbox"/> Acceptability

## Recommendations

Identifying recommendations for transit and transportation in the Southwest Area is important for ensuring expectations are aligned for TransLink, municipal partners, the public, and stakeholders with regard to how future regional investments may be made.

To this end, recommendations have been identified for the following areas:

- |  |                                     |
|--|-------------------------------------|
| <b>1. Transit service and infrastructure</b>       | <b>3. Walking access to transit</b> |
| <b>2. Regionally-significant cycling corridors</b> | <b>4. Major Road Network</b>        |

### 1. Transit service and infrastructure

The SWATP includes transit network, service and infrastructure recommendations. Some of the recommended transit network changes include more than one service modification and have been grouped together because the changes support each other and may be implemented at the same time. Nearly 50% of the proposed network changes were revised and re-evaluated based on feedback received during public engagement and further technical analysis.

The key objectives for transit service recommendations are aimed at:

- Improving Frequent Transit Network (FTN) service along key corridors
- Expanding bus service for growing communities and large areas of employment, including industrial areas
- Providing more reliable and convenient bus service
- Improving late night service, including making NightBus more direct for service to Richmond City Centre and YVR Airport

*“ Being a part of the PAC helped to connect me with other community members who care about the future of transit in the region. Our different points of view resembled the public we were there to represent.*

*The SWATP served as a great chance to learn from TransLink, about TransLink – including the goals, the challenges, and the tools used to gain critical input into service planning.*

*‘Adaptability’ was one of my key takeaways from the SWATP. When the need for new engagement approaches was identified, it was gratifying to see this put into action.”*

PATRICK THOMPSON, MEMBER, SWATP PUBLIC ADVISORY COMMITTEE



### Bus service recommendations: 1–15 year implementation









#### What do the Tiers refer to?




Bus service recommendations are grouped into three different tiers that should generally be understood to reflect the order in which recommendations might be implemented. That is, Tier 1 recommendations would be advanced first, as funding allows and alongside other regional priorities. Tier 2 and Tier 3 recommendations would be considered for implementation based on future funding conditions, but also may require demand for services to grow or conditions to change (e.g. new development, changes to the road Delta network). However, plan recommendations may be implemented as opportunities present themselves; therefore it is conceivable that some Tier 2 or even Tier 3 recommendations could be advanced before all Tier 1 recommendations are implemented.



## Bus transit service recommendations

LEGEND		Current frequency (minutes)		Target frequency (minutes)		Improving frequency	New coverage areas	Providing better hours of operation	Improving network directness/reliability
	Frequent Transit Network (FTN) service (15 min or better frequency, all day, every day)	Peak	Off-peak	Peak	Off-peak				
	Increase service frequency								
	Reduction service frequency								
Route(s)	Description	Peak	Off-peak	Peak	Off-peak				
<b>TIER 1</b>									
104	Expanded employment area coverage	12/15	30	12	30	X	X	X	X
301	Additional frequency	15	30/60	15	30	X			
311	Additional frequency	20/30	-	15/20	-	X			
388	New off-peak service	30	-	30	30			X	
401	Redesign the 401 to become two routes:								
401e	Maintain frequency	9	20/30	9	20/30				X
401w	Increase frequency to FTN level service (i.e. every 15 minutes or better all-day, every day)	9	20/30	7	15	X			X
403	Upgrade to FTN	15	15/20	15	15		X		
410, C98	Redesign the 410 to become two routes:								
410e	Connects Granville Ave to 22nd Street Station serving Westminster Highway for all trips	7	10	6	10	X			X
410w	Connects Richmond-Brighouse Station to Steveston Village	7	10	10	15/20				X
C98	Extend service west on Blundell Road further into Kingswood Industrial Area, eventually connecting to Riverport and Highway 99 at Steveston Highway when future development allows; also serves Fraserwood	30	60	15	30	X	X	X	
430	Additional frequency	15/20	20/30	15	20/30	X			
601	Increase frequency to meet Frequent Transit Network levels (i.e. every 15 minutes or better, all day, every day), and reroute to Salish Sea Drive when demand warrants	20	20/30	12	15	X	X	X	X
N10, N15	More direct service:								
N10	More direct connections to Richmond City Centre	-	30	-	30			X	X
N15	More direct connections to YVR Airport	-	30	-	30			X	X

LEGEND		Current frequency (minutes)		Target frequency (minutes)		Improving frequency	New coverage areas	Providing better hours of operation	Improving network directness/reliability
	Frequent Transit Network (FTN) service (15 min or better frequency, all day, every day)	Peak	Off-peak	Peak	Off-peak				
	Increase service frequency								
	Reduction service frequency								
Route(s)	Description	Peak	Off-peak	Peak	Off-peak				
<b>TIER 2 RECOMMENDATIONS</b>									
407	Redesign the 407 to become two routes:								
407e	Connects Bridgeport Station to Knight Street – Marine Drive via Bridgeport Road	20	30	15	30	X	X		X
407w	Connects Steveston Village to Bridgeport Station via Gilbert Road, Lansdowne Road, and Garden City Road	20	30	15	20	X	X		X
480	Transition the 480 service to be peak-period only, monitoring ridership and adjusting frequency and span of service as other services connecting to UBC improve; re-invest resources to support Tier 1 bus improvements (e.g. 401 to FTN)	12	20	12	-				X
602	Additional express trips during the midday period	20/30	-	20/30	60	X		X	
606, 608, C86	More direct in Ladner:								
606	Restructure service to serve South Ladner to improve legibility and travel time		-		-				X
608	Restructure service to serve North Ladner to improve legibility and travel time		-		-				X
C86	No change	30	30/60	30	30/60				
609, C89	Adjust routing and increase service frequency on 609 to better serve growing TFN community (exact routing to be confirmed) and join with the C89 to also provide better service coverage for Boundary Bay neighbourhood	60	60	30	30/60	X	X	X	X
640	Provide local service to Tilbury Industrial Area all day, every day, increase frequency during evenings, and extend span of service to later in the night	15/20	30	20	30			X	
New C	New limited stop service between Scott Road Station and Tsawwassen Ferry Terminal via SFPR, Tilbury, Ladner Exchange, and Tsawwassen Mills	-	-	60	60		X		X
C76, C87	Better connections into Ladner Village:								
C76	Increase C76 service frequency all day, every day, and extend service into Ladner Village	30	60	20	30	X			X
C87	Discontinue due to very low ridership and improve street crossings at Ladner Trunk Road and 66 Street for improved access to C76 stops; reinvest resources into extending the C76 into Ladner Village	30	30/60	-	-				

LEGEND		Current frequency (minutes)		Target frequency (minutes)		Improving frequency	New coverage areas	Providing better hours of operation	Improving network directness/reliability
	Frequent Transit Network (FTN) service (15 min or better frequency, all day, every day)	Peak	Off-peak	Peak	Off-peak				
	Increase service frequency	Route(s)		Description					
	Reduction service frequency								
<b>TIER 2 RECOMMENDATIONS continued</b>									
C84	Make service bi-directional	60	60	60	60	X			X
C92	Expand service hours to include evenings and weekends to make the service more useful for South Terminal employees and Burkeville residents	20	30	20	30			X	
C94	Earlier AM service near Richmond Oval	30	30	30	30			X	
New B	New service, which would connect Richmond–Brighthouse Station to Steveston Village	-	-	30	30		X		
New F	New service to Sunshine Hills neighbourhood of North Delta, subject to further planning work and community engagement	-	-	30	60		X		
North Delta	Improve service frequency and hours of operation on local routes in North Delta to meet expected demand			TBD	TBD	X		X	
<b>TIER 3 RECOMMENDATIONS</b>									
402, New A	Upgrade to FTN:								
402	Increase frequency to FTN level service, and extend service along No. 2 Road	12	20/30	10	15	X	X		X
New A	New service along Blundell Road, connecting to Richmond–Brighthouse Station	-	-	30	30		X		X
404	Maintain current routing that connects to Richmond-Brighthouse Station, but have the south terminus of the service end at Riverside Industrial Area	30	30	20	30	X			
405	Reroute to connect Bridgeport Station to Riverside Industrial Area via River Drive, Shell Road, Bridgeport Road and No. 5 Road	30	30	20	30	X	X		X
C88	Reroute if there is an opportunity for a new transit connection at Hwy 99/Hwy 17A	30	30/60	30	30/60		X		X
C93	Extend service to London Landing area	30	30/60	30	30/60		X		X
C96	Reroute C96 to provide service along Westminster Hwy between No. 4 Road and Garden City Road, Cambie Road, Jack Bell Drive and McNeely Drive	30	-	30	-				X
New D	New service connecting Ladner to Langley	-	-	60	60		X		X
New E	New peak-period express service to connect Southlands and Boundary Bay to Bridgeport Station	-	-	30	-	X	X		X

### Additional transit service, facility and infrastructure recommendations:

- Improve park and ride by expanding current facilities or creating new facilities
- Identify opportunities to improve customer amenities and accessibility at stations, exchanges and major bus stops
- Consider options for potential future applications of flexible / on-demand transit services
- Identify opportunities for innovative partnerships and transportation solutions for seniors and youth traveling north of Bridgeport Station to Vancouver who may benefit from more direct connections
- Identify opportunities for transit priority to make services faster and more reliable, including for approaches to the Queensborough Bridge

### Mayors' Council 10-Year Vision

Transit service and infrastructure priorities have also been identified in the Mayors' Council 10-Year Vision.

These priorities include:

- **South of Fraser Rapid Transit:** New light rail transit (LRT) on three corridors: 104 Avenue, King George Boulevard and Fraser Highway
- **Canada Line:** Upgrade capacity through the purchase of new rail cars to provide more service, upgrades to stations, and expansion of facilities
- **Richmond B-Line:** New B-Line connecting Richmond City Centre to Expo Line
- **Scott Road B-Line:** New B-Line connecting Scott Road Station to Newton Exchange
- New and improved **bus transfer** opportunities at Hwy 99/Steveston Hwy and Hwy 99/Hwy17A
- New **bus exchange** and layover facility in Steveston

### Planned renaming of Community Shuttle routes ("C" routes)

Due to ridership growth and the evolution of the bus network, "C" routes often no longer reflect the type of service we provide (e.g. C92, C98). These routes were initially low-capacity routes served by smaller community shuttle buses; however, many "C" routes now operate with larger conventional buses. To avoid confusion and improve understanding of the bus network, route numbers beginning with a "C" are being renumbered system wide. As a result of these changes, "C" routes referenced in this document may have been renumbered since publication.

## 2. Regionally-significant cycling corridors

A number of regionally-significant corridors are identified as priorities for new, or improved, cycling facilities. Improvements will provide high-quality connections to transit, urban centres and regional transportation gateways.

These corridors should provide options that are comfortable and accessible for most cyclists. For these corridors, consideration may be given toward implementing off-street paths, on-street lanes physically separated from traffic, striped bicycle lanes, and neighbourhood street bikeways with traffic calming and crossings at major streets, depending on vehicle traffic volumes.

### What we heard

- Seven in ten (69%) said the regionally-significant cycling corridors identified for prioritization are the right ones
- One-quarter (25%) of those who choose to share comments said that cycling corridors should be protected and/or separated from vehicle traffic, especially on roadways with high traffic and high speeds (e.g. Steveston

Highway and Westminster Highway in Richmond; Ladner Trunk Road and River Road in Delta)

- Cycling connections between Richmond and Delta, and to the Tsawwassen Ferry Terminal, are important connections that need to be improved

### Additional specific cycling-related recommendations

- Explore opportunities for improving the ability for more customers to take bicycles on buses through the George Massey Tunnel and to the Tsawwassen Ferry Terminal
- Explore opportunities for more secure bike parking at transit stations and exchanges, including Bridgeport Station and Richmond–Brighouse Station
- Explore opportunities to improve cycling conditions and infrastructure for bridge crossings, including the Knight Street Bridge and Westham Island Bridge

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*“ Thank you to TransLink for having given me the opportunity to participate in the SWATP PAC. I have been impressed by the degree of effort that goes into making plans for our transit system. As a transit user with a disability, I was pleased to be able to share my perspective in an inclusive, “not disability specific” environment. It was also interesting to hear from the many PAC members who could speak to the larger transit network concerns, for example, bike paths. ”*

LOUISE GAUDRY, MEMBER, SWATP PUBLIC ADVISORY COMMITTEE

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### Regionally-significant cycling corridors



### 3. Walking access to transit

Improvements in walking access to transit will be prioritized within urban centres and employment areas, including improving access to Canada Line stations and bus services that operate frequently throughout the day.

TransLink should work with local government staff, stakeholders and the public to identify and address physical barriers to accessing transit for pedestrians, including those with mobility challenges.

Improvements to walking infrastructure in these locations could include things such as new or improved sidewalks on both sides of the street,

universally accessible street crossings, and other improvements needed to support regional connectivity for pedestrians.

#### Additional specific walking-related recommendations

- Partner with the City of Delta to improve the intersection of Ladner Trunk Road and 66 Street so that residents can access bus stops
- Partner with the City of Richmond and the Ministry of Transportation and Infrastructure to identify opportunities for bus stops and street crossings along Westminster Highway near Fraserwood



*Pedestrians on No.3 Road*



*Pedestrians accessing a bus stop in Ladner Village*

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*“ I really enjoyed the opportunity to participate in the SWATP Public Advisory Committee. I have enjoyed working with both staff and community leaders. I now appreciate and understand the amount of hard work and information gathering needed to deliver a viable transportation system to satisfy our stakeholders. ”*

MICHAEL CHIU, MEMBER, SWATP PUBLIC ADVISORY COMMITTEE

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### 4. Major Road Network

The Major Road Network (MRN) is a network of approximately 600 km of road that facilitates the safe and efficient movement of people and goods across the region. It connects the provincial highway system with the local road network and some corridors also serve cyclists and pedestrians.

TransLink, in partnership with local governments, plans the region’s MRN. TransLink provides funding for the operation, maintenance and rehabilitation of the MRN, but ownership and operational

responsibility for the MRN remains with the respective local governments. TransLink and local governments also share the cost of minor capital projects to improve MRN roads, to the benefit of drivers, cyclists and pedestrians.

Through the SWATP process, TransLink has worked with local governments to identify road corridors to be considered for possible inclusion in the MRN. The following map shows these corridors. These will be considered as candidates for any future expansion.

#### Candidates for addition to the Major Road Network (MRN)





## Next steps

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The Southwest Area Transport Plan has identified recommendations related to transit service and infrastructure, regionally-significant cycling corridors, walking access to transit and the Major Road Network. This is a living document and TransLink will continue to work collaboratively with local government partners to determine if we are on track or need to adjust course to deliver the recommendations in this Plan.

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### Implementation

There are number of different ways by which recommendations contained in this plan might be implemented. For example, transit recommendations that can be implemented by reallocating existing resources may be advanced through our quarterly transit service changes. Recommendations that require additional funding or further detailed planning and design will be considered for implementation based on demand and future funding conditions. Additionally, individual recommendations may be implemented all at once or incrementally over time (e.g. steadily improving service frequency until it reaches the level identified in this plan, or phasing in network changes). Further public engagement would take place prior to the implementation of recommendations that might involve trade-offs or impacts for customers.

Recommendations related to cycling and walking might be implemented through cost-share funding programs offered by TransLink to which local governments can apply for funding to

construct new or improved cycling and walking infrastructure. Additionally, roadway corridors identified by local governments as priorities for moving people and goods in the Southwest Area will be considered for any future expansion of the Major Road Network.

### Tracking progress

Following the completion of an Area Transport Plan, regular monitoring takes place to track the status of the plan and report back on progress. Plan recommendations will be reviewed to ensure land use and transportation planning continue to be coordinated.

### Thank you

Thank you to everyone who participated in this process by getting engaged and sharing their feedback to improve the future of transit and transportation in Richmond, Delta and Tsawwassen First Nation.

TO: Board of Directors

FROM: Geoff Cross, Vice President, Transportation Planning and Policy  
Haydn Acheson, Acting President and General Manager, BCRTC

DATE: May 30, 2018

SUBJECT: Update on Custom Transit Service Delivery Review Implementation

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#### **EXECUTIVE SUMMARY**

Since the update provided to the Board in December 2017, TransLink and CMBC have continued to advance implementation of the Custom Transit Service Delivery Review recommendations approved in March 2017. Two of the recommendations are fully completed and substantial progress has been made on the majority of the recommendations. The primary focus over the past several months has been on working with First Canada to prepare for a smooth transition on July 1, 2018 and on other improvements that will be implemented in partnership with First Canada, such as many of those requiring technology changes.

#### **PURPOSE**

This report provides an update on the implementation status of the Custom Transit Service Delivery Review (CTSDR) recommendations.

#### **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. On March 30, 2017, the Board endorsed recommendations on both HandyDART policies and the service delivery model, with a focus on improving customer experience and increasing availability of service. A report on the progress of implementing the recommendations was provided to the Board at the December 2017 Board meeting. Also at the December 2017 meeting the Board directed management to execute a contract with First Canada for delivery of HandyDART services beginning July 1, 2018.

#### **DISCUSSION**

A contract with First Canada was executed in February 2018 and CMBC, First Canada and MVT Canadian Bus have been actively working to prepare for the transition. First Canada will take over operations on July 1, 2018. Current employees who are interested in continuing to work for HandyDART are going through the First Canada hiring and on-boarding process. First Canada staff are now co-located at the main HandyDART operations centre and all plans are on track to achieve a smooth transition.

Consistent with the format of the recommendations approved by the Board in March 2017, the following tables provide updates on the implementation status of the policy recommendations to improve the HandyDART customer experience.

**Objective - improve customer experience by improving reservation convenience**

Action	Progress
Extend the HandyDART booking reservation window to 4 p.m. by mid 2017.	Completed, May 1, 2017.
Continue to pursue online booking options and determine the financial implications.	First Canada, CMBC and TransLink's BTS group have identified options for how online booking can be implemented. A timeline for implementation has not yet been confirmed. Introducing online booking will be a significant change for both customers and operations and it was determined that this change should be implemented in phases and should wait until after the transition to First Canada.

**Objective - improve customer experience by reducing wait times**

Action	Progress
Develop strategies to improve the performance of the 10-minute advance warning of vehicle arrival, for completion by the end of 2017.	In early May 2018, the performance of the 10-minute advance warning of vehicle arrival was improved by adjusting the 'imminent arrival call' to go out 2 minutes later; since then, accuracy has improved to an average of 77%; up from 70% and up from the original 48% accuracy in 2017
Add wait times to the TransLink Accountability Dashboard by end of 2017.	Completed
Complete a feasibility assessment to reduce wait times by end of 2017.	<p>During the feasibility assessment customers provided the following feedback to be considered.</p> <ul style="list-style-type: none"> <li>• Preference would be the end of the pickup window when going to an appointment, not necessarily in the first 15 minutes.</li> <li>• Conversely, when going home, the preference would be to have the option to choose either the late or early part of the window.</li> </ul> <p>Upon review of the this feedback and further technical analysis, it has been determined that reducing the 30-minute pick up window would reduce the number of available trips overall and that specifically trying to achieve a greater number of trips to be picked up in the beginning of the window is not necessarily what customers want, so HandyDART will continue with the 30-minute pickup window. We have also determined that tracking customer preference for which part of the window they prefer on each trip would not be reasonably achievable due to programming changes that would be required.</p>

**Objective - improve customer experience by reducing travel times**

Action	Progress
Complete a feasibility assessment by end of 2017 on implementing a policy where trips take no longer than 1.5x the duration of the same trip on the conventional system.	Software options to support the implementation of a policy to assess trip duration have been identified. CMBC will work with First Canada to further evaluate the feasibility and timeline of implementation for this action.
Continue to improve dispatching.	Staff from First Canada with expertise on Trapeze software will provide recommendations for improvements to enhance current dispatching practices.
Engage a specialist to review all parameter settings in the scheduling software by end of 2017.	CMBC have reviewed scheduling of HandyDART operator shifts and made numerous adjustments, resulting in a decrease in taxi usage. Staff continue to monitor this. Overall, in Q1 2018, taxi trips have decreased 2 percentage points over same time period 2017.

**Objective: improve customer experience by continuing to use and enhancing HandyDART taxi service**

Action	Progress
Develop an implementation plan by the end of 2017 for a taxi driver training program.	First Canada has committed to two new positions to support this work. One is a Non-Dedicated Services Manager who will manage taxi contracts and taxi service, and the second is a Taxi Trainer who will create and rollout enhanced training to all taxi companies providing HandyDART service. Both positions will commence on July 1, 2018.
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.	Upon further assessment we have determined that the objective of achieving higher standards of service from taxis can be better accomplished by more direct oversight from the HandyDART service provider. TransLink, CMBC and First Canada are working together, with assistance from external experts, on contractual elements, such as performance levers, that can ensure customer service standards, are being achieved. On July 1, 2018 First Canada will manage taxis under the terms of the existing agreements while new contracts are negotiated.
Explore technical solutions to integrate HandyDART and taxi scheduling software for tracking customer pick-up/drop-off information by early 2018.	First Canada is planning a demonstration of software that has the ability to interface with taxi computer systems to CMBC in July 2018.
Implement policy by the end	The high visibility vest program that was trialed with two taxi

<p>of 2017 making high visibility signage mandatory for all taxis performing HandyDART trips</p>	<p>companies this winter will be expanded to all taxi companies. Wearing the vest, with HandyDART logo's will be mandatory for all taxi drivers performing HandyDART trips. CMBC is working with the City of Vancouver to implement HandyDART pickup/drop off locations at high volume locations such as Rogers Arena.</p>
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**Objective - Ensure HandyDART trips are available for customers when they need to use the HandyDART system**

<b>Action</b>	<b>Progress</b>
<p>Deliver sufficient HandyDART trips to meet customer demand</p>	<p>With increased service hours, as of May 15, 2018 HandyDART trips are 8.3% higher than in the same period 2017 (487,774 vs. 450,236). Denials are at an all-time low with only 141 for the year as of May 15, 2018, a 72% decrease over the same period in 2017.</p>
<p>Develop an implementation strategy for the Family of Services approach and include a phased, multi-year rollout.</p>	<p>This remains a priority and research is being conducted to provide evidence and best practices necessary to advance this action.</p>
<p>Develop an implementation plan for a Travel Training Program in 2017 and implement the program in 2018.</p>	<p>Manager of Travel Training has been hired at CMBC. A timeline for program development has been drafted. Research, developing options, concepts and pricing, internal stakeholder engagement, and some external stakeholder engagement are planned to be completed in 2018. A three phased implementation strategy is being developed. It is proposed that Phase 1 will include educational videos, Train the Trainer for agency partners (e.g. CNIB, etc.), and large group presentations, with Phase 2 including small group presentations (more tailored to individuals), and Phase 3 will include one on one type training on the system. The program is still in the early stages of development.</p>
<p>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>The Fare Gate Access Program rolled out in a soft launch stage on January 15, 2018. Accessibility of TransLink's conventional transit services is embedded within capital projects including the Millennium Line Broadway Extension, Surrey-Newton-Guildford Light Rail Transit, etc. Staff continue to work on a range of accessible improvements to the conventional transit system.</p>
<p>Immediately establish a working group with customers, stakeholders and staff to develop an implementation strategy for an eligibility process that</p>	<p>Establishment of a stakeholder engagement process has not advanced as expected due to staff transition. With staff now in place we anticipate, over the summer, focussing on how to advance this recommendation. To inform our engagement and planning process, we are currently liaising with BC Transit to gain insight into the changes to their eligibility process that they are rolling out, in phases,</p>

provides substantive information on registrants' abilities by end of 2017 that includes a phased, multi-year rollout.	to their HandyDART systems across the province. They began with a pilot in 2014 in two communities and are now applying their experience in nine communities, with the goal of adding in three more by Fall of 2018. BC Transit has agreed to share evaluation results from customers based on their experience.
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**Objective - ensure that HandyDART is appropriately funded**

<b>Action</b>	<b>Progress</b>
Continue to advance analysis on how best to forecast demand for HandyDART service.	Staff within System Analytics will begin demand forecasting based on age cohorts of existing and former HandyDART registrants in July 2018. This is expected to allow us to forecast future demand using age cohort projections as the Baby Boomer generation moves into older adulthood.
Work with senior government and agencies and develop opportunities for funding solutions for HandyDART and other accessibility improvements.	Staff from TransLink, BC Transit and relevant provincial ministries are meeting regularly to collaborate on how to improve HandyDART services across the province.

**Stakeholder and Customer Engagement**

On June 1 CMBC is hosting two open house sessions for customers to learn about HandyDART initiatives, provide feedback and meet the First Canada management team. In May, CMBC produced a newsletter that was distributed on HandyDART vehicles, online and through social media platforms. The newsletter included information on a variety of topics including: transition to the new contractor, the June customer open houses, taxi safety vest trial program, customer service improvements, HandyDART Service Expansion, how to provide feedback on taxis, and the universal fare gate access program.

TransLink continues to engage with stakeholders. The Access Transit Users Advisory Committee is kept apprised of the work underway to improve HandyDART and the transition to the new contractor. An in-person session was held on December 1, 2017 with approximately 25 participants representing HandyDART riders, caregivers and agency representatives. Another engagement session for a broad range of stakeholders will be planned for Fall 2018.

**Next Steps**

Staff continue work to implement the recommendations outlined within the CTSDR.

To: Board of Directors  
From: Gigi Chen-Kuo, General Counsel and Corporate Secretary  
Date: June 15, 2018  
Subject: Revisions to Board Governance Manual and Review of Articles

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**PROPOSED RESOLUTION:**

That the TransLink Board of Directors approves:

- A. The amendments to the Board Governance Manual, as set out in Appendix 1 to the report dated June 15, 2018 titled “Revisions to Board Governance Manual and Review of Articles; and
  - B. Amendments to the Articles as set in Appendix 2.
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**EXECUTIVE SUMMARY**

The purpose of this report is to seek the Board’s approval of amendments to the Board Governance Manual (primarily to reflect updates to the Finance and Audit Committee Terms of Reference and Annual Checklist) and to recommend that the Board update the Skills and Experience Profile in the Articles.

**BACKGROUND**

The Articles and Board Governance Manual were first approved by the Board when the current governance framework was implemented in 2008. The Board Governance Manual is reviewed and updated on a regular basis. The most recent update to the Board Governance Manual was approved at the June 23, 2017 Board meeting, and the current version can be accessed online at [https://www.translink.ca/-/media/Documents/about\\_translink/governance\\_and\\_board/board\\_manual/board\\_manual.pdf?la=en&hash=30503EB4535922A42B98A1D5710725EEED1F86F8](https://www.translink.ca/-/media/Documents/about_translink/governance_and_board/board_manual/board_manual.pdf?la=en&hash=30503EB4535922A42B98A1D5710725EEED1F86F8).

TransLink’s Articles are attached as Appendix 2 and are posted on TransLink’s public website at: <https://www.translink.ca/About-Us/Governance-and-Board/Board-of-Directors/Board-Manual-and-Articles.aspx>

The Articles were last amended in 2010 to add “Sustainability” to the list of specific skills and experience required on the Board.

**DISCUSSION**

**Board Governance Manual**

Proposed changes to the Board Governance Manual are redlined in Appendix 1 to this report. The changes reflect:

- Updated Finance and Audit Committee Terms of Reference and Annual Checklist;
- Updated Board Calendar of annual recurring agenda items (not red-lined);
- Updated organizational chart (not redlined); and
- Other minor amendments.

The Human Resources and Governance Committee has suggested that “Safety” be added to the list of specific skills and experience set out in s. 13.2 of the Articles. In addition, the Committee recommended that “Information Technology, e-commerce” be replaced with “Information Technology, Cyber Security.”

In order to make any changes to the articles, the *South Coast British Columbia Transportation Authority Act* requires TransLink to publish the amendments on our website, and in another manner that the board is satisfied will bring the proposed amendments to the attention of the public, for 30 days prior to the amendments taking effect. The amended Articles will also be communicated by the Corporate Secretary to the 2018 Screening Panel.

#### ATTACHMENTS

APPENDIX 1: Board of Governance Manual, revised pages

APPENDIX 2: Articles of the South Coast British Columbia Transportation Authority, revised page





# Board Governance Manual

~~June 23, 2017~~ June

21, 2018

The Board is required to incorporate the Screening Panel / Mayors' Council's determination of compensation into the Articles<sup>9</sup> and set guidelines for the payment of Director compensation and reimbursement of expenses.

Current Director compensation rates and guidelines are set out in detail in Section 11 of the Articles.

#### **3.1.14 Meetings**

The Board typically holds four regularly scheduled business meetings per year. The frequency of meetings may be changed at any time at the discretion of the Board.

Every regularly scheduled meeting of the Board will, unless the Board determines otherwise, include an "open" session and an "in camera" session. The open session of the Board meeting is conducted in public, and any member of the public may attend the open session as an observer (not as a participant). The Board Chair has the authority to adjourn the open session prior to the conclusion of Board business if, in the opinion of the Board Chair, reasonable decorum is not observed. Seating at the open session is made available on a first come first served basis, and attendance may be limited due to space limitations and to comply with fire and other regulations.

The Board will receive public input at each regularly scheduled meeting in accordance with Section 3.1.14.12 below.

Meetings are generally held at TransLink's head office, but may be held at other locations. In addition, the Board holds a Corporate Strategy session at least annually and may hold additional special meetings as required.

Business conducted by Committees of the Board will not be open to the public.

[Roberts Rules of Order will apply to meetings of the Board and Committees.](#)

##### **3.1.14.1 Notice**

Notice of Board meetings is required to be given five clear days in advance of the meeting, unless notice is waived. A Director who attends a meeting will be deemed to have waived notice of the meeting with respect to all business transacted after the Director first attends the meeting.

##### **3.1.14.2 Agenda**

The Board Chair, in consultation with the CEO and Corporate Secretary, develops the agenda for each Board meeting. Agenda items will be addressed at the open session of Board meetings unless the Board Chair determines that specific items of business will be addressed at an in camera session. The Board

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<sup>9</sup> The SCBCTA Act, s 185

### 3.3 ANNUAL BOARD AND COMMITTEE CALENDAR

#### ANNUAL BOARD AND COMMITTEE CALENDAR

##### AGENDA ITEMS

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
<b>MARCH</b>					
Review of Finance and Audit Committee Terms of Reference	Info				
Annual Finance and Audit Committee Checklist	Info				
Year End Financial and Performance Report	Info			Info	
External Audit Findings Report	Info			Info	
Audited Consolidated Financial Statements	Recommend			Decision	
Review appointment of external auditor, if required	Recommend				Decision
Statutory Annual Report	Recommend			Decision	
In Camera - Committee and External Auditor	Info				
Director and Employee Code of Conduct Semi-Annual Report	Info				
Internal Audit Reports	Info				
In Camera – Committee and Director, Internal Audit and Performance Management	Info				
Property Tax Bylaw and Replacement Tax	Recommend			Decision	
Environmental Management System Semi-Annual Update	Info				
Enterprise Risk Management (ERM) Quarterly Report (including review of ERM results)	Info				Info
Fourth Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Major Litigation Update	Info				Info
Annually review TransLink's operational project management oversight controls and systems (Capital Projects Oversight Review, including Capital Program Approvals and Governance of Major Capital Projects)	Info				

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Major Capital Projects Status Update	Info			Info	Info
Corporate Sustainability (Annual)	Info				
Semi-Annual Security and Emergency Management Report	Info				
Semi-Annual Access Transit Report		Info		Info	
Review of Planning and Stakeholder Relations Committee Terms of Reference		Info			
Annual Stakeholder Relations and Service Committee Checklist		Info			
Customer Communications and Public Affairs Quarterly Report		Info			
Discuss Themes for Annual Report and General Meeting		Info			
Review Corporate Policies requiring Board approval as relate to Committee's responsibility		Info			
<b>HUMAN RESOURCES &amp; GOVERNANCE GENERAL REPORTS</b>					
Review of Human Resources and Governance Committee Terms of Reference			Info		
Annual Human Resources and Governance Committee Checklist			Info		
Review Corporate Policies requiring Board approval as relate to Committee's responsibility			Info		
Board Calendar			Info		
<b>GOVERNANCE REPORTS</b>					
Semi-Annual Privacy Management Program Report			Info		
Screening Panel Process, including review Screening Panel Remuneration and Expenses			Info		
Director and Officer Annual Director Disclosure Statements, and Code of Conduct			Info		Info
New Director Orientation Feedback			Info		
Appointment of Conduct Review Advisor			Recommend		Decision
Conduct Review Advisor Summary Report			Info		Info
Annual Subsidiary Compliance Review			Info		Info

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
<b>HUMAN RESOURCES REPORTS</b>					
Vice President, Human Resources Quarterly Report			Info		
Review Executive Compensation Plan			Info		Info
Review of Officer Performance and Compensation			Info		
CEO Performance Review			Info		Info
CEO Annual Goals			Recommend		Decision
<b>MAY</b>					
Financial and Performance Report as at Q1 (March 30)	Info				
<b>JUNE</b>					
Internal Audit Reports	Info				
In Camera – Committee and Director, Internal Audit and Performance Management	Info				
Annual Enterprise Insurance Program Update	Info				
Enterprise Risk Management (ERM) Quarterly Report	Info				Info
First Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Annual Review of Compliance with Statutory and Regulatory Requirements	Info				
Major Capital Projects Status Update	Info			Info	Info
Customer Communications and Public Affairs Quarterly Report		Info			
Long term transportation strategy – Regional Transportation Strategy (every 5 years)		Recommend		Decision	
Provide input into development of Investment Plan (at least every 3 years)		Info			
Provide input into Consultation Plan for Investment Plan (at least every 3 years)		Info			
Review Communications Policy		Info			
<b>GOVERNANCE REPORTS</b>					
Review Articles and Board Governance Manual, and make revisions if required			Recommend	Decision	

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Annual Board Evaluation Process Update			Info		
Corporate Strategy			Info		
<b>HUMAN RESOURCES REPORTS</b>			Info		
Vice President, Human Resources Quarterly Review			Info		
Annual People Report			Info	Info	
Review Succession Plans			Info		
CEO Mid-Year Performance Review			Info		Info
CEO 360° Performance Evaluation Completed (Bi-annual)			Info		Info
CEO Compensation Review			Recommend		Decision
<b>AUGUST</b>					
Financial and Performance Report as at Q2 (June 30)	Info				
Key Financial Assumptions for Following Year Budget	Info				Info
<b>SEPTEMBER</b>					
External Auditor's Audit Plan	Decision				
In Camera – Committee and External Auditor	Info				
Director and Employee Code of Conduct Semi-Annual Report	Info				
Internal Audit Reports	Info				
Annual Review of Internal Audit Policy	Info				
In Camera – Committee and Director, Internal Audit and Performance Management	Info				
Annual Review of Financial Risk and Debt Management Policies	Info				
Annual Review of Accounting Policies, Financial Reporting Practices, and Proposed Changes	Info				
Environmental Management System Semi-Annual Update	Info				
Enterprise Risk Management (ERM) Quarterly Update	Info				Info
Second Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Major Capital Projects Status Update	Info			Info	Info

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Semi-Annual Security and Safety Management Report	Info				
Semi-Annual Access Transit Report		Info		Info	
Investment Plan		Decision		Decision	
Customer Communications and Public Affairs Quarterly Report		Info			
<b>GOVERNANCE REPORTS</b>					
Semi-Annual Privacy Management Program Report			Info		
Annual Board, Committee, and Director Evaluation Process			Info		Info
<b>HUMAN RESOURCES REPORTS</b>					
Vice President, Human Resources Quarterly Report			Info		
<b>NOVEMBER</b>					
Financial and Performance Report as at Q3 (September 30)	Info				
<b>DECEMBER</b>					
Internal Audit Reports	Info				
Internal Audit Plan	Approval				
Review of Internal Audit Resourcing and Performance	Info				
In Camera – Committee and Director, Internal Audit and Performance Improvement	Info				
Business Plan, Operating and Capital Budget	Recommend			Decision	
Presentation on overall capital plan for upcoming year	Info				
Review and Ensure Adequacy of Internal Controls	Info				
Enterprise Risk Management (ERM) Quarterly Update	Info				Info
Third Quarter Commitments in Excess of \$1,000,000	Info				
Real Estate Quarterly Update	Info				
Major Capital Projects Status Update	Info			Info	Info
Customer Communications and Public Affairs Quarterly Report		Info			
<b>GOVERNANCE REPORTS</b>					
New Board Member Orientation			Info		

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Appoint Committee Chairs and Committee Members			Recommend		Decision
Election of Board Chair/Vice-Chair (if required)			Recommend		Decision
Subsidiary Board Appointments (if applicable)			Recommend		Decision
Annual Board, Committee and Director Evaluation Results, and Develop Action Items			Info		Info
<b>HUMAN RESOURCES REPORTS</b>					
Vice President Human Resources Quarterly Report			Info		
CEO Performance Review			Info		
Review draft CEO Annual Goals			Info		
CEO 360° Performance Evaluation begins (bi-annual)			Info		Info

**NOTE:**

This list of agenda items in this Annual Board and Committee Calendar is not exhaustive, and may be adjusted from time to time by the Board Chair. Additional meetings will be scheduled as required, i.e. Board Strategy Sessions.



### 3.10 COMMITTEE OPERATING GUIDELINES

#### 3.10.1 Introduction

Pursuant to the SCBCTA Act, TransLink may establish such committees as are appropriate to assist the Board in carrying out its work.

Committees of the Board analyze in depth, policies and strategies developed by management, which are consistent with the Committees' Charters. Committees examine proposals and, subject to limitations under applicable laws, make decisions or make recommendations to the full Board. Committees may not take action or make decisions on behalf of the Board unless specifically mandated to do so.

Current Committees of the Board are:

- a) Finance and Audit;
- b) Human Resources and Governance;
- c) Planning and Stakeholder Relations ~~and Service Committee~~.

#### 3.10.2 Mandate

Each Committee will review its own Charter annually and submit any changes to the Human Resources and Governance Committee for review and recommendation to the full Board.

#### 3.10.3 Composition

Each year, Committee Chairs and members are appointed by the Board at the last Board meeting of the previous year, on the recommendation of the Board Chair. Committee members and Chairs are appointed for one-year terms and may be appointed for consecutive terms. A Committee member may be appointed to more than one Committee at one time. A Committee member may be removed from one Committee and placed on another Committee upon approval of the Board, providing such a change is not in conflict with the composition guidelines of the Charter for each Committee. A Committee member may be removed or replaced at any time by the Board. A Committee member will also cease to be a Committee member upon ceasing to be a Director of TransLink.

Any Director of TransLink may attend any Committee meeting, provided that a Director will be compensated only for attending meetings of Committees of which he or she is a member. Non-Committee members will not be counted in establishing quorum and will not vote.

The Board Chair is an *ex officio* member of all Board Committees of which he or she is not an appointed member. Where the Board Chair is an *ex officio* member of a Board Committee, he or she is not counted in establishing quorum and does not vote.

Each Committee Chair will advise the CEO when the Committee wishes to use TransLink staff as a Committee resource. It will be the responsibility of the CEO to designate staff for Committee assistance.

- c) development of opportunities, including transit-oriented development.

### **3.11.8 Composition**

The Committee will be composed of at least three Directors. The Board Chair is an ex officio member, but is not counted in establishing quorum and does not vote.

Committee members will have a working familiarity with finance and accounting practices and/or engineering and project management, and at least one Committee member should have a professional accounting designation or related financial management expertise to be considered a financial expert.

### **3.11.9 External Auditor**

The external auditors will be notified of the Committee's meeting schedule and receive the appropriate meeting materials in advance of meetings. The external auditors will have the right to appear before, and to be heard at, every meeting of the Committee, and will appear before the Committee when requested to do so by the Committee.

The external auditors will receive copies of the minutes of every meeting of the Committee and may request a meeting of the Committee be called by notifying the Committee Chair of such request.

### **3.11.10 Staff Support**

The Chief Financial Officer will provide staff support to the Committee. In addition, the Vice-President, Financial Services will provide staff support for finance-related matters and the Vice-President, Engineering and Implementation will provide staff support for engineering and capital-related matters. Other senior staff will also provide support on specific items, as appropriate.

The Corporate Secretary or the Corporate Secretary's designate will be secretary to the Committee.

### **3.11.11 Advisors/Resources**

The Finance and Audit Committee Chair has authority to retain external advisors and resources up to \$50,000.

### **3.11.12 Responsibilities**

Subject to the powers and duties of the Board, the Committee will perform the duties as outlined in the 'Finance and Audit Committee Duties and Responsibilities Annual Checklist' below.

The Finance and Audit Committee will annually review and complete its checklist at the ~~first quarter~~<sup>last</sup> meeting of the year. The Finance and Audit Committee will report to the Board its compliance with the committee checklist and note any exceptions at the first board meeting of each year.

Requirements	Action	Status
Review problems experienced by internal audit in performing its function, including any restriction imposed by management and all significant difficulties or disagreements with management.	Review	
The Committee will hold regular in camera meetings with the internal auditor.	Perform	
<b>Information Technology</b>		
Oversee the TransLink enterprise information strategy.	Oversee	
Receive regular updates on Information Technology strategic alignment, value delivery, resource management, risk management, and performance management.	Review	
Review management's systems to manage these risks	Review	
<b>Chief Financial Officer and Internal Auditor</b>		
On the recommendation of the CEO, the Committee will review and endorse the appointment and termination of the Chief Financial Officer and internal auditor and the terms of their engagement or termination.	Review and endorse	
<b>Code of Conduct</b>		
Ensure that TransLink has in place adequate procedures to address issues raised by employees or other parties concerning the receipt, retention and treatment of complaints received by TransLink regarding alleged irregularities in respect of Code of Conduct, accounting, financial reporting, internal control or auditing matters; and the confidential, anonymous submission by employees of TransLink of concerns arising in connection to the code of conduct.	Review	
Receive semi-annual reports regarding any complaints made by Directors and Officers under the Code of Conduct or employees under the Employee Code of Conduct.	Review	
<b>Sustainability and Corporate Social Responsibility</b>		
Assume oversight of the corporate Sustainability Policy., including plans, initiatives and reporting.	Oversee	
Receive reports on the implementation of the corporate sustainability plan, including the development of and progress against key performance indicators.	Review	
<b>Risk Management/<del>Safety &amp; Security</del></b>		
Understand the material risks to TransLink.	Review	
Receive quarterly reports on how each material risk is trending and review management's risk mitigation strategies.	Review	
Lead an annual review with the Board on TransLink's material risks and management's systems to eliminate or manage such risks.	Review	
<a href="#">Receive semi-annual reports on Safety and Security</a>	<a href="#">Review</a>	
<b>Major Capital Projects</b>		
In respect of proposed Projects, assist the Board in making a decision whether or not to proceed with the Project.	Review and recommend	

Requirements	Action	Status
Timely review of completed Projects in terms of: <ul style="list-style-type: none"> <li>i) cost-effectiveness;</li> <li>ii) timeliness;</li> <li>iii) operational effectiveness;</li> <li>iv) quality of completed project;</li> <li>v) risk assessment, management and mitigation strategies;</li> <li>vi) lessons learned;</li> <li>vii) sustainability objectives;</li> <li>viii) post operational cost variance analysis; and</li> <li>ix) other relevant indicators and objectives</li> </ul>	Review	
<b>Management Oversight</b>		
Annually review TransLink's operational project management oversight controls and systems.	Review	
Oversee management's delivery of the overall capital program.	Oversees	
<b>Real Estate Program</b>		
Oversee the strategic development of the Real Estate Program and consider the transportation and financial implications, associated risks and timing regarding: <ul style="list-style-type: none"> <li>i) the acquisition of real estate;</li> <li>ii) the disposition of surplus real estate and reallocation of revenues; and</li> <li>iii) development of opportunities.</li> </ul>	Oversee	
Review quarterly reports of the Real Estate Program to ensure the appropriate mechanisms are in place to maximize TransLink's benefits under the overall program.	Review	
<b>Safety and Security Initiatives</b>		
Review and recommend safety and security initiatives related to the public, <del>and including public health and safety employees, if any.</del>	Review and recommend	
<a href="#">Review and recommend safety and security initiatives related to employees, including occupational health and safety.</a>	<a href="#">Review and recommend</a>	
<a href="#">Receive semi-annual reports on Safety and Security</a>	<a href="#">Review</a>	
Oversee implementation of safety and security initiatives, as required.	Oversee	
<b>Other Responsibilities</b>		
Conduct an annual review TransLink's insurance coverage of material business risks and uncertainties.	Review	
Before disclosure to the public, investors or stakeholders, review any formal financial reports on the condition or results of TransLink.	Review	
Confirm that appropriate policies and procedures are in place for monitoring compliance with applicable laws and ascertain their adequacy and the levels of compliance.	Confirm	
Report to the Board all financial matters of which the Committee has knowledge that may materially affect the current or future position of TransLink.	Report	

#### 4.1.9.3 Disclosure Record – Other (Directors and Officers)

Any Director or Officer who, directly or indirectly:

- a) holds property;
- b) holds an office;
- c) owes a fiduciary obligation to any other entity;
- d) has an interest in a contract or proposed contract with TransLink or its subsidiary; or
- e) has any other interest which could give rise to an actual or perceived conflict of interest;

must disclose the relevant details by a disclosure record to the Corporate Secretary.

#### 4.1.9.4 Registry of Director Statements and Disclosure Records (Directors)

The Corporate Secretary will retain the disclosure records and Disclosure Statements at TransLink's head office, ensure they are circulated promptly to each of the Directors, and record the disclosures in TransLink's Conflict of Interest Registry.

#### 4.1.9.5 Indirect Significant Beneficial Interest

Under the Code of Conduct, a Director will be considered to have an indirect significant beneficial interest if his or her Associate has a significant beneficial interest. (This does not prevent a Director from having an indirect significant beneficial interest in a manner other than through an Associate.)

#### 4.1.10 Protocol for Dealing with Conflicts of Interest

##### 4.1.10.1 Circulation of Disclosure

If a Director or Officer has disclosed an actual, perceived or potential conflict of interest pursuant to a disclosure record or a Disclosure Statement:

- a) the Corporate Secretary will circulate a copy of the disclosure to all Directors and the CEO; and
- b) the disclosure and plans to manage the actual, perceived or potential conflict will be included as an agenda item at the next Board meeting.

##### 4.1.10.2 Potential Conflicts of Interest Related to Board and Committee Meeting Agenda Items

Relying on information that has been made available to the Corporate Secretary through the Disclosure Statements and disclosure records and otherwise, the Corporate Secretary will monitor the subject matter of Board or Committee agendas for potential conflicts of interest for individual Directors.

If the Corporate Secretary has reason to believe that an agenda item could result in a conflict of interest for a Director, the Corporate Secretary will make reasonable efforts to discuss the issue generally with the Director before circulating background information to that Director on that subject matter.

**5.2.9 Board Profile and Succession Plan**

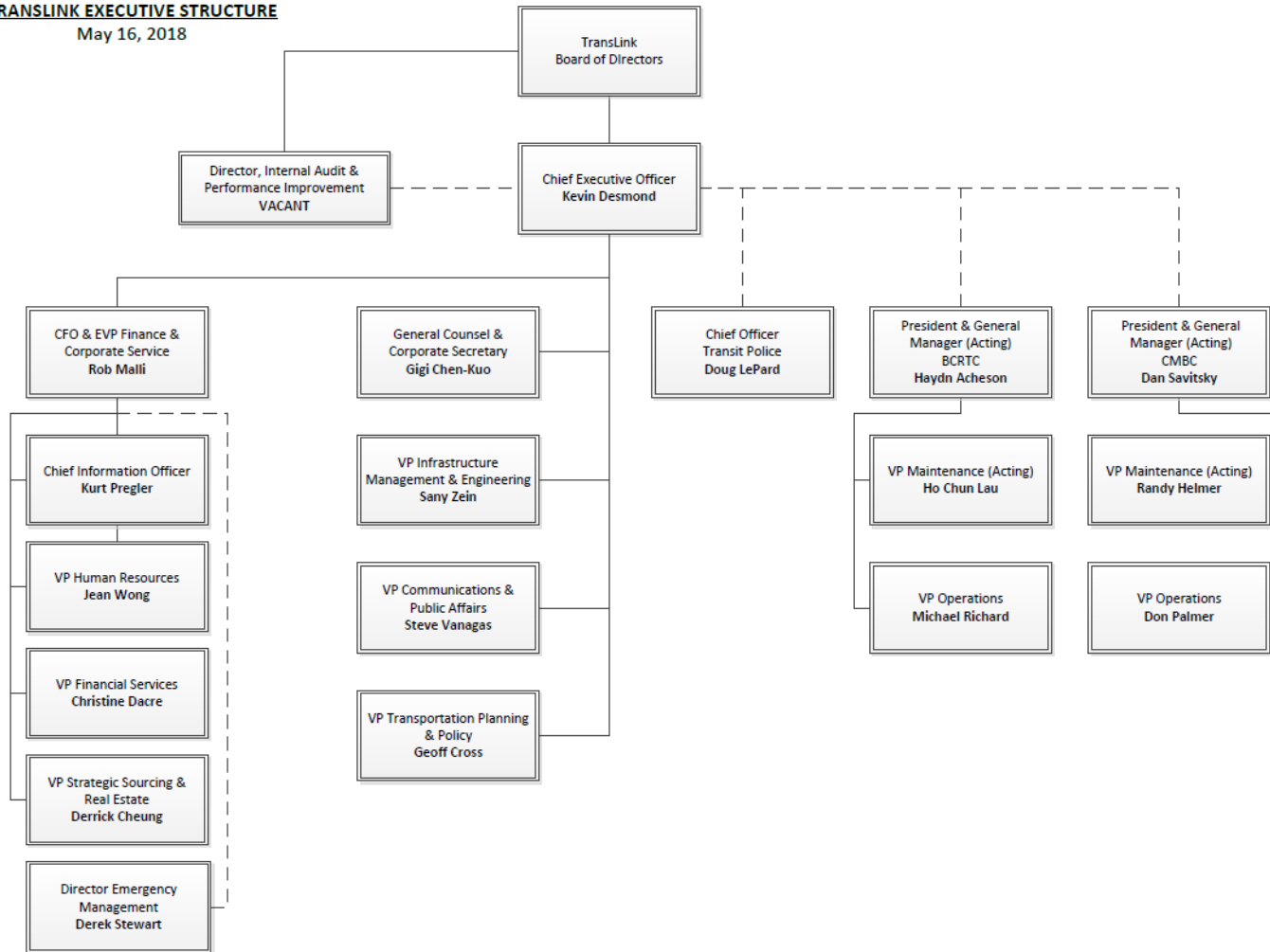
	Director's Name	Competencies															
		Previous corporate board experience															
1																	
2																	
3																	
4																	
5																	
6																	
7																	
8																	
9																	
	<b>Target</b>																
	<b>Current</b>																
	<b>Needs</b>																

TransLink Board - Competencies	Sustainability																			
	Goods Movement																			
	Risk Management																			
	Strategic Planning																			
	Intergovernmental Relations																			
	Experience in Regulated Environment																			
	Legal																			
	Knowledge of Region / Local Government																			
	Transportation Operations																			
	IT Infrastructure																			
	Labour Relations / Human Resources																			
	Environmental / Energy Policy																			
	Marketing / Commercialization																			
	Public Consultation / Communications																			
	Capital Projects / PPP																			
	Real Estate Development and Construction																			
	Finance / Audit / Internal Controls																			
	Public Transportation / Land Use / Economics																			
	Corporate Leadership (large, complex orgs and infrastructure)																			
Corporate Board Leadership																				
Director's Name																				

## 7.0 LEGAL FRAMEWORK

### 7.1 CORPORATE ORGANIZATION CHART

**TRANSLINK EXECUTIVE STRUCTURE**  
May 16, 2018





- **“MRN”** means the major road network.
- **“Officers”** means the following positions: Chief Executive Officer; Chief Financial Officer and Executive Vice President, Finance and Corporate Services; Vice President, Human Resources; ~~Vice President, Compass Project;~~ Vice President, Strategic Sourcing and Real Estate; Vice President, Financial Services; Vice President, Infrastructure Management and Engineering; Vice President, Transportation Planning and Policy; General Counsel and Corporate Secretary; Chief Information Officer; and any person holding the position of Vice President of TransLink.
- **“SCBCTA Act”** means the *South Coast British Columbia Transportation Authority Act*, as amended from time to time.
- **“Screening Panel”** means the screening panel established annually pursuant to the SCBCTA Act.
- **“Statutory Director”** means the Chair and Vice Chair of the Mayors’ Council, if they consent to act.
- **“Subsidiary”** means a subsidiary of TransLink.
- **“TransLink”** means the South Coast British Columbia Transportation Authority.

## **ARTICLES OF THE SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY**

These Articles are established by the Board of Directors of the South Coast British Columbia Transportation Authority (TransLink) pursuant to Section 190(3)(f) of the *South Coast British Columbia Transportation Authority Act*.

### **1. BOARD CHAIR**

- 1.1 The Board Chair or his/her designate will preside at all meetings.
- 1.2 If the Board Chair or his/her designate is not present within fifteen (15) minutes of the time appointed for holding the meeting or if the Board Chair or his/her designate has advised the Corporate Secretary that he/she will not be present at the meeting, the directors present at the meeting shall choose one of their number to chair the meeting.

### **2. MEETINGS**

- 2.1 In accordance with Section 9, the board will allot one hour on the day of a regular board meeting to receive input from the public.
- 2.2 Except as specified in Section 2.1, board meetings will be held in the absence of the public unless the board, in its sole discretion, invites others to attend for all or part of the meeting.
- 2.3 The directors may meet together for the dispatch of business as they think fit.

### **3. NOTICES OF MEETINGS**

- 3.1 A director may, by making a request to the Board Chair or the Corporate Secretary, call a meeting of the board at any time.
- 3.2 Upon receiving a request to call a meeting, the Board Chair or the Corporate Secretary shall give reasonable notice of the meeting specifying the place, day and hour of such meeting by mail or by electronic means to the address provided by each director.
- 3.3 Accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any director shall not invalidate the proceedings at the meeting.

### **4. QUORUM**

- 4.1 The quorum necessary for the transaction of the business of the board shall be a majority of the board members.

**5. VOTING**

- 5.1 Questions arising at any meeting shall be decided by a majority of votes of those directors present.
- 5.2 The Board Chair is entitled to vote on all business coming before a meeting of the board.
- 5.3 In the case of an equal number of votes for and against a question, including the vote of the Board Chair, the question shall be defeated.

**6. TELECONFERENCING**

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

**7. CONSENT RESOLUTIONS**

- 7.1 A resolution consented to in writing by all the directors, whether by e-mail, facsimile or other electronic transmission, shall be as valid and effectual as if it had been passed at a meeting of the directors duly called and held.
- 7.2 Such resolution may be in two or more counterparts which together shall be deemed to constitute one resolution in writing. Such resolution shall be filed with the minutes of the proceedings of the directors and shall be effective on the date stated thereon or on the latest date stated on any counterpart.

**8. PUBLICATION OF BOARD MATERIAL**

- 8.1 The Corporate Secretary will publish a list of the items being considered by the board at an upcoming meeting on the TransLink website, five days in advance of the meeting. Decisions on matters that are deemed confidential by the Board Chair will not be published.
- 8.2 The Corporate Secretary will post a summary of any decisions made by the board and management reports of financial results considered by the board to the TransLink website, within seven days of the conclusion of a board meeting. Decisions on matters that are deemed confidential by the Board Chair will not be published.

The Corporate Secretary will publish the Chief Executive Officer's report, excluding the content that is deemed confidential by the Chief Executive Officer, on the TransLink website within seven days of the conclusion of the board meeting.

**9. PUBLIC INPUT**

- 9.1 The board will allot one hour on the day of a regular board meeting to receive public input.
- 9.2 Any person or organization wishing to appear before the board must submit an application to the Corporate Secretary no later than 8:00 a.m., two business days prior to the scheduled board meeting.
- 9.3 The application must indicate the agenda item or issue the applicant wishes to address, the name of the designated speaker and the specific action that is being requested of the board.
- 9.4 The board will receive one representative from an organization at each meeting. If an organization wishes to provide input to the board, one person should be selected as a designated speaker for the organization. If more than one individual from an organization submits an application, the individual who registered first with the Corporate Secretary will be deemed to be the designated speaker for the organization. Additional representatives from the organizations will be received, time permitting within the time allotted to receiving public input, in accordance with Item 9.6(iii).
- 9.5 The Corporate Secretary shall, no later than noon on the business day prior to the scheduled meeting, advise the individual whether he/she is scheduled to appear before the board.
- 9.6 Applications to provide input to the board will be prioritized in accordance with the following process:
- (i) Those individuals or organizations (in accordance with Item 9.4) speaking on an agenda item to be considered at the meeting will be received first. Priority will be given to those individuals or organizations that have not previously addressed the board on the agenda item of interest.
  - (ii) Those individuals or organizations (in accordance with Item 9.4) speaking on issues not included on the agenda for the meeting will be received next. Priority will be given to those individuals or organizations that have not previously addressed the board on the issue of interest.
  - (iii) Representatives, other than the designated speaker of an organization that has already been heard at the meeting, will be received next in the

order in which they register with the Corporate Secretary (subject to Item 9.7), if time permits within the time allotted by the board to receiving public input.

- 9.7 Where the number of applications exceeds the time allotted by the board to receive public input, a maximum of two presentations on each agenda item or issue will be received. The Corporate Secretary will attempt to provide a balance of perspectives on the action being requested of the Board on a specific agenda item or issue.
- 9.8 Where the number of applicants exceeds the time allotted to receiving public input, the applicants that are not accepted will be invited to submit written input to the board.
- 9.9 Each presentation will be a maximum of five minutes.
- 9.10 Where circumstances warrant, the board, in its sole discretion, may extend the length of time allotted to receiving public input.

## **10. COMMITTEE MEETINGS**

- 10.1 Sections 1, 2, 3, 5, 6, 7, 11 and 12 shall apply to meetings of any committees established by the board except that, where applicable, the term "Committee Chair" will be substituted for the term "Board Chair" and the term "committee meeting" will be substituted for the term "board meeting".
- 10.2 Sections 4, 8 and 9 shall not apply to committee meetings.
- 10.3 The quorum necessary for the transaction of the business at a committee meeting shall be a majority of the committee members.

## **11. REMUNERATION**

- 11.1 The remuneration to the TransLink Board of Directors shall be established as follows:
- (i) Chair Annual Retainer: \$100,000 flat fee
  - (ii) Director Annual Retainer: \$25,000
  - (iii) Audit Committee Chair Annual Retainer: \$8,000
  - (iv) Other Committee Chair Annual Retainer: \$5,000
  - (v) Committee Member Annual Retainer: \$3,000
  - (vi) Meeting Fee: \$1,200

11.2 The payment of the remuneration will be governed by the following guidelines:

- (i) Only one meeting fee will be payable for each 24 hour period, regardless of the number of meetings.
- (ii) No distinction will be made between participation in person and participation by video, telephone or such other mode that permits a director to hear, and be heard by, all other participants.
- (iii) Directors will be compensated for all reasonable expenses incurred in connection with board-related service. Directors incurring transportation, accommodation, meal and out of pocket expenses in the course of their duties as members of the board will be reimbursed in accordance with limits and policies established by the TransLink board.
- (iv) Directors will not be compensated for travel to and from a board meeting unless incurred by a director who resides more than thirty-two kilometres from the meeting location. If a director spent time traveling to the board meeting in addition to the day of the meeting, the director will receive a per diem for the additional time spent traveling (half day (up to 4 hours) or whole day).
- (v) If a director is requested by the Board Chair to conduct specific business on behalf of the board or attend a specific function or speaking engagement on behalf of the board, other than educational or social functions, the Board Chair may authorize a per diem payment to the director equivalent to the meeting fee.
- (vi) Directors will not be entitled to compensation for time spent attending educational or social events although directors will be reimbursed for expenses incurred in connection with relevant professional development opportunities (e.g. conference fees and associated travel, meal expenses, etc). All such expense reimbursements must be authorized in advance by the Board Chair.
- (vii) TransLink will provide directors and officers' liability insurance and indemnification for each director.

## **12. VALIDITY OF PROCEEDINGS**

12.1 All acts done by any meeting of the directors shall, notwithstanding that it be afterwards discovered that there was some defect in the qualification, election or appointment of any such director be as valid as if every such person had been duly elected or appointed and was qualified to be a director.

### **13. BOARD SKILLS AND EXPERIENCE PROFILE**

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

#### **13.1 Personal Characteristics**

Directors should possess the following personal characteristics:

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

### 13.2 Specific Skills and Experience

Given the Board's strategic priorities, and the associated challenges and opportunities, the Board members, as a group, should possess the following skills and experience, with each Director contributing knowledge, experience, and skills in at least one or two domains.

- Previous Board experience;
- Policy considerations surrounding the establishment and delivery of a wide variety of road and transit services and the public environment of transportation;
- Transportation operations similar in scope to TransLink's operations;
- Strategic planning;
- Capital project oversight;
- Complex procurement processes;
- Real estate development;
- Environmental strategies;
- Corporate leadership;
- Finance;
- Audit and internal controls;
- Legal;
- Risk management;
- Safety;
- Sustainability; (*Amended April 29, 2010*)
- Information technology, ~~e-commerce~~ cyber security;
- Marketing and communications;
- Human resource processes;
- Knowledge of the local government environment; and
- Credibility with federal, provincial and municipal governments.

### 13.3 Other Considerations

Within the context of the required board skills requirements, consideration should be given to diversity of gender, cultural heritage and regional representation.

AMENDED by resolution of the Board passed at the March 31, 2011 meeting.

Original signed by Chair Olewiler  
Nancy Olewiler, Board Chair

Original signed by Gigi Chen-Kuo  
Gigi Chen-Kuo, General Counsel &  
Corporate Secretary



TO: Board of Directors

FROM: Jean Wong, Vice President Human Resources

DATE: June 14, 2018

SUBJECT: TransLink Respectful Workplace Policy

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**PROPOSED RESOLUTION:**

That the TransLink Board of Directors approve TransLink's Respectful Workplace Policy dated June 2018.

**EXECUTIVE SUMMARY**

Under the Board Governance Manual, TransLink's Respectful Workplace Policy is a corporate policy requiring the Board of Director's approval.

The purpose of this report is to seek Board approval for an updated TransLink Respectful Workplace Policy which will replace the Respectful Workplace Policy dated October 2013 (Appendix B).

The attached policy reflects input provided by the Human Resources and Governance Committee at its June 11 meeting.

**BACKGROUND**

TransLink is committed to providing and maintaining a workplace that ensures that all employees are treated with dignity and respect and are able to work in an environment free from bullying, harassment and discrimination.

TransLink's Respectful Workplace Policy is reviewed annually by the Human Resources Department to ensure that the policy is consistent with current human rights and related employment legislation and practices. The updates to this policy are made to ensure that employees clearly understand TransLink's expectations with respect to providing respectful workplace and employees' responsibilities for creating and maintaining a workplace that is free from bullying, harassment and discrimination by treating others with dignity and respect.

Management presented an updated Respectful Workplace Policy to the Human Resources and Governance Committee ("HRGC") at the September 19, 2017 HRGC meeting. Based on feedback from Board members, Management has undertaken a further review of the Respectful Workplace policy including legal advice to ensure that the policy reflects current legislation and practices. The attached policy (Appendix A) reflects input provided by the Human Resources and Governance Committee at its June 11 meeting.

TransLink's Respectful Workplace policy has been revised with the following key updates (Appendix A):

- the definition for "Employees" has been expanded to include TransLink directors, officers, employees, interns and students. For the purpose of this policy, Employees will also include contractors who perform services at TransLink offices;
- the forms of harassment have been broadened to include one-to-one, in a group or through electronic means. The list of actions and conduct which are inappropriate has been expanded;
- per the Human Rights Code, the protected grounds has been expanded to include citizenship, creed, sex, gender identity, gender expression;
- the definition of sexual harassment has been included along with examples;
- examples of retaliatory behavior have been included. The section also highlights behavior that is not considered retaliation (i.e. does not include good faith job assessments, normal work related comments and direction or discipline for just cause) and an employees' responsibility to immediately report if they believe they have been subjected to retaliation with all complaints of retaliation will be investigated;
- new language included that, regardless of whether a formal written complaint is made, TransLink reserves the right to:
  - unilaterally investigate any conduct it considers may be in violation of this Policy
  - proceed with a complaint regardless of the wishes of the complainant
  - appoint an external or internal investigator;
- clarification that a complainant has the right to withdraw from any further action in connection with a formal written complaint. However, TransLink reserves the right to pursue the matter if it believes that continued investigation is appropriate; and
- new procedure whereby if the CEO is a party to the complaint, the complaint is forwarded to the Board Chair

## **COMMUNICATIONS**

A copy of the Respectful Workplace Policy and the names and contact information of the Vice President, Human Resources will be available on TransLink's intranet site. Employees may request a copy of the Policy at any time from the Vice President, Human Resources.

### **Respectful Workplace Training**

In conjunction with the distribution of the updated Respectful Workplace Policy, Human Resources is currently developing a plan to conduct Respectful Workplace workshops to all levels of TransLink employees from executives to front line staff. The plan will include workshops facilitated by a Respectful Workplace Trainer as well as online training to ensure all staff understand the Respectful Workplace policy and the roles and responsibilities of the employer and employees regarding maintaining a respectful workplace. Program design, budgets and request for proposal will occur over the next three (3) months with workshops scheduled for the last quarter of 2018.

In addition, Management will be implementing a confidential hotline as part of the rollout plan to provide an avenue for employees to raise concerns.

Appendix A: 2018 Respectful Workplace Policy  
Appendix B: 2013 Respectful Workplace Policy



## APPENDIX A

### RESPECTFUL WORKPLACE – TRANSLINK POLICY –

<b>Issued By:</b>	<b>Vice President, Human Resources</b>
<b>Approved By:</b>	<b>Board of Directors</b>
<b>Last Revision Date:</b>	<b>June 2018</b>
<b>Signature:</b>	_____

#### 1. PURPOSE

To set clear expectations for the provision and maintenance of a workplace that ensures that all Employees (as defined for the purposes of this Policy) are treated with dignity and respect and are able to work in an environment free from bullying, harassment, and discrimination.

#### 2. POLICY

TransLink is committed to providing and maintaining a workplace that ensures that all Employees are treated with dignity and respect, and are able to work in an environment free from bullying, harassment, and discrimination.

TransLink does not accept conduct that is inconsistent with this Policy or any retaliation against persons who report a concern, file a complaint, or participate in an investigation under this Policy.

The goal of the Respectful Workplace Policy is to promote a workplace that is free from bullying, harassment and discrimination and address inappropriate behavior at the earliest stage. TransLink provides informal and formal options for initiating a complaint as outlined under Section 8 of this policy. In many cases, when an individual is made aware of the negative effect their conduct is having on someone else, they change their behavior. In other circumstances, it may be more appropriate to elect to proceed directly to the Formal Complaint Process.

Any conduct that violates this Policy is unacceptable and may result in discipline up to and including immediate termination of employment (or contract for service).





### 3. APPLICATION

Under this Policy, “Employees” means all TransLink directors, officers, employees, interns, and students. For the purpose of this Policy only, “Employees” will also include contractors who perform services at TransLink workplaces.

This Policy applies to all Employees. Unionized employees should also consult their collective agreement.

Any Employee affected by bullying, harassment, or discrimination in the course of their employment with TransLink, or while performing services under contract for TransLink, should follow the steps in this Policy.

### 4. RESPONSIBILITY

All Employees are responsible for creating and maintaining a workplace that is free from bullying, harassment, and discrimination by treating others with dignity and respect. All Employees are accountable for their own behaviour and must know and comply with this Policy.

Employees who observe or experience bullying, harassment, discrimination, or any other conduct that may violate this Policy, are responsible for reporting it to TransLink in accordance with this Policy.

Managers and supervisors are responsible for applying, monitoring, and enforcing this Policy. Managers and supervisors, with the assistance of Human Resources, are also responsible for participating in the resolution of concerns raised under this Policy.

### 5. BULLYING AND HARASSMENT

Bullying and harassment includes any inappropriate conduct or comment by a person toward an Employee that the person knew or reasonably ought to have known would cause that Employee to be threatened, humiliated or intimidated.

Bullying and harassment may take many forms. It may be one incident or a series of incidents. It may take place in different ways, including one-to-one, in a group, or through electronic means (e.g., email or social media).



Inappropriate conduct or comments include, but are not limited to:

- threats or intimidation, including non-verbal behaviour that threatens, humiliates or intimidates (e.g. leering);
- rudeness, ridicule, taunting, or patronizing behaviour;
- name-calling, slurs, or negative stereotyping;
- insults, or denigrating comments;
- back-stabbing;
- practical jokes;
- verbal aggression or insults;
- shouting or yelling;
- physical assault or abuse;
- hazing or initiation practices;
- vandalizing personal belongings;
- spreading malicious rumors; and
- Cyber-bullying.

Bullying and harassment excludes any reasonable action taken by TransLink or a supervisor relating to the management and direction of workers or the place of employment.

Bullying and harassment is also defined in and covered by WorkSafeBC's Occupational Health and Safety (OHS) Policies. Nothing in this Policy is intended to limit the application of such WorkSafeBC Policies to Employees.

## 6. DISCRIMINATORY CONDUCT

Discrimination is the act of differentiating among Employees on the basis of any characteristic protected by the BC *Human Rights Code*, including race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status or disability.

TransLink prohibits discrimination, including harassment, based on any characteristic protected by the BC *Human Rights Code*. TransLink also prohibits discrimination based on the perception that anyone has any of those characteristics, or is associated with a person who has or is perceived as having any of those characteristics.



Discrimination may take many forms. Examples include, but are not limited to:

- epithets, derogatory jokes or comments, slurs, invitations, comments, posts or messages;
- the display or distribution of offensive or derogatory materials, including posters, photography, cartoons, or drawings;
- physical conduct including assault, unwanted touching, intentionally blocking normal movement, or interfering with work because of any other protected grounds under the *BC Human Rights Code*
- mimicking a person's accent, speech or mannerisms;
- unwanted inquiries or comments about a person's personal life;
- verbal abuse, threats or intimidation;
- sexual harassment; and
- communication through electronic means (e.g., email, social media) of a nature prohibited by law or by TransLink policy.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual or sex-based nature when:

- submission to that conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- submission to or rejection of the conduct is used as a basis for employment decisions affecting the individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or unsafe work environment.

Examples of sexual harassment include:

- remarks, jokes or innuendos about sex or sexual orientation when the speaker has been advised, or should otherwise be aware, that such comments are offensive or inappropriate;
- unwelcome physical contact, leering, or staring;
- indecent exposure, stalking, or sexual assault;
- verbal abuse, or threats of a sexual nature;
- unwelcome sexual flirtation, advances, or propositions, or invitations after previous requests have been refused; and
- sexually suggestive, obscene, or degrading comments, gestures, or jokes.

This Section 6 is not intended to set out all of the forms or examples of discrimination, including sexual harassment. Other conduct, which is not addressed above, may be discriminatory. If you





have any questions about whether certain conduct may fall within the scope of this Policy, please contact the Vice President, Human Resources.

The foregoing is not intended to inhibit interactions or relations based on mutual consent. However, everyone is required to closely monitor their communication and conduct to ensure a positive, respectful, and discrimination-free workplace.

## 7. RETALIATION

TransLink prohibits retaliation, or threats of retaliation, against any individual for reporting a concern or filing a complaint in good faith under this Policy, or for cooperating in an investigation. Retaliatory behaviour may include, but is not limited to:

- unwarranted criticism of a person's job performance;
- failing to extend to a person an opportunity available to others;
- refusing to work with a person; or
- the unjustified reassignment of a person to different duties or a different position.

Retaliatory behaviour does not include good faith job performance assessments, normal work related comments and direction, or discipline for just cause.

Any Employee who believes they have been subjected to retaliation is responsible for immediately reporting the matter to TransLink. All complaints of retaliation will be investigated in accordance with the investigation process described below.

Retaliation in violation of this Policy may result in discipline, up to and including immediate termination of employment (or contract for service).

## 8. COMPLAINT PROCEDURES

TransLink provides informal and formal options to any Employee who believes that they have experienced or observed bullying, harassment, or discrimination in violation of this Policy. Although TransLink suggests that Employees use the Informal Resolution Process, they are not required to do so, and may elect to proceed directly to the Formal Complaint Process.

Regardless of whether a formal written complaint is made, TransLink reserves the right to:

1. unilaterally investigate any conduct it considers may be in violation of this Policy;
2. proceed with a complaint, regardless of the wishes of the complainant; and
3. appoint an external or internal investigator.







All Employees are responsible for advising their manager or supervisor of any bullying, harassment, or discriminatory incident, or of any retaliatory behaviour prohibited under this Policy. If, for any reason, an Employee is uncomfortable or unable to speak to their manager or supervisor, they are encouraged to report the complaint to the Vice President, Human Resources. Any manager or supervisor who receives a report of bullying and harassment, discrimination, or retaliation must promptly report it to the Vice President, Human Resources.

If the Vice President, Human Resources, is a party to the complaint, then the complaint should be forwarded instead to the CEO, and all references in section 8 to Vice President, Human Resources will be read as references to the CEO.

If the CEO is a party to the complaint, then the complaint should be forwarded instead to the Board Chair, and all references in section 8 to Vice President, Human Resources will be read as references to the Board Chair.

### **Informal Resolution Process**

Any Employee who experience or observe what they believe to be bullying and harassment, or discrimination, in violation of this Policy is encouraged to bring the matter directly to the attention of the person who is responsible for the alleged conduct. In many cases, when an individual is made aware of the negative effect their conduct is having on someone else, they change their behaviour. The Employee may wish to document the unwelcome conduct and any informal resolution for future reference, but is not required to do so.

To start the Informal Resolution Process, the Employee should inform the other person that the alleged conduct is unwelcome and request that it cease. If an Employee feels uncomfortable approaching the other person directly, they may seek the assistance of their manager or supervisor, or the Vice President, Human Resources. The manager or supervisor may seek the assistance of Human Resources at any time.

If the Informal Resolution Process does not result in a satisfactory outcome, or if the Employee does not wish to use the Informal Resolution Process, the Employee may follow the Formal Complaint Process.

### **Formal Complaint Process**

To initiate the Formal Complaint Process, the complainant (the Employee filing the complaint) should file a written complaint with their manager or supervisor, or the Vice President, Human Resources. The written complaint should include the following information, if it is known to the complainant:

1. complainant's name, position and contact information;
2. date, time and location of the incident(s);







3. name of respondent(s);
4. conduct of concern;
5. name of witnesses if any; and
6. any action the complainant has taken to stop the unwanted conduct, including any steps taken by the complainant under the Informal Resolution Process and the outcome.

The written complaint is intended to facilitate TransLink's investigation of the complaint. Details should, as far as possible, include specific language, conversation, gestures, actions and any other information that relates to the conduct of concern.

When a manager or supervisor receives a written complaint, they should forward it to the Vice President, Human Resources as soon as possible so that the incident can be investigated and addressed promptly.

The Vice President, Human Resources, or an individual appointed by the Vice President, Human Resources (the "designate"), will review the complaint and decide whether the behaviour complained of falls within the scope of this Policy. If the Vice President, Human Resources, or designate, determines that it does not, they will advise the complainant accordingly and may thereafter elect not take any further steps under this Policy.

If the Vice President, Human Resources, or designate, determines that the formal written complaint falls within the scope of this Policy, they will initiate and conduct an investigation of the complaint.

At any stage during the Formal Complaint Process, the complainant has the right to withdraw from any further action in connection with a formal written complaint. However, TransLink reserves the right to pursue the matter if it believes that continued investigation is appropriate for any reason, for example, if withdrawal of the complaint may have occurred as a result of retaliatory behaviour, or if there are previous or other complaints or incidents involving the same respondent or work area.

### ***Investigation of Formal Complaints***

An investigation of a formal written complaint regarding bullying and harassment, or retaliation related to a complaint or investigation of bullying and harassment will generally be conducted by management of the area. An investigation of a formal written complaint regarding discriminatory conduct, or retaliation related to a complaint or investigation of discriminatory conduct will generally be conducted by the Vice President, Human Resources. TransLink retains





the right, in its sole discretion, to appoint any one or more employee or independent investigator to carry out the investigation.

At any stage of the investigation process, any unionized employee involved in a complaint may elect to have a union representative present.

The investigation of a formal written complaint will be completed, and the appropriate resolution decided upon, as soon as possible. TransLink strives to complete investigations within 30 days of receiving a formal written complaint; however, a longer period may be appropriate in the circumstances, in which case the complainant will be notified of the predicted time frame for completion of the investigation.

All Employees must cooperate with any investigations and provide details of incidents they have experienced or witnessed.

In the course of the investigation of a formal written complaint, the designated investigator will, as the investigator considers appropriate:

- give notice that an investigation has been initiated regarding the subject matter of the complaint to the parties to the complaint and, subject to applicable laws or contract, the parties' managers and the applicable union;
- interview the complainant;
- provide the respondent with an opportunity to respond to matters raised in the complaint;
- consider and respond to any need or request for assistance in the investigation process by the parties;
- interview other individuals;
- collect from the parties and any witnesses relevant evidence, including documents, belongings/property, emails, pictures, notes and recordings; or
- arrive at and advise the Vice President, Human Resources, or designate, of the investigator's findings and any recommendations.

The Vice President, Human Resources, or designate, will advise the complainant, the respondent and, subject to applicable laws or contract, the parties' managers and union of the findings of the investigation and, where appropriate, any recommendations.

If the findings substantiate the complaint, the Vice President, Human Resources, or designate, will determine and initiate appropriate actions. In determining appropriate actions, the Vice President, Human Resources, or designate, may consult with managers, the investigator, and





such other persons as the Vice President, Human Resources, or designate, determines in their sole discretion.

### ***Action Arising out of Substantiated Complaints***

Appropriate action arising out of the Formal Complaint Process may include one or more of the following on the part of any person found to have engaged in the prohibited conduct:

- formal apology;
- recommendation to seek assistance from employee and family assistance or a medical or other professional;
- written reprimand (placed in that person's personnel file);
- training or participation in educational or other course of correction or instruction;
- demotion or other change of work assignment;
- withholding of promotion;
- financial penalty (including a requirement to reimburse TransLink for costs relating to the complaint or an adverse effect on compensation);
- paid or unpaid suspension; or
- termination of employment (or contract for service)

Any Employee who engages in bullying and harassment, or discriminatory behaviour, may also be personally liable in the event of a successful lawsuit or human rights case or sanctions imposed by other authorities or governing bodies. Some inappropriate behaviour (including Criminal Harassment, Sexual Assault, Threatening, Cyberbullying) may be criminal and involve a police investigation.

## **9. CONFIDENTIALITY**

The complainant, respondent, and anyone involved in an Informal Resolution Process or Formal Complaint Process under this Policy must maintain confidentiality in respect of the process, including any related investigation. Exceptions to total confidentiality may be made where disclosure is required by law or an applicable authority or governing body, or is necessary or appropriate for the proper conduct of the resolution process or investigation or any action arising out of such process or investigation (which may include disclosure to one or more members of management of TransLink).

Any unauthorized breach of confidentiality will be treated very seriously, and may result in discipline up to and including immediate termination of employment (or contract for service).





## 10. VEXATIOUS COMPLAINTS

Complaints of bullying, harassment, and discrimination are serious matters. Anyone who is found to have made vexatious, frivolous, or malicious complaints under this Policy will be subject to discipline up to and including immediate termination of employment (or contract for service).

Examples of a vexatious complaint include, but are not limited to, complaints made:

- solely to cause trouble or annoyance to another person, or to receive some personal benefit;
- intentionally for the purpose of embarrassing a person; or
- frivolously.

## 11. RECORD KEEPING

Records of complaints, investigations and follow-up action pursuant to this Policy will be retained, secured and destroyed as directed by TransLink in accordance with applicable laws and TransLink policies.

## 12. POSTING REQUIREMENT

A copy of this Policy and the names and contact information of the Vice President, Human Resources will be available on TransLink's intranet site known as "Q". Employees may request a copy of this Policy at any time from the Vice President, Human Resources.

## 13. ANNUAL REVIEW

This Policy will be reviewed annually, or as otherwise required by applicable laws.





## Appendix B

# RESPECTFUL WORKPLACE – TRANSLINK POLICY –

Issued By	Executive VP, Human Resources
Approved By:	Board of Directors
Last Revision Date:	October 2013
Signature:	_____

## 1. POLICY

In carrying out our responsibility as an employer and in keeping with our values, TransLink is committed to and will be diligent in our efforts to provide a respectful work environment that is free from Discrimination, Bullying and Harassment.

Responsibility for creating and maintaining an appropriate work environment rests with all persons sharing our workplace. TransLink will not tolerate or condone Discrimination or Bullying and Harassment in the workplace.

### Discrimination

Discrimination is differential conduct, directed against another person that involves comments or actions based on the personal characteristics protected by the *BC Human Rights Code*. These factors are: race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, gender, sexual orientation, age or because a person has been convicted of a criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that person. Discrimination includes, but is not limited to, the following:

- derogatory remarks, practical jokes that cause awkwardness or embarrassment, or racial slurs;
- display of pornographic or offensive materials;
- unwelcome invitations, requests, innuendos, or comments;
- taunts, threats or intimidation;
- sexual harassment;
- leering or unnecessary physical contact.





## **Bullying and Harassment**

According to WorkSafe BC policies, Bullying and Harassment:

- a) includes any inappropriate conduct or comment by a person towards a worker that the person knew or reasonably ought to have known would cause that worker to be humiliated or intimidated, but
- b) excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

Examples of conduct or comment that might constitute Bullying and Harassment include verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, spreading malicious rumours, and cyber bullying.

The definitions of Discrimination and Bullying and Harassment are not meant to inhibit interactions or relations based on mutual consent or normal and acceptable social contact. However, all persons are required to closely monitor their communication and conduct to ensure such contributes to the creation and maintenance of a positive and respectful workplace environment.

## **2. APPLICATION**

This Policy applies to all employees. Unionized employees of TransLink should also consult their collective agreement.

## **3. DEFINITIONS**

### **Bullying and Harassment**

As defined in section 1 of this Policy.

### **Complainant**

An Employee who believes he or she has been subjected to Discrimination and/or Bullying and Harassment in the workplace.

### **Discrimination**

As defined in section 1 of this Policy.

### **Employees**

All employees of TransLink, whether full-time, part-time, permanent or temporary, and includes senior officers, managers, and non-management employees (whether exempt or unionized).







**Witness**

An Employee who believes he or she has observed Discrimination and/or Bullying and Harassment in the workplace.

**Respondent**

An Employee in the workplace against whom a complaint of Discrimination and/or Bullying and Harassment has been made.

**Responsible Human Resources Representative will be defined as:**

- the Director, Human Resources or designate;
- the Executive Vice President, Human Resources, if the Respondent is the Director Human Resources.

**Responsible Executive will be defined as:**

- the Executive Vice President, Human Resources;
- the Chief Executive Officer, if the Respondent is the Executive Vice-President, Human Resources;
- the TransLink Board Chair, if the Respondent is the Chief Executive Officer.

**4. RESPONSIBILITY**

Each Employee has a responsibility to create and maintain a workplace that is free from Discrimination and/or Bullying and Harassment by treating all Employees with dignity and respect.

Managers and supervisors have the added responsibility to respond, with assistance from Human Resources to resolve any Discrimination and/or Bullying and Harassment issues they observe. Managers and supervisors must take a significant role in the monitoring and enforcement of this Policy.

**5. COMPLAINT RESOLUTION**

Employees who are experiencing, or have observed, what they believe to be workplace Discrimination and/or Bullying and Harassment are encouraged to first attempt an informal resolution to the situation (see paragraph 1 of the Procedures). In most cases, when an individual is made aware of the negative impact their conduct is having on someone else, they change their behaviour.





If the informal resolution process does not result in a satisfactory outcome, or if Employees are not comfortable attempting an informal resolution to the situation on their own, Employees are then encouraged to request assistance from Human Resources or proceed under the Assisted Resolution Process outlined in this Policy, which will result in an investigation into the complaint (see paragraph 2 of the Procedures).

At any stage of the Assisted Resolution Process, a union representative may accompany any unionized employees involved.

## 6. PROCEDURES

### Informal Resolution Process

An Employee who believes he or she has experienced, or has observed, Discrimination and/or Bullying and Harassment contrary to this Policy is encouraged to bring the matter directly to the attention of the person who is responsible for the conduct. The Employee should inform the other person that the conduct is unwelcome and request that it cease. If an Employee feels uncomfortable in approaching the other person directly, he or she may do this with either the assistance of his or her Manager or Supervisor; his or her union representative; or the Responsible Executive. The Employee may wish to document the unwelcome conduct and any informal resolution for future reference, but is not required to do so.

After this discussion, if the conduct in question does not cease, the Employee may wish to utilize the Assisted Resolution Process.

### Assisted Resolution Process

- a) To initiate the Assisted Resolution process, the Complainant or Witness is required to provide a signed, written complaint or report that includes: the name of the Respondent (the person whose alleged conduct is at issue), the nature of incident(s), dates and times of the incident(s), potential witnesses, and any action the Complainant or Witness has taken to stop the unwanted conduct. The written complaint or report should be forwarded to the Responsible Human Resources Representative as soon as possible to allow the incident to be investigated and addressed promptly.
- b) The Responsible Human Resources Representative will review the specifics of the complaint or report and decide whether the actions described fall within the boundaries of the Respectful Workplace Policy. If so, the Responsible Human Resources Representative will inform the Respondent of the content of the complaint or report and the identity of the Complainant or Witness. The Responsible Human Resources Representative may directly assist in resolving the complaint or report or retain a neutral third party to assist the Complainant/Witness and Respondent to resolve the complaint or report.





- c) The Responsible Human Resources Representative (or any neutral third party retained by the Responsible Human Resources Representative) may mediate, investigate or initiate any other action considered necessary to attempt to resolve the complaint or report.
- d) Any investigations will be conducted in a fair and impartial manner, providing both the Complainant and the Respondent equal treatment in evaluating the allegations.

Investigations will be undertaken promptly and diligently, and be as thorough as necessary, given the circumstances. Investigations will include interviews with both the Complainant and Respondent and any other witnesses felt to have relevant information. The Investigator may also examine any other evidence, including documentary or physical evidence, relevant to the complaint or report.

- e) Employees must cooperate with any investigations and provide any details of incidents they have experienced or witnessed.
- f) Following the completion of any investigation the Responsible Human Resources Representative (or any neutral third party retained by the Responsible Human Resources Representative) will keep a written record of the investigation including any findings. The Complainant and Respondent will be advised of the findings and recommended actions, if appropriate, that resulted from the investigation. These actions will be implemented as quickly as possible.

## 7. CONFIDENTIALITY

Every reasonable effort will be made to ensure confidentiality throughout the Informal and the Assisted Resolution Processes, and information will only be disclosed to the extent required for the purposes of investigation or disciplinary action, or as required by law. Employees who are interviewed during an investigation under this Policy must respect the privacy of others by treating the matter confidentially and refraining from discussing it in the workplace or elsewhere. If it is determined that any Employee involved in a workplace investigation does not adhere to this requirement, appropriate action will be taken which may include discipline up to and including termination.

The Responsible Human Resources Representative will retain, in a secure location, complaint-related documents generated during the Assisted Resolution Process for all Employees. This information will be maintained in accordance with the *Freedom of Information and Protection of Privacy Act*.



## 8. CORRECTIVE ACTION

If it is determined that an Employee's conduct constitutes workplace Discrimination and/or Bullying and Harassment, the Manager or Supervisor of the Employee may initiate appropriate action, which may include education, training or counseling, and/or discipline up to and including termination.

In appropriate circumstances Employees may be referred to the employee and family assistance program or be encouraged to seek medical advice.

## 9. VEXATIOUS COMPLAINTS

A complaint is deemed to be vexatious when it is made solely to cause trouble or annoyance to another person or to receive some personal benefit. Filing a vexatious complaint may result in discipline, up to and including termination.

## 10. RETALIATION

Retaliation against any individual involved in a workplace discrimination complaint is unacceptable, and may result in discipline, up to and including dismissal.

## 11. ANNUAL REVIEW

This Policy will be reviewed annually.

