

**TRANSLINK BOARD OF DIRECTORS
PUBLIC BOARD MEETING**

AGENDA

June 23, 2022
10:00 am – 12:30 pm

- 1. Call to Order and Opening Remarks**
- 2. Public Delegations**
- 3. CEO Report**
- 4. BC Rapid Transit Company**
- 5. Coast Mountain Bus Company**
- 6. Transit Police**
- 7. Finance and Audit Committee Chair Report**
- 8. Planning and Stakeholder Relations Committee Chair Report**
- 9. Human Resources and Governance Committee Chair Report**
- 10. Information Technology Committee Chair Report**
- 11. Transit Tariff Amendment – National Day for Truth and Reconciliation**
- 12. Equity, Diversity, Inclusion Policy**
- 13. Review of Board Governance Manual and Articles**
- 14. Consent Agenda**
 - 14.1. Bowen Island Community Shuttle Service Contract Award
 - 14.2. Metro Vancouver's Regional Growth Strategy: Status Update and Acceptance
 - 14.3. 2022 Corporate Sustainability Semi-Annual Update
 - 14.4. Response to Public Delegations
 - 14.5. Surrey Langley SkyTrain Project Update
 - 14.6. Pattullo Bridge Condition Monitoring Report
- 15. Conclusion of Public Board Meeting**

2022 marks continued excitement at BCRTC with major expansion and renewal initiative in full swing. The Rail division continued to deliver our maintenance, capital and operational responsibilities ensuring we provide a safe, reliable, and resilient rail service for our customers that rely on transit on a daily basis. This quarter, we continued construction on our several facility renovations and upgrades, launched Wave 1 of EAM, and module 2 of our SafeStart safety pilot initiative.

TransLink Strategic Priority: Rebuild customer ridership

Expo and Millennium SkyTrain Service

Although we continued to provide excellent and reliable transit service for the region, SkyTrain did not meet our performance targets for service delivery (SD) and on-time performance (OTP) for this quarter. In Q1, winter weather, train availability and mechanical issues affected our ability to meeting our performance targets. In addition, there were several passenger-related delays that played a key role in service reliability. Our teams are looking into mitigation activities to limit automatic train control issues on our system. This includes hardware replacement on some computers by Thales and additional testing by Guideway on switches before install.

Also, STA refresher training in Q2 will focus on failed train recovery and train integrity (coupling and uncoupling of trains). This is intended to help improve responses to train issues and reduce delay time associated with recovery.

Service Delivery

In Q1, BCRTC delivered 98.9% of scheduled services, which is under BCRTC's target of 99.7%. For the quarter, the monthly Service Delivery percentages are as follows: January 98.8%, February 99.2%, and March 98.7%.

On-time performance

Q1 OTP was 96.0% which is slightly below BCRTC's target of 96.5%. This quarter SkyTrain's OTP percentages were as follows: January 95.9%, February 96.4%, and March 95.6%.

SkyTrain service delays

There were 17 Expo-Millennium Delay Incidents with a duration between 16 and 30 minutes in Q1. This is one delay above our quarterly target of 16 and considerably less than the 27 delays experienced in this category for Q4 2021. Delay Incidents longer than 30 minutes totalled 19 in Q1 compared 15 in the previous quarter. The 19 delay incidents are above our quarterly target of 8 major delays.

Q1 incidents between 16 and 30 minutes comprised of:

- Two issues which occurred during the snow operation
- Seven issues which occurred under normal weather conditions, including five train computer timeouts, one door issue and one guideway issue.
- Eight passenger related issues, including five medical emergencies, a track intrusion, a disorderly passenger and an anti-mask protest.

Q1 Incidents longer than 30 minutes comprised of:

- Six issues occurred during the snow operation: one delay was caused by staffing shortage and deployment constraints, one delay related to power rail de-icing on SkyBridge, three train-related issues, and one system issue.

- Nine issues occurred under normal weather conditions with two disturbed switches having the most impact. Other issues were related to a fire in the guideway and a VCC loop error.
- Four passenger-related issues, including two track intrusions, one medical emergency and one police incident.

West Coast Express OTP (89.3%) and service delivery (99.2%) were both below target for Q1 (97.7% and 99.9% respectively). OTP loss was primarily caused by CP's Spring track maintenance program. Multiple lengthy slow orders were applied by CP Engineering in March between Waterfront and Port Coquitlam for tie replacement, leading to the lowest monthly OTP performance in WCE history. The inclement weather condition in early January also led to multiple station delays. The loss of SD was mainly caused by three train cancellations due to a landslide at CP Renfrew.

Ridership

The COVID-19 pandemic continued to impact both SkyTrain and WCE ridership, but in this quarter as in the previous quarter, we have experienced a steady rise in boardings. With nearly 17 million boardings, Q1 Expo-Millennium ridership was similar to the previous quarter. As of March 2022, Q1 ridership was at 68.4% of pre-COVID boardings and five million more boardings than Q1 2021.

Easing of COVID-19 restrictions in April has the potential to increase ridership as more Metro Vancouver residents socialize more and return to offices. Historically high gas prices may also have a positive effect on transit ridership, as an option to driving. There has also been encouraging signs on weekends with higher ridership that weekdays as more residents are participating in the resumption of concerts, sports and cultural events.

The Q1 West Coast Express ridership of 168,000 was similar to the boardings experienced the previous quarter and 50,000 more than the same period in 2021. WCE continues to operate with reduced service, utilized 4 trains (18 cars in total) for morning and afternoon service.

Customer Service

SkyTrain Customer Survey overall score for Q1 was 8.3, which matches our target for this category. There was a noticeable improvement with our Helpful Staff category, which increased from 8.0 to 8.7 and Feeling Safe from Crime while onboard a train that saw 0.3 increase to 8.3. As expected with ridership increasing overcrowding and service frequency scores are slightly lower than Q4.

As for West Coast Express, its overall score improved over last September's results by 0.1, to 8.9. The Helpful Staff attribute increased the most, from 9.2 to 9.5. Service On Time dropped the most, from 9.0 to 8.5, because West Coast Express's On-Time Performance was heavily affected by CP freight service in Q4 2021, the winter weather condition in late December to early January, and CP's Spring Track Maintenance program in Q1, 2022.

Passenger Injuries

This quarter, passenger injuries saw a decrease compared to the previous quarter. In Q1, the passenger injury rate was 0.89 injuries per million boarded passengers (pmbp), which is below our target of 1.0 pmbp and significantly lower than the 1.33 % in Q4 2021. Overall, there were 15 passenger injuries reported with 80% of these injuries related to slips, trips, and falls on escalators, stairs, and platforms faregates. The Safety department has worked with the departments to update their risk assessments including controls to reduce passenger injuries.

The Passenger Safety Committee meets to discuss and implement controls to reduce passenger injuries. Part of their work included the Enterprise-wide Winter Safety awareness campaign that was rolled out to ensure public is aware of winter safety tips to reduce injuries. Marketing materials were installed in trains and on platforms to

encourage our customers to slow down, dress for the elements and always hang on to stanchions in case of emergency braking situations.

TransLink Strategic Priority: Foster a safe, skilled, and resilient workforce

Zero Harm

Safety

Employee safety on our system and in our workplace continues to be our top priority. Just Culture and Zero Harm continue to be a focus. Just Culture is a values-supportive system of learning from incidents and accepting it is human nature to make mistakes, yet it also holds people accountable for producing an outcome, following process, and not doing harm. Safety-related activities in Q1 2022 include:

- Launched new Critical Incident Stress Management (CISM) team member recruitment drive. The CISM team at BCRTC has fast become a crucial resource and support system for many within our company. CISM has provided employees with emotional and psychological support and outreach resources, which have proven to be beneficial for those suffering with PTSD, mental health issues or other related traumas.
- Our Field Operations department implemented a new radio code to better mobilize and address passengers that are in mental health distress. This initiative was initiated by a SkyTrain Attendant and received by in from all affected groups within BCRTC and the enterprise. In the short period that this has been in place, the procedure has been used a half dozen times, likely averting the potential for self-harm in several of these incidents. As well, STAs completed the Question, Persuade, Refer (QPR) suicide prevention training in Q1.
- All COVID-19 mitigation plans are up to date related to the current provincial requirements. As per the requirements of WorkSafeBC, a Communicable Disease Prevention Plan has been developed and implemented for all departments. Additional layers of protection added to non-public areas of worksites were added, including mask use, virtual meetings, staggered shift briefings and continued work from home provisions for eligible staff.
- BCRTC's COVID-19 Safety Employee Vaccination Policy in place for all employees of BCRTC and WCE, as well as a COVID-19 Safety Contractors and Visitors Vaccination Policy for visitors and contractors accessing our non-public worksites.
- SafeStart training pilot with our senior leadership team as well as our Power and Facilities Maintenance departments continued this quarter. SafeStart is an advanced safety awareness and skills development program. Module 2 of 4 was completed in Q1.

This human factors-based safety approach aims to help people avoid unintentional errors that lead to injury. It is not about policies, procedures, or even specific hazards, but about having an alert attitude, keeping those hazards in mind and in sight, in real time, especially when the risk is greatest.

Lost Time Incidents (LTI)

- After several quarters of better than target Lost Time Incidents, Q1 saw an increase in staff injuries that resulted in an LTI frequency rate of 6.8 injuries per 200,000 hours worked. This LTIF rate is above the target of 4.0.

There were 15 lost time incident claims accepted by WorkSafe BC during Q1 2022, including 12 physical injuries and 3 mental health claims. The majority of physical injuries were related to slip, trips and falls. The safety department is working with departments to create action plans regarding injury trends and department risks. Action plans and significant events are being reviewed monthly to ensure progresses are made and controls are effective.

Based on quarterly trends over the past two years, we believe this LTIF score is not indicative of the safety gains we have made. In fact, we are already seeing progress with April 2022 data showing zero reported LTIs.

Corporate Services

Our corporate service division covers a diverse portfolio, which includes finance, payroll, purchasing/stores, training, occupational health, performance reporting and employee communications. This division provides most of the COVID-19 support for staff as well as critical training to ensure employees and contractors remain safe in-and-around our system.

- Hired for two new BCRTC resources - Manager, HR Services as well as a Workforce Planning and Readiness Advisor to enhance our HR and recruitment abilities. The HR Manager will be responsible for day-to-day HR services and operations with a focus on enhancing our employees overall BCRTC experience, while at the same time providing guidance and support to business leaders.

Workforce Planning and Readiness Advisor will work closely with Capital & Major Business Projects to support expansion activities with a focus on workforce planning, recruitment, and outreach.

- Began to develop a plan to increase gender diversity in leadership and trade positions through a current state assessment. Initiated connection with BC Centre for Women in the Trades.
- To support our business plan objective of developing accountable leaders within BCRTC, the department delivered several leadership initiatives, including Leadership training for selected supervisors and managers in Q1 in conjunctions with UBC Sauder Business School and TransLink Organizational Development.

TransLink Strategic Priority: Deliver a reliable transportation system in a state of good repair

Maintenance

- In Q1, Escalator availability was at 94.51% (target = 93.0%) and Elevator availability at 96.18% (target = 98.1%). In March, escalator availability was recorded at 95.5%, the best performing month in last three years. The KPI for elevating device availability is consistent with scores from 2021.

BCRTC performed two full turnout (switches) replacements and one partial switch replacement this quarter. For 2022's, the department has identified replacements of 12 total turnouts. Six are full turnout and six are partial turnout (point & stock rail components only).

- The Guideway department also successfully replaced three switch machines. Switch machine replacements is scheduled to double from 20 in 2021 to 40 in 2022. (20) new machines and (20) repaired machines are scheduled to be replaced as the department increases replacement activities over next three years. Replacing turnouts (switches) and switch machines that are end of life enables us to keep trains moving efficiently and reliably.
- Running rail pad replacement work concentrated in the area between Nanaimo Station and Main Street Science World Station. Replacing rail pads and running rail along the oldest sections of the Expo Line is critical maintenance work that ensures a state of good repair, service reliability and a better customer experience through a more comfortable and quieter ride.
- Continued with the Millennium Line project to replace the Notifier system with the Fire Life Safety System (FLSS). The systems at VCC, Commercial, Lougheed & New West Tunnel completed Q1 2022.
- MKI (500-800) refurbishment work will continue in Q1 2022.
- Noise mitigation activities this quarter include:
 - Harder Rail: Implementation via Running Rail Replacement

- Top of rail friction modifiers: Tested and is now in early project stages to add friction modifiers sticks to rolling stock vehicles
- Improve Maintenance Activities: Improved grinding practices, new grinders to be delivered Q4 2022, turnouts replacement integrated in BCRTC capital plan, improved process with noise complaints that has enhanced our response time
- Dampers: Long Term trials in process of being implemented
- Replace worn switches/turnouts: Now completing between 6-8 full turnouts per year

Asset Management

On March 1, BCRTC launched wave 1 of our new Enterprise Asset Management (EAM) software system for the Wave 1 asset groups, which is comprised of Elevating Devices, Non-Revenue Vehicles, and Rail-borne Equipment.

This means that going forward Asset, Work and Supply Chain Management processes related to Wave 1 (previously handled in FoxPro) will be now handled within the EAM eco-system. Over time, we will start seeing improved usability for our End Users and advancement of our Asset Management capabilities, bringing us one step closer to our goal of proactively managing our assets to ensure a state of good repair.

Quality Management

In Q1, BCRTC continued with building the team's resources with the hiring of a Quality Control Technologist. In Document Control, they are continuing to discuss documentation management practices throughout BCRTC divisions to identify technical writing gaps and opportunities to increase efficiencies. The aim is to always ensure a technical library that is up to date and supports an ongoing state of good repair for both our current as our future assets.

Capital & Major Business Projects

BCRTC continues to support capital projects and major business initiatives on the SkyTrain network. This includes planning and resource support for Surrey-Langley SkyTrain (SLS) and Broadway Subway Project plus OCC2, OMC4, and OMC1 maintenance facilities upgrades to name a few.

Expansion

- BCRTC Capital Project & Major Business division has consulted with internal groups and finalized a resource work back plan in preparation for the launch of the SLS project.
- OMC1 facility upgrades continued in Q1 with form work completed and stripped, as well as the delivery and install of structural steel throughout the quarter. Substantial completion is expected by end of Q4 2022 and will include two maintenance bays for rail borne equipment, two storage lanes for rail borne equipment, two rolling stock maintenance bays, and warehousing and office spaces. The new rolling stock maintenance bays are specifically designed to allow maintenance of the longer five-car train fleet.
- Retaining wall work was completed in Q1 for the new Control Centre at OMC2. The City of Burnaby also approved the building permit for construction of the new OCC2 building.
- Mark V assembly line started at Alstom's Quebec manufacturing plant for this new series of SkyTrain rolling stock.
- To facilitate a more inclusive OMC4 design, Rolling Stock shop floor staff were provided with up-to-date OMC4 design drawings and shown a 3D presentation to engage the staff and to ensure their questions and concerns were noted and suitably addressed. Answers to these questions and concerns were provided to the staff and posted on the shop floor LEAN huddle boards.
- In March, TransLink announced Brentwood SkyTrain Station upgrades to begin in Q2. The upgrades will improve safety, accessibility, and comfort for our customers, and will help to prepare for future service expansion. Improvements throughout the station will prepare for future demand.

- Work on the expansion to our existing OMC3 facility has been completed and the newly expanded facility will become part of our regular operations. The expansion of OMC3A increases our train storage capacity along the Millennium Line by adding extra lanes at the facility. This will accommodate up to 30 more cars at a time, depending on train configuration. This increase in storage capacity will mean that all our trains serving the Millennium Line will be stored in one of the OMC facilities overnight. Previously, some trains were stored in pocket tracks along the line and launched for service the next day. Storing trains at an OMC will benefit the continued maintenance of our trains, lower the risk of vandalism and improve our ability to do track maintenance.

Elevating devices

The Expo Line Escalator Replacement program has progressed successfully. When finished this project will replace 37 escalators at 13 Expo Line stations by the end of 2023. Replacing escalators on the Expo Line is a critical maintenance project to accommodate the four-fold increase in ridership since these devices were installed over 30 years ago. These new, heavier-duty escalators will be able to accommodate higher passenger volumes and improve their safety and reliability. This critical investment in the system will enhance the customer experience well into the future.

The Expo Line escalator replacement project continued in Q1 with work on the following elevating devices:

- Scott Road - Escalator 2 (completed) and 3
- Surrey Central - Escalator 4
- Stadium – Escalator 1
- Waterfront West Coast Express - Escalator 2 and 3

West Coast Express

- Work on the refurbishment of two WCE locomotives continued in Q1. It is anticipated that the first locomotive will be available for service in Q4 of this year allowing WCE to deliver full five train service if ridership increases warrant it. The second locomotive's refurbishment is anticipated to be complete in Q1 2023.

Key Performance Indicators – as of March 31, 2021	SkyTrain (excluding Canada Line)			West Coast Express		
	Q1 Target	Q1 Actual	Q1 Last Year	Q1 Target	Q1 Actual	Q1 Last Year
Customer Experience				Customer Experience		
Customer Service Performance Survey – SkyTrain Service Overall ¹	8.3	8.3	8.2	8.6	8.9	8.9
Boarded Passengers (in thousands) ²	19,704	16,770	11,085	201	168	101
Customer Complaints (per million boarded passengers)	17.9	17.5	- ^a	216	237.3	247.5
Safety				Safety		
Major Passenger Injuries (per million boarded passengers) ³	1.0	0.89	0.81	0	0	0
Employee Lost Time Frequency (per 200,000 hours worked) ⁴	4.0	6.8	3.2	0	0	0
Physical Assaults (per 200,000 hours worked)	1.7	0.0	0.9	0	0	0
Total Recordable Incident Frequency	-	43	24.8	-	-	-
WSBC Inspections / Orders ⁵	-	5/0	1/0	-	-	-
Operations				Operations		
On-Time Performance (OTP) ⁶	96.5%	96.0%	97.3%	97.8%	89.3%	94.5%
Percentage of Scheduled Service Delivered ⁶	99.7%	98.9%	99.5%	99.9%	99.2%	95.5%
Incidents with duration 16 – 30 Minutes ⁶	16	17	17	-	-	-
Incidents with duration over 30 Minutes ⁶	8	19	8	-	-	-
Finance				Finance		
Operating Cost per Vehicle km ⁷	\$4.12	\$3.93	\$3.70	\$34.05	\$29.16	\$31.37
Operating Cost per Capacity km ⁷	\$0.046	\$0.045	\$0.042	\$0.231	\$0.198	\$0.213

a. Expo-Millennium Lines¹ complaints are tracked through CMBC (Coast Mountain Bus Company) Customer Information's ticketing system (COMS). Due to the December 2020 cyber-security incident, COMS' telephone logs were unavailable until May 2021, TransLink's Customer Feedback web form was unavailable until August 19, 2021. As a result, only about 25% of the regular volume of customer complaints were received. Therefore, the calculated 2021 YTD complaints per million boarded passengers is an under estimation and is not comparable to 2022 performance.

¹The TransLink Customer Service Performance survey is completed quarterly for Expo-Millennium Lines and bi-annually (March and September) for West Coast Express.

The overall score for Expo-Millennium Lines in Q1 was 8.3, 0.1 down from Q4 2021. With ridership bouncing back, the overall score is dropping quarter over quarter, in line with the Not Overcrowded sub-score (down from 7.6 in Q4 to 7.4) and Service Frequency (down from 8.4 in Q4 to 8.2). Other attributes remain flat compared to Q4 results, except a noticeable improvement in Helpful Staff (increased from 8.0 to 8.7) and Feel Safe from Crime while onboard (increased from 8.0 to 8.3).

As for West Coast Express, its overall score improved over last September's results by 0.1, to 8.9. The Helpful Staff attribute increased the most, from 9.2 to 9.5. Service On Time dropped the most, from 9.0 to 8.5.

²In Q1 2022, ridership on the Expo-Millennium Lines were below the 2022 target ridership for all three months. West Coast Express ridership was below the 2022 target ridership for January and February but was above the target in March in Q1.

Ridership increased month-to-month in Q1 2022. January ridership was mainly affected by the concerns of the fast-spreading COVID-19 Omicron variant and corresponding Public Health Orders. The snowy weather condition at the beginning of the month also affected ridership. By mid-February, all post-secondary institutions in the lower mainland were back to in-person schooling. Indoor and outdoor gatherings were allowed to operate at full capacity, where we saw a strong ridership return. The easing of most restrictions by March led to the best month of ridership in March since the start of the pandemic for all modes of transit services.

Ridership is still below the Pre-COVID ridership numbers of 2019 but higher than the comparable period last year.

◦ Monthly ridership for EM were 4.79, 5.33, and 6.65 million, respectively. This represented 50%, 64.5%, and 68.4% of Pre-COVID ridership numbers in 2019.

◦ Monthly ridership for WCE were 42,000, 50,964, and 75,107, respectively. This represented 18%, 25.3%, and 34.1% of Pre-COVID ridership numbers in 2019.

³There were 15 passenger injuries reported during Q1 2022. Since the pandemic, passenger injury rates have increased slightly, partially due to normalized by a low ridership. However, Q1 2022 is below target. Injuries were comprised of 6 falls on escalators and stairs, 4 falls into guideway, 2 falls on platforms, 2 train emergency brake-related injuries, and 1 injury related to faregates. The Safety department has worked with the departments to update their risk assessments including controls

<p>to reduce passenger injuries.</p> <p>No passenger injury reported for West Coast Express in Q1 2022.</p>
<p>"4 There were 15 lost time incident claims accepted by WorkSafe BC during Q1 2022, including 12 physical injuries and 3 mental health claims. Although there was a year-over-year decrease in the LTIF (Lost Time Injury Frequency), an increase was observed in Q1 2022.</p> <p>There were no Lost Time Incident claims for WCE in Q1 2021 and have been none since 2017.</p>
<p>"5 A WorkSafeBC occupational safety or hygiene officer may visit worksite to conduct an inspection. An inspection report details findings of a worksite visit by a WorkSafeBC officer. It documents any points of discussion and recommendations. The inspection report may include a compliance order. The order covers any violations found of the Workers Compensation Act or Occupational Health and Safety Regulation and provides a deadline by which the employer must comply.</p> <p>During Q1 2021, BCRTC has had five WorkSafe BC inspections and no compliance orders from the inspections.</p>
<p>"6 . Expo-Millennium Lines' Q1 On-Time Performance (OTP) was 0.5% below the target. The loss of OTP was primarily due to train issues and track intrusions.</p> <p>Service Delivery (SD) in Q1 2022 was also 0.8% below the target.</p> <p>Expo-Millennium Delay Incidents with a duration between 16 and 30 minutes and over 30 minutes were both unfavourably above the quarterly targets. Incident duration measures the time between the incident start time until the system can resume normal operation. It is different from Service Disruption minutes presented in other corporate reports, which measure the time between the start of the disruption until the alternative service is provided.</p> <p>West Coast Express OTP and SD were both below target. OTP loss was primarily caused by CP's Spring Track Maintenance. Multiple lengthy slow orders were applied by CP Engineering in March between Waterfront and Port Coquitlam for tie replacement, leading to the lowest monthly OTP performance in WCE history. The inclement weather condition in early January also led to multiple station delays. The loss of SD in the quarter was caused by a landslide at CP Renfrew (three train cancellations) and the inability to fuel due to weather (one train cancellation).</p>
<p>"7 Operating cost per vehicle kilometres for EM was favourable to budget by 4.5%, whereas the operating cost per capacity kilometres was 1.6% favourable. Operating costs for EM were 6.4% (\$3.4M) favourable to budget due to savings from temporary vacancies, lower employee future benefit costs, timing in maintenance activities and professional services offset by higher wages related to the vehicle technician wage rate arbitration. Vehicle kilometres and capacity kilometres were below budget by 2.0% and 4.9%, respectively, driven by the service impacts under winter weather conditions in the first week of January. Capacity kilometres has a larger variance to budget than vehicle kilometres, which is caused by higher-than-budgeted use of Mark I trains throughout the quarter. The six-car Mark I trains provide more vehicle kilometres but offer less capacity than the other trains in the fleet mix. Increased use of Mark I trains is required to support the snow operation and facilitate state-of-good-repair fleet maintenance campaigns for Mark II and Mark III trains.</p> <p>As for West Coast Express, operating costs per vehicle and per capacity kilometres were favourable to budget by 14.3%, primarily because the operating costs were 15% favourable to budget (\$768K). Operating costs budget variances are driven by lower maintenance from timing of activities and canceled rail equipment maintenance and favourable CP Rail contract service costs. Vehicle kilometres and capacity kilometres were slightly below budget, as there were four weather-related train cancellations in January. West Coast Express continued to operate four trains with 18 cars per day in each direction in the first quarter of 2022. During same period last year, West Coast Express ran three trains with 16 cars per day in each direction.</p> <p><i>Operating cost includes Allocated Costs; excludes 3rd Party Revenues and Depreciation.</i></p>

TransLink Strategic Priority: CUSTOMER EXPERIENCE AND PUBLIC SUPPORT

CUSTOMER EXPERIENCE

Fare Revenue

- As of the end of March 2022, farebox revenue was approximately 55% of pre-pandemic amounts. This increase in cash revenue may be due to several factors including further easing of COVID-19 restrictions, more people returning in-person to workplaces and schools, and rising gas prices.

Spring Service Changes

- Effective April 18, 2022, a seasonal adjustment of approximately 5,000 Annual Service Hours improved service on some of the most popular outdoor recreation routes in Metro Vancouver. As a result of recent customer feedback, service was also added to key industrial employment areas, among other adjustments.

Braille and Tactile Bus Stop Signage

- Across the Metro Vancouver bus system, there are approximately 8,400 bus stops. At each stop, Braille and tactile signage will be installed by the end of the year. As of April 29, 2022, more than 1,600 signs were installed accounting for just over 20% of bus stops.
- The new signage provides the bus stop ID number, bay number (if applicable), routes served by the stop, and the phone number for Customer Information.

Customer Information Call Centre

- Due to the ongoing pandemic, and its effect on ridership, Customer Information's monthly call volumes continue to remain steady and still lower than pre-pandemic levels.
- Call volumes during the month of March 2022 were approximately 47.9% of those seen pre-pandemic in March 2019. This year, between February and March, Customer Information experienced an increase in call volume of approximately 19.8%. Customer feedback numbers have remained consistent but continue to remain below pre-pandemic levels.
- In an effort to validate incoming complaints, Customer Information introduced a keyword tagging process for complaints with greater than 100 cases that seeks to identify the root cause and allows the team, when necessary, to escalate more efficiently and effectively. This process is being assessed jointly by Customer Information and Operations over the coming months to ensure accuracy of reporting and departmental alignment.

Transit Security Update

- Transit Security is collaborating with jurisdictional police agencies to build stronger working relationships and enhance safety and security for customers throughout the transit system.
- Transit Security has been working with Transit Police, Surrey RCMP and the City of Surrey Bylaw Enforcement to conduct proactive hi-visibility patrols around Surrey Central and Newton.

- Work is underway on a joint Crime Reduction Patrol project with the West Vancouver Police Department and North Vancouver RCMP. Patrols will be conducted on CMBC and West Vancouver buses, as well as the areas around Lonsdale Quay and Phibbs Exchange.

Access Transit Service Delivery (ATSD) Update

- HandyDART continues to report a steady increase in ridership. During the month of February 2022, HandyDART delivered 65% of budgeted trips using 80% of budgeted service hours. This is compared to 49% of budgeted trips using 77% of budgeted services hours in December 2021.
- Also in February 2022, taxi use accounted for 10% of all trips (with the remaining 90% delivered by HandyDART vehicles) compared to 14% in December 2021. Using taxis more strategically has driven an improvement in overall HandyDART On-Time Performance (OTP). In March 2022, OTP reached 94% which is a significant increase from 91% achieved in December 2021.
- Effective April 25, 2022, Access Transit Customer Care returned to their pre-pandemic call centre hours of operation. They are now open 08:00 to 16:00 from Monday to Friday and 08:00 to 16:00 on Saturday.

HandyDART Modernization Project

- Software upgrades are currently in the planning stage. The upgrades, when complete, will include functionalities to provide better reporting, online trip booking for customers, and improved dispatch efficiency.
- Planning work is also underway for the new HandyDART customer registration process. The updated registration process is expected to include an in-person (optional) functional assessment and/or an updated application form.

Wheelchair-Accessible Bus Stops

- As of mid-April 2022, CMBC had 6,693 accessible bus stops out of a total of 8,204. Each year, we aim to increase that number by 2%. This work is a collaboration between CMBC and the municipalities who own and maintain the bus stops.

SAFETY

Responding to the COVID-19 Pandemic: Our Employees

- *CMBC COVID-19 Safety Employee and Contractor/Visitor Vaccination Policies* – Effective December 21, 2021, all CMBC employees were required to be fully vaccinated against COVID-19. A separate vaccination policy applying to contractors was adopted by TransLink and took effect on November 30, 2021. These policies were adopted to maximize safety for our customers, employees, and their families.
- *COVID-19 Safety Plans* – In January 2022, COVID-19 Safety Plans were temporarily reinstated as ordered by the Provincial Health Officer in response to the surge of the COVID-19 Omicron variant. As of April 8, 2022, the COVID-19 Safety Plan Order was rescinded by the Provincial Health Officer and CMBC reinstated the Communicable Disease Prevention Plan, a plan that focuses on basic risk-reduction principles against workplace transmission of COVID-19 and other communicable diseases.
- *Employee Hotline* – The telephone hotline implemented in Q1 2020 continues to be available for COVID-related inquiries from employees and managers. The hotline continues to remain active though volume is lower than with the surge of the Omicron variant in December 2021.

Responding to the COVID-19 Pandemic: Our Customers

- Following the removal of the Order by the Provincial Health Officer requiring face masks in public indoor spaces, masks are no longer mandatory on CMBC's conventional fleet.
- Given frequent interactions with the medical system by HandyDART Operators and customers, masks are still mandatory on HandyDART vehicles at this time.

COVID-19 Infection Control Initiatives

- The "Copper in Transit" project is a partnership between TransLink/CMBC/BCRTC and Toronto Transit Commission, Teck Resources, Vancouver Coastal Health and UBC. The study began in September 2021 and is expected to conclude in September 2022. Over this one-year period, it seeks to determine the antimicrobial efficacy and durability of copper products in the transit environment. Phase II includes three copper products installed on three buses and four SkyTrain cars in Vancouver and buses, streetcars, and subway cars in Toronto. As of April 2022, the study is proceeding to plan.
- The twice weekly disinfection schedule for vehicles, vessels, and facilities implemented at the start of the pandemic was modified in September 2021 and replaced, on the bus fleet, with daily high touch point sanitization and more frequent, thorough, and visible deep cleaning.
- The Maintenance Engineering team continues to explore infection control technology advancement options for future bus orders.

Emergency Management Update

- In 2022, the Emergency Management team will develop Business Continuity Plans for the following departments:
 1. Operations at Vancouver Transit Centre
 2. Safety
 3. Customer Information
- Operations at Vancouver Transit Centre was identified as the most critical and has been fast-tracked. All three plans are on target for completion by Q4 2022.
- Emergency Management worked with SeaBus in March to complete an exercise designed to test security procedures, Incident Command Post activation, and life raft deployment for an "abandon ship" exercise. The exercise was deemed successful with 34 staff members participating. The vessel crew quickly established the Incident Command Post for situational control, planning and communication. Learnings from this exercise will help optimize security response in the future.

Heat Exposure Control Plan

- Following the extreme "heat dome" of 2021, CMBC is updating the Heat Exposure Control Plan. The updated plan includes actions to be undertaken at specific forecasted temperatures/humidities to help ensure employee safety. Measures include heat-related communications, providing readily available drinking water, and optimizing air-conditioned bus availability.

Health & Safety Software Project

- The Health and Safety Software Project, intended to modernize safety processes, incident management, Return-to-Work tracking, corrective actions, and performance reporting, continues in the design phase. The TransLink Claims part of the project is scheduled to move ahead with a cloud-based service integrated with the Health and Safety module. Roll-out of the first elements are expected in 2023.

Safety Management System Refresh

- A Safety Management System (SMS) refresh is underway and will include an update of processes including incident investigations, injury prevention controls, training, and orientation, and ensuring regulatory compliance. The updated SMS will be implemented through improved safety communications, training, and program documentation.

Days Lost Reduction Plan

- CMBC established a working group to focus on reducing the number of employee days lost due to injuries in the workplace. The draft strategy includes three elements:
 - Focus on preventing injuries
 - Advocating for fair claims management policies (via WorkSafeBC Employers Forum)
 - Maximize effectiveness of the Return-to-Work Program
- The working group has established a series of objectives and targets to increase opportunities and participation in the Return-to-Work Program. The focus in 2022 is on updating policies and practices, establishing KPIs, updating training, and expanding available modified duties. In 2023, the program will focus on culture change, integration with Health and Safety Software, and sustaining best practice.

Employee Workplace Injuries / Accepted Lost Time Claims

- During Q1 2022, CMBC recorded 114 accepted lost time claims at a rate of 10.7 claims per 200,000 hours worked, higher than the 88 claims and rate of 8.0 achieved during the same period in 2021.
- The increased number of claims can be attributed to a high number of slips/falls and vehicle collisions due to severe winter weather.
- The leading incident types resulting in lost time claims were Falls on the Same Level (24% all claims), followed by Motor Vehicle Incidents (22%), and Acts of Violence (13%).

Transit Operator Assaults

- During Q1 2022, CMBC recorded 15 Transit Operator assaults. This included five physical assaults, five incidents of object/liquid being thrown, three incidents of spitting, and two incidents of threatening. 2022 YTD total incidents were down 25% compared to the same period last year when 20 assaults occurred.
- Looking at the rate of assaults per 1 million service hours, the 2022 YTD rate is 11.6 compared to 15.4 last year. The 2022 YTD rate per 1 million boardings is 0.36, an improvement from 0.69 last year.
- Through various working groups, collaborations, and initiatives with Transit Security and Transit Police, CMBC continues its efforts to keep Transit Operators safe. Examples include the installation of permanent plexiglass and temporary vinyl barriers on the entire bus fleet, refresher training including effective ways to deal with conflict, the work of the Violence in the Workplace Prevention Committee, as well as proactive deployment of Transit Security and Transit Police to areas with higher rates of incidents of crime on our system.

ENVIRONMENTAL STEWARDSHIP

Climate Change Resilience and Adaptation

- With the recent adoption of TransLink's Climate Action Strategy and this past year when British Columbia experienced unprecedented heat, rain, flooding, tornadoes, and snow, CMBC is beginning a process to determine its operational climate change vulnerabilities. Workshops are underway to determine how climate change hazards may affect our people and operation. Mitigating measures will be integrated into our Safety, Environmental and Resiliency Management Systems. CMBC also continues to work with TransLink on planning for longer term climate impacts on infrastructure.

Energy Management Program

- An Energy Management Assessment of CMBC was conducted by BC Hydro in Q1 2022. Following the assessment, BC Hydro indicated they will continue to sponsor CMBC's Energy Management Program.
- The design phase for a Burnaby Transit Centre lighting retrofit has been approved. If the project moves forward, implementation will occur in 2023 and the changes would account for annual savings of more than 1 million kWh of electricity.
- At Hamilton Transit Centre, five measures were selected for implementation from BC Hydro's Continuous Optimization Program. The measures will be implemented by the end of 2022 and include changes to control setpoints, as well as practices that will decrease the use of natural gas and reduce GHG emissions.

Battery-electric Bus Pilot with CUTRIC

- The four battery-electric buses on Route 100 (22nd Street/Marpole Loop) have now been in service for more than two-and-a-half years. In March, the Canadian Urban Transit Research & Innovation Consortium (CUTRIC) pilot finished. The vehicles will continue to operate on Route 100 as part of regular service. CMBC is grateful for the knowledge and insight gained during the pilot period, as well as the relationships built through the partnership with CUTRIC.

Low Carbon Fleet Program (LCFP)

- CMBC continues to work with Nova Bus on the order of 15 additional battery-electric buses for Route 100 (22nd Street/Marpole Loop) out of Hamilton Transit Centre. The demo bus arrived in January and cold weather testing of the new platform (propulsion system and battery) was completed in March. The lead bus will arrive in Q3 2022, and the remaining 14 buses are scheduled to arrive in 2023. The contract has been awarded for the charging infrastructure that will support these 15 buses and installation is expected to start in late 2022.
- Preparations continue for the 57 battery-electric buses and infrastructure that will be based out of Port Coquitlam Transit Centre. The conceptual design and vendor pre-qualification are underway. Procurement of vehicles and charging equipment is expected to start later this year.

Environmental Spills

- Buses contain various fluids which may be released into the environment following accidents or equipment failure. The causes of spills are analyzed, with targeted campaigns initiated to prevent reoccurrences if fleet defect issues are discovered to be at fault.
- In Q1 2022, CMBC reported 2.41 spills/Mkm which is above the target of 2.0 spills/Mkm. The Maintenance Engineering team has identified that these increased spills are mainly occurring on several new fleet types. The team has developed a plan for remedies and implementation will occur in the coming months.

OUR PEOPLE

Transit Tuesdays

- In March 2022, the CMBC Executive Management Team including Michael McDaniel, Roger Gil, Randy Helmer, and Don Palmer, began a series of regular half-day transit system tours called “Transit Tuesdays.” By May 31, eight trips were completed with the group traveling by bus and SkyTrain to locations such as transit hubs, construction projects, crew rooms, depots, garages, and other work locations. The goals of Transit Tuesdays are to connect with employees, listen to first-hand accounts of their experiences, and visit relevant locations (e.g. Broadway Subway project bus impacts, future Marpole Transit Centre).

Equity, Diversity, and Inclusion

- Maintenance Managers are working to raise awareness around gender-based violence in the workplace. In December 2021, three Maintenance Managers completed a three-day “Be More Than a Bystander” train-the-trainer program from the BC Centre for Women in the Trades (BCCWITT). As the first official Be More Than a Bystander trainers at CMBC, they have begun delivering workshops to garage employees, starting at Hamilton Transit Centre. In Q3 2022, SeaBus will begin to integrate these workshops into crew meetings.
- On the Operations side, between December 2021 and March 2022, CMBC held four focus groups with a total of 22 female Transit Operators at Vancouver, Hamilton, and Burnaby Transit Centres. Discussions centered around their experience as female Operators, and suggestions on how CMBC can attract and retain more female Operators. Operations and CMBC HR Services are currently reviewing the feedback to identify initiatives to better support female Operators. Work has commenced on the following items:
 - Further focus groups to review Operator uniforms
 - Development of female Operator handbook
 - Anti-bullying and harassment campaign
 - Recruitment of female peer Defusers
- In addition, Inclusive Excellence Strategy Solutions, a local EDI strategy group, conducted a review of the recruitment pathway for Transit Operators to understand if there are any structural or systemic barriers preventing women from applying and being hired. In Q1 2022, a group of CMBC stakeholders reviewed the findings and recommendations; the biggest barrier identified was in the attraction phase. As a result, CMBC is focusing on two areas:
 - Continue with recruitment campaigns targeting female applicants
 - Explore the ability to create an alternative recruitment path for female applicants

Transit Operator Recruitment

- To maintain staffing levels, the target for 2022 is to hire 457 new Transit Operators (136 Community Shuttle and 321 Conventional).
- On April 23, 2022, the first in-person Transit Operator hiring event occurred after two years of conducting interviews virtually. Several more events are planned for 2022.

April 23, 2022 event results:		
	Interviewed	Moved to Next Stage
Conventional	277	156
Community Shuttle	113	50
Total	390	206

New Operator and Refresher Training

- As of April 2022, seven Conventional New Operator Training classes were completed with a YTD graduation rate of 88% (versus 79% target), resulting in 66 new Transit Operators joining revenue service delivery.
- All group-style training programs are continuing in accordance with the CMBC Communicable Disease Prevention Plan.
- Operator & Technical Training hosted a series of refresher-style information sessions in 2021. Building on this success, Training is continuing this effort in 2022, using these in-depot sessions to reinforce training expectations on several important subjects including safe operation alongside cyclists, new safety procedures, and general safe driving techniques.
- Conventional 1-Day Refresher Training continues with 44 sessions completed by the end of Q1 2022 and a further 83 sessions planned to meet the target of 700 Operators trained in 2022. Community Shuttle 1-Day Refresher Training sessions began in June with further sessions planned for October and November to meet the target of 95 Operators trained in 2022.

Apprentice Program

- At the end of Q1 2022, four apprentices graduated into Journeyperson status leaving 22 active participants in the program. All four outgoing apprentices were immediately placed into full-time positions at CMBC. In Q2 2022, 11 pre-apprentices and four apprentices will be hired.

OUR ASSETS

Onboard Technology Assets Program (OTAP)

- The OTAP program includes four main projects: replacing radio systems for improved connection and better coverage; replacing onboard computers and touchscreens with a larger screen and better visuals; adding new routers to improve data communication with Transit Communication (TComm); and installing new hardware to improve camera feeds to Security.
- The overall funding for OTAP comes from the Public Transit Infrastructure Stream (PTIS) which is part of the larger Investing in Canada Infrastructure Plan (ICIP).
- Non-revenue vehicle installations were completed in 2020. Revenue fleet installations continue to make significant progress despite delays due to the pandemic and cyber security incident. Installations are underway at SeaBus, Vancouver and Hamilton Transit Centres, as well as West Vancouver Transit Centre, with a target completion of June 2022. Full completion remains on schedule for Q4 2022.
- At Surrey Transit Centre, the TComm renovation project is expected to be complete in Q4 2022.

Financial Results

- For the first quarter ended March 31, 2022, CMBC costs (including allocated costs and recoveries) were \$6.5M (3.1%) favourable to budget. Lower costs were mostly driven by savings in Salary, Wages and Benefits which was impacted by lower Service Hours in Operations and vacancies in Maintenance. Similar to 2021, HandyDART remains favourable due to lower ridership and number of trips. Lower costs have been offset by higher fuel costs and higher material costs.
- Salaries, Wages, and Benefits were \$6.6M (5%) favourable. Fuel was \$1.4M (9%) unfavourable due to unprecedented fuel prices. Maintenance, Materials, and Utilities was \$1.2M (6%) unfavourable mainly due to increases in material price and unbudgeted work. Access Transit was \$2.5M (17%) favourable due to reduced service demand.

FLEET

Fleet Procurement (2021-2024)

- The delivery of 25 new conventional 60' articulated hybrid buses that began in fall 2021 was completed in May 2022.
- The delivery of 64 new Community Shuttles was completed in June 2022.
- The delivery of 138 new HandyDART vehicles that began at the end of January 2021 continues. The last vehicles are expected to arrive in Q3 2022.
- Regarding the delivery of 25 new double-decker buses, two have been accepted and the remaining 23 are expected to be accepted and enter revenue service in Q3 2022.

WiFi Installation Project

- In October 2021, TransLink and Shaw Communications announced that free WiFi would be available across the transit system by 2026. As a first step, WiFi was installed on six RapidBuses, three SkyTrains, at Edmonds Station, and at Carvolth Exchange.
- All 110 RapidBuses will be equipped with WiFi technology by the end of 2022.

KEY PERFORMANCE INDICATORS AS OF MARCH 31, 2022

KEY PERFORMANCE INDICATORS ¹	2022 ANNUAL TARGET	2022 YTD TARGET	2022 YTD ACTUAL	2021 YTD ACTUAL
TransLink Customer Survey – Bus service overall ²	8.2	8.2	8.1	8.4
Scheduled Service Delivered ³	98.0	98.0	98.9	Note 3
Customer complaints per million boarded passengers ⁴	100	100	81.1	12 (Note 4)
Validated HandyDART complaints per 1000 trips Requests	0.8	0.8	0.6	0.6
On-time Performance				
Bus Regularity – frequent service ⁵	81.0%	81.0%	80.5%	Note 5
Bus Punctuality – infrequent service ⁵	82.0%	82.0%	84.6%	Note 5
On-time Performance – HandyDART	90.0%	90.0%	94.4%	97.0%
Preventable collisions per million Km ⁶	9.4	9.4	8.5	8.0
Operator assaults (CUTA 1-4) per million boarded passengers ⁷	0.3	0.3	0.4	0.7
Employee lost time accepted claims per 200,000 hours worked	7.9	7.9	10.7	8.0
Pedestrian incidents per million service hours	12.1	12.1	9.3	7.0
Cyclist incidents per million service hours	5.0	5.0	2.3	1.5
Injury claims – Passengers per million boarded passengers	4.4	4.4	3.4	5.0
Greenhouse Gas Emissions – Carbon Dioxide tonnes per million service km ⁸	1329	1329	853	1196
CMBC operating cost per service hour ⁹	\$132.98	\$131.40	\$130.18	\$122.76
Access Transit operating cost per trip	\$44.37	\$44.06	\$59.31	\$86.51
METRICS				
Access Transit trips provided (thousands)				
HandyDART	1,230	303	190	134
Supplemental taxi service	152	37	22	2
Total Trips ¹⁰	1,382	340	212	136

¹ Performance measures are for CMBC business operations (Conventional Bus, Community Shuttle, and SeaBus) and exclude contracted conventional transit and contracted Community Shuttle.

² TransLink Customer Survey is conducted every quarter. The 2021 YTD actual and 2022 YTD Actual represents the results for Q1.

³ The 2021 YTD actual data is not available due to the December 2020 cyberattack.

⁴ The 2021 data for Complaints per million boarded passengers includes partial data from January to August 2021. CMBC Complaints data is usually collected through TransLink’s online feedback form and Customer Information Services telephone logs. Both systems were taken offline following the December 2020 cyberattack. As a temporary measure, from January to May 2021, only complaints considered to be of a serious nature received by phone were tracked manually to ensure customer priority concerns were addressed. The Customer Information telephone log system was restored in June 2021 and the online feedback application was restored in August 2021. As such, the telephone complaints data reported for the months of January to May 2021 are a small subset of normal volumes. In addition, the lack of an online feedback from January to August 2021 further impacts the accuracy of data for that time. As a reference, from 2018 to 2020, approximately 53% of total complaints were received through the online form. Consequently, 2021 data should be assessed with caution and data relating to January–August may be unrepresentative as an operational indicator.

⁵ The 2021 YTD actual data for On-time Performance is not available due to the December 2020 cyberattack.

⁶ The 2022 YTD actual data is subject to change due to the timing of adjudications.

⁷ CMBC recorded 15 Transit Operator assaults in Q1 2022. This is lower in terms of number of incidents compared to the same period last year (20). The performance of this metric is impacted by the significant drop in ridership due to the pandemic. This drives the ratio up.

⁸ The 2022 YTD actual data is as of February 28, 2022.

⁹ Excludes TransLink allocated costs. Metric is normalized by net service hours which includes estimates for January to March 2021.

¹⁰ The number of Access Transit trips provided in Q1 2022 was higher compared to the same period in 2021 and lower compared to budget. Trips have been significantly lower since March 2020 due to the pandemic. CMBC is committed to ensuring services are fully available for customers unable to use conventional public transit.



METRO VANCOUVER TRANSIT POLICE REPORT FOR JUNE 2022 TRANSLINK BOARD MEETING

TransLink Strategic Priority: Customer First

- **Transit Police OCC Operators**

In April 2022, Transit Police recognized the National Emergency Services Public Dispatchers and 911 Awareness week. Transit Police has its own Operations Communication Center (“OCC”) and Operators to handle transferred calls from 911 – E-COMM and calls for service from the public and transit control centres. These Operators also respond to the SMS text 87 77 77 messages from transit riders and public. The Operators are the public’s first point of contact during an emergency and they are tasked with obtaining information in a timely and relevant manner to relay to Transit Police being dispatched. In addition, Operators assist Transit Police in accessing criminal offender information from CPIC/PRIME during a detention or arrest.



Transit Police is proud of its OCC Operators who, while behind the scene, play a critical role keeping our transit community and Police Officers safe! In 2021, the Transit Police OCC handled 15,528 calls for service, of which 6,064 were a result of SMS texting. In April 2022, Transit Police released via social media a new YouTube video that explains to transit riders and the public

what happens when you text Transit Police and the role of the OCC.

[<https://youtu.be/H5H4ZTQxejA?t=4>]

- **Pedestrian Safety**

In February 2022, Transit Police was recognized by ICBC for its commitment and participation in the month-long 2021 Provincial Pedestrian Safety Campaign. “Nearly half (44 per cent) of all crashes with pedestrians happen between October and January and 79 per cent of crashes involving pedestrians happen at intersections.” In the Lower Mainland, Transit Police - Neighbourhood Police Officers and volunteers worked alongside ICBC staff and local police at a variety of transit hubs to inform riders and keep pedestrians safe. Over 100,000 reflectors were distributed in this campaign, including to



thousands of transit riders whose need for a safe journey starts when they walk to and from their home, school or business.

TransLink Strategic Priority: State of Good Repair

- **Anti-terrorism and Critical Incident Readiness**

Anti-terror policing is a central element of the Transit Police daily policing and public safety practice. A range of obvious and discreet methods continue to be employed by the Transit Police to detect, deny and deter any activity that poses a security risk to the transit system. Examples follows:

- Explosive Dog Team – Transit Police patrol officer presence continues to be supplemented by the daily deployment of the Transit Police’s Explosive Detection Dog Teams (seven dog teams cover four shifts), which includes regular security sweeps of transit physical infrastructure. In 2021, Transit Police dog teams conducted approximately 2,400 proactive sweeps and response to calls for service to an unattended/suspicious package or explosive threats. Transit Police Explosive Detection Dogs are highly trained, certified annually, and the teams participated in special training with counterparts from the Pacific Northwest in Q2 2022.



Potential Bomb Threat – In November 2021, at Gateway SkyTrain Station, a male told building security that his "son" left a bomb in the building and that he took it out, disarmed it, and put it the garbage at Gateway Station. The male was seen walking in and out of the SkyTrain Station. Transit Police were informed and verified via CCTV of the male’s movement in the Station. A Transit Police – Explosive Detection Dog Team attended and, based on threat assessment and Transit Police protocol, had the Station closed and evacuated. A sweep of the Station was conducted and it was confirmed that the Station was clear of any explosives. The Station was then reopened. In liaison with the Lower Mainland Integrated Police Dog Service, the Transit Police Dog Team then conducted a sweep of two floors in Gateway Tower, following which workers were cleared to return. Transit Police located the male involved nearby and it was determined that he may have an undiagnosed mental health disorder. The male voluntarily agreed to be transported by Transit Police for medical assistance.

- Tabletop Exercise with BCRTC – Tabletop and live exercise training is a component of Transit Police professional development and operational readiness for critical incidents. A tabletop exercise took place in April 2022 with Transit Police operational supervisors, the Transit Police Operations Communication Centre and representatives of the BC Rapid Transit Company (“BCRTC”). The exercise purpose was to test how Transit Police and BCRTC work together, identify opportunities and gaps in processes,

build relationships, and to understand each other's roles (including when Incident Command is transferred).

The scenario tested was response to robbery reported from a business, where the suspects were reported fleeing and Transit Police were notified and requested to attend a nearby station – Burquitlam Station. While Transit Police were on route, Transit Police OCC Operators contacted the SkyTrain Control Centre to inform them of the robbery. The suspects were seen entering the station and walking on the tracks toward the long tunnel outside of the station. The exercise went very well, with great follow-up discussion. Further tabletop exercises will follow – the next one with Canada Line staff.

- Police Partner Live Exercise – In May 2022, Transit Police helped facilitate Tubular Assault Training for Vancouver Police-ERT members. The training was conducted in conjunction with Canada Line Operations. It included a number of senior Transit Police Executives meeting with Canada Line Executives as well as a few Transit Police staff participating in the scenario. Interagency coordination is important in critical incidents and this collaborative training was valuable.
- Global Shield Network



Transit Police has joined the Global Shield Network (Vancouver Police and Calgary Police are also members), a law enforcement & intelligence network immersed in public/private sector partnerships designed to prevent crime, terrorism and improve public safety. SHIELD incorporates a community policing strategy that provides a platform to receive not only the latest terrorism information from around the world, but significant crime alerts and crime trends/security issues that cross jurisdictional boundaries. Partners receive access to periodic “real time” alerts/reports and various resources, and access to quarterly meetings designed to discuss intelligence trends and agency best practices. The partnership provides another tool for real time awareness of best practices designed to prevent crime and keep our community safe. The Transit Police Intelligence Officer is the liaison to this Network.

- SECURUS – Transit Police is now part of SECURUS, a 2008 initiative of RCMP “E” Division Integrated National Security Enforcement Team (“EINSET”), Vancouver Police Department and the Canadian Security Intelligence Service (“CSIS”) designed to create awareness of terrorism pre-incident activity and encourage the reporting of such incidents to the police of jurisdiction and ultimately EINSET. SECURUS (“safety” in Latin) was modeled after “Project GRIFFIN”/United Kingdom and “Project NEXUS”/New York (initiated after 9/11). SECURUS is an opportunity to take the lead in providing innovative ways to reach the public with simple, clear and direct educational tips to recognize potential threats to public safety. While EINSET and Transit Police have unique mandates, there are significant overlaps around preventing terrorist activity within the public transit system. Educating

businesses/public about pre-incident terrorist activity helps increase general awareness of behavior and early indicators of behavioural changes, and works to facilitate earlier intervention options.

The target audience for SECURUS includes the employees of businesses (e.g., hotels, rental companies, storage companies, businesses at airports/transit hubs) who provide goods or services that could be exploited and/or used to carry out a terrorist incident. Such employees are best positioned to recognize anomalies in their environments. Transit Police will use its existing electronic mediums to allow both internal and external clients to learn about terrorism prevention and provide a means to report “odd” occurrences that they observe in their everyday environments. This type of communication/engagement aligns with the ongoing Transit Police “See Something – Say Something” campaign to help protect transit riders/staff and transit infrastructure. Through this partnership, there will also be future opportunity for national security awareness training to Transit Police and transit staff. Transit Police already has some officers trained as Counter Terrorism Information Officers (“CTIO”) and additional officers will receive CTIO training from EINSET.

- **Performance Measurement Culture**

Transit Police is an intelligence-led and data-driven police agency, and gathers comprehensive statistics in relation to crime and organizational performance. Transit Police shares statistical and performance information with the public, TransLink and stakeholders through a variety of tools. A snapshot of key statistics for 2022 Q1 as compared to 2021 Q1 follows. In 2022 Q1, Transit Police had 5,037 Police Files, which is a 7% decrease from the same period last year.

Metro Vancouver Transit Police Crime and Safety Statistics	2022 Q1	2021 Q1	% Change
Crimes Against Persons/100,000 Boarded Passengers <i>(primary and assists)</i>	0.610	0.746	-18%
Crimes Against Property/100,000 Boarded Passengers <i>(primary and assists)</i>	0.800	1.043	-23%
Other Criminal Code Violations/100,000 Boarded Passengers¹ <i>(primary and assists)</i>	.330	.497	-34%
Provincial Violation Tickets (“VTs”)	1172	1471	-20%
Arrests - Warrants Executed (All)	206	326	-37%
Arrests - New Charges²	126	139	-9%
Total S. 28 Mental Health Act Apprehension Files	73	46	59%
Sexual Offences <i>(primary and assists)</i>	26	21	24%

¹ Other Criminal Code Violations: Includes such offences as weapons, disturbing the peace, child pornography, obstruct peace officer, possess break and enter instruments, intimidation and threats, breach/bail violations, indecent acts/exposing, and counterfeiting.

² Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.

SCBCTA Fare Infraction Notices	1237	1073	15%
SMS Texts Conversations Converted to Police Files	1176	1790	-34%

Ridership levels increased 53% in 2022 Q1 when compared to the same period in 2021, which was during the pandemic (66,915,153 Boarded Passengers/2022 Q1; 43,834,111 Boarded Passengers/2021 Q1). While the actual number of Crimes Against Persons and Crimes Against Property increased in 2022 Q1 (14% and 7% respectively), when considering the ridership increase, it has resulted in decreases in the rates of Crime Against Persons and Crimes Against Property per 100,000 Boarded Passengers for the comparative 2022 to 2021 periods. As previously reported during 2020 and 2021, criminal activity continued on or near the transit system throughout the pandemic. 2022 Q1 results show positive movement with the 18% decrease in the 2022 Q1 rate of Crimes Against Persons and 23% decrease in the rate of Crimes Against Property. Continued decrease is anticipated into Q2 2022. These two crime rates are an anomaly to historical trending prior to 2020; for example, the respective 2019 Q1 rates were 0.38/Persons and 0.41/Property.

Assault of Bus Passenger – In April 2022, a 17 year old girl boarded a bus headed to Newton Exchange/Surrey and sat down at the back of the bus. During the journey, a man boarded the bus and began acting erratically, and then sat near the teen. The suspect continued to act more agitated, eventually standing up and blocking the teen into her seat. Without any provocation, he allegedly punched her in the head several times, causing her glasses to fly off her face. The teen tried to defend herself and, when she bent over to pick up her glasses, the suspect allegedly used his knee to strike her in the head. The victim alerted the bus operator to the incident and reported it to Transit Police. Luckily, the victim did not sustain any serious physical injuries. Everyone has the right to arrive at their transit destination safely and without fear of being attacked. This unprovoked assault by a stranger was taken extremely seriously. Transit Police detectives launched an investigation and an appeal was made to the public for help to identify the suspect. Several tips came in from the media release and Transit Police identified the male. His residence was attended and he was arrested.

Stabbing/Slashing at Burquitlam SkyTrain Station – In March 2022, a victim was stabbed outside of Burquitlam SkyTrain Station. The victim ran into the SkyTrain Station, where the suspects gave chase and slashed the victim in the head with a machete. The victim had non-life threatening injuries and they were released from the hospital. After a thorough investigation by Transit Police, three suspects were identified and arrested, and Search Warrants were obtained on the suspects’ residences and cell phones.

Possession of Dangerous Weapon – In February 2022, Transit Police responded to a report of a man with a gun in front of a business across from Surrey Central Station. A Transit Police Officer approached the store and observed three males fighting on the ground and a black firearm visible during the struggle. As the males scattered, the Officer followed the male in possession of the firearm. The male was taken into custody by Transit Police and a loaded, Glock 19 restricted handgun was located in a holster in the front of his pants. The male was arrested for possession of a dangerous weapon and then transported to hospital for medical evaluation, due to injuries sustained from the altercation with the other males. While in hospital, he remained under Transit Police custody.

Graffiti – In January 2022, there were nine incidents of graffiti reported over SkyTrain property. The same graffiti tags had been seen elsewhere in the lower mainland. A Transit Police investigation led to the identification of the male suspect. He was arrested wearing the same clothing that he had worn during some of the incidents. During an interview, the suspect stated the tags were his way of getting his name out there and the tag was symbolic of a guardian angel. In February 2022, he was released with an Appearance Notice.

It is noted that in 2022 Q1, the number of assaults were 12% higher than same period in 2021, and 17% higher than the overall average. However, assaults with a weapon were down 58% as compared to same period in 2021, and down 19% from the overall average³.

The number of sexual offence files (primary and assists) for 2022 Q1 was up 24% from 2021 Q1 (26 files/2022 Q1; 21/2021 Q1); however, the monthly average for sexual offences in 2022 Q1 does remain below the overall average. Transit Police takes all reports of sex offences seriously and investigates thoroughly. Transit Police continues to be concerned with possible under-reporting of incidents and promotes reporting through a variety of initiatives, including texting 87 77 77. As done in previous years, Transit Police will be launching another anti-sexual offence campaign for the summer and return to school in the fall.

Stranger Gropings – Between January and April 2022, there were three gropings that occurred on a bus in Vancouver. The male suspect used his umbrella to cover his hands being placed on the thigh of women. Transit Police coordinated with the RCMP Pacific Region “ViCLAS” (Violent Crime Linkage Analysis System) Centre, who was able to use the information to locate an additional file from 2020. CCTV obtained on the three incidents showed the same suspect. The Transit Police General Investigation Unit, Targeted Mobile Enforcement Team and Patrol Officers conducted checks on the 99B line buses in Vancouver and were able to locate the suspect. The suspect was observed wearing the same clothing as worn during two of the incidents. The suspect was arrested by Transit Police and released on an Undertaking with a condition to not be found on buses.

Sexual Assault/Sexual Interference/Assault Police Officer – In March 2022, two victims (one 14 years old) were sexually assaulted in the same day. Through the Compass Card information, Transit Police investigators were able to identify the male suspect. The suspect was arrested by Transit Police at his residence, where he fought with police. The suspect was taken into custody and held for court. The suspect was remanded for a psychiatric evaluation.

There was a 59% increase in number of S. 28 apprehensions under the *Mental Health Act* when comparing 2022 Q1 to 2021 Q1, notwithstanding the reduced ridership. In part, the volume of apprehensions may be due to the focus of Transit Police and other Transit staff to watch out for vulnerable persons and check on wellness, as well transit riders being encouraged to report disorder or issues of safety/concern. Upon assessment at hospital, 81% of those apprehended in 2022 Q1 were admitted, self-admitted or held. The number also shows the dependency on the transit system of this vulnerable group.

³ The ‘overall average’ takes into account data from 2012 onward.

When comparing 2022 Q1 to 2021 Q1, there was a 34% decrease in SMS Text conversations with the Transit Police - Operations Communication Centre that led to a police file being generated. Some of this decrease is attributed to a reduction in complaints about non-compliance of mask wearing by riders as Public Health Orders for the pandemic changed. SMS text 87 77 77 continues to be promoted as a way for transit riders to discretely contact Transit Police when issues of concern arise while on transit.

Criminal Warrant Arrests

One of Transit Police's three Strategic Pillars in the 2022-2026 Strategic Plan is to improve public safety by working closely with our cross regional police partners and developing strategies that prevent crime. In 2022 Q1, Transit Police Officers made 206 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere. The number of warrant arrests in 2022 Q1 was 37% lower than the same period in 2021. The reason for this drop is not known. The number of new charge arrests by Transit Police dropped by 9% in 2022 Q1, as compared to the same period in 2021.



Many warrant arrests arise from on-view work of Transit Police Officers in their Community Service Areas (assigned patrol area), calls for service, confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (such as misuse of a fare gates). However, Transit Police Officers also familiarize themselves with offenders and criminals of concern or offenders wanted through law enforcement intelligence sharing, regional BOLFs (Be on the Look Out For), and the Transit Police Offender Management Program.

Warrant Arrest – Early evening on January 27, 2022, Transit Police were conducting patrols nearby the Surrey SkyTrain Station when they observed a male attempting to conceal drug paraphernalia while walking away from the Officers. The Officers spoke with the male, who verbally identified himself and admitted that he had a warrant but intended on turning himself in the following morning. Police Record queries confirmed two warrants related to the male out of Surrey RCMP and the Combined Forces Special Investigation Unit BC. The warrants related to multiple charges for Driving While Prohibited and Breach of Release Order. The male was arrested and transported to Surrey RCMP cells, where he was held for court.

Misuse of Fare Gates and Provincial Violation Tickets (“VTs”)

Issuance of Violation Tickets (“VTs”) is associated to Transit Police Officers' active observations and enforcement of the provincial offences, including the misuse of fare gates (new legislation in 2017). In comparing 2022 Q1 to 2021 Q1, there was a 20% decrease in the number of VTs. This decrease is reflective of the lower ridership and it may partly be attributed to an adjustment to Transit Police operational deployment models and policing practices during the pandemic. Further, some patrol resources were redirected to the Crime Suppression Team.

Of critical importance to the safety of transit customers/staff and public is how the process of confirming an offender's identity allows Transit Police to learn whether there is a criminal record or conditions of release, and if there are any outstanding warrants to be executed. These warrant arrests contribute positively to the work of our Jurisdictional Police partners and their offender management and community safety/crime reduction efforts.



Canada-Wide Warrant – In March 2022, Transit Police were conducting fare checks at Surrey Central SkyTrain Station, where a male was appearing to evade police in the Station. Transit Police located the male on the mezzanine level of the Station and he stated that he did not have a fare and then pushed through the fare gates. Misuse of fare gates is a Provincial Violation. In order to confirm his identification for the VT, Police Records were queried and this revealed that he had five outstanding warrants (Vancouver Police) for serious charges. The male was arrested by Transit Police and transported to cells for court.

TO: Board of Directors

FROM: Gigi Chen-Kuo, Chief Operating Officer
Christine Dacre, Chief Financial Officer
Alanna Simmons, Manager, Indigenous Relations

DATE: May 30, 2022

SUBJECT: Transit Tariff Amendment - National Day for Truth and Reconciliation

PROPOSED RESOLUTIONS:

That the TransLink Board of Directors:

1. Introduces and reads a first, second and third time the *South Coast British Columbia Transportation Authority Tariff Bylaw Number 147-2022*, attached to this report as Attachment 1, effective September 1, 2022; and
 2. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority Tariff Bylaw Number 147-2022*.
-

EXECUTIVE SUMMARY

Canadians and TransLink employees recognized National Day for Truth and Reconciliation for the first time on September 30, 2021, which was established based on the Truth and Reconciliation Commission (TRC) 94 Calls to Action Report. National Day for Truth and Reconciliation arrived at a critical time in Canada as Indigenous communities uncovered the remains of children from unmarked graves at former residential school sites in the summer of 2021.

In 2021, TransLink designated National Day for Truth and Reconciliation as a statutory holiday for internal staffing purposes. Recognition of National Day for Truth and Reconciliation as a statutory holiday, by enabling off-peak fares, would be a critical step in demonstrating our commitment to Reconciliation, especially as the Enterprise continues to build and maintain positive working relationships with Indigenous Nations and urban Indigenous Peoples through the implementation of the Indigenous Relations Framework.

PURPOSE

The purpose of this report is to recommend for approval by the Board the provision of off-peak fares in recognition of the National Day for Truth and Reconciliation, as part of TransLink's Transit Tariff Statutory Holiday Definition and the corresponding amendments to the *South Coast British Columbia Transportation Authority Transit Tariff* (the "Transit Tariff") to include the National Day for Truth and Reconciliation in the Statutory Holiday Definition effective September 1, 2022.

BACKGROUND

In 2008, the Truth and Reconciliation Commission (TRC) formed as a result of the *Indian Residential Schools Settlement Agreement* (IRSSA). In coordination with residential school survivors, Indigenous leaders, and elders, the TRC released the final report in June 2015 titled the *Calls to Action* which are proposed actions for governments to pursue towards reconciliation and the harms caused by residential schools.

The increased awareness of the tragedies and history of residential schools has become widespread knowledge on a national and global scale since the initial findings in May 2021 of 215 children at Tk'emlúps te Secwépemc in Kamloops, BC. The findings were a result of ground penetrating radar technology (GPR) with funding from the provincial Pathways to Healing Program. The Tk'emlúps te Secwépemc First Nation findings prompted more Indigenous communities to use GPR to investigate former residential school grounds to recover children who never made it home to their families. Indigenous peoples feel immense sorrow and grief as many are re-traumatized by personal and inter-generational experiences of residential schools due to the ongoing findings.

On April 1, 2022, Pope Francis apologized on behalf of the Catholic Church for their role in the residential school system, which is a part of a larger and determined movement towards reconciliation that Canada is working towards. Also, on May 12, 2022, Prime Minister Justin Trudeau and the Vatican announced that the Pope will visit Canada between July 24 to 29, 2022 to deliver a formal apology at three cities – Edmonton, Quebec City, and Iqaluit.

Inaugural National Day for Truth and Reconciliation in Response to Unmarked Graves

The Federal Government of Canada created an annual statutory holiday for National Day for Truth and Reconciliation through Bill C-5 that received Royal Assent on June 3, 2021 after unanimously passing in the Senate. The Bill was fast-tracked through the House of Parliament's third reading and the Senate upon the news of the unmarked graves of former residential school children as a step towards reconciliation.

On August 3, 2021, the BC Minister of Indigenous Relations and Reconciliation and the BC Minister of Finance announced September 30 as a day of commemoration by providing-sector employees to recognize and honour this day by closing schools, Crown corporations, and some workplaces in the health sector.

On August 6, 2021, after the federal and provincial statements, TransLink announced that the Enterprise would also recognize the statutory day and staff would have the day off to reflect on the importance of reconciliation with Indigenous Peoples.

During the week of September 30, 2021, the Enterprise held initiatives to ensure employees were provided with resources to enhance their understanding of residential schools as well as Indigenous histories and culture. There were no changes in the level of services provided to the public.

DISCUSSION

Potential Adoption of a Statutory Holiday for Off-Peak Fares (Prior to BC's Determination)

In 2021, businesses and varying levels of government adopted different approaches for employees to commemorate and reflect on National Day for Truth and Reconciliation; however, the federal and provincial governments, notably, provided a statutory day for employees.

It is not yet known whether National Day for Truth and Reconciliation will be further recognized as a statutory holiday in British Columbia. On September 29, 2021, Premier Horgan and the Ministry of Indigenous Relations and Reconciliation indicated that consultation with Indigenous leaders, organizations and communities will occur “with the **aim of formally recognizing** this important day in BC, in the future¹”. The current provincial statutory holidays list does not include National Day for Truth and Reconciliation nor does the recently released BC *Declaration Act* Action Plan mention outcomes of discussions.

For purposes of the Transit Tariff, TransLink’s Statutory Holidays generally follow the BC Statutory Holidays, except for Boxing Day which is defined as a Statutory Holiday within TransLink’s Transit Tariff but is not recognized by BC.

TransLink could provide off-peak fares for customers as a key step towards reconciliation ahead of any potential announcements by the Province, due to the necessary lead time for collecting reduced fares.

Determination of the Date of Recognition

Currently, National Day for Truth and Reconciliation coincides with Orange Shirt Day which was spearheaded by Phyllis Webstad, a residential school survivor, in the Northern Secwepemc (Shuswap) area of BC. Therefore, it is possible that the future date for the National Day within BC may change from September 30 to avoid overlap.

Rationale for a Transit Tariff Amendment

There are several main drivers to support the proposed Transit Tariff to include National Day for Truth and Reconciliation as a statutory holiday.

- As TransLink strengthens relationships with Indigenous Nations and urban Indigenous people, concrete actions are needed to show our continued commitment to Indigenous peoples.
- The Board has endorsed the Indigenous Relations Framework implementation which is based on supporting Reconciliation and requires the ability to adapt to evolving political and social circumstances.
- A few customers who suffer from personal and inter-generational impacts from tragic residential school experiences expressed their shock and disappointment at paying full fare in 2021 to attend Truth and Reconciliation Day events in the region. The proposed Transit Tariff amendment would avoid this situation in future.
- Indigenous communities, including Squamish First Nation, have launched proactive investigations at former residential school sites, and some have already encountered unfathomable realities.
 - Williams Lake First Nation in B.C. announced 93 preliminary findings at St. Joseph’s Mission.
 - Cowessess First Nation in Saskatchewan uncovered 751 unmarked graves at Marieval.

¹ [Joint statement on Orange Shirt Day and National Day for Truth and Reconciliation | BC Gov News](#)

- Kapawe'no First Nation near Edmonton in Alberta announced a potential for 169 unmarked graves at Grouard Mission.
- Keeseekoose First Nation in Saskatchewan also learned of 54 possible burials at two former residential school sites.
- A significant consideration for National Day for Truth and Reconciliation is to honour and pay respect to Indigenous peoples who have passed or survived the tragedies imposed by residential schools and assimilation policies.
- Aligning the off-peak fare with the staff day of reflection would avoid potential customer confusion.

FINANCIAL IMPACTS

At this time, Management does not recommend reducing holiday and weekend service levels as businesses and organizations have not uniformly adopted National Day for Truth and Reconciliation and may take a few years to make a decision on their participation. Therefore, ridership levels should remain at regular service levels, as most customers will continue to rely on transit for their travel needs. Service levels may be adjusted in future based on ridership.

Table 1 below shows the daily average revenue which includes stored value usage, bank receipts from tap to pay, credit/ debit cards used on vending machines to buy daily compass products and cash collected on buses.

Daily Revenue	Sep-2021		Sep-2019	
Av. Weekday	\$	600,967	\$	1,003,721
Av. Weekend/ Stat holiday	\$	385,806	\$	545,548
Difference	\$	215,161	\$	458,173

Table 1: *The 2019 amounts are normalised to 2021 fare rates for comparison purposes. Current analysis work only reflects data from 2019 or 2021 due to ridership variability and the peak of the COVID-19 pandemic in 2020. September 30th is treated as a statutory day in calculating the average weekend/stat average daily revenue for September 2021.*

CONCLUSION

It is recommended that the Board approve and adopt the South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number **147-2022**.

ATTACHMENTS

Attachment 1: South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 147-2022

Attachment 2: South Coast British Columbia Transportation Authority Tariff Bylaw (*Blacklined to July 1, 2022 Transit Tariff*)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 147-2022

A bylaw to amend the South Coast British Columbia Transportation Authority
2021 Tariff Bylaw Number 140-2021

WHEREAS, pursuant to the *South Coast British Columbia Transportation Authority Act* (the Act), the Authority may, by by-law, assess user fees on persons using the regional transportation system (as defined in the Act) in the transportation service region (as defined in the Act);

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

1. This By-law may be cited as the “South Coast British Columbia Transportation Authority Bylaw Number 147-2022.”
2. The South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 140-2021 is amended as follows:

(a) Part A – Definitions is amended to delete the definition of “Statutory Holidays” and replace it with the following:

“New Year’s Day, Family Day, Good Friday, Victoria Day, Canada Day, BC Day, Labour Day, National Day for Truth and Reconciliation, Thanksgiving Day, Remembrance Day, Christmas Day and Boxing Day.”

3. This Bylaw comes into force and takes effect on September 1, 2022.

READ A FIRST, SECOND AND THIRD TIME this 23rd day of June, 2022.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 23rd day of June, 2022.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel and Corporate Secretary

**SOUTH COAST BRITISH COLUMBIA
TRANSPORTATION
AUTHORITY**

(TRANSLINK)

TRANSIT TARIFF

Effective ~~July~~ September 1, 2022

This Tariff is available for public inspection at:

1. TransLink Head Office, 400 - 287 Nelson's Court, New Westminster
Transit Police Office, 300 - 287 Nelson's Court, New Westminster
2. The following Coast Mountain Bus Company Ltd. offices:
 - Head Office, 13401 108th Avenue, Surrey
 - Vancouver Transit Centre, 9149 Hudson Street, Vancouver
 - Burnaby Transit Centre, 3750 Kitchener Street, Burnaby
 - Hamilton Transit Centre, 4111 Boundary Road, Richmond
 - Surrey Transit Centre, 7740 132nd Street, Surrey
 - Port Coquitlam Transit Centre, 2061 Kingsway, Port Coquitlam
 - SeaBus Administration Office, 2 Chesterfield Place, North Vancouver
3. West Vancouver Transit, 221 Lloyd Avenue, North Vancouver
4. British Columbia Rapid Transit Company Ltd., 6800 - 14th Avenue, Burnaby
5. West Coast Express Limited, 295 - 601 West Cordova Street, Vancouver
6. HandyDART Operator – FirstCanada ULC, 17535 - 55B Avenue, Surrey
7. TransLink Website: www.translink.ca

GENERAL

All persons using TransLink's transit system must comply with this Tariff. This includes, but is not limited to, the requirement to pay sufficient fare and possess valid fare media / proof of payment at all times while in a fare paid zone as more specifically set out herein. Any individual failing to comply with the terms and conditions contained in this Tariff may be subject to fines or any other measures or consequences available to TransLink.

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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PART A - Definitions

In this Transit Tariff, the following terms will have the following meanings:

Add-Fare	Additional fare amount equivalent to the difference in fares as set out in Appendix “2” of this Tariff.
Adult	Person who is not a Child, Youth or Senior.
Adult Fare	<p>Fare required to:</p> <ul style="list-style-type: none"> (i) obtain the Single Fare (Adult) required to travel on Conventional Transit and HandyDART for the applicable Hours and Zones, as set out in Appendix “2”; (ii) obtain an Adult WCE One-Way Fare to travel on WCE Service, for the applicable Hours and Zones, as set out in Appendix “2”; and (iii) travel between Canada Line Bridgeport and Templeton Stations, as set out in Appendix “2” as an Add-Fare, in addition to one of the fares described in paragraphs (i) or (ii) above.
Attendant	A person who is required to accompany and assist an Eligible HandyDART User in using HandyDART service or a HandyCard Holder in using Conventional Transit or WCE Service.
Bus Service	Conventional Bus and HandyDART service provided by or on behalf of TransLink.
Business Day	Any day other than a Saturday, Sunday, or Statutory Holiday.
Bus Transfer	A single use transfer issued to passengers paying by cash or FareSaver for travel on Bus Service. This single use transfer will allow a passenger to transfer between Bus Service buses within the Transfer Time, but is not valid for travel on Conventional SkyTrain and SeaBus or WCE Service.
Card Reader	A card and ticket reader, Fare Gate, mobile validator, bus or rail station validator or any other mechanism implemented by TransLink from time to time, used by passengers to Tap In and/or Tap Out.
Child	Person who is 12 years of age or younger.
Compass Card	A long-term use, reusable electronic Compass farecard or Compass Wearable for transit use in TransLink’s Transportation Service Region and WCE Service and Bus Service to the WCE Mission station in the District of Mission and which is subject to the Compass Card Terms and Conditions of Use.
Compass Card Terms and Conditions of Use	The Compass Card Terms and Conditions of Use as amended from time to time by TransLink in its absolute discretion, a copy of which is posted on TransLink’s website at www.translink.ca .

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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Compass Customer Service Customer service that can be reached by calling 604.398.2042, by emailing or by mail at PO Box 2212, Station Terminal, Vancouver, V6B 3W2.

Compass Customer Service Centre The customer service centre that can be reached by visiting the walk-in centre at Stadium-Chinatown SkyTrain Station.

Compass Fare Media Compass Tickets, Compass Cards and any other electronic Compass fare media issued by or on behalf of TransLink.

Compass Retailer TransLink-authorized vendor of Compass Cards.

Compass Ticket A single or limited use electronic ticket for transit use in TransLink’s Transportation Service Region and WCE Service and Bus Service to the WCE Mission station in the District of Mission and which is subject to the Compass Ticket Terms and Conditions of Use.

Compass Ticket Terms and Conditions of Use The Compass Ticket Terms and Conditions of Use as amended from time to time by TransLink in its absolute discretion, a copy of which is posted on TransLink’s website at www.translink.ca.

Compass Vending Machine A vending machine located outside Fare Paid Zones for the sale of:

- (i) Compass Tickets, Compass Cards (excluding Compass Wearables) or other Compass fare media; and/or
- (ii) Compass fare products which may be loaded or issued on Compass Fare Media,

by or on behalf of TransLink.

Compass Wearable A long-term use, reusable electronic Compass smart-chip enabled wearable product or device, other than a long-term use, reusable electronic farecard or Compass Ticket, issued by or on behalf of TransLink for transit use in TransLink’s Transportation Service Region.

Contactless Payment A contactless payment card or contactless payment method issued by third parties other than TransLink and accepted by TransLink for the purposes of the contactless payment of fares in accordance with this Tariff, but excluding all Compass Fare Media issued by or on behalf of TransLink. TransLink’s accepted contactless payment cards, brands and methods of payment are posted on TransLink’s website at www.translink.ca.

Conventional Bus Transit service provided by or on behalf of TransLink in the Transportation Service Region on transit buses, and a bus service extension between Haney Place Exchange and the WCE Mission station, except SeaBus service, SkyTrain service WCE Service and HandyDART service.

Conventional SkyTrain and SeaBus Transit service provided by or on behalf of TransLink in the Transportation Service Region on SkyTrain and SeaBus, except Conventional Bus service, WCE Service, HandyDART service and Canada Line service between Bridgeport and Templeton Stations.

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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Conventional Transit	Conventional Bus and Conventional SkyTrain and SeaBus transit service provided by or on behalf of TransLink.
Eligible HandyDART User	<p>Person who:</p> <ul style="list-style-type: none"> (i) has a temporary or permanent physical or cognitive disability, confirmed by a medical practitioner, that is sufficiently severe that he or she is unable, without assistance, to use Conventional Transit; and (ii) has completed TransLink’s registration process and has been approved by TransLink as a HandyDART user.
Employee Pass Holder	<p>Person who is:</p> <ul style="list-style-type: none"> (i) an employee or a board member of TransLink or a TransLink subsidiary, or a member of the Mayors’ Council on Regional Transportation; (ii) a spouse or dependant child of an employee described in paragraph (i); (iii) a retired, former full-time employee of TransLink or TransLink subsidiary who retired after 2 or more years of employment (or who, after 5 or more years of employment, ceased employment by reason of medically proven total disability); (iv) a retired, former full-time employee of BC Transit who retired prior to April 1, 1999; (v) a spouse of a person described in paragraph (iii) or (iv) above; (vi) a full-time employee of a HandyDART Operating Company; or (vii) an employee of an Operating Company that has been designated and approved by TransLink as eligible for Employee Passes, and has been issued an Employee Pass as set out in Appendix “2”.
Excursion Fare	<p>If using Stored Value, a fare equivalent to a Single Fare (Adult) or Single Fare (Concession), as applicable, based on the applicable Hours at the Stored Value rate, as set out in Appendix “2”.</p> <p>If using Contactless Payment, a fare equivalent to a Single Fare (Adult) based on the applicable Hours at the Contactless Payment rate, as set out in Appendix “2”.</p>
Exit Ticket	A Compass Ticket purchased from an Exit Ticket Machine that will allow a passenger to proceed through a Fare Gate to exit a Fare Paid Zone upon payment of the fare for such Exit Ticket as set out in Appendix “2”.
Exit Ticket Machine	A vending machine located within Fare Paid Zones for the sale of Exit Tickets.
Fare Gate	A physical fare gate located at the entry and exit points of a Fare Paid Zone.

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- Fare Paid Zones** All transit vehicles (including buses, HandyDART vehicles, SeaBuses, SkyTrain cars and WCE cars), all areas within Fare Gates, regardless of whether such Fare Gates are open or closed, and any other transit property designated as “fare paid zones” from time to time by TransLink.
- HandyCard Holder** Resident of the Transportation Service Region who:
- (i) is a person with a permanent physical or cognitive disability, confirmed by a medical practitioner, which is sufficiently severe that he or she is unable, without assistance, to use Conventional Transit; and
 - (ii) has completed TransLink’s registration process and been issued a HandyCard.
- HandyDART** Custom transit service which provides Eligible HandyDART Users with accessible service from a pick-up location to a drop-off location, in accordance with the policies, procedures and guidelines of TransLink’s Custom Transit Policy & Procedure Manual.
- Hours** Regular Hours and Off-Peak Hours.
- In-System Time** The time from Tap In as set out in Appendix “2” within which passengers may complete their journey and Tap Out without paying additional fare, excluding any applicable Add-Fare which shall remain payable, provided that any Tap In for the last part of the journey must occur prior to the expiry of the Transfer Time.

TRANSLINK – TRANSIT TARIFF	Date: July September 1, 2022
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Maximum Fare	<p>If using Stored Value, the maximum fare will be the Adult Fare or Single Fare (Concession) payable for travel:</p> <ul style="list-style-type: none"> (i) on Bus Service, for travel during Regular Hours and Off-Peak Hours for Bus Service; (ii) on Conventional SkyTrain and SeaBus and WCE Service, for one Zone during Off-Peak Hours for Conventional SkyTrain and SeaBus and WCE Service; and (iii) on Conventional SkyTrain and SeaBus and WCE Service, the maximum number of Zones during Regular Hours, based on the Stored Value rate for Conventional SkyTrain and SeaBus and WCE Service, <p>as set out in Appendix “2”.</p> <p>If using a Period Pass, and travelling outside the Zone(s) within which such Period Pass is valid, the maximum fare will be the applicable Add-Fare, based on the cash rate, as set out in Appendix “2”.</p> <p>If using Contactless Payment, the maximum fare will be the Adult Fare payable for travel:</p> <ul style="list-style-type: none"> (i) on Bus Service, for travel during Regular Hours and Off-Peak Hours for Bus Service; (ii) on Conventional SkyTrain and SeaBus and WCE Service, for one Zone during Off-Peak Hours for Conventional SkyTrain and SeaBus and WCE Service; and (iii) on Conventional SkyTrain and SeaBus and WCE Service, the maximum number of Zones during Regular Hours, based on the Contactless Payment rate for Conventional SkyTrain and SeaBus and WCE Service, <p>as set out in Appendix “2”.</p>
Mobility Device	Wheelchair or scooter required by a passenger with a physical disability.
Off-Peak Hours	Hours of service after 6:30 p.m. from Monday to Friday (excluding Statutory Holidays), and all day on Saturday, Sunday and Statutory Holidays.
Operating Company	A company, including a subsidiary of TransLink, operating transit service on behalf of TransLink.
Period Pass	The electronic equivalent of a pass based on a calendar period (including DayPasses and Monthly Passes), and loaded on a Compass Card, or in the case of DayPasses only loaded on a Compass Ticket.
Proof of Payment	Verifiable Compass Fare Media and Verifiable Contactless Payment, designated as proof of payment in Appendix “2” and personal identification as required in Appendix “2”, with respect only to Bus Service, FareSavers, and Bus Transfers, and with respect only to Conventional SkyTrain and SeaBus, RFID Cards and personal identification as required in Appendix “2”.

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Registered Users	Passengers who have acquired a Compass Card and successfully registered such Compass Card with TransLink on TransLink’s Compass website at www.compasscard.ca , through Compass Customer Service or in person at the Compass Customer Service Centre, all in accordance with the Compass Card Terms and Conditions of Use.
Regular Hours	Hours of service other than Off-Peak Hours.
RFID Card	A long-term use, reusable radio frequency identification fare card issued under the Universal Fare Gate Access Program for opening Fare Gates for transit use on Conventional SkyTrain and SeaBus and which is subject to the RFID Card Terms and Conditions of Use.
RFID Cardholder	Resident of the Transportation Service Region who: <ul style="list-style-type: none"> (i) is a person who travels independently and due to a disability, confirmed by a medical practitioner, is physically not able to tap fare media, without assistance, at a Fare Gate; and (ii) has completed TransLink’s registration process for the Universal Fare Gate Access Program and been issued a RFID Card.
RFID Card Terms and Conditions of Use	The RFID Card Terms and Conditions of Use as amended from time to time by TransLink in its absolute discretion, a copy of which is posted on TransLink’s website at www.translink.ca .
Senior	A person who is 65 years of age or older and holds: <ul style="list-style-type: none"> (i) (ii) a valid driver’s license, passport, birth certificate indicating date of birth; (iii) a Health and Welfare Canada Old Age Security Identification Card; or (iv) equivalent picture identification issued by any national, provincial or state government agency showing age or date of birth.
SkyTrain	Rail rapid transit service on the Expo Line, Millennium Line, including the Evergreen Extension, and Canada Line.
Statutory Holidays	New Year’s Day, Family Day, Good Friday, Victoria Day, Canada Day, BC Day, Labour Day, National Day for Truth and Reconciliation , Thanksgiving Day, Remembrance Day, Christmas Day and Boxing Day.
Stored Value	The electronic equivalent of cash stored on a Compass Card, excluding the deposit payable at the time a Compass Card is acquired in accordance with the Compass Card Terms and Conditions of Use.
Tap In	The presentation and acceptance of Compass Fare Media, loaded or issued with a fare as set out in Appendix “2”, or the presentation and acceptance of Contactless Payment, at a Card Reader as a valid form of fare payment to commence a single transit trip and for entry into a Fare Paid Zone.

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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Tap Out	The presentation and acceptance of Compass Fare Media, loaded or issued with a fare as set out in Appendix “2”, or the presentation and acceptance of Contactless Payment, at a Card Reader as a valid form of fare payment to complete a single transit trip and to exit a Fare Paid Zone.
TaxiSaver Coupons	Coupons that may be: <ul style="list-style-type: none"> (i) purchased by HandyCard Holders from TransLink at 50% of the face value of the coupons; and (ii) used by HandyCard Holders described in paragraph (i) to pay their metered taxi fare, up to the face value of the coupons, when travelling on taxis operated by participating taxi companies in the Transportation Service Region.
Transfer Time	The time from: <ul style="list-style-type: none"> (i) validation of a FareSaver; (ii) issuance of a Bus Transfer; or (iii) Tap In of Compass Fare Media or of Contactless Payment, as set out in Appendix “2”, within which passengers may transfer to another transit vehicle, without paying additional fare, excluding any applicable Add-Fare which shall remain payable.
Transit Employee	Employee of TransLink or its subsidiaries, or an Operating Company, or an employee of an agent or contractor of TransLink or its subsidiary.
Transit Police	South Coast British Columbia Transportation Authority Police Service.
TransLink	South Coast British Columbia Transportation Authority.
Transportation Service Region	All municipalities and rural areas located within the Greater Vancouver Regional District.
U-Pass BC Student	Person who: <ul style="list-style-type: none"> (i) is attending a post-secondary educational institution that has entered into a written agreement with TransLink to participate in the U-Pass BC program; (ii) has been issued a valid student card from such post-secondary educational institution, and displays such valid student card, together with valid government issued photo identification if there is no photograph on the student card; and (iii) has obtained a Compass Card and loaded such Compass Card with the benefits available to the holder of a U-Pass BC.
Verifiable Compass Fare Media	Compass Fare Media loaded or issued with the required fare for the applicable Hours and Zones, as set out in Appendix “2” and Tapped In.
Verifiable Contactless Payment	Contactless Payment which has been Tapped In.

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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- WCE** West Coast Express Limited, a subsidiary of TransLink.
- WCE Service** Commuter rail transit service provided by WCE between Vancouver and Mission.
- Youth** Person who:
- (i) is between the ages of 13 and 18 years (inclusive); and
 - (ii) holds:
 - (A) a valid school identification card issued by any secondary school which displays such person’s photograph, name and school and validated, in the space provided, by an official of the school; or
 - (B) a valid picture identification issued by any national, provincial or state government agency showing age or date of birth.
- Zones** Designated fare zones for Conventional Transit, WCE Service and HandyDART service as shown in Appendix “1” of this Tariff.

Any capitalized fare products referenced in this Tariff, that are not defined above, will have the meanings set out in Appendix “2”.

TRANSLINK – TRANSIT TARIFF	Date: July <u>September</u> 1, 2022
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PART B - Terms & Conditions

1. APPLICABILITY

- (a) The terms and conditions contained in this Tariff are applicable to transit services operated by or on behalf of TransLink within the Transportation Service Region and WCE Service and Bus Service to the WCE Mission station in the District of Mission.
- (b) The use of Contactless Payment, FareSavers and Bus Transfers is governed by this Tariff.
- (c) The use of Compass Fare Media is governed by this Tariff together with the Compass Card Terms and Conditions of Use and the Compass Ticket Terms and Conditions of Use, as applicable. Any inconsistencies between this Tariff and the Compass Card Terms and Conditions of Use or the Compass Ticket Terms and Conditions of Use shall be resolved in favour of this Tariff.
- (d) The use of RFID Cards is governed by this Tariff together with the RFID Card Terms and Conditions of Use. Any inconsistencies between this Tariff and the RFID Card Terms and Conditions of Use shall be resolved in favour of this Tariff.

2. ENFORCEABILITY

- (a) This Tariff is authorized by and made pursuant to the *BC South Coast British Columbia Transportation Authority Act*.
- (b) Any Transit Employee may exercise all of the rights of TransLink under this Tariff and enforce all provisions of this Tariff.

3. SERVICE DELIVERY/NON-GUARANTEE

- (a) Transit services operated by or on or behalf of TransLink are under continuous review and subject to change. While efforts are made to advise the public of service revisions and schedule adjustments, TransLink does not undertake or guarantee that any transit service will be operated in accordance with published timetables and notices, or at all.
- (b) Further, TransLink does not undertake or guarantee that HandyDART service will be operated in accordance with scheduled reserved trips, or at all.
- (c) TransLink, its subsidiaries, and their Boards of Directors and employees, are not responsible for any loss, damage or inconvenience caused by any operating failure, transit service disruption or any lack of or delay in transit service.

4. REFUSAL OF TRANSPORTATION

- (a) TransLink reserves the right to refuse to carry in any transit vehicle, or cause to be removed from any transit vehicle, Fare Paid Zone or other transit property:

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- (i) any person who is sick, intoxicated, boisterous, disorderly or profane, or who for any other reason may be offensive or dangerous or pose a risk to others or their property;
- (ii) any person who does not tender the required fare as set out in Appendix “2” or does not possess and present valid Proof of Payment;
- (iii) any person who, in the sole discretion of TransLink, uses or fails to use a Fare Gate in any manner other than as permitted by this Tariff, the Compass Card Terms and Conditions of Use, the Compass Ticket Terms and Conditions of Use and the RFID Card Terms and Conditions of Use including, but not limited to, proceeding over or under a Fare Gate, forcing a Fare Gate open or closed, holding a Fare Gate open for more than one passenger to proceed through a Fare Gate at one time based on one Tap In (with the exception of Children and Attendants as permitted by subsection 5(i) of this Part B), or vandalizing, damaging or in any way marking a Fare Gate;
- (iv) any passenger with a Mobility Device that a Transit Employee considers unsafe;
- (v) anything (including baggage) that, in the sole opinion of a Transit Employee, might cause inconvenience to others, soil or damage transit property, or represent a safety hazard; or
- (vi) any person who does not comply with the terms and conditions of this Tariff.

5. REQUIREMENT TO PAY FARE AND POSSESS PROOF OF PAYMENT

- (a) Except as otherwise permitted by this Tariff, all persons (other than Transit Employees acting in the course of duty and contractors and licensees of TransLink or any Operating Company requiring access solely for work purposes) boarding a transit vehicle or entering a Fare Paid Zone must:
 - (i) pay an Adult Fare as set out in Appendix “2” prior to boarding a transit vehicle or entering a Fare Paid Zone;
 - (ii) if travelling with a FareSaver or Bus Transfer, obtain a valid FareSaver, or Bus Transfer for an Adult fare as set out in Appendix “2” prior to boarding a Bus Service, and validate such FareSaver as set out in Section 11(a);
 - (iii) if travelling with Compass Fare Media: (A) Tap In the Compass Fare Media loaded or issued with the required fare for the applicable Hours and Zones as set out in Appendix “2” when entering a Fare Paid Zone, and (B) Tap Out the Compass Fare Media loaded or issued with Verifiable Compass Fare Media when exiting a Fare Paid Zone, except as provided in Section 5(c);
 - (iv) if travelling with Contactless Payment: (A) Tap In the Contactless Payment when entering a Fare Paid Zone, and (B) Tap Out the Contactless Payment when exiting a Fare Paid Zone, except as provided in Section 5(c);
 - (v) possess Proof of Payment for the entire duration of his or her journey; and
 - (vi) present Proof of Payment to any Transit Employee upon request.

If using a mobile phone or other contactless device for Contactless Payment, such phone or device must have sufficient battery or charge to complete the journey and Tap Out, and to possess and present Proof of Payment as required in this Tariff.

Failure to comply with the foregoing may result in fines being levied and/or other consequences imposed pursuant to the *BC South Coast British Columbia Transportation Authority Act* and a Maximum Fare being deducted from a Compass Card or charged to a Contactless Payment, if applicable.

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- (b) For passengers using a Compass Card with Stored Value for travel on Conventional Transit, the minimum Stored Value for entry into a Fare Paid Zone is \$0.01. For passengers using a Compass Card with Stored Value for travel on WCE Service, the minimum Stored Value for entry into a Fare Paid Zone is the amount equal to the Adult WCE One-Way Fare for one Zone during Regular Hours, based on the Stored Value rate for WCE Service as set out in Appendix “2”. No minimum Stored Value is required for entry for passengers using a valid Period Pass for travel on either Conventional Transit or WCE Service. For passengers using Contactless Payment, if the Contactless Payment has unpaid fares for previous travel, the passenger will not be able to use the Contactless Payment for travel until the amount owed has been paid in full by calling Compass Customer Service or by visiting the Compass Customer Service Centre.
- (c) Passengers using Compass Fare Media or Contactless Payment for travel on Bus Service must Tap In when boarding a Bus Service vehicle but are not required to Tap Out when departing the Bus Service vehicle.
- (d) Subject to subsection 5(c) above, passengers who Tap In but fail to Tap Out, or Tap Out but fail to Tap In, will be charged a Maximum Fare. Passengers are responsible for ensuring that the same Contactless Payment or Compass Fare Media, as the case may be, used to Tap In is used to Tap Out to avoid being charged Maximum Fare on each such fare media used.
- (e) Passengers will have the Transfer Time and/or In-System Time for the applicable Proof of Payment as set out in Appendix “2”. Passengers using Compass Fare Media or Contactless Payment who transfer to another vehicle and Tap In after expiry of the Transfer Time will be charged the applicable fare as set out in Appendix “2” as if the passenger is beginning a new journey. Passengers who complete their journey and Tap Out (except on Bus Service) after expiry of the In-System Time will be charged an additional fare equal to Maximum Fare.
- (f) Passengers with Compass Cards, Compass Tickets or Contactless Payment may travel at no cost between Canada Line stations located on Sea Island. Passengers without Compass Cards, Compass Tickets or Contactless Payment seeking to travel at no cost between Canada Line stations located on Sea Island must first obtain a zero-value Sea Island Compass Ticket from a Compass Vending Machine. A zero-value Sea Island Compass Ticket will not allow entry to or exit from TransLink’s transit system outside of the Canada Line stations located on Sea Island.
- (g) Passengers using a Compass Card with Stored Value or Contactless Payment for travel who unintentionally enter a Fare Paid Zone and Tap In using Stored Value or Contactless Payment at a SkyTrain station, at a SeaBus terminal or at a WCE Station to begin a new journey, can reverse the transaction if:
 - (i) on Conventional SkyTrain and SeaBus, the passenger Taps Out to exit the Fare Paid Zone at the same SkyTrain or at the same SeaBus station if such Tap Out occurs within 21 minutes after Tap In at the SkyTrain Station or SeaBus terminal; and
 - (ii) on WCE, the passenger Taps Out to exit the Fare Paid Zone at the same WCE Station within 60 minutes after Tap In at the WCE Station.

Passengers can request bus driver to reverse a transaction resulting from an unintentional Tap In on a Bus Service. If the Tap Out on Conventional SkyTrain and SeaBus or WCE Service occurs

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within the applicable In-System Time as set out in Appendix “2” but later than the time periods set out in this subsection 5(g) above, the passenger will be charged an Excursion Fare.

- (h) Except as permitted by this Tariff, Proof of Payment is not transferable and must not be used by any person, unless it was purchased for use by such person at the required fare as set out in Appendix “2”. Use of Proof of Payment by any person other than to whom it was issued or by whom it was purchased is fraudulent use of Proof of Payment.
- (i) Except as permitted by this Tariff, multiple passengers are not permitted to travel on a single Compass Card or Contactless Payment, and all persons proceeding past a Card Reader into a Fare Paid Zone must Tap In. No more than one person is permitted to proceed through a Fare Gate at any one time based on the Tap In of Compass Fare Media loaded or issued with valid fare or Contactless Payment as set out in Appendix “2”, provided that Attendants and Children, as set out in Table “2” (Exemptions) of Appendix “2” are not required to Tap In and may proceed through a Fare Gate together with and at the same time as a HandyCard Holder or accompanying passenger, as applicable, who has Tapped In and possesses sufficient Proof of Payment. A RFID Cardholder is not required to Tap In or Tap Out on Conventional SkyTrain and SeaBus and may proceed through a Fare Gate on Conventional SkyTrain and SeaBus opened by the RFID Cardholder’s RFID Card.
- (j) Any Compass Fare Media, FareSaver, Bus Transfer or RFID Card is invalid if mutilated, altered, taped, waxed, validated more than once (in the case of FareSavers), modified in any manner, or expired. Contactless Payment is invalid if damaged, expired or does not have sufficient battery or charge to Tap In, complete the journey, Tap Out and/or to possess and present as Proof of Payment as required under this Tariff.
- (k) If a Transit Employee is of the opinion that Proof of Payment is being used fraudulently or improperly by any passenger, in addition to any other rights and remedies available to TransLink, the passenger must immediately pay an Adult Fare as set out in Appendix “2” prior to continuing his or her journey and, except in the case of Contactless Payment, surrender the Proof of Payment to the Transit Employee upon request. The passenger will not be entitled to any refund of payment or other compensation with respect to the specific transit trip during which the passenger was required to pay an Adult Fare as set out in this subsection 5(k).
- (l) In addition to any other rights and remedies available to TransLink, if a Transit Employee is not satisfied with the validity of Proof of Payment or identification demonstrating eligibility for any fare as set out in Appendix “2” other than an Adult Fare, passengers must:
 - (i) pay an Adult Fare as set out in Appendix “2”; and
 - (ii) obtain Proof of Payment for an Adult Fare as set out in Appendix “2”,
before continuing their journey.
- (m) If a passenger travelling with a FareSaver or Bus Transfer on Bus Service loses Proof of Payment as set out in Appendix “2” prior to exiting a Fare Paid Zone, the passenger must immediately purchase a new Bus Transfer and retain the Bus Transfer as Proof of Payment for the duration of the passenger’s journey while in a Fare Paid Zone.

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- (n) If a passenger travelling with Compass Fare Media or Contactless Payment on Conventional Transit or WCE Service, who has Tapped In upon entry into a Fare Paid Zone with Compass Fare Media loaded or issued with the required fare, or Contactless Payment, loses Proof of Payment as set out in Appendix “2” prior to Tapping Out and exiting a Fare Paid Zone, the passenger must:
- (i) if travelling on Bus Service, immediately purchase a new Bus Transfer and retain the Bus Transfer as Proof of Payment for the duration of the passenger’s journey while in a Fare Paid Zone; or
 - (ii) if travelling on Conventional SkyTrain and SeaBus or WCE Service, immediately purchase an Exit Ticket and retain the Exit Ticket as Proof of Payment for the duration of the passenger’s journey while in a Fare Paid Zone.

Exit Tickets are available for purchase at Exit Ticket Machines located within SkyTrain and SeaBus stations. Availability of Exit Tickets or any other form of fare media, including Compass Fare Media or Contactless Payment, do not in any manner exempt passengers from being required to possess Proof of Payment at all times while in a Fare Paid Zone and a valid Exit Ticket or other form of Verifiable Compass Fare Media or Verifiable Contactless Payment must be in the possession of the passenger to constitute valid Proof of Payment.

- (o) If an RFID Cardholder travelling on Conventional SkyTrain or SeaBus loses the RFID Card prior to exiting a Fare Paid Zone, the passenger must immediately purchase an alternative form of new Proof of Payment at the full Adult Fare as set out in this Tariff and retain such Proof of Payment for the duration of the RFID Cardholder’s journey while in the Fare Paid Zone.
- (p) All Compass Fare Media, FareSavers, Bus Transfers and RFID Cards are the property of TransLink. All Compass Fare Media, FareSavers, Bus Transfers and RFID Cards or any fare product loaded or stored thereon as set out in Appendix “2”, may be cancelled by TransLink at any time and must be surrendered to TransLink or a Transit Employee upon request.
- (q) For passengers travelling with Contactless Payment:
- (i) Tap In and Tap Out with Contactless Payment authorizes TransLink to charge the applicable fare as set out in Appendix “2”, including any Maximum Fare or unpaid fares, to the Contactless Payment.
 - (ii) If the Contactless Payment is declined when TransLink submits it for payment of the applicable fare, the passenger authorizes TransLink to seek to obtain payment using the Contactless Payment again on a number of additional occasions until payment is made.
 - (iii) If the Contactless Payment is declined when TransLink submits it for payment, TransLink will also attempt to collect any unpaid fares the next time the Contactless Payment is used to Tap In or Tap Out or touched to a Card Reader. Alternatively, any such unpaid fares may be paid by by calling Compass Customer Service or by visiting the Compass Customer Service Centre.

6. FARES OTHER THAN ADULT FARES

- (a) The persons described in Table “1” of Appendix “2” are entitled to use the forms of Proof of Payment described in such table, in accordance with the conditions and restrictions set out therein.

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- (b) Any passenger paying a fare other than an Adult Fare as set out in Appendix “2”, presenting Proof of Payment for a fare other than an Adult Fare as set out in Appendix “2”, or presenting a non-transferable Proof of Payment, must present evidence of eligibility for, or entitlement to, such fare or Proof of Payment to a Transit Employee upon request. The evidence must be satisfactory to any Transit Employee who requests such evidence and must be picture identification issued by any national, provincial or state government agency showing age or date of birth and/or as otherwise required by this Tariff.
- (c) In addition to any other rights and remedies available to TransLink, a Transit Employee is entitled to seize any FareSaver, Bus Transfer, Compass Fare Media and/or RFID Card if he or she is not satisfied as to the validity of the identification produced as proof of eligibility for any fare set out in Appendix “2” other than an Adult Fare, or as to the identity of the holder as being the person indicated on such identification. After seizure, a Single Fare (Adult) or WCE One-Way Fare (Adult), as applicable, as set out in Appendix “2” must be paid. With respect to any form of identification authorized or issued by or on behalf of TransLink, such identification must be surrendered to TransLink or a Transit Employee upon request.
- (d) TransLink reserves the right to withhold any FareSaver, Bus Transfer, Compass Fare Media and/or RFID Card from any person who has not complied with the terms of this Tariff or has previously been required to surrender any FareSaver, Bus Transfer, Compass Fare Media and/or RFID Card.

7. ADD-FARES

- (a) A passenger must upgrade any Proof of Payment for travel in additional fare Zones or for an additional transit service beyond that for which the passenger has already paid by paying, in advance of entering a Zone or use of additional transit service for which the passenger has not paid the applicable fare, an Add-Fare equivalent to the difference in fares as set out in Appendix “2”. Proof of Payment may be upgraded with Add-Fare as follows:
 - (i) ***FareSavers and Bus Transfers*** - FareSavers and Bus Transfers are not valid for travel on Conventional SkyTrain and SeaBus or WCE Service, and therefore are not eligible for upgrading with Add-Fare. Passengers must purchase other forms of Compass Fare Media loaded or issued with a fare as set out in Appendix “2” or Tap In with Contactless Payment for any travel in additional fare Zones or for an additional transit service;
 - (ii) ***Compass Card*** - passengers may purchase Add-Fare by loading a Compass Card with Stored Value at Compass Vending Machines located at the entrance to SkyTrain stations, WCE Stations and SeaBus stations. For passengers travelling on a valid Period Pass who require Add-Fare, the Add-Fare will be charged to the passenger’s Compass Card Stored Value at the applicable cash fare rates set out in Appendix “2”; or
 - (iii) ***Compass Ticket*** - passengers may purchase Add-Fare by upgrading an existing Compass Ticket at Compass Vending Machines located at the entrance to SkyTrain stations, WCE Stations and SeaBus stations, with upgrades to zero-value Sea Island Compass Tickets requiring, in addition to any other fare required by Appendix “2”, the Add-Fare required to travel outside the Canada Line stations located on Sea Island.

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- (b) Passengers must retain upgraded Proof of Payment while in a Fare Paid Zone.

8. EXEMPTIONS FROM PAYMENT/DISCOUNTS

- (a) The persons described in Table “2” (Exemptions) of Appendix “2” are entitled to the exemptions described in such table, in accordance with the conditions and restrictions set out therein.
- (b) The TransLink Board of Directors may, from time to time, reduce the fares as set out in Appendix “2” required to be paid by this Tariff on selected days and for a limited number of days to promote the introduction of new transit services, to encourage the use of specific transit services, or to facilitate travel for special or seasonal events without the necessity of amending this Tariff to reflect such temporary fare modification.
- (c) TransLink and its subsidiaries may, from time to time, provide fare media, including any fare media loaded or issued with a fare as set out in Appendix “2”, at no charge:
- (i) for promotional purposes, service recovery, fare replacement, or advertising; and/or
 - (ii) to specified persons or categories of persons as authorized by resolution of the TransLink Board of Directors from time to time.
- (d) TransLink may, upon request and subject to eligibility, provide Compass Fare Media loaded or issued with a fare as set out in Appendix “2” at no charge to Police Departments within the Transportation Service Region for use by undercover police officers while on duty. Requests should be directed to Transit Police.
- (e) TransLink has absolute discretion in making decisions regarding fare reductions, or provision of FareSavers, Bus Transfers and Compass Fare Media, including those products loaded or issued with a fare as set out in Appendix “2”, at no charge, under this Tariff.

9. PURCHASE OF PROOF OF PAYMENT

- (a) **Conventional Transit** - Compass Fare Media and fares set out in Appendix “2” for travel on Conventional Transit may only be purchased directly from TransLink, an Operating Company or a Compass Retailer as set out in the Compass Card Terms and Conditions of Use and Compass Ticket Terms and Conditions of Use, as applicable. Period Passes for use on Conventional Transit are not available at Compass Vending Machines located at certain WCE stations. Contactless Payment cards which may be accepted by TransLink are issued by financial institutions and not by TransLink.
- (b) **WCE Service** - Compass Fare Media and fares set out in Appendix “2” for travel on WCE Service may only be purchased directly from TransLink, an Operating Company or a Compass Retailer as set out in the Compass Card Terms and Conditions of Use and Compass Ticket Terms and Conditions of Use, as applicable. Compass Tickets for WCE Service are only available at Compass Vending Machines located at WCE stations and Waterfront Station. Contactless Payment cards which may be accepted by TransLink are issued by financial institutions and not by TransLink.

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- (c) **HandyDART** - Adult FareSavers may only be purchased directly from TransLink or an Operating Company while available for sale. Compass Fare Media and fares set out in Appendix “2” for travel on HandyDART may only be purchased directly from TransLink, an Operating Company or a Compass Retailer as set out in the Compass Card Terms and Conditions of Use and Compass Ticket Terms and Conditions of Use, as applicable. Period Passes for use on HandyDART are not available at Compass Vending Machines located at certain WCE stations. Contactless Payment cards which may be accepted by TransLink are issued by financial institutions and not by TransLink.
- (d) **TaxiSaver Coupons** - Each month, a HandyCard Holder is eligible to purchase TaxiSaver Coupons, with a face value of up to \$100, by visiting the Compass Customer Service Centre or through the mail from:

Access Transit Office
400 - 287 Nelson’s Court,
New Westminster, BC V3L 0E7

10. FARE PAYMENT AT TIME OF TRAVEL

- (a) Passengers who have not previously obtained adequate Compass Fare Media loaded or issued with sufficient fare as set out in Appendix “2” or the applicable FareSaver, Bus Transfer or RFID Card as set out in Appendix “2”, must pay their fare at the time of travel as follows:
- (i) **Bus Service** – Passengers must either Tap In with Contactless Payment or pay cash using exact change in Canadian funds and deposited in fareboxes or given to the HandyDART driver for Bus Service. Upon payment of the required cash fare as set out in Appendix “2”, a Bus Transfer will be dispensed and must be retained as Proof of Payment. A Bus Transfer will allow a passenger to transfer between Bus Service within the Transfer Time, but is not valid for travel on Conventional SkyTrain and SeaBus service or WCE Service. If paying by Contactless Payment, a passenger must retain such Contactless Payment used to Tap In as Proof of Payment.
- (ii) **Conventional SkyTrain and SeaBus** – Passengers must either Tap In and Tap Out with Contactless Payment or pay by cash or debit/credit transactions in Canadian funds at Compass Vending Machines for Conventional SkyTrain and SeaBus service. If paying by cash or debit/credit transaction at a Compass Vending Machine, a passenger must purchase a Compass Ticket or load a Compass Card with the required fare as set out in Appendix “2” and retain such Compass Ticket or Compass Card as Proof of Payment. If paying by Contactless Payment, a passenger must retain such Contactless Payment used to Tap In as Proof of Payment.
- (iii) **WCE Service** – Passengers must either Tap In and Tap Out with Contactless Payment or pay by cash or debit/credit transactions in Canadian funds at Compass Vending Machines located at WCE stations or Waterfront Station for WCE Service. If paying by cash or debit/credit transaction at a Compass Vending Machine, a passenger must purchase a Compass Ticket or load a Compass Card with the required fare as set out in Appendix “2” and retain such Compass Ticket or Compass Card as Proof of Payment. If paying by

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Contactless Payment, a passenger must retain such Contactless payment used to Tap In as Proof of Payment.

11. USE OF FARESAVER (BUS SERVICE ONLY)

- (a) A FareSaver must be deposited in the farebox when boarding a bus or collected by a HandyDART driver when boarding a HandyDART vehicle. A valid Bus Transfer must be retained as Proof of Payment while travelling on Bus Service.

12. BULK COMPASS TICKETS

- (a) A person may order by phone or by mail to TransLink, a minimum of 50 Compass Tickets at the applicable Stored Value rate as set out in Appendix “2”. Prepayment is required for all bulk orders. All Compass Tickets purchased in bulk at the Stored Value rate will have a set expiry date of no more than 254 days from the date of issuance.

13. INITIAL SYSTEM CHARGE

- (a) For passengers using a Compass Card with Stored Value for travel on Conventional Transit and Bus Service, a Maximum Fare will be deducted upon Tap In. For passengers using a Compass Card with Stored Value for travel on WCE Service, the amount deducted upon Tap In will be:
 - (i) in the a.m., the fare as set out in Appendix “2” between the originating WCE station and Waterfront Station; and
 - (ii) in the p.m., the fare as set out in Appendix “2” between the originating WCE station and Mission Station.
- (b) For passengers using Contactless Payment for travel on Conventional Transit and Bus Service, an amount up to a Maximum Fare will be pre-authorized to the Contactless Payment upon Tap In. For passengers using Contactless Payment for travel on WCE Service, the amount determined in Section 13(a)(i) and (ii) will be pre-authorized to the Contactless Payment upon Tap In. After the journey is complete, the Contactless Payment will be charged the applicable fare as set out in Appendix “2” for the Zones travelled. The amount of time it takes for the final charge to appear on the statement issued by the applicable financial institution issuing the Contactless Payment card may vary depending upon the applicable financial institution. If more than one journey is travelled by a passenger within a short period using the same Contactless Payment the applicable fares charged as set out in Appendix “2” for such journeys may appear as a single charge or as multiple charges totalling the applicable fares charged.
- (c) For passengers using a Compass Card for travel on Conventional SkyTrain and SeaBus and WCE Service, Compass Cards will be credited upon Tap Out for any difference between the amount initially deducted from Stored Value upon Tap In and the actual fare payable based on the Zones travelled, as set out in Appendix “2”, provided that failure to Tap Out will result in the Maximum Fare being deducted from the Compass Card in accordance with subsection 5(a) of this Part B. For passengers using Contactless Payment for travel on Conventional SkyTrain and SeaBus and WCE Service, the Contactless Payment will be charged upon Tap Out for the actual fare payable based on the Zones travelled, as set out in Appendix “2”, provided that failure to Tap Out will

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result in the Maximum Fare being charged to the Contactless Payment in accordance with subsection 5(a) of this Part B.

14. COMPASS CARD REGISTRATION

- (a) A Registered User who reports his or her Compass Card lost or stolen is eligible for Compass Card deactivation and transfer of all fare products loaded or issued on such registered Compass Card, at the time of reporting such Compass Card lost or stolen, subject to and in accordance with the Compass Card Terms and Conditions of Use. An individual who does not register a Compass Card with TransLink or a Registered User who does not report his or her Compass Card as lost or stolen bears all risk for loss or theft of such unregistered Compass Card, including all fare products loaded or issued on such Compass Card. Additional details respecting the benefits associated with registration, and the registration process, are set out in the Compass Card Terms and Conditions of Use.

15. REFUND POLICY

- (a) TransLink will not consider or grant any requests for refunds or replacements for lost or damaged fare media or Proof of Payment, except as specifically described in this Section 15.
- (b) **Compass Card deposit** - Subject to the Compass Card Terms and Conditions of Use, the deposit paid in accordance with the Compass Card Terms and Conditions of Use at the time a Compass Card is acquired, less any amounts owed to TransLink for transit fare as set out in Appendix “2”, is refundable upon surrender of the cardholder’s Compass Card to TransLink.
- (c) **Stored Value** - Subject to the Compass Card Terms and Conditions of Use, a Registered User may, within a two year period from the date on which the Compass Card was last Tapped In or Tapped Out, request a refund of Stored Value on a registered Compass Card.
- (d) **Period Passes** - Subject to the Compass Card Terms and Conditions of Use, a Registered User may, within 60 days of the date of purchase, request a refund of a Period Pass on a registered Compass Card provided travel has not been initiated on the Period Pass by Tap In or Tap Out of the Compass Card holding the Period Pass and the Period Pass has not otherwise been used by the Registered User.
- (e) **Program passes** - Subject to the Compass Card Terms and Conditions of Use, an individual may request a refund of a program pass as set out in Appendix “2”, if permitted under the terms of the applicable program, by contacting the program administrator.
- (f) **Compass Tickets** - Compass Tickets are not refundable. Compass Tickets purchased in bulk pursuant to subsection 12(a) of this Part B may be replaced at the request of the initial purchaser in accordance with the Compass Ticket Terms and Conditions of Use.
- (g) **FareSavers** - FareSavers are not refundable.
- (h) **Compass Vending Machine malfunctions** - When a Compass Vending Machine issues a receipt indicating that an amount to be refunded was not returned, a product was not dispensed, or

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another malfunction occurred, a refund will be issued in accordance with the Compass Card Terms and Conditions of Use or the Compass Ticket Terms and Conditions of Use, as applicable.

- (i) **TaxiSaver Coupons** - TransLink will (through the Access Transit Office) refund TaxiSaver coupons at 50% of face value to the HandyCard Holder.
- (j) **Contactless Payment** – Fares purchased by Contactless Payment are not refundable. TransLink is not responsible for lost or stolen Contactless Payment, including without limitation cards, devices or other Contactless Payment methods. In the event that a Contactless Payment card is lost or stolen passengers must contact their card issuer as soon as possible. In addition, TransLink is not the responsible for any transaction fees or charges applied by a third party, including financial institutions or Contactless Card issuers, in connection with use of a Contactless Payment.
- (k) **General** -
 - (i) Details respecting refunds for Compass Fare Media, the process for obtaining a refund, and the manner in which refunds will be paid, are set out in the Compass Card Terms and Conditions of Use and the Compass Ticket Terms and Conditions of Use, which are posted on TransLink’s website at www.translink.ca.
 - (ii) No requests for refunds or replacements for lost or damaged Compass Fare Media and/or any fare loaded or issued thereon, FareSavers, Bus Transfers or RFID Cards, or fares purchased by Contactless Payment, other than those, if any, described in this Section 15 and in the Compass Card Terms and Conditions of Use, the Compass Ticket Terms and Conditions of Use and the RFID Card Terms and Conditions of Use, as applicable, will be considered or granted by TransLink, and TransLink reserves the right to require proof of purchase in connection with any refund or replacement.
 - (iii) TransLink reserves the right to restrict the number of refunds for Stored Value or Period Passes granted to an individual in a calendar year.
 - (iv) Notwithstanding the above, TransLink will consider, and in its absolute discretion may grant, requests for partial or complete refunds and/or adjustments or replacements for otherwise valid Compass Tickets, Period Passes or Stored Value that cannot be used due to:
 - (A) transit service being completely shut down for at least for 3 consecutive Business Days (Monday to Friday) in any one month, in which event:
 - a. Stored Value may be granted equivalent to two Stored Value trips of the same Zone purchased, per day or a replacement Compass Ticket if applicable; or
 - (B) illness, as substantiated in writing by a medical practitioner, in which event a prorated refund may be paid in connection with:
 - a. a Period Pass, based on the number of days remaining in the month; or
 - b. Stored Value, based on the remaining balance; or

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- (C) death, upon request from the estate of a deceased person substantiated by a death certificate, in which event a prorated refund may be paid for a monthly pass on a Compass Card, based on the number of days remaining in the month, a full refund may be paid for unused DayPass(es) and/or a refund of the balance may be paid in the case of Stored Value.

The above provisions are not applicable to holders of program passes on Compass Cards, as set out in Appendix “2”.

16. ACCESSIBILITY

- (a) Wheelchair accessible transit vehicles, including HandyDART vehicles, will accommodate Mobility Devices provided the following guidelines are met:
- (i) Mobility Devices:
- must be safe and well maintained with functioning brakes;
 - must not carry any aerials, flagpoles or other projections which could injure others or interfere with the securement of the Mobility Device;
 - must have secure and suitably located compartments to which securement straps can be attached (passengers must ensure that securement straps do not cause damage to the Mobility Device);
 - must be secured only at designated locations on the transit vehicle;
 - for HandyDART service, must have escort handles if passengers require assistance to board HandyDART vehicles;
- (ii) Wheelchair lifts:
- Conventional Bus (including community shuttle) - combined weight of the Mobility Device and passenger must not exceed 205 kgs, and Mobility Device must be smaller than 61 cm wide x 122 cm long;
 - HandyDART - combined weight of the Mobility Device, passenger and HandyDART driver must not exceed 364 kgs, and Mobility Device must be smaller than 94 cm wide and 122 cm long; and
- (iii) passengers in electric Mobility Devices are responsible for controlling the movement of the Mobility Device to ensure safe loading and un-loading.

17. CARRIAGE OF SPECIFIC GOODS

- (a) **Animals** - TransLink has no obligation to carry any animals except assistance animals recognized by the BC *Guide Animal Act* which are assisting or being trained by an accredited animal training school. Small pets, including dogs, cats, rabbits and small fur bearing or feathered pets, may be permitted on Conventional Transit vehicles provided they are in hand held cages.
- (b) **Bicycles and Other Personal Transportation Devices** - Two wheeled bicycles, having a maximum length of 73 inches (185 cm), are permitted on Conventional Transit and WCE cars in accordance with this Tariff, any rules established by TransLink from time to time, and any posted signs. Bicycle trailers are not permitted. TransLink reserves the right to restrict the carriage of bicycles at any time, in its absolute discretion. No motorized bicycles or other personal transportation devices are permitted except as set out in this Tariff or in accordance with rules established by TransLink or posted signs.

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- (c) **Buses** - Bicycles are permitted on exterior bike racks of buses at no additional charge. Passengers travelling with bicycles are required to load and unload the bicycles.
- (d) **SeaBus** - Bicycles are permitted on a SeaBus at no additional charge. Passengers with bicycles must enter the SeaBus through the doorway closest the stern (rear) section.
- (e) **WCE** - Bicycles are permitted in WCE cars at no additional charge, and are limited to two bikes per car.
- (f) **SkyTrain** - Bicycles are permitted in SkyTrain cars at no additional charge, and are limited to two bikes per car on Expo and Millennium lines and two bikes per train on Canada Line.

18. PRIVATE CHARTER SERVICE

- (a) Transit vehicles (with operator or driver) may be chartered at the absolute discretion of TransLink, provided that TransLink’s ability to provide public transit service will not be adversely affected or the transit vehicle is not otherwise required. TransLink reserves the right, in its absolute discretion, to refuse any request for charter service. TransLink will require a written agreement and may require pre-payment of fees and/or payment of a damage deposit prior to providing the charter service.
- (b) TransLink reserves the right, in its absolute discretion, to determine the rates and charges based on the availability and service type. Charter rates will be calculated from the time the transit vehicle leaves its depot or garage until it is returned to the same depot or garage.

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APPENDIX “1”

FARE ZONES

Conventional Transit and Bus Service

Zone 1

City of Vancouver
University Endowment Lands

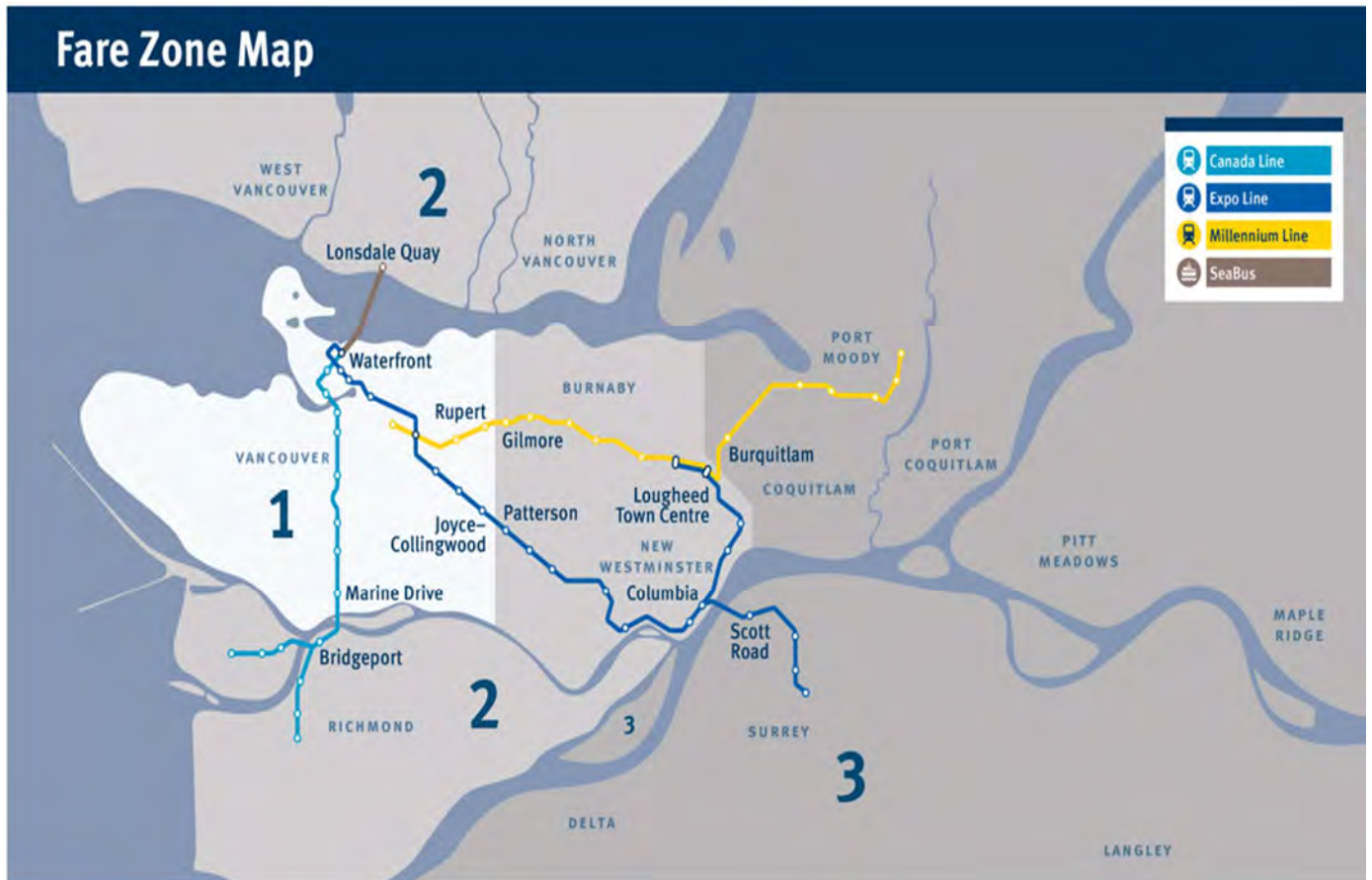
Zone 2

District of West Vancouver
District of North Vancouver
City of North Vancouver
City of Burnaby
City of New Westminster
City of Richmond
Village of Lions Bay
Bowen Island

Zone 3

Corporation of Delta
City of Surrey
City of White Rock
City of Langley
Township of Langley
Village of Belcarra
Village of Anmore
Electoral Area "C" east of Indian Arm
City of Port Moody
City of Coquitlam
City of Port Coquitlam
District of Pitt Meadows
District of Maple Ridge

Conventional Transit and Bus Service – Fare Zone Map



West Coast Express

- Zone 1 Vancouver station (Waterfront station)
- Zone 2 Burnaby [no station yet];
- Zone 3 Port Moody, Coquitlam and Port Coquitlam stations;
- Zone 4 Pitt Meadows, Maple Meadows and Port Haney stations;
- Zone 5 Mission station.

West Coast Express – Fare Zone Map



To: Board of Directors

From: Gigi Chen-Kuo – Chief Operating Officer
Stephanie Redivo – Equity, Diversity, and Inclusion Program Lead

Date: May 23, 2022

Subject: Equity, Diversity and Inclusion Policy

PURPOSE

The purpose of this report is to share TransLink's Equity Diversity and Inclusion Policy with the Board of Directors, for information.

BACKGROUND

Equity, Diversity, and Inclusion (EDI) is one of the priorities set out in TransLink's People Plan approved by the TransLink Board in January 2020.

In July of 2020, the EDI Program Lead was hired to lead the workplace EDI Program at TransLink. The Lead works in concert with the EDI Taskforce made up of employees representing all companies, a variety of roles and different lived experiences. The Lead and Task Force are charged with building awareness of EDI, assessing the current state of EDI across the Enterprise and proposing and delivering various programs to ensure equity in workplace practices, increased diversity in the workforce and inclusion in various Enterprise workplaces.

A key deliverable for 2021 was a 3-year EDI Workplace Framework setting out objectives and programs aimed at embedding EDI into the culture and people practices of the companies that make up the Enterprise. The EDI Workplace Framework was reviewed with the Board and endorsed in July 2021, with emphasis on specific initiatives. One of the foundational pieces noted in the Framework was the development and communication of an EDI vision.

DISCUSSION

The TransLink EDI policy attached as Attachment 1 was co-created by the EDI Lead and the EDI taskforce, with input from various stakeholders, and approved by the Senior Executive Committee in May. The Policy articulates TransLink's vision and commitment to equity, diversity, and inclusion. The policy will be communicated to all TransLink employees and will also be shared with the operating companies.

ATTACHMENTS

Attachment 1 – EDI Policy

**EQUITY, DIVERSITY, AND INCLUSION POLICY
- TRANSLINK POLICY -**

Issued By:	Chief Operating Officer
Approved By:	Senior Executive Committee
Meeting Date:	May 16, 2022
CEO Signature:	_____

1. PURPOSE

The purpose of this policy is to inform all TransLink employees of our commitment to equity, diversity, and inclusion (EDI) and the requirement to abide by the guidelines set out in this policy.

2. POLICY

TransLink is committed to building a diverse, inclusive, and equitable workforce where all Employees can bring their best selves to work every day. It is everyone's responsibility at TransLink to ensure that Employees can show up as themselves at work and in the community.

EDI Vision

One Together, In ALL Ways.

EDI Mission

We aspire to reflect the community we serve by fostering belonging and celebrating all abilities. We do this by coming together to create a stronger transportation network through inclusion.

Our EDI Guiding Principles

- We want to create a workplace where you can be your best self
- We care, we listen, and we act
- We reflect and serve the communities we live in
- We are committed to supporting reconciliation in the work we do
- When we get it wrong, we will own it and do better
- Together, we will strive to remove barriers
- Equity, diversity, and inclusion is part of everything we do

3. APPLICATION

This Policy applies to all Employees.

Responsibilities:

TransLink will:

- Create and actively monitor programs and initiatives to increase diverse representation at every level of the enterprise to reflect the region we live in
- Actively monitor that TransLink has an inclusive environment that is free from discrimination, harassment, and bullying
- Follow TransLink's EDI Guiding Principles
- Embed equity in workplace practices at each stage of the employee lifecycle, including in promotion, training and salaries
- Ensure that all employees are aware of this policy

- Develop, provide and increase awareness of EDI through various educational opportunities
- Encourage the formation of Employee Resource Groups by providing the necessary support

Managers/Supervisors will:

- Set and monitor employee EDI goals to foster diverse representation and an inclusive environment within their teams
- Strive to reduce biases throughout the employee lifecycle
- Strive to create an inclusive environment that is free from discrimination, harassment, and bullying
- Continue to learn about equity, diversity, and inclusion through different opportunities provided by TransLink
- Adhere to this policy
- Be responsible for applying, monitoring, and enforcing this Policy
- Report any behaviour that is contrary to this Policy to the EDI Program Lead

All employees will:

- Respect and acknowledge the diversity of all people
- Support an inclusive environment that is free from discrimination, harassment, and bullying
- Continue to learn about equity, diversity, and inclusion through different opportunities provided by TransLink
- Adhere to this policy

4. DEFINITIONS

Diversity is the existence and recognition of different perspectives, lived experiences and identities among employees.

Employees means all TransLink directors, officers, employees, interns, and students.

Employee Resource Groups (ERG) are voluntary employee-led groups that aim to increase the diversity and inclusivity in their workplace. Individuals within this group frequently share characteristics. For example, they may share gender, ethnicity, religious affiliation, lifestyle, or interests. Employee resource groups provide support and create safe spaces for employees to demonstrate authenticity within the workplace. These groups also encourage allies to join.

Equity is the fair treatment of all employees by identifying and eliminating inequities and providing support based on individual needs.

Inclusion is an intentional process to create an environment of belonging where employees feel supported, celebrated, empowered, and treated with dignity and respect.

5. REPORTING CONCERNS

All Employees are responsible for advising their manager or supervisor if they have concerns or become aware of any conduct that is not consistent with this Policy. If for any reason the Employee is uncomfortable or unable to speak to their manager or supervisor, they are encouraged to discuss concerns with the EDI Program Lead who will address it as appropriate and engage the relevant stakeholders to support.

The EDI Program Lead will determine whether the concern should be addressed under this policy or alternatively should be dealt with under another policy or process (see Section 6). If the EDI

Program Lead determines that the concern is best handled under another policy or process referred to in Section 6, the EDI Program Lead will advise the employee that the concern will be referred to one of the individuals responsible for administering the other policy or process.

6. REFERENCES

Respectful Workplace Policy
Psychological Health and Safety Policy
Director and Employee Code of Conduct Policy
Applicable Collective Agreement

To: Board of Directors

From: Jennifer Breeze, General Counsel & Corporate Secretary

Date: June 9, 2022

Subject: Review of Board Governance Manual and Articles

PROPOSED RESOLUTION:

That the TransLink Board of Directors approves the amendments to the Board Governance Manual, as set out in Attachment 2 to the report dated June 9, 2022 titled “Review of Board Governance Manual and Articles”.

EXECUTIVE SUMMARY

The purpose of this report is to seek the Board’s approval of amendments to the Board Governance Manual as proposed in this report. The amendments include incorporation of the Terms of Reference for the Information Technology Committee of the Board of Directors, as well as revisions to reflect the current organizational structure as a result of organizational changes.

In addition, the Board reviews annually the Articles of the South Coast British Columbia Transportation Authority (the “Articles”). After review, no amendments to the Articles are proposed.

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 17, 2020 Board meeting, and the current version can be accessed online at <https://www.translink.ca/about-us/about-transLink/board-of-directors#board-manual-and-articles>.

TransLink’s Articles are posted on TransLink’s public website at:

<https://www.translink.ca/about-us/about-transLink/board-of-directors#board-manual-and-articles>

The Articles were last amended in 2021 to make amendments to the Skills and Experience Profile for Directors of the Board, and at that time the Board also approved Board Competencies Guidelines to supplement the Skills and Experience Profile set out in the Articles.

DISCUSSION

Articles

On an annual basis, the Board of Directors reviews the Articles, including the Board Skills and Experience Profile set out in Section 13 of the Articles. Should the Board wish 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.

After review, there are no proposed changes to the Articles at this time.

Board Governance Manual

Changes to the Board Governance Manual to be effective June 23, 2022 are redlined in Attachment 2 to this report. The changes reflect:

- The inclusion of the Information Technology Committee, a new standing committee of the Board and the Information Technology Committee's Terms of Reference;
- Updated titles for Officers of TransLink;
- Updated organizational chart (not redlined); and
- Other housekeeping changes.

ATTACHMENTS

Attachment 1 - Articles of the South Coast British Columbia Transportation Authority

Attachment 2 - Board of Governance Manual, blackline

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/VIRTUAL MEETINGS

- 6.1 A director may participate in a meeting of the board by means of virtual meeting technology, 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.
- 8.3 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 am, 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 c.).
- 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:
 - a. 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.
 - b. 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.
 - c. 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:

- Chair Annual Retainer: \$100,000 flat fee
- Director Annual Retainer: \$25,000
- Audit Committee Chair Annual Retainer: \$8,000
- Other Committee Chair Annual Retainer: \$5,000
- Committee Member Annual Retainer: \$3,000
- Meeting Fee: \$1,200

11.2 The payment of the remuneration will be governed by the following guidelines:

- a. Only one meeting fee will be payable for each 24 hour period, regardless of the number of meetings.
- b. 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.
- c. 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.
- d. 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).

- e. 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.
- f. 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.
- g. 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 oversee the operation of TransLink in an efficient and cost effective manner, 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
- Ability to be adaptable and flexible
- 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
- No real or perceived conflicts

13.2 Additional Considerations

Within the context of the required board skills requirements, emphasis should be given to diversity, as broadly defined, which reflects the community throughout TransLink's transportation service region, including gender identity/sexual orientation, cultural heritage, generational/age, persons with disabilities, mobility, visible minorities/Indigenous peoples) and regional representation.

13.3 Specific Skills and Experience

The Board's strategic priorities, and therefore the required skills and experience, change from time to time. However, given the Board's current near and long-term 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 two domains.

- Previous Board experience
- Corporate leadership
- Strategic planning
- Policy experience 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
- Capital project oversight
- Complex procurement processes
- Real estate development
- Community engagement and leadership
- Knowledge of the federal, provincial, and local government environments as well as treaty, unceded and non land-based Nations
- Finance
- Audit and internal controls
- Risk management
- Information technology, cyber security
- Legal
- Safety
- Sustainability
- Environmental strategies
- Marketing and communications
- Human resource processes

The Board of Directors may, from time to time, approve by resolution Board Competencies Guidelines which are supplemental to this Section 13.2 of the Articles for reference by the Screening Panel as a tool to provide additional background and guidance for the Skills and Experience requirements for prospective Board members as set out in Section 13.2 of the Articles.

AMENDED by resolution of the Board passed at the June 17, 2021 meeting.

Original signed by Tony Gugliotta

Tony Gugliotta, Board Chair

Original signed by Jennifer Breeze

Jennifer Breeze, Interim General Counsel &
Corporate Secretary

- Planning and Stakeholder Relations; [and](#)
- [Information Technology](#).

The Board may choose to combine Committees. The Board has established a Charter for each standing Committee and operating guidelines that govern the operations of all Committees. The Board may establish other Committees or task forces as required to assist the Board in meeting its responsibilities.

3.1.11 Committee Chairs and Membership

The Board Chair is responsible to the Board for annually proposing the leadership and membership of each Committee. In preparing recommendations, the Board Chair may consult with the Human Resources and Governance Committee and the CEO, and take into account the preferences, skills and experience of each Director. Committee Chairs and members for the following year are appointed by the Board at the last Board meeting of each year (effective January 1st of the following year) or as needed to fill vacancies during the year.

Committee Chairs and members are appointed for a one-year term and may be reappointed. The Board favours a periodic rotation in committee leadership and membership in a way that recognizes and balances the needs for new ideas, continuity and maintenance of functional expertise.

3.1.12 Task Forces

Task forces are committees of the Board, but differ from other committees in that each task force is established for a specific period of time to undertake a specific task, and then disbanded.

Each task force operates according to a Board approved mandate outlining its duties and responsibilities. The Guidelines for Committees (Section 3.10) also apply to task forces established by the Board.

3.1.13 Compensation

The Screening Panel sets the compensation for the Directors, subject to limits in the SCBCTA Act (based on comparator organizations) and Mayors' Council approval of any changes.⁸ Pursuant to the SCBCTA Act, the Screening Panel conducts an annual review of Director compensation to ensure that Directors are appropriately compensated for their contributions and may make recommendations to the Mayors' Council to vary the compensation payable to Directors. The Mayors' Council may, by resolution, approve or reject any recommendation made by the Screening Panel to vary Director compensation.

The Board is required to incorporate the Screening Panel / Mayors' Council's determination of compensation into the Articles⁹ and set guidelines for the payment of Director compensation and reimbursement of expenses.

⁸ The SCBCTA Act, ss. 180, 181, 182, 184 and 185

⁹ The SCBCTA Act, s 185

3.2.4 Financial Information and Systems

The Board has responsibility to:

- a) ensure through the Finance and Audit Committee that management has established and is applying appropriate audit, accounting and financial reporting principles;
- b) ensure through the Finance and Audit Committee that internal financial, business control and information systems are in place and functioning satisfactorily;
- c) review and approve the annual audited financial statements as recommended by the Finance and Audit Committee;
- d) approve appointment of the external auditors and their fees; and
- e) approve appointment of the internal auditor.

3.2.5 Risk Management

The Board has responsibility to:

- a) understand the key risks of TransLink's operations;
- b) ensure, through regular reviews and assessments, that management has established appropriate systems to identify and manage these risks; and
- c) receive regular reports on the management of material risks to TransLink.

The CEO and CFO of TransLink are responsible for establishing processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks. The principal mechanisms through which the Board reviews risks are the ~~Finance and Audit Committee~~[Board Committees](#), the Corporate Strategy process and an annual risk review by the Board.

3.2.6 Internal Controls

The Board has responsibility to direct management to ensure that systems are in place for maintaining the integrity of and implementing TransLink's internal financial, operating and administrative controls and management information systems.

3.2.7 Monitoring and Reporting

The Board has responsibility to:

- a) direct management to develop, implement and maintain a reporting system that measures TransLink's financial and operational performance against the performance expectations set out in its Corporate Strategy and Business Plans;
- b) monitor TransLink's financial and operational results;

- c) report annually on the operations of TransLink by:
 - i) preparing a Statutory Annual Report containing the information required by the SCBCTA Act¹⁶;
 - ii) providing copies of the annual report to the public at an annual meeting called for that purpose¹⁷; and
 - iii) ensure the timely reporting of any other developments that have a significant and material effect on the performance of TransLink; and
- d) ensure TransLink has the strategies and resources in place to enable TransLink to communicate effectively with the public and stakeholders.

3.2.8 Human Resources

The Board has responsibility to:

- a) appoint and replace the CEO, as appropriate, and monitor and evaluate the CEO's performance;
- b) prepare an executive compensation plan subject to limits set out in the SCBCTA Act (based on comparator organizations) and submit the plan to the Mayors' Council for approval;
- c) approve the CEO's compensation within the bounds of the executive compensation plan approved by the Mayors' Council (or as otherwise permitted under the SCBCTA Act);
- d) provide advice and counsel to the CEO in the execution of the CEO's duties;
- e) acting upon the advice of the CEO and the Finance and Audit Committee, endorse the appointment or termination of the Chief Financial Officer and Internal Auditor;
- f) provide advice to the CEO with respect to the appointment or termination of any of TransLink's Officers ("Officers")¹⁸ other than the Chief Financial Officer as referred to above;
- g) provide advice to the CEO with respect to the human resources strategies and processes for recruitment, appointment and compensation of TransLink's Officers;
- h) ensure plans are made for management succession and development, including ensuring that there is in place:
 - i) a process that would respond to an emergency situation which required an immediate replacement of the incumbent CEO; and
 - ii) criteria and processes for recognition, promotion, development and appointment of management are consistent with the future leadership requirements of TransLink;

¹⁶ The required contents of the annual report are set out in s.13.4 of the SCBCTA Act.

¹⁷ S.13.1 of the SCBCTA Act requires that an annual meeting be held within 6 months of the fiscal year end.

¹⁸ TransLink's Officers other than the Chief Executive Officer include the following: [Chief Operating Officer](#); Chief Financial Officer; Vice President, Human Resources; Vice President, Customer Communications and Public Affairs; Vice President, Real Estate, Commercial Strategy and Innovation; Vice President, Financial Services; Vice President, ~~Infrastructure Management and~~ Engineering; Vice President, Transportation Planning and Policy; General Counsel and ~~Executive Vice President Corporate Services; Associate General Counsel and~~ Corporate Secretary; and Chief Information Officer.

3.3 ANNUAL BOARD AND COMMITTEE CALENDAR

ANNUAL BOARD AND COMMITTEE CALENDAR

AGENDA ITEMS

BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
MARCH						
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					
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 Bylaw	Recommend				Decision	
Environmental Management System Semi-Annual Update	Info					

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Enterprise Risk Management (ERM) Quarterly Updates (including review of ERM results)	Info	Info	Info	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					
Major Capital Projects Status Update	Info				Info	Info
Corporate Sustainability (Annual)	Info					
Quarterly Safety Report	Info					
Semi-Annual Emergency Management Report	Info					
Review of Information Technology Committee Terms of Reference		Info				
Information Technology Committee Checklist		Info				
Quarterly Information Technology 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			

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Provide input into long term transportation strategy – Regional Transportation Strategy (every 5 years)			Info			
Customer Communications and Public Affairs Quarterly Report			Info			
Review Corporate Policies requiring Board approval as relate to Committee’s responsibility			Info			
Discuss Themes for Accountability Report and Annual General Meeting			Info			
HUMAN RESOURCES & GOVERNANCE GENERAL REPORTS						
Review of Human Resources and Governance Committee Terms of Reference				Info		
Review Corporate Policies requiring Board approval as relate to Committee’s responsibility				Info		
Annual Human Resources and Governance Committee Checklist				Info		
Board Calendar				Info		
GOVERNANCE REPORTS						
Review Corporate Policies requiring Board approval as relate to Committee’s responsibility	Info	Info	Info	Info		
Semi-Annual Privacy Management Program Report				Info		
Screening Panel Process, including review Screening Panel Remuneration and Expenses				Info		

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
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
HUMAN RESOURCES REPORTS						
Vice President, Human Resources Quarterly Report				Info		
Review Executive Compensation Plan				Info		Info
Review of Officer Performance and Compensation				Info		
CEO Annual Goals				Recommend		Decision
MAY						
Financial and Performance Report as at Q1 (March 30)	Info					
JUNE						
Internal Audit Reports	Info					
In Camera – Committee and Director, Internal Audit and Performance Management	Info					
Corporate Sustainability Semi-Annual Report	Info				Info	
Annual Enterprise Insurance Program Update	Info					
Enterprise Risk Management (ERM) Quarterly Updates	Info	Info	Info	Info		Info

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
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
Quarterly Safety Report	Info					
Quarterly Information Technology Report		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			
GOVERNANCE REPORTS						
Review Articles and Board Governance Manual, and make revisions if required				Recommend	Decision	
Annual Board Evaluation Process Update				Info		
Corporate Strategy				Info		
HUMAN RESOURCES REPORTS				Info		

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Vice President, Human Resources Quarterly Review				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
AUGUST						
Financial and Performance Report as at Q2 (June 30)	Info					
Key Financial Assumptions for Following Year Budget	Info					Info
SEPTEMBER						
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					

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BOARD AND COMMITTEE MEETINGS	FINANCE & AUDIT	INFORMATION TECHNOLOGY	PLANNING & STAKEHOLDER RELATIONS	HUMAN RESOURCES & GOVERNANCE	PUBLIC BOARD MEETING	IN CAMERA BOARD MEETING
Enterprise Risk Management (ERM) Quarterly Updates	Info	Info	Info	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
Quarterly Safety Report	Info					
Quarterly Information Technology Report		Info				
Semi-Annual Emergency Management Report	Info					
Semi-Annual Access Transit Report			Info		Info	
Investment Plan			Recommend		Decision	
Customer Communications and Public Affairs Quarterly Report			Info			
GOVERNANCE REPORTS						
Semi-Annual Privacy Management Program Report				Info		
Annual Board, Committee, and Director Evaluation Process				Info		Info
HUMAN RESOURCES REPORTS						
Vice President, Human Resources Quarterly Report				Info		
NOVEMBER						
Financial and Performance Report as at Q3 (September 30)	Info					

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DECEMBER						
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 Updates	Info	Info	Info	Info		Info
Third Quarter Commitments in Excess of \$1,000,000	Info					
Corporate Sustainability Semi-Annual Report	Info					
Real Estate Quarterly Update	Info					
Major Capital Projects Status Update	Info				Info	Info
Quarterly Safety Report	Info					
Quarterly Information Technology Report		Info				
Customer Communications and Public Affairs Quarterly Report			Info			
GOVERNANCE REPORTS						
New Board Member Orientation				Info		
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

- n) maintain TransLink's corporate records;
- o) maintain and update as required the Board's policies as contained in this Board Manual;
- p) maintain custody of the minutes and records of the Board; and
- q) ensure proper and timely documentary filings and fulfillment of corporate disclosure requirements to statutory authorities under applicable legislation.

3.9.4 Conflict of Interest

If there is a conflict of interest, actual, potential or perceived, on any particular matter, between the Corporate Secretary's administrative or managerial responsibilities within TransLink and the Corporate Secretary's responsibilities as secretary to the Board, it is the responsibility of the Corporate Secretary to draw it to the attention of the Board through the Board Chair.

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](#);
- e)d) [Information Technology](#).

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

3.10.10 Invitees

A Committee Chair may invite such Directors or such employees of TransLink, as may be considered desirable, to attend meetings and assist in the discussion and consideration of the business of the Committee. Where a Committee Chair, with the concurrence of the Board Chair, invites a Director to participate or attend a Committee meeting, that Director will be compensated for his or her attendance but will not be counted as quorum or a voting member.

Each Committee Chair will advise the CEO when the Committee wishes to use TransLink staff as Committee support. It will be the responsibility of the CEO, or the appropriate member of management, to designate staff for the Committee's assistance.

3.10.11 External Advisors

Each Committee may engage independent advisors at the expense of TransLink when it deems it necessary in accordance with its respective Committee terms of reference.

3.11 FINANCE AND AUDIT COMMITTEE

3.11.1 Purpose

The Finance and Audit Committee has primary responsibility for the financial planning, financial reporting, accounting systems, external audit, internal audit, ~~information technology~~, sustainability and corporate social responsibility, investor relations, management plans and budgets, internal controls and treasury of TransLink vested in Management and overseen by the Board. In addition, the committee's role is to understand TransLink's material business and project risks and to review Management's plans to manage these risks; to assist the Board in carrying out its oversight responsibilities with respect to the planning, development and construction to TransLink's major capital projects; to oversee Management's delivery of the overall capital program; to oversee TransLink's real estate program; to oversee safety and security initiatives; and to make recommendations to the board as appropriate.

3.11.2 Financial Oversight

The Finance and Audit Committee (the "Committee") is responsible for assisting the Board in fulfilling its obligations and oversight responsibilities relating to financial planning, the audit process, financial reporting, ~~information technology~~, the system of corporate controls and, when required, for making recommendations to the full Board for approval.

In the process of overseeing TransLink's audit procedures, the Committee will have unrestricted access to TransLink's personnel and documents, and will be provided with the resources necessary to carry out its responsibilities, including the authorization to engage independent counsel and other advisors as part of this resource requirement.

3.11.6 Capital Program

The Committee will receive an annual update presentation from Management and provide feedback on the overall capital plan for the upcoming year. It will include:

- a) a summary of the capital projects carrying over from previous years;
- b) a summary of reallocations across projects in the previous year and year-to-date; and
- c) a review of the criteria the Management team used to prioritize the projects for the upcoming year, including a short summary of those that did not make the cut.

3.11.7 Real Estate

The Committee will oversee the strategic development of the Real Estate Program and consider the financial implications, associated risks and timing regarding:

- a) the acquisition of real estate;
- b) the disposition of surplus real estate and reallocation of revenues; and
- 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 Auditors

The external and internal 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, [Infrastructure Management and Engineering](#) will provide staff support for engineering and capital-related matters. Other senior staff will also provide support on specific items, as appropriate.

Requirements	Action	Status
Review with TransLink's General Counsel on at least an annual basis any legal matters that could have a significant impact on TransLink's financial statements, to ensure compliance with legal and regulatory requirements.	Review	
Review the evaluation of internal controls by the external auditor, including any recommendations for improvement of TransLink's accounting procedures and internal controls, together with management's response.	Review	
Direct the external auditor's examinations to particular areas of concerns.	Direct	
Internal Audit		
In consultation with the CEO, review and approve the terms of the internal auditor's engagement or termination.	Approve/Decline	
Review and approve the internal audit plan.	Approve/Decline	
Ensure the internal auditor's approach to risk and internal control is appropriate.	Review	
Determine whether the performance of the internal audit is satisfactory, effective and meets the requirements of TransLink.	Review	
Ensure there are adequate resources for the internal control function.	Review	
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	
Information Technology		
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	

Chief Financial Officer and Internal Auditor		
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	
Code of Conduct		
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	

Requirements	Action	Status
Conduct an annual review of TransLink's Communications Policy to ensure that it continues to communicate TransLink's mission, vision and mandate.	Review and recommend	
Customer Service		
Review customer complaints.	Review	
Review survey process.	Review	
Other Responsibilities		
Discuss themes for Accountability Report.	Review	
Complete Committee checklist for review.	Complete and report	
Review Committee Charter/Terms of Reference.	Review and recommend	
Assume other related responsibilities as assigned to the Committee by the Board.	Review/recommend/ implement/lead, as required	

3.14 INFORMATION TECHNOLOGY COMMITTEE

3.14.1 Purpose

The Information Technology Committee has primary responsibility for the information technology and information security of TransLink vested in Management and overseen by the Board. In addition, the committee's role is to understand TransLink's material business and project risks related to technology usage and to review Management's plans to manage these risks; to assist the Board in carrying out its oversight responsibilities with respect to the planning and delivery of TransLink's digital technology strategies, technology operations, major technology capital projects, information security program, and disaster recovery, business continuity, and resiliency program; and to make recommendations to the Board as appropriate.

3.14.2 Technology Delivery Oversight

The Information Technology Committee is responsible for assisting the Board in fulfilling its obligations and oversight responsibilities relating to technology and, when required, for making recommendations to the full Board for approval.

In the process of overseeing TransLink's technology audit procedures, the Committee will have unrestricted access to TransLink's personnel and documents, and will be provided with the resources necessary to carry out its responsibilities, including the authorization to engage independent counsel and other advisors as part of this resource requirement.

3.14.3 Information Security Planning

The Committee is responsible for providing strategic oversight and guidance to the information security program plans, policies, and frameworks for protecting the enterprise’s information technology systems, data, products, and services across all business functions.

3.14.4 Disaster Recovery, Business Continuity, and Resiliency Program

The Committee is responsible for providing strategic oversight and guidance to the technology-related disaster recovery, business continuity, and resiliency capabilities for the enterprise including reviewing applicable plans, policies, and frameworks.

3.14.5 Key Technology Capital Projects

The Board will delegate to the Committee responsibility to assist the Board with oversight responsibilities in respect of certain key technology capital projects or initiatives or a series of projects or initiatives (hereinafter referred to as “Projects”).

Technology projects with a capital value in excess of \$10 million, or those with significant risk or strategic, transformational, or customer-facing benefits will be regularly reported to the Committee.

The Committee will consider the overall project portfolio each year to determine which projects should be regularly reported during the year.

3.14.6 Portfolio and Architecture Planning

The Committee will review Management’s long-term planning associated with major technology investment programs including strategic, tactical, and financial benefits of proposed major projects and technology architecture alternatives, cost-benefit analysis of options identified, and whether the technology programs effectively support the enterprise’s business objectives and strategies.

3.14.7 Technology Risk Management

The Committee is responsible for managing the Board’s role in technology and cybersecurity risk management and mitigation in alignment with overall risk management practices for the enterprise. This will include but is not limited to:

- a) overseeing the Technology Risk Management assessment and ensuring appropriate mitigation measures are in place;
- b) providing guidance to Management in determining the organization’s risk appetite in relation to technology and cybersecurity; and

- [c\) monitoring major initiatives undertaken to improve service delivery and/or operational efficiency as assigned by the Board.](#)

[3.14.8 Composition](#)

[The Committee will be composed of at least three Directors and up to two external Advisors. The Board Chair is an ex officio member but is not counted in establishing quorum and does not vote.](#)

[Committee members will ideally have a working familiarity with technology management practices and/or cybersecurity or project management. External Advisor\(s\) will augment Committee expertise with additional technology or cybersecurity expertise, as required.](#)

[3.14.9 Internal Auditors](#)

[The internal auditors will be notified of the Committee’s meeting schedule and may receive meeting materials relevant to the annual internal audit annual program or as deemed appropriate by the Committee Chair in advance of meetings. The internal 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 internal 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.](#)

[3.14.10 Staff Support](#)

[The Chief Information Officer will provide staff support to the Committee. 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.](#)

[3.14.11 Advisors/Resources](#)

[The Information Technology Committee Chair has authority to retain external advisors and resources up to \\$50,000.](#)

[3.14.12 Responsibilities](#)

[Subject to the powers and duties of the Board, the Committee will perform the duties as outlined in the ‘Information Technology & Security Committee Duties and Responsibilities Annual Checklist’ below.](#)

[The Committee will annually review and complete its checklist at the first quarter meeting of the year. The Committee will report to the Board its compliance with the committee checklist and note any exceptions at the first board meeting of each year.](#)

3.14.13 Accountability

The Committee will report its discussions to the Board by distributing the minutes of its meetings, and where appropriate, by oral or written summary to the Board with respect to every major matter considered since the last meeting.

Supporting schedules and information reviewed by the Committee will be available for examination by any Director upon request to the secretary of the Committee.

The Committee will annually review its terms of reference, and report to the Board as to how it achieved its objectives.

3.14.14 Committee Timetable

The Committee meets at least four times per year to permit timely review of technology project and service delivery progress and oversight of IT security and technology risk. Additional meetings may be held as deemed necessary by the Committee Chair.

The regular timetable for the Committee's activities is reflected in the Board and Committee annual calendar set out in Section 3.3.

3.14.15 Information Technology Committee Duties and Responsibilities Annual Checklist

Requirements	Action	Status
Technology Systems and Internal Controls		
<u>Through discussions with management, internal audit, and external auditors, obtain reasonable assurance that TransLink has implemented appropriate systems of internal control and that they are operating effectively as relates to:</u> <ul style="list-style-type: none"> • <u>technology delivery;</u> • <u>ensuring policy and procedure compliance; and</u> • <u>identifying, monitoring, mitigating, and reporting significant technology risk exposures.</u> 	<u>Obtain reasonable assurance</u>	
<u>Review the evaluation of internal controls by internal or external auditors, including any recommendations for improvement of TransLink's information security procedures and internal controls, together with management's response.</u>	<u>Review</u>	
<u>Direct internal or external auditor's examinations to areas of concern.</u>	<u>Direct</u>	
<u>Periodically report to and consult with the Audit Committee of the Board of Directors regarding IT systems and processes that relate to or affect the Company's internal control systems.</u>	<u>Report</u>	
Information Technology		
<u>Oversee the development, integration, and delivery of TransLink enterprise technology and digital strategies.</u>	<u>Oversee</u>	

Receive regular updates on information technology strategic alignment, value delivery, resource management, risk management, and performance management.	Review	
Information Security Program		
Review and discuss with management the framework, policies, processes, and practices for managing and mitigating cybersecurity risks.	Review	
Review and discuss with management the information security incident response and recovery plan.	Review	
Review and discuss with management the information security strategy and roadmap.	Review	
Disaster Recovery, Business Continuity, and Resiliency Program		
Review and discuss with management the technology disaster recovery plan.	Review	
Review and discuss with management the technology business continuity plans.	Review	
Technology Risk Management		
Understand the material and emerging technology risks to TransLink.	Review	
Receive quarterly reports on how each material technology risk is trending and review management’s risk mitigation strategies.	Review	
Review management’s systems to manage risks.	Review	
Lead an annual review with the Board on TransLink’s material technology risks and management’s systems to eliminate or manage such risks.	Review	
Lead an annual review with the Board of TransLink’s risk culture and risk appetite as it applies to technology.	Review	
During the implementation phase of a project, review with management such items as the following: <ul style="list-style-type: none"> i) the proposed oversight program; ii) risk assessment, management and mitigation strategies; iii) use and choice of outside consultants; iv) the identification of key project milestones and progress in achieving them, including variance analysis and mitigation strategies; v) a regularly updated project risk profile and early warning of key issues or disputes and suggested mitigation strategies; vi) expected completion schedule; and vii) provide regular progress updates to the Board 	Oversee and update	
Key Technology Capital Projects		
Identify key technology capital projects that will be overseen by the Committee.	Identify	
Receive regular reporting on key technology projects.	Review	
Management Oversight		
Annually review TransLink’s operational project management oversight controls and systems.	Review	

Oversee management’s delivery of the overall technology program including its strategies and plans.	Oversees	
Other Responsibilities		
Conduct an annual review of TransLink’s cybersecurity insurance coverage.	Review	
Keep current on emerging best practices in corporate governance relevant to the mandate of the Committee and, as required, recommend changes to the Information Technology Committee Terms of Reference.	Stay informed	
Review such other matters that the Committee or the Board deems advisable or timely.	Review/ recommend/ implement/ lead, as required	
Review Committee Charter/Terms of Reference.	Review and recommend	
Complete Committee checklist for review.	Complete and report	
Assume other related responsibilities as assigned to the Committee by the Board.	Review/ recommend/ implement/ lead, as required	

5.2.9 Board Profile and Succession Plan

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																					

BOARD COMPETENCIES	DIRECTOR									
Previous Board Experience / Leadership										
Corporate Leadership (large, complex orgs and infrastructure)										
Strategic Planning										
Policy Experience re public transportation / road / transit services										
Transportation Operations										
Capital Projects / PPP										
Complex Procurement										
Real Estate Development and Construction										
Community Engagement / Leadership										
Knowledge of Region / Inter-government Environment										
Finance										
Audit / Internal Controls										
Risk Management										
IT / Cyber Security										
Legal										
Safety										
Sustainability										
Environmental Strategies										
Marketing / Communications										
Labour Relations / Human Resources										

5.3 DIRECTOR ORIENTATION

5.3.1 Introduction

New Directors become members of TransLink’s Board due to their judgment, experience and knowledge. In order to capitalize on these assets as soon as possible, Directors receive a comprehensive orientation.

Committee Chairs will have a relationship with their Officer counterparts in relation to managing the work of the Committee as follows:

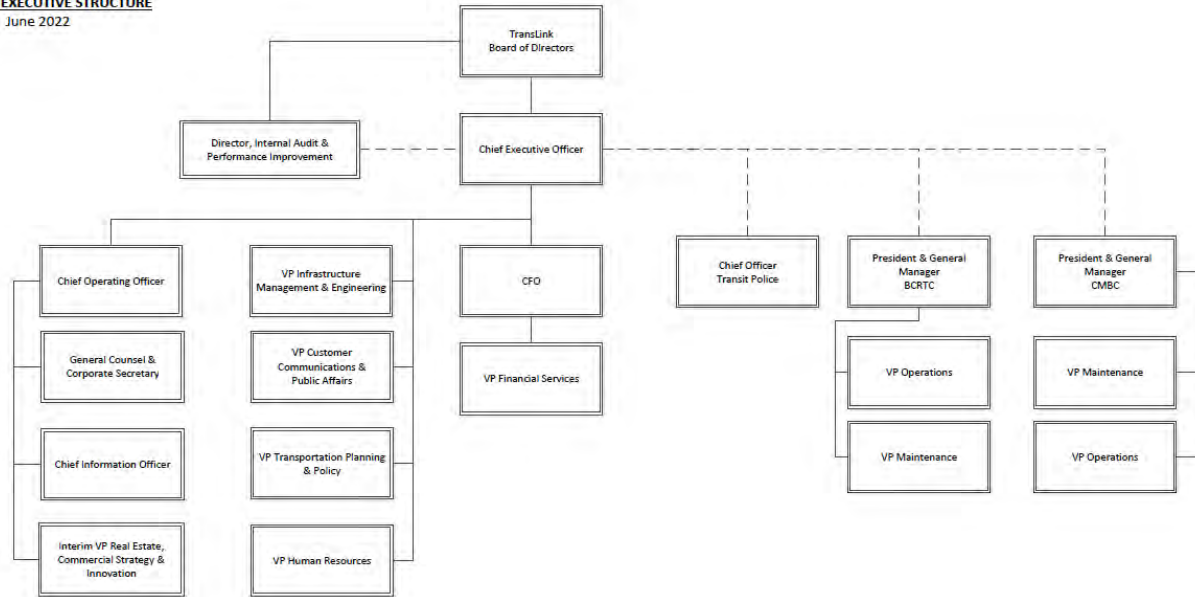
Committee	Officer Counterpart
Finance and Audit	Chief Financial Officer; Vice President, Infrastructure Management and Engineering ; Vice President, Financial Services
Human Resources and Governance	Vice President, Human Resources; Associate General Counsel and Corporate Secretary
Planning and Stakeholder Relations	Vice President, Customer Communications and Public Affairs; Vice President, Transportation Planning and Policy
Information Technology	Chief Information Officer

5.8.5 Spokesperson

The Board Chair is the spokesperson for the Board. Directors should not communicate to an external body on behalf of the Board or TransLink without the express prior direction from the Board Chair or Board. If directed by the Board Chair, a Director may speak on behalf of the Board at events. The TransLink Communications Department is available to assist with speaking remarks and help prepare the Board Chair or Director for potential questions about current issues.

The Board Chair and Directors should be aware that they may be seen as representatives of the TransLink enterprise in public forums (including social media channels) and therefore any comments on transit and transportation topics may be perceived as representing TransLink's official position.

TRANSLINK EXECUTIVE STRUCTURE
June 2022



7.2 SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY ACT

The *South Coast British Columbia Transportation Authority Act* may be found at:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_98030_01

7.3 ARTICLES

The Articles may be found at:

http://www.translink.ca/-/media/Documents/about-translink/governance-and-board/articles/Articles_SCBCTA.pdf

https://www.translink.ca/-/media/translink/documents/about-translink/governance-and-board/board-of-directors/manuals-and-articles/articles_scbcta.pdf

- **“MRN”** means the major road network.
- **“Officers”** means the following positions: Chief Executive Officer; Chief [Operating Officer](#); Chief Financial Officer; Vice President, Human Resources; Vice President, Customer Communications and Public Affairs; Vice President, Real Estate, Commercial Strategy and Innovation; Vice President, Financial Services; Vice President, [Infrastructure Management and Engineering](#); Vice President, Transportation Planning and Policy; ~~General Counsel and Executive Vice President Corporate Services~~; ~~Associate~~ 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.

TO: Board of Directors

FROM: Sarah Ross, VP Transportation Planning & Policy

DATE: May 25, 2022

SUBJECT: Bowen Island Transit Services Contract Award

RECOMMENDATION

That the Board of Directors authorizes:

- A. Management to negotiate a service contract with First Canada ULC to operate transit services on Bowen Island beginning January 1, 2023 for an initial term of four years, with the option to extend the term for two additional two-year periods; and
- B. The Chief Executive Officer or his designate to execute a contract with First Canada ULC to operate transit services on Bowen Island, on terms satisfactory to the CEO.

EXECUTIVE SUMMARY

Bowen Island transit service is operated under contract and a procurement process has been underway to determine who will deliver the service for the next four years, commencing Jan 1, 2023. An RFP was issued on June 30, 2021 and since then, staff have been engaged in a rigorous procurement process to gain an understanding of the current market, assess prospective vendors, and provide recommendations for a successful proponent.

Management is seeking approval to execute a contract with First Canada ULC, for the provision of Bowen Island transit services. First Canada ULC's proposal presented a strong case for responsible use of public resources, combined with assured ability to continue operations and improve upon the customer experience. This new contract will introduce TransLink's established contracted services terms and conditions which puts tools in place to better monitor and manage performance and to ensure that Key Performance Indicators are consistently achieved.

BACKGROUND

Bowen Island transit service is operated under contract in alignment with 2007 Board policy that recommends a portion of community shuttle services be delivered by private sector contractors and awarded through competitive procurement. Bowen Island transit service is comprised of three routes, which provided approximately 40,000 annual boardings per year prior to the pandemic.

On November 28, 2016, TransLink entered into a service operating contract with First Transit ULC to operate the three bus routes on Bowen Island. The term of the agreement ran from January 1, 2016 to December 31, 2019, with options to extend the contract up to a further two additional years. At the end of 2019, TransLink exercised the option and the contract to operate the transit service on Bowen Island was extended to the end of 2021.

At its November 2021 meeting, the Board authorized Management to negotiate and execute a one-year service contract extension with First Transit to operate the transit service on Bowen Island from January 1, 2022 to December 31, 2022. This was to provide sufficient time for the negotiation and award of a new contract with the successful proponent of the RFP. This also allowed for sufficient transition time, should there be a change in the provider. An update on the negotiation process was provided at the Board meetings in March 2022.

DISCUSSION

Procurement process

On June 30, 2021, TransLink issued a Request for Proposal (RFP) for the provision of transit services on Bowen Island. Proponents were given four weeks to respond to the RFP. An additional two-week extension was requested and granted for a total of six weeks response time for proponents.

The structure and content of the RFP focused on qualifications, experience, and suitability of the proponent to deliver the service. Procurement-related activities, such as clarification and evaluation, ran from August 2021 to February 2022. Notice of preferred proponent was issued to First Transit on February 16, 2022.

Proponents were asked to provide detailed responses to questions structured into technical areas to demonstrate how they would achieve the requirements. These areas involved:

- Qualifications and experience, including company experience and qualifications of key personnel
- Operations management, including overall performance of the services
- Personnel management, including recruitment, training and retention of personnel
- Health and safety, including programs for personnel and vehicle operations
- Cost management, including budget monitoring and cost control procedures
- A facility location from which to operate the services and safely store the buses
- Vehicle cleanliness and maintenance, including established COVID-19 protocols and a detailed vehicle maintenance plan
- Technology and information management, including software management, data security)
- Detailed transition plan outlining necessary changes to start a new contract (if not the incumbent provider)

Other technical information was collected regarding operating procedures and policies, environmental practices and fare collection management. Proponents also described how service levels and performance standards would be achieved to ensure a high-level of customer experience and operational efficiency.

Proponents were required to submit detailed pricing information, corporate financial information, and proposed contract deviations as part of the commercial component of the RFP.

Proposal Review and Evaluation

The evaluation team was composed of representatives from TransLink System Planning, Strategic Sourcing and CMBC Operations. An evaluation framework and weightings based on technical and commercial components was established in advance of the competition being released to the marketplace.

Commercial evaluation information was not provided to the evaluation team until after the initial technical review was completed. Subject matter experts in corresponding business areas within the enterprise were consulted to provide feedback on components of proposals.

Four proposals were received and two of the four organizations were shortlisted based their scoring on the above criteria. Staff initiated a clarification process with the shortlisted organizations through which a number of technical and commercial questions were asked. The clarification process refined the technical and pricing information, final scoring, and ultimately, the selection of a successful proponent.

Recommendation

First Canada ULC achieved the highest overall score.

Technical assessment

The technical assessment was very competitive, with both short-listed proponents demonstrating the ability to manage the transit operations for Bowen Island, given their considerable experience in running similar operations within British Columbia and in neighbouring provinces. Both proponents scored similarly high on the technical assessment.

First Canada ULC demonstrated a strong knowledge of the operations, customers, and deficiencies in the system. While its proposal also presented the least risk in terms of transition, facility, staffing and vehicle maintenance, the information provided for the reporting component was not as strong and did not demonstrate use of the latest systems or technology for monitoring and reporting.

Commercial assessment

First Canada's proposal was the most competitive option in the commercial evaluation. Their pricing model takes advantage of economies of scale in existing operations (e.g. Langley Community Shuttle Services) and is able to offer reduced cost in maintenance work and in overall operations of the system.

Considering the technical and commercial evaluation, First Canada's proposal presented a strong case for responsible use of public resources, combined with assured ability to continue operations and improve upon the customer experience. The few areas identified for continued improvement in First Canada's current contract, like the use of technology in operations and performance management, will be addressed in the new contract as discussed below.

Negotiations and Contract Award

A new contract will introduce TransLink's established contracted services terms and conditions which puts tools in place to better monitor and manage performance and to ensure that Key Performance Indicators (KPIs) are consistently achieved. As part of this new contract, TransLink will include specific criteria regarding the potential impacts for non-performance of the services that are similar to other community

shuttle services. These include such impacts as; number of customer complaints per service hour and on-time performance. The new contract stipulates which performance metrics must be measured, financial levers that will be used if metrics are not achieved, and how performance issues will be tracked. These KPIs were not included in previous contracts for Bowen Island transit services. The KPIs included are consistent with TransLink's established requirements and follow industry standards.

Through its proposal, First Canada ULC committed to working with TransLink to implement new performance standards and systems prior to service commencement in 2023. TransLink will work to complete the contract negotiations by the end of June 2022.

CUSTOMER IMPACT

Through improved contract management, the new performance monitoring and reporting measures will make it easier to identify and address issues in service delivery, like on-time performance and schedule adherence. This will result in better operations and ultimately enhanced customer experience. This recommendation also ensures service continuity for existing Bowen Island transit services until the end of the new contract term in 2026.

FINANCIAL IMPACT

Expenses associated with the new contract are built into the 2022 Investment Plan and no financial impacts are anticipated as a result.

TO: Board of Directors

FROM: Sarah Ross, VP Transportation Planning and Policy
Zak Bennett, Senior Planner – Transportation Planning and Policy

DATE: May 30, 2022

SUBJECT: Proposed Metro 2050 Regional Growth Strategy

PROPOSED RESOLUTIONS:

That the TransLink Board of Directors:

- A. Accept the proposed Metro 2050 Regional Growth Strategy (Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022) as presented in the letter from Metro Vancouver dated May 3, 2022, attached as Attachment 1 to the report “Acceptance of the Proposed Metro 2050 Regional Growth Strategy” dated May 30, 2022; and
- B. Request that Management forward confirmation of the Board resolution of acceptance of Metro 2050 Regional Growth Strategy (Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022) to Metro Vancouver Regional District.

EXECUTIVE SUMMARY

Metro Vancouver recently issued a request for acceptance of the Metro 2050 Regional Growth Strategy (RGS) by affected local governments, which by definition includes TransLink. This request is a requirement under legislation for regional districts, and TransLink is required under our enabling legislation to review policies which may have regional transportation implications.

Metro 2050 represents the culmination of years of effort and engagement across the region, including close coordination between Metro Vancouver and TransLink in the respective development of the mutually supportive Metro 2050 and Transport 2050 strategies. TransLink has provided feedback over the course of Metro 2050’s development and the strategy addresses and reflects that input. Management recommends that the Board of Directors accept Metro 2050, recognizing the high degree of alignment with the regional transportation goals and outcomes of Transport 2050.

PURPOSE

TransLink has received a request from the Metro Vancouver Board of Directors to accept its proposed Metro 2050 Regional Growth Strategy pursuant to requirements of the *Local Government Act*. The purpose of this report is to respond to that request and recommend that the TransLink Board of Directors accept the proposed Metro 2050 Regional Growth Strategy dated April 2022.

BACKGROUND

Legislative Context

For the purposes of the Regional Growth Strategy (RGS), TransLink is considered an “affected local government”, and the *Local Government Act* (LGA) stipulates that, before final adoption of the RGS, Metro Vancouver seek acceptance of the draft Strategy by affected local governments. TransLink is further mandated under the *South Coast British Columbia Transportation Authority Act* (SCBCTA Act) to provide a regional transportation system that supports the Regional Growth Strategy as well as to review and advise Metro Vancouver regarding any regional transportation system implications of the RGS.

Metro 2050 Overview and Process

Metro 2050 is the Metro Vancouver update to Metro 2040, the existing RGS, and will be the region's collective vision for how growth (population, housing and jobs) will be managed to support complete, connected, and resilient communities, protect important lands, and ensure the efficient provision of urban infrastructure like transit and utilities. Metro Vancouver is working towards adoption by the Metro Vancouver Board and seeking acceptance of Metro 2050 from all member jurisdictions, TransLink, and adjacent regional districts.

Metro 2050 is intended to be an update to the current Metro 2040 regional growth strategy, which has been comprehensively reviewed. The update is being undertaken to extend the regional growth strategy to 2050, consider significant drivers of change, improve policies, and integrate with Transport 2050, the regional transportation strategy (RTS). Metro 2050 represents the culmination of a work program begun by Metro Vancouver in 2019 and inclusive of significant input from across the region.

Despite delays due to the COVID-19 pandemic, a significant project milestone was achieved in July 2021 with the release of the draft Metro 2050. This release included an invitation to the public and to affected local governments, including TransLink, to provide comments. The draft strategy was reviewed by TransLink staff, who prepared a draft response letter for review by the Board. The Board provided substantive feedback during this process, resulting in the letter provided to the Metro Vancouver Board in October 2021 (see Attachment 2).

DISCUSSION

Coordination and engagement of Metro 2050 and Transport 2050

Throughout the development of both Transport 2050 and Metro 2050, TransLink and Metro Vancouver staff have worked together to co-develop policies and ensure alignment between the two regional strategies, which are meant to be mutually reinforcing documents. In addition to the formal Board feedback on the draft Metro 2050, TransLink staff have also provided input through participation on the Metro 2050 Intergovernmental Agency Committee and in working meetings with Metro Vancouver staff. Similarly, Metro Vancouver was closely involved in the development of Transport 2050 through participation on TransLink’s Regional Agency Advisory Committee and staff working groups.

Draft Metro 2050 and TransLink feedback

TransLink’s draft Metro 2050 feedback supported the new growth management tools aligning land use and transportation while noting that the broader growth framework was too complex. TransLink also sought further coordination on planning with Indigenous communities, incentivizing frequent transit

development areas designation, clarifying affordable housing targets, parking policies, and managing industrial lands.

Metro 2050 was adjusted based on TransLink feedback, including simplification of frequent transit development area sub-types, clear inclusion of the major transit growth corridor criteria and identifying parking policy and land speculation mitigation as areas for future work. Based on the balance of comments from across the region, some areas, such as affordable housing targets, were not amended. An issue and response table provided by Metro Vancouver outlines all comments received and details the resulting changes.

Overall, Metro 2050 is closely aligned with the Transport 2050 goals. This includes policies limiting sprawl and for complete communities supporting walking, rolling and transit. Metro 2050 also aligns the major transit growth corridors, a new organizing principle shaping population and employment growth, with Transport 2050's Major Transit Network, characterized by higher order fast and reliable transit. This coordination of land use and transportation is fundamental to the success of both Metro 2050 and Transport 2050, demonstrating the successful co-development of each regional strategy.

Metro Vancouver Board discussion and seeking TransLink acceptance

At a January 2022 Metro Vancouver Board meeting, some members wanted to embed stronger climate actions into Metro 2050, and others had concerns around housing, land speculation and tree canopy coverage. As a result, Metro Vancouver staff were directed to undertake an additional month of outreach with regional municipalities. Metro 2050 was adjusted based on this outreach and a resolution considering an early Metro 2050 amendment to strengthen climate action language and policy was included.

Metro 2050 was given first and second reading on March 25, 2022, by the Metro Vancouver Board, followed by a public hearing on April 20, 2022. The Metro Vancouver Board resolved on April 29, 2022, to refer Metro 2050 to affected local governments, including TransLink, for acceptance. Local governments have 60 days to accept or reject Metro 2050 by resolution and full acceptance is required before final adoption by Metro Vancouver. The notification letter sent was sent on May 3, 2022, to TransLink (see Attachment A), and a response to Metro Vancouver is sought by July 2, 2022.

CONCLUSION

TransLink has been closely engaged with Metro Vancouver in the development of the Metro 2050 RGS update throughout the process. The Metro 2050 strategy reflects this involvement while reinforcing and complementing the vision and goals of Transport 2050, the regional transportation strategy. Taken together, Metro 2050 and Transport 2050 will ensure close coordination of land use with transportation investments, advancing a more affordable and sustainable region which is supportive of positive regional transportation outcomes. Staff recommend that the Board approve Metro 2050 and provide notice to Metro Vancouver via resolution of its support.

ATTACHMENTS

Attachment 1 - Letter to CEO Kevin Quinn, received May 3, 2022, from Metro Vancouver Board Chair Sav Dhaliwal regarding "Submission of *Metro 2050* for Acceptance by Affected Local Governments"

Attachment 2 - Letter to Chair Sav Dhaliwal, sent October 22, 2021, from TransLink Board Chair Tony Gugliotta regarding "July 14, 2021: Draft *Metro 2050*: Referral for Comment"

May 3, 2022

File: CR-12-01
Ref: RD 2022 Apr 29

Mr. Kevin Quinn, Chief Executive Officer
TransLink
400-287 Nelson's Court
New Westminster, BC V3L 0E7
VIA EMAIL: Kevin.Quinn@translink.ca

Dear Mr. Quinn:

Submission of *Metro 2050* for Acceptance by Affected Local Governments

Metro Vancouver has been working closely with member jurisdictions, local First Nations, and other agencies and organizations over the past three years on the review and update of the regional growth strategy. Thank you for your participation and thoughtful contributions to the *Metro 2050* process. *Metro 2050* will replace *Metro Vancouver 2040: Shaping our Future*, and will guide land use decisions in Metro Vancouver over the coming decades.

Metro 2050 introduces important new and enhanced policies that will help Metro Vancouver, member jurisdictions, TransLink, and other parties address the significant challenges facing this region - including climate change, housing affordability, equity, and resilience - and will advance our shared vision for a sustainable, prosperous, and livable region.

Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022, was given first and second readings by the Metro Vancouver Board on March 25, 2022, and a public hearing was held on April 20, 2022. At its meeting of April 29, 2022, the Metro Vancouver Board resolved to refer *Bylaw No. 1339, 2022* to all affected local governments (signatories) for acceptance. A copy of the Bylaw and the accompanying report dated April 22, 2022, titled "*MVRD Regional Growth Strategy Bylaw No. 1339, 2022, a bylaw to adopt Metro 2050 – Public Hearing Minutes and Bylaw Referral for Acceptance*" is attached.

In accordance with Section 436 of the *Local Government Act*, affected local governments must, by way of a council resolution submitted to Metro Vancouver and within 60 days of receipt of this notice, accept the regional growth strategy. The *Local Government Act* affirms that if an affected local government fails to act within the period for acceptance, it is deemed to have accepted the regional growth strategy.

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If an affected local government does not accept the regional growth strategy, it must indicate by way of a resolution within the sixty (60) day period: (a) the provision(s) to which it objects, (b) the reasons for its objection, and (c) whether it is willing that a provision to which it objects be included in the regional growth strategy on the basis that the provision will not apply to its jurisdiction.

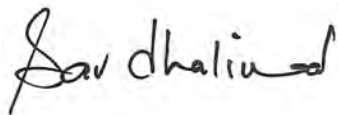
Upon the conclusion of the acceptance period, Metro Vancouver staff will be reporting to the Metro Vancouver Board at its July 29, 2022 meeting on the status of affected local government acceptances, and, if appropriate, whether third reading and adoption of *Bylaw No. 1339, 2022* may be considered. Correspondingly, this will repeal *Metro 2040* (i.e. *Greater Vancouver Regional District Regional Growth Strategy Bylaw No. 1136, 2010*, as amended).

At the April 29, 2022 Metro Vancouver Board meeting, staff provided a summary of the engagement on the development of *Metro 2050* over the past three years. The Board expressed that this would be helpful context for member jurisdictions, and asked that the presentation be attached to the consideration of acceptance letter and email going to affected local government Councils and Boards. Please find attached the presentation titled "*Metro 2050: Public Hearing and Referral for Acceptance*".

Council resolutions can be sent to Chris Plagnol, Corporate Officer, Metro Vancouver, by email at Chris.Plagnol@metrovancover.org.

If you have any questions about the regional growth strategy or the process for adopting the Bylaw, please do not hesitate to contact Heather McNell, General Manager, Regional Planning and Housing Services, by email at Heather.Mcneil@metrovancover.org or by phone at 604-436-6813.

Yours sincerely,



Sav Dhaliwal
Chair, Metro Vancouver Board

SD/JWD/hm

cc: Sarah Ross, Acting Vice-President, Transportation Planning and Policy, TransLink
Andrew McCurran, Director, Strategic Planning & Policy, TransLink
Jerry W. Dobrovlny, Commissioner/Chief Administrative Officer, Metro Vancouver
Heather McNell, General Manager, Regional Planning and Housing Services, Metro Vancouver
Chris Plagnol, Corporate Officer, Metro Vancouver

Enclosures:

1. Report dated April 22, 2022, titled “*MVRD Regional Growth Strategy Bylaw No. 1339, 2022, a bylaw to adopt Metro 2050 – Public Hearing Minutes and Bylaw Referral for Acceptance*”
2. *Metro Vancouver Regional District Regional Growth Strategy Bylaw No. 1339, 2022*
3. Presentation – *Metro 2050* Public Hearing Report and Referral for Acceptance

All enclosures can also be found at this link:

<https://cloudshare.metrovancouver.org:5001/sharing/3wjoLF21c>



TransLink
400 - 287 Nelson's Court
New Westminster, BC V3L 0E7
Canada
Tel 778.375.7500
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South Coast British Columbia
Transportation Authority

October 22, 2021

Sav Dhaliwal
Chair, Metro Vancouver Board
Metro Vancouver
Metrotower III, 4730 Kingsway
Burnaby BC, V5H 0C6

RE: July 14, 2021 Letter: Draft *Metro 2050*: Referral for Comment

Dear Chair Dhaliwal,

Thank you for your letter dated July 14, 2021 and the opportunity to comment on Metro Vancouver's draft Regional Growth Strategy (RGS), Metro 2050. Our understanding is that for the purposes of the Regional Growth Strategy, TransLink is considered an affected local government and that Metro Vancouver is mandated by the *Local Government Act* to seek the acceptance of the draft strategy by affected local governments. TransLink's comments on the draft Metro 2050 document are provided based on our legislative mandate in the *South Coast British Columbia Transportation Authority Act* to review the RGS and advise Metro Vancouver on implications to the regional transportation system.

TransLink has been closely involved in the development of Metro 2050. Our participation has included formal representation on the Metro 2050 Intergovernmental Agency Committee and subject-specific working groups, as well as ongoing collaboration at the staff, managerial and executive levels.

TransLink is simultaneously embarking on Transport 2050, the new 30-year Regional Transportation Strategy. This has provided opportunities for co-engagement on the two strategies and has resulted in close alignment of the policies, strategies and actions between the documents. We would like to take this opportunity to emphasize our commitment to tight coordination between our two agencies and the importance of strong alignment between Metro 2050 and Transport 2050. We look forward to continuing to improve that integration moving forward.

TransLink is supportive of the directions laid out in Metro 2050 document as a whole. TransLink's primary comment relates to the growth frameworks and tools to align land use and transportation investments. Secondary comments have been included relating to the following areas: planning with Indigenous communities, affordable housing, parking, and the industrial lands strategy.

Primary area of focus: Land Use - Transportation Coordination

Land use influences how far we need to travel to different destinations. This, in turn, impacts the modes we're likely to use and the total kilometres we're likely to travel every year. This relationship is clearly laid

out in Metro 2050 with a comprehensive set of policies and tools to coordinate land use and transportation.

Metro 2050 sets out important policies to limit urban sprawl and foster complete communities that are pedestrian and transit friendly. TransLink supports these policies through its provision of transportation infrastructure.

Of particular importance is the coordination of future transit investments with areas of population and employment growth. These major transit investments both respond to and help shape the surrounding land use. New tools have been proposed in Metro 2050 that are addressed below.

Major Transit Network and Major Transit Growth Corridors

Transport 2050 identifies that there are multiple layers to the transit network with each serving a purpose. The Major Transit Network (MTN) is a new layer being introduced in Transport 2050. The MTN is the highest order of transit with services that are high capacity, high frequency, fast and reliable, and travel in dedicated rights of way.

At the same time, Metro 2050 proposes the new Major Transit Growth Corridor (MTGC) concept. This new organizing principle for growth will help support the success of the MTN network and further focus growth in the most transit supportive areas. The Major Transit Growth Corridors have been identified as good potential locations for regionally significant levels of transit-oriented growth.

Previously, Frequent Transit Development Areas (FTDA's) were intended to be located on the Frequent Transit Network. As TransLink continues to expand the Frequent Transit Network in the future, it will become less effective as an organizing principle for focusing the location of regional growth. The new requirement for FTDA's to be located within the MTGC's creates a strong link between growth and transit infrastructure, helps to support the emerging MTN network, and appropriately focuses growth in the right areas.

TransLink supports the approach taken in Metro 2050 wherein only the most growth-appropriate locations along the MTN are designated as MTGC's. At the same time, Metro 2050 could provide more clarity on how these corridors were selected. It is important to emphasize that transit is an important but not exclusive feature of how the MTGC's were identified. TransLink would be supportive of including the principles upon which the MTGC's were selected in the Metro 2050 document to enhance transparency and effectiveness:

- anchored by Urban Centres or FTDA's,
- connected by the Major Transit Network,
- generally resilient to natural hazards,
- accessible to jobs and services, and
- walkable.

Complexity of the growth hierarchy

While TransLink remains supportive of the new MTGC tools to help direct growth, we are also cognizant of concerns that the new hierarchy and tools may undermine the power of simplicity of earlier iterations of the RGS. Some municipalities have voiced concerns over the complexities of identifying MTGC's, then

designating FTDA's within the MTGC's. Similarly, an additional layer of hierarchy is being created with the high growth municipal town centres. TransLink will continue to work with Metro Vancouver through the ongoing Metro 2050 staff working groups to help address these concerns to ensure that the growth hierarchy remains understandable and effective.

Incentivizing the designation of Frequent Transit Development Areas

Metro Vancouver staff have noted that the uptake of the FTDA designations by the municipalities has been somewhat limited in the past. The new MTGC and FTDA framework may not provide enough incentives for municipalities to expedite the designation of FTDA's, and TransLink encourages the exploration of further tools and incentives.

TransLink has adopted certain practices that confer benefits on FTDA's. A primary example of this is that local government projects aimed at improving walking access to transit (e.g. new sidewalks, improved street crossings) in areas of regionally significant growth that are identified in the RGS, including Urban Centres and FTDA's, are eligible for up to 75% cost share funding from TransLink. Incentivizing the adoption of FTDA's is an area that would benefit from further discussion and refinement.

Secondary considerations:

Land Use Planning with Indigenous Communities

The drafting of Metro 2050 and Transport 2050 documents have included engagement with Indigenous communities. TransLink's ongoing engagement has underscored the need for greater participation from Indigenous peoples and communities in land use and transportation planning processes. More collaborative relationships between both regional transportation and land use planning authorities and First Nations communities will help build mutual respect, and support the implementation of *British Columbia's Declaration on the Rights of Indigenous Peoples Act*, the calls for Justice in the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the Truth and Reconciliation Reports Calls to Action.

Most Indigenous communities, at the same time, are faced with limited resources to participate in formal processes. There is an opportunity for Metro Vancouver, TransLink, and member municipalities to collaborate and streamline more inclusive processes so that Indigenous Nations and communities can effectively participate in planning decisions. This is an area where TransLink sees opportunities for further work and collaboration with Metro Vancouver.

Affordable Housing

Housing tenure and affordability near transit is an important consideration. Phase 1 of Metro Vancouver's Transit-Oriented Affordable Housing Study found that renter households, particularly those with lower incomes, are more likely to use transit. The Transit-Oriented Affordable Housing Study also demonstrated the importance of transportation costs to the overall transportation and housing cost burden. Access to frequent transit lowers transportation costs and improves access to services and employment. The creation of rental housing near frequent transit, particularly affordable housing, would help support transit ridership and meet the unmet housing demand that exists across the region.

Strategy 4.2.3 sets out a target of 15% affordable rental housing in new and redeveloped Urban Centres and Frequent Transit Development Areas, with affordable housing defined as being affordable to households earning up to 120% of the Regional Median Household Income. Given the importance that transportation plays in the overall transportation and housing cost burden and the importance for transit ridership, TransLink encourages consideration of a higher percentage of affordable housing in transit oriented locations. Recognizing that every part of the region is unique and that an affordable housing target that is ambitious in one area may already be easily achieved in another area, TransLink encourages Metro Vancouver to consider geography-specific targets for different parts of the region.

Setting a higher benchmark will position Metro Vancouver and TransLink to aim for higher affordability targets through collaborative work done in relation to Supportive Policies Agreements that are signed with municipalities ahead of major transit investments. This aligns with senior government priorities to leverage transit investments to increase the supply of affordable housing and will help advocacy efforts for more senior government funding for affordable housing.

Mitigating land speculation and price inflation

Growth designations in the RGS can have implications for affordability and can drive up the cost of land in anticipation of higher density zoning, reducing the feasibility of affordable transit-oriented housing. TransLink would welcome more specificity in Metro 2050 on tools and strategies to mitigate the inflation of land prices as a result of land use designations and to incentivize increased development of affordable housing.

Rezoning can also hasten the replacement of existing affordable housing with more expensive housing forms without appropriate strategies in place. Tools are needed to ensure the protection and expansion of transit-oriented affordable housing in the face of rising unaffordability and displacement.

Parking

Parking is a critical factor in influencing travel behaviours. Metro Vancouver's Regional Parking studies have shown that parking supply significantly exceeds demand in most apartments. Parking minimums contribute to the oversupply of parking, subsidize the cost of car use, reduce affordability and work against sustainable mode share and GHG emission targets.

Action 1.2.24 b iv in M2050 suggests "reduce residential and commercial parking requirements in Urban Centres and Frequent Transit Development Areas and consider the use of parking maximums." T2050 proposes a more rigorous approach by calling for the elimination of parking minimums in all new developments, as well as pricing of parking to encourage efficient usage and turnover. Given the importance of parking in travel behaviour, urban form, sustainability and affordability, TransLink encourages a stronger action and closer alignment with T2050 language.

Industrial Lands Strategy

Strong policy language is necessary to protect industrial lands that serve as a shared regional resource. Appropriately placed industrial lands help achieve the shared regional goals of reducing travel distances, facilitating goods movement, and promoting a strong economy. From the perspective of land use and transportation alignment, the Industrial Lands Strategy recognizes the need to align the nature of the specific land use with the most appropriate transportation and transit access.

TransLink is cautiously supportive of revisions that allow limited residential mixed-use in close proximity to major rapid transit stations within employment lands. TransLink recognizes the acute need to preserve these lands for non-residential uses, and encourages consideration of careful measures to mitigate associated speculation and industrial land price increases as well as firmness and clarity on the prevention of further residential encroachment beyond what is proposed in the current draft. This clarity will be important to signal to the market that industrial and employment lands will very much be protected for industrial and employment uses moving forward.

Also of importance is the recognition that industrial sites which are difficult to serve efficiently by transit, typically due to their more remote location in the region, are most appropriate for those industrial uses that have low employment density and low trip generation. TransLink is supportive of the strategies and actions proposed in Metro 2050 that help protect and enhance industrial lands.

Continued Collaboration

Thank you for the opportunity to comment on the proposed M2050 document. TransLink looks forward to continued coordination with Metro Vancouver on both the M2050 and T2050 documents. If you have any questions or clarifications regarding this response, please contact Geoff Cross, Vice President of Planning and Policy at Geoff.Cross@TransLink.ca.

Sincerely,



Tony Gugliotta
Chair, TransLink Board

Copy: Geoff Cross, Vice President, Transportation Planning and Policy, TransLink

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Ralf Nielsen, Director, Enterprise Sustainability

DATE: May 27, 2022

SUBJECT: 2022 Corporate Sustainability Semi-Annual Update

EXECUTIVE SUMMARY

In November 2021, the Board received an outline of TransLink's Corporate Sustainability key initiatives for 2022. Since then, there has been progress in several key areas including the Climate Action Plan, publishing of the 2020-21 Green Bond Impact Report, development of the 2021 Accountability Report, advancement of environmental management at TransLink, and being recognized as one of Canada's Greenest Employers for the fourth year in a row.

PURPOSE

The purpose of this report is to provide the Board with information on the progress made against TransLink's Corporate Sustainability program, and key activities in 2022.

BACKGROUND

TransLink contributes to the sustainable development of the region through:

- a) The Regional Transportation Strategy (Transport2050), New Mobility and associated goals that are driven by TransLink's role as a transportation regulator in the Metro Vancouver region; and,
- b) Through our own Corporate Sustainability Program and its goals that are focused internally to improve and report on the sustainability of our own operations and business practices.

The role of Corporate Sustainability is to identify opportunities and lead the development of enterprise-wide sustainability initiatives to the point of execution where the policies and plans can be adopted by business units and operating companies. It develops strategies, initiatives, conducts analyses and research to support the advancement of strategic initiatives that align with enterprise priorities. This includes the climate action strategy and plan, green bond issuance, sustainable procurement, carbon credits, and the low carbon fleet strategy. The team regularly develops strategic recommendations for Executive decisions and Board approval.

Since the development of TransLink's first Sustainability Work Plan and Sustainability Policy (2008, 2013), TransLink continues to make important strides towards embedding sustainability into our business model. Under the Policy, TransLink continues to integrate and advance sustainability through its various roles, as an Organization, as an Employer, as a Transportation Provider, and as a Member of the Community.

TransLink's sustainability efforts earned distinction in 2012, with TransLink being the first transportation agency in North America to achieve Gold level under the American Public Transportation Association

(APTA) Sustainability Commitment. In 2016, TransLink was awarded Platinum level status, and was the first transportation agency in Canada to earn the level.

DISCUSSION

Table 1 below provides a status update on key Corporate Sustainability initiatives and work areas for 2022. Potential for plans for 2023 are also provided.

Since December 2021, three significant developments have occurred. First, TransLink was invited by the BC Centre for Innovation and Clean Energy to participate in the development of the BC Hydrogen Investment Blueprint. The Centre is funded by the BC Ministry of Energy, Mines and Low Carbon Innovation, Shell Canada, and the Government of Canada. TransLink is supporting the development of the Blueprint through participation in a Guiding Coalition alongside peers such as BC Hydro, FortisBC, BC Trucking Association and Metro Vancouver. We expect our participation will benefit the organization by increasing its understanding of hydrogen, gauge the future potential of hydrogen fuel cell electric buses, and build strategic relationships within a “hydrogen hub” in Metro Vancouver region. In Q2-Q3, Corporate Sustainability will continue to contribute time to developing the Blueprint and advance the feasibility of conducting a hydrogen fuel cell electric bus pilot, similar to our past battery-electric bus pilot.

Corporate Sustainability and CMBC have developed a draft, three-year scope of work that includes a full revision of the Low Carbon Fleet Transition Plan that will maximize this potential funding and enable the development of a comprehensive plan to net zero emissions. We plan to include all elements of our CMBC fleet including community shuttles, HandyDart, non-revenue vehicles. The revised plan will include detailed schedule/route analysis, resiliency strategies and integrate key priorities such as regional equity, demographics, possible expansions and operational models for BEB transit centers. Corporate Sustainability will continue to work with CMBC and TransLink Finance to secure the funding and begin this work in 2022.

Finally, through the development of the 2021 Accountability Report it has been identified that future Reports can be better aligned to the Corporate Sustainability Framework. Attachment 1 below provides an overview of the key performance areas aligned to the Framework. However, some gaps exist. For example, there are performance areas/indicators in our Framework that we do not currently include in our Accountability Report and others that are under development. These are noted in Attachment 1. In Q3-Q4, Corporate Sustainability will work to ensure our future reporting better reflects performance areas/indicators under our Framework.

Table 1. Update on key sustainability initiatives for 2022 and initial plans for 2023.

Area	Planned for 2022	Status	Initial Plans for 2023
Corporate Sustainability Program	Review and update the Sustainability Policy	Equity, Diversity and Inclusion as well as Indigenous Reconciliation strategies and implications on sustainability policy have been identified. Policy revision will begin in Q3.	Implement and communicate new Policy across the Enterprise.
	Align reporting under the Corporate Sustainability Framework to Accountability Reporting and our strategic initiatives. [REVISED ITEM. See DISCUSSION above.]	To be completed in Q4.	
Accountability Reporting	Publish 2021 Accountability Report	On schedule to be released at AGM on June 23. Highlights of performance against Sustainability Framework as reported in the 2021 Accountability Report is provided in Attachment 1.	Publish 2022 Accountability Report that is aligned to Corporate Sustainability Framework and to the emerging best practices in sustainability disclosures under GRI G4 standards and International Sustainability Standards Board (ISSB).
APTA Sustainability Commitment Program [NEW ITEM]	Contribute strategic advice to the revision of APTA's Sustainability Commitment Program	Indicated support for revision of the Program and to provide subject matter expertise. Schedule and level of resources are to be determined.	Re-submission of TransLink's sustainability efforts to the revised Sustainability Commitment Program.

Area	Planned for 2022	Status	Initial Plans for 2023
Corporate Climate Action Planning	<p>Continue development and publish detailed Climate Action Plan with high level financial implications in 2022.</p> <p>Support Transportation Policy and Planning (with Metro Vancouver) to develop a Regional Transportation Climate Action Plan.</p> <p>Collaborate with Policy and Planning and then lead the integration of the value of carbon into the organization and decision-making processes.</p>	<p>Project Planning complete. Action Planning and Roadmap Development started, running through July. On schedule to be completed in Q4 2022.</p> <p>Ongoing</p> <p>Shadow price of carbon and forecast recommended by external consultant. Draft policy being developed in Q2-Q3. On schedule to be completed in 2022.</p>	<p>Roadmap Development will identify Operational projects for 2023 budgeting, and Capital projects for 2024 budgeting.</p> <p>Policy implementation and staff training.</p>
Communications of our Sustainability Program	<p>Develop Communications Plan in Q1 and Q2 and execute plan in Q3</p>	<p>Draft Communications Plan developed. On schedule to begin implementing in Q3.</p> <p>Currently experiencing increase in external communications requests related to sustainability, climate change and low carbon fleet transitioning.</p> <p>List of communications executed are provided in Attachment 2.</p>	<p>Implementation of Communications.</p> <p>Need identified for Project Manager for communications.</p>

Area	Planned for 2022	Status	Initial Plans for 2023
Green Bonds	<p>Publish 2020 Green Bond Impact Report.</p> <p>Green Bond issuance.</p> <p>Evaluate project types and value of updating existing Green Bond Framework to a Sustainability Bond Framework that includes social projects and principles</p>	<p>2020-21 Green Bond Impact Report published in March 2022, with final funding allocations to the project/program areas and categories.</p> <p>Planned for Q3-Q4.</p> <p>Potential social and “transition” (to net-zero) project categories identified.</p>	<p>Publish 2022 Green Bond Impact Report.</p> <p>Transition to a Sustainability Bond Framework inclusive of green, transition and social project categories.</p>
Carbon Credits	<p>Complete the sale/transfer of Carbon Credits from fuel switching, use of CNG and RNG in 2021</p> <p>Work with Finance to utilize Carbon Credit revenue to provide funding for sustainability, climate and energy efficiency projects.</p>	<p>Awaiting validation of Carbon Credits following submission of Compliance Report to BC Ministry of Energy, Mines and Low Carbon Innovation. Sale/transfer of Carbon Credits to be initiated upon validation.</p> <p>Established process for adapting to changes in the Low Carbon Fuel Standard to include electrification of transportation. Revised Carbon Credit revenue forecast to 2032 included in Investment Plan.</p> <p>Planned for Q3-Q4.</p>	<p>Complete the sale/transfer of Carbon Credits from fuel switching, use of CNG, RNG and electricity in 2022.</p>
Low Carbon Fleet Transition Plan [REVISED ITEM. See DISCUSSION above.]	<p>Initiate full revision of the Low Carbon Fleet Transition Plan.</p>	<p>Draft three-year Scope of Work developed. New, three -year funding identified from Infrastructure Canada’s (IC) Zero Emissions Transit Fund. Letter of Intent to (IC) drafted. Funding to be secured in Q3-Q4.</p> <p>Initiated a pilot project to test renewable diesel fuel at the Surrey Transit Centre. Testing planned for Q3-Q4.</p>	<p>Comprehensive revision of Plan, inclusive of equity, demographic, indigenous communities, hydrogen fuel cells, HandyDart, and Community Shuttles.</p>

Area	Planned for 2022	Status	Initial Plans for 2023
BC Hydrogen Investment Blueprint [NEW ITEM]		TransLink is a participant in the development of BC's Hydrogen Investment Blueprint being developed by the BC Centre for Innovation and Clean Energy, funded by the Ministry of Energy, Mines and Low Carbon Innovation.	Potential hydrogen fuel cell electric bus pilot project in 2023-2025
E-Bus/CUTRIC/Route 100 Pilot Program	Continue in 2022 and apply learnings to the Low Carbon Fleet Strategy	Route 100 Pilot with CUTRIC is complete. Final reporting being developed.	Apply lessons learned into revision of Low Carbon Fleet Transition Plan.
Renewable Natural Gas (RNG)	Planning notice to market to indicate level of demand (GJ) required to power 100% of CNG bus fleet	<p>CMBC EMT committed in February 2022 to fueling 100% of the natural gas bus fleet with RNG as quickly as possible. FortisBC (supplier) has been given notice and forecast demand to 2032.</p> <p>TransLink is intervening in FortisBC's RNG Rate Application under review with the BC Utilities Commission to advance interests in fair and equitable future rate structures.</p> <p>Three buses will be wrapped to promote RNG. Buses will originate from Hamilton, Surrey and Port Coquitlam Transit Centres beginning in 2023.</p>	Continued education and promotion of the value of RNG to regional partners and BC Ministries of: Energy, Mines and Low Carbon Innovation; and, Environment and Climate Change Strategy.
Sustainable Procurement Plan	Continue co-development of Sustainable Procurement Strategy and Plan with Strategic Sourcing and gain Board approval of the Plan in 2022.	<p>Enterprise-wide executive consultations complete. Revision of Strategy and Plan.</p> <p>Board Strategy Session pending.</p>	Strategy and Plan implementation with staff training, vendor education and targeted RFX high impact sustainable procurement opportunities.

Area	Planned for 2022	Status	Initial Plans for 2023
Energy Management and Building Energy Efficiency	Continue energy efficiency projects at CMBC and BCRTC with support from BC Hydro's strategic energy management program	CMBC completed Energy Management Assessment to identify opportunities to improve energy management activities including at TransLink and BCRTC.	Continue energy efficiency projects at CMBC and BCRTC with support from BC Hydro's strategic energy management program.
	Identify the optimum energy and emissions management framework and utility management solutions/software required to support strategic decision-making, transparency and reporting of GHG, CACs and energy to external and internal stakeholders.	Proof of Concept (PoC) for Energy and Emissions Management Information System has passed Business Technology Services approval Gate 1 and Gate 2. PoC to be completed by Q3-Q4.	Energy and Emissions Management Information System procurement if PoC proves feasible.
		Identified need for TransLink Industrial Energy Manager to improve energy and emissions management at the Enterprise level. Multi-year, BC Hydro funding support identified (75% of salary).	TransLink Industrial Energy Manager multi-year funded resource secured.
Environmental Management and Regulatory Reporting	Reporting of CNG, RNG and use of hybrid diesel Ministry of Energy and Mines (BC's low carbon fuel standard).	Ongoing. See RNG area above.	Continue in 2023.
		An opportunity has been identified for TransLink to establish an Environmental Management System as the framework for continuous improvement in the management of risks associated with contaminated sites, risk of spills, environmental compliance and reporting. Board report and recommendation being developed.	Establish policies and procedures required for an Environmental management System for TransLink based on ISO 14001.
	Biannual Environmental Management System (EMS) Semi-Annual Updates to the Board (compliance on spills, permit exceedances and contaminated sites).	Completed.	Continue in 2023.
	Annual reports to Materials Management BC (printed material)	Completed.	Continue in 2023.
	Reporting under BC's UPass program	Completed.	Continue in 2023.

Area	Planned for 2022	Status	Initial Plans for 2023
Community Investments	Support Communications and Marketing as a member of the Charitable Donations Panel to review applications and select donation recipients.	Application reviews currently underway.	Continue support in 2023
Social Impact/Benefits Methodology	Develop methodology for quantifying and reporting on the social benefits of providing transit and transportation planning.	Ongoing. Scheduled to be completed by Q4.	Begin measuring and reporting on benefits and impacts.

ATTACHMENTS

Attachment 1: Performance against Sustainability Framework as reported in pending 2021
Accountability Report

Attachment 2: 2022 Communications Engagements to Date

Attachment 1: Performance against Sustainability Framework as reported in pending 2021 Accountability Report

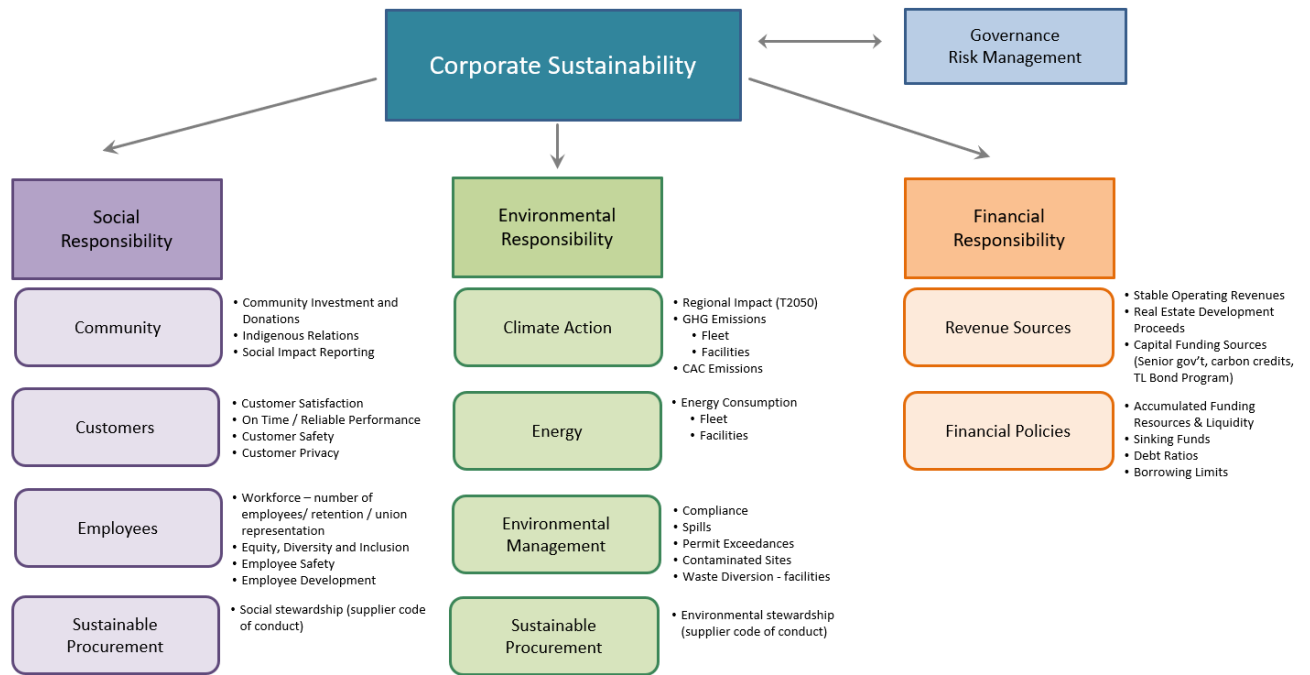
Framework Category/Area	Performance Highlights
<p>Social Responsibility</p> <p>Community</p>	<p>Community Investment and Donations</p> <ul style="list-style-type: none"> • \$75,000 made available via Compass Card Donations Program • 2,500 toys donated in Toys for Tots Donation Drive • \$250,000 raised in United Way Giving Campaign <p>Indigenous Relations</p> <ul style="list-style-type: none"> • Transit Police launched Blue Eagle Community Youth Cadet Program • National Indigenous History Month and National Indigenous Peoples Day honoured and celebrated • Acknowledged National Day for Truth and Reconciliation • Burrard Chinook SeaBus sailed maiden voyage in June <p>Social Impact Reporting</p> <ul style="list-style-type: none"> • [indicators and methodology under development] <p>In addition, approximately 87,800 people in our communities were proactively engaged through five initiatives:</p> <ul style="list-style-type: none"> • Transport 2050 • Millennium Line Extension to UBC • Bus Stop Balancing • Rapid Bus Phase 2 – R6 (Surrey/Delta) • HandyDart Modernization Program
<p>Customers</p>	<p>We recorded close to 131 million journeys and 223.5 million boardings in 2021 (52% decrease from 2019) but outperforming Canadian and US peers in ridership recovery.</p> <p>Customer Satisfaction</p> <ul style="list-style-type: none"> • Remained steady at 8.2/10 from 2020, but up from 7.8/10 in 2019 <p>On Time / Reliable Performance</p> <ul style="list-style-type: none"> • Bus – 83.9% • SeaBus – 99% • Expo & Millennium Lines – 96.6% • West Coast Express – 96.4% • HandyDart – 93.8% <p>Customer Safety</p> <ul style="list-style-type: none"> • Majority of injuries were non-preventable. • Passenger injury rates increased in 2021 for West Coast Express, HandyDart and SkyTrain

	<ul style="list-style-type: none"> • CMBC passenger injury rate declined • Criminal arrest warrants increased by 40% from 2020, but only 0.6% from 2019 <p>Customer Privacy</p> <ul style="list-style-type: none"> • [indicators and methodology under development] 																																			
<p>Employees</p>	<p>TransLink was recognized as one of Canada’s Greenest Employers for 2021 for the fourth year in a row.</p> <p>Workforce</p> <ul style="list-style-type: none"> • Total number of employees was 7,991 of which 6,984 employees are represented by a union <table border="1" data-bbox="565 709 1295 968"> <thead> <tr> <th>Total Employees (union vs exempt)</th> <th>Union</th> <th>Union (%)</th> <th>Exempt</th> <th>Exempt (%)</th> </tr> </thead> <tbody> <tr> <td>BCRTC</td> <td>901</td> <td>12.9%</td> <td>228</td> <td>22.6%</td> </tr> <tr> <td>CMBC</td> <td>5,557</td> <td>79.6%</td> <td>221</td> <td>21.9%</td> </tr> <tr> <td>TransLink</td> <td>269</td> <td>3.9%</td> <td>512</td> <td>50.8%</td> </tr> <tr> <td>MVTP</td> <td>257</td> <td>3.7%</td> <td>35</td> <td>3.5%</td> </tr> <tr> <td>WCE</td> <td>0</td> <td>0.0%</td> <td>11</td> <td>1.1%</td> </tr> <tr> <td>Total</td> <td>6,984</td> <td>100.0%</td> <td>1,007</td> <td>100.0%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • 19.6% of workforce is female • 80.4% of workforce is male • Employee turnover was 6.62%, up significantly from 3.9% in 2020 <p>Equity, Diversity and Inclusion</p> <ul style="list-style-type: none"> • Adopted EDI Framework • Reviewed recruiting processes • Established resource groups: Caregivers, Pride+Allies, Women+Allies • External speakers for Black History Month, Pride Month, Indigenous Reconciliation <p>Employee Safety</p> <ul style="list-style-type: none"> • Lost Time Injury Frequency Rate slightly higher than 2020 (6.75 vs. 6.42) <p>Employee Development</p> <p>Main training and development programs included:</p> <ul style="list-style-type: none"> • UBC Leadership Program • Operator Refresh Training • Professional Development Planning Support • LEAN Academy • Learning Management System • Tuition Reimbursement • Enterprise Mentorship Program • Respectful Workplace Training 	Total Employees (union vs exempt)	Union	Union (%)	Exempt	Exempt (%)	BCRTC	901	12.9%	228	22.6%	CMBC	5,557	79.6%	221	21.9%	TransLink	269	3.9%	512	50.8%	MVTP	257	3.7%	35	3.5%	WCE	0	0.0%	11	1.1%	Total	6,984	100.0%	1,007	100.0%
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	<ul style="list-style-type: none"> Corporate Wellness
Sustainable Procurement	<p>Social stewardship (supplier code of conduct) [indicators under development, will be reporting for 2022]</p> <ul style="list-style-type: none"> 73% of suppliers located in British Columbia, and accounted for 55% of total spend (i.e., \$718 million)
Environmental Responsibility	
Climate Action	<p>Regional Impact (T2050)</p> <ul style="list-style-type: none"> Largest public engagement initiative in TransLink’s history, and resulted in strong consensus on the next 30 years of regional transportation. [detailed indicators and methodology under development, will be reporting for 2022] <p>GHG Emissions</p> <ul style="list-style-type: none"> Fleet: <ul style="list-style-type: none"> Revenue fleet emissions increased 8% over 2020 due to recovery of service. Decreased 5% compared to 2019 Facilities <ul style="list-style-type: none"> [GHG methodology under development, will be reporting for 2022] <p>Criteria Air Contaminant Emissions</p> <ul style="list-style-type: none"> Remained steady in 2021
Energy	<p>Energy Consumption</p> <ul style="list-style-type: none"> Fleet <ul style="list-style-type: none"> [indicators and methodology under development, will be reporting for 2022] Facilities <ul style="list-style-type: none"> Energy consumption increased above 2019 levels (pre-pandemic) due to increased service hours
Environmental Management	<p>Compliance [indicators under development, will be reporting for 2022]</p> <p>Spills (reportable)</p> <ul style="list-style-type: none"> CMBC - 15 BCRTC – one TransLink – one <p>Permit Exceedances [Not in 2021 Accountability Report, will be reporting for 2022]</p> <ul style="list-style-type: none"> CMBC - two BCRTC – six WVTC – eight

	<ul style="list-style-type: none"> • WCE - none <p>Contaminated Sites [indicators under development, will be reporting for 2022]</p> <p>Waste Diversion - facilities</p> <ul style="list-style-type: none"> • CMBC’s waste diversion rate remained unchanged at 69% • BCRTC’s waste diversion rate data not available (70.5% in 2020)
Sustainable Procurement	Environmental stewardship (supplier code of conduct) [indicators under development, will be reporting for 2022]
Financial Responsibility	
Revenue Sources	Consolidated statement of financial position reported. However, details on the following are found in the 2021 Consolidated Financial Statements and 2021 Statutory Annual Report (not in Accountability Report): <p>Stable Operating Revenues</p> <p>Capital Funding Sources (Senior gov’t, carbon credits, TL Bond Program)</p> <p>Real Estate Development Proceeds (none currently reported)</p>
Financial Policies	Consolidated statement of financial position reported. However, details on the following are found in the 2021 Consolidated Financial Statements and 2021 Statutory Annual Report (not in Accountability Report): <p>Accumulated Funding Resources & Liquidity</p> <p>Sinking Funds</p> <p>Debt Ratios</p> <p>Borrowing Limits</p>

For reference, the TransLink Corporate Sustainability Framework is provided below.



Attachment 2: 2022 Sustainability Communications Engagements to Date

January

- 19th Climate Action Strategy Pre-Rollout Briefing to Stakeholders
- 20th Climate Action Strategy Launch

February

- 1st Enterprise Leadership Town Hall – briefing on Climate Action Strategy
- 11th Metro Vancouver Climate Action Committee - briefing on Climate Action Strategy
- 17th Regional Engineers Advisory Committee, Climate Protection Sub-Committee - briefing on Climate Action Strategy and climate change adaptation planning in 2022
- 18th Greater Vancouver Board of Trade, Regional Transportation & Infrastructure Committee - briefing on Climate Action Strategy and climate change adaptation planning in 2022

March

- 2nd Regional partners (informal) - briefing on climate change adaptation planning in 2022
- 8th Kwantlen Polytechnic University, Operations and Supply Chain Management Program - presentation on Sustainable Procurement
- 30th CUTRIC ZEB Conference – briefing on transitioning to electric fleet

April

- 6th APTA/FTA Webinar – Building the Business Case for Low Carbon Public Transportation
- 11th APTA CEO Conference Electrification Session
- 20th APTA Sustainability Committee – update on TransLink’s Climate Action Planning and communications outreach for 2022
- 22nd Transit 4 The Planet – Earth Day ridership campaign

May

- 20th Vancouver-Hastings (MLA Office) Climate Action Team - briefing on Climate Action Strategy and climate change adaptation planning in 2022

TO: Board of Directors

FROM: Kevin Quinn, Chief Executive Officer

DATE: June 8, 2022

SUBJECT: Public Delegations at the March 24, 2022 Board of Directors Meeting

EXECUTIVE SUMMARY

The Board received five public delegations at its March 24, 2022 public Board meeting.

The Board received five public delegations at the March 24, 2022 public Board meeting on the following topics:

- **Mandatory Masks on Transit**
 - Three public delegates spoke to the Board in favour of reinstating TransLink's mandatory mask policy on public transit in Metro Vancouver. The delegates noted the ongoing COVID-19 pandemic, and unknown long-term impacts from COVID-19 infections.
 - Management followed up in writing to share information about TransLink's decision to end its mandate on wearing masks on transit to align with the guidance of BC's Public Health Officer. Masks remain mandatory on HandyDART services in light of the interaction with medical settings where masks remain mandatory.

- **Transit Service Levels and Fare Increases**
 - The Board received a public delegate who addressed the Board on a variety of topics including TransLink fare increases, the level of service provided compared to other areas across British Columbia, and the availability of information from the Board of Director's meetings.
 - Management responded to the delegate in writing and provided information on the COVID-19 emergency relief funding provided to TransLink by the Federal and Provincial governments to support TransLink in maintaining transit service during the COVID-19 pandemic and to reduce fare increases that had been contemplated in the Investment Plan. The delegate was also provided with information on how they may participate in public engagement on the 2022 Investment Plan and the Transport 2050 10-Year Priorities.

- **Support for Innovative Transportation and Transit Funding**
 - One delegate spoke in support of TransLink's innovative and integrated methods for transit. He stated that TransLink needs to be properly funded by the Federal and Provincial governments.
 - After the meeting, Management followed up with the public delegate in writing to share further information on funding TransLink has received from senior government to support continued provision of service during the COVID-19 pandemic, and some of the priorities in the proposed 2022 Investment Plan. The delegate was invited to participate in the public engagement for both the 2022 Investment Plan and the Transport 2050 10-Year Priorities.

TO: Board of Directors

FROM: Jeffrey Busby, Vice President, Engineering

DATE: May 26, 2022

SUBJECT: Surrey Langley SkyTrain Project Update

EXECUTIVE SUMMARY

On July 9, 2021, Prime Minister Trudeau announced \$1.3 billion in federal funding to extend the Expo Line 16-km from the existing terminus to Langley Centre. On October 5, 2021, the Province announced it was delivering the Surrey Langley SkyTrain (SLS) and the project would be delivered in a single 16-kilometre phase to Langley Centre.

PURPOSE

This report is for information and provides an update on the Surrey Langley SkyTrain (SLS) Project.

BACKGROUND

Recent timeline of key Surrey Langley SkyTrain Project milestones:

- July 2021 - Prime Minister Trudeau announced \$1.3 billion in federal funding to extend the Expo Line 16 kilometres from Surrey City Centre to Langley Centre. The total project cost estimate prepared by the Province is \$3.94 billion.
- September 2021 - the TransLink Board approved committing up to \$150M to the early property acquisition and review of a future OMC5 to support operations of the SLS extension and provide long-term train storage and maintenance capacity for the Expo and Millennium Line network.
- October 2021 - the Province announced it was delivering the Surrey Langley SkyTrain (SLS) Project and the Project would be delivered in a single phase to Langley Centre. TransLink completed the transfer of staff and professional services contracts to the Province. An Assignment and Assumption Agreement between TransLink and the Province was executed on November 18, 2021, completing the transfer of staff and professional services contracts.
- March 2022 - The Ministry of Transportation and Infrastructure, through its Transportation Investment Corporation (TI Corp), is preparing a business case for the project.

TransLink will be a contributing funding to the project. The amount of this contribution and the offsetting asset capitalization is currently being discussed with the Province. Management continues to work closely with provincial staff to support the development, procurement, and pending implementation of the project.

DISCUSSION

SLS Project Development Activities

The Surrey Langley SkyTrain (SLS) project is a 16-km extension of the integrated 60-km Expo & Millennium Line network (66-km upon completion of the Broadway Subway Project). SLS will operate as an extension of the integrated Expo and Millennium Line network and rely on systems, infrastructure, and services that are being modernized during the development and implementation period. Parallel projects being delivered in the Expo and Millennium Line Upgrade Program (EMUP) and the Broadway Subway Project are being coordinated through TransLink's Rail Expansion Program Office.

The integrated Expo and Millennium Lines network is supported by three Operations & Maintenance Centres (OMCs) with a fourth under construction. A fifth OMC (OMC5) is proposed to be sited along the SLS extension. These OMCs provide for rail car storage, cleaning, inspection, and maintenance as well as support wayside maintenance of guideway, track, and systems.

Management initiated a Surrey Langley SkyTrain Integration Program to support the Province and define TransLink's role and responsibility as it pertains to funding, procurement, design, construction, testing, safety assurance, commissioning, and start-up activities. Through this program, TransLink will begin engaging the Province to negotiate terms for a support agreement, as well as support the development and implementation of project procurement.

Communications

Project related communications and engagement is being led by the Province. TransLink is providing support as appropriate. A project public engagement opportunity commenced on May 9 and will run through June 9, 2022.

TO: Board of Directors

FROM: Jeffrey Busby, Vice President, Engineering

DATE: May 20, 2022

SUBJECT: Pattullo Bridge Condition Monitoring Report

EXECUTIVE SUMMARY

This report provides an update on condition monitoring activities on the Pattullo Bridge. TransLink continues to closely monitor and inspect the condition of the Bridge and take corrective action where appropriate. Recent and on-going activities include:

- *Condition Inspection* by Mott MacDonald Canada Limited;
- *Railing Inspection and Repairs* by Mott MacDonald Canada Ltd., and Mainroad Contracting Ltd;
- *Deck Condition Monitoring and Repairs* by Mainroad Contracting Ltd. and WSP;
- *Winter Monitoring Survey* by Northwest Hydraulic Consultants; and,
- *Risk and Needs Assessment* by Mott MacDonald Canada Limited.

PURPOSE

This report provides an information update on condition monitoring activities on the Pattullo Bridge. The previous report was issued in February 2022.

BACKGROUND

The Pattullo Bridge is 84 years old. Most of the structural components have passed the predicted design life, and some are reaching the end of their useful life. Temperature fluctuation, rainfall, wind, river action, live traffic loads and the aging of the steel and concrete components all contribute to the condition of the bridge. The Province of British Columbia is leading the Pattullo Bridge Replacement Project, which will construct a new bridge as well as decommission the existing bridge.

With the responsibility for the safety and operations of the existing bridge, TransLink monitors the condition of the structure closely through conducting regular inspections and consultations with experienced bridge engineers. Management then performs the necessary maintenance and repairs in response to the inspection findings.

DISCUSSION

Recent and on-going inspection activities are listed in Table 1.

Table 1: February 2022 to May 2022 Pattullo Bridge Ongoing Inspections and Monitoring

REFERENCE	ACTIVITY	CONSULTANTS / PARTNERS	STATUS
1	Condition Inspection	Mott MacDonald – engineering consultant	Snooper inspection - completed January 2022
2	Railing Inspection and Repairs	Mott MacDonald – engineering consultant Mainroad Contracting - bridge operations and maintenance contractor	10 posts and 69 railing connections to be repaired in Summer 2022 2022 annual inspection to be scheduled.
3	Deck Condition Monitoring and Repairs	Mainroad Contracting - bridge operations and maintenance contractor WSP – deck consultant	Monthly deck monitoring ongoing Soffit inspection – every 2 months Deck Soffit (between Pier 3 and 4) – completed January 2022 Pothole repairs – completed May 2022
4	Freshet Monitoring Survey	Northwest Hydraulic Consultants	Monthly monitoring – ongoing Winter Survey – completed in January 2022
5	Updated Risk and Monitoring Assessment	Mott MacDonald – engineering consultant	Memo draft expected in Q3 2022.

1. Condition Inspection

Annually, TransLink retains the services of Mott Macdonald (structural consultants) to conduct visual and snooper inspections of the bridge. The 2021 annual on-foot inspection was conducted on July 21, 2021. However, due to the presence of peregrine falcons from the end of April 2021 to November 2021, the close-proximity snooper inspection was deferred until January 2022, when it was confirmed that the falcons were no longer present. Based on findings of the snooper inspection and trends of past annual inspections, there were generally no areas of immediate concern. Management through its engineering consultants will continue to monitor the condition of the structure and schedule the next snooper inspection.

2. Railing Inspection and Repairs

The 2021 railing inspection was completed by Mott MacDonald in July 2021. Based on Mott's inspection, a total of 10 posts and 69 railing connections require repairs. TransLink is currently working with Mainroad to schedule the repairs in summer 2022.

The railings will continue to deteriorate over the remaining service life of the bridge. To ensure safety of the railings, Mott recommends that TransLink continue to monitor the progression of deterioration until the bridge is no longer operational. The 2022 inspection will be scheduled once the repairs identified in 2021 are completed.

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 between Pier 0 and Pier 9 were completed in the summer of 2016, the risk of pothole formation still exists, particularly for the south approach of the Bridge (Pier 9 to Pier 29).

To ensure the deck remains functional and safe for operations, deck experts from WSP conduct monthly walk-through inspections from the sidewalk. In recent surveys, the formation of potholes between Pier 9 and Pier 29 were identified. In May 2022, TransLink worked with Mainroad and WSP to complete the repairs with directional closures of the Bridge. In total, 32 and 10 potholes were repaired in the southbound and northbound directions respectively.

In addition to the top surface of the deck, extensive corrosion-related damage is also occurring to the bottom surface called the soffit. As part of the monitoring program, WSP surveys the deck soffit from the catwalk every other month. Based on the findings, no areas of failure requiring repairs have been identified. Debris netting is currently in place to protect the public and other infrastructure below from the risk of concrete falling from the deck soffit.

Annually, a close-proximity visual inspection is also conducted on the main span using a snooper truck at night. It was observed that the areas of concrete repaired during the 2016 deck rehabilitation project continue to perform well. Similar visual reviews are recommended to be undertaken at a frequency of at least once per year to confirm that deterioration does not advance.

4. Winter Monitoring Survey

The Pattullo Bridge is situated in the narrowest part of the river, which experiences large tidal fluctuations. This elevates scour and erosion risks. Changing river hydraulics are monitored through bi-annual surveys conducted by Northwest Hydraulic Consultants Ltd (NHC). Due to in-river works required for the Pattullo Bridge Replacement Project and improvements to the CN Rail Bridge, NHC also conducts monthly bathymetric surveys in the vicinity of the existing bridge and will continue to closely monitor the river hydraulics throughout construction of the Pattullo Replacement Bridge.

Since Q1 2022, hydraulic monitoring undertaken by NHC shows that bed lowering that was identified in November 2021 continues to occur. While there is no immediate concern and continued monitoring is recommended, further scour may lead to launching of riprap. In preparation of the 2022 freshet, TransLink requested the Province to work closely with Fraser Crossing Partners to develop an emergency mitigation plan to ensure the safety of the existing Bridge piers.

5. Updated Risk and Monitoring Assessment

TransLink's objective is to keep the bridge safe and operational until replacement, rather than long-term asset preservation. The expected completion of the new bridge is 2024, which has extended beyond the contemplated completion date of 2023. The delayed opening of the Pattullo Replacement Bridge results in the existing bridge remaining in service for a longer period of time.

Management is conducting an update to existing risk and monitoring assessments. The assessment by Mott MacDonald will review the following:

- the bridge's capacity to withstand a seismic or wind event and the probability of these events occurring in the bridge's remaining life;
- the risk and impacts of climate change/extreme weather on the bridge's safety; and
- the bridge's inspection/monitoring needs based on the bridge's current age and condition.

Customer Impact

To minimize impacts on the public, all activities requiring lane and bridge closures are generally scheduled between 10:00 pm and 5:00 am, when volumes on the bridge are lowest. A robust communications plan has been developed to utilize all available channels in support of any closures that impact the public. Inquiries related to the Pattullo Bridge Replacement Project are directed to the Province's 24hr project information line and the Province's project website.

Work to date on the Pattullo Bridge Replacement Project has had minimal impacts on TransLink's transit and bridge users. Upcoming work will have various interfaces with SkyTrain infrastructure and the existing Pattullo Bridge. TransLink and BCRTC staff continue to work with Fraser Crossing Partners as required to proactively manage impacts on assets, infrastructure, and customers.

Financial Impact

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