



PRESIDENT & GENERAL MANAGER 2021 Q4 REPORT March 2022 TRANSLINK BOARD MEETING

In Q4 2021, 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 to put emphasis on COVID-19 safety measures with the implementation of a safety vaccine policy for all employees, contractors and visitors to worksite, and the re-introduction of our COVID-19 safety plans as per the PHO's recommendations. We also implemented our Snow Plan and progressed on many capital and major projects in the maintenance and operations space. Lastly, considerable effort was placed on finalizing the initiatives for our 2022 business plan.

TransLink Strategic Priority: Rebuild customer ridership

Expo and Millennium SkyTrain Service

Service Delivery

In Q4, BCRTC delivered 99.1% of scheduled services, which is under BCRTC's target of 99.7%. The loss of Service Delivery was primarily due to service adjustments during the inclement winter weather (accounted for 67% of the Q4 loss of Service Delivery). Other prominent factors throughout the quarter included train issues and train-human contact incidents.

For the quarter, the monthly Service Delivery percentages are as follows: October 99.6%, November 99.7%, and December 97.5%. For 2021, overall Service Delivery was 99.2% which was just under our target for the year mainly due to weather related issues.

On-time performance

Q4 OTP was 96.08% which is slightly below BCRTC's target of 96.5%. This quarter SkyTrain's OTP percentages were as follows: October 96.5%, November 96.0%, and December 95.6%.

SkyTrain's OTP did finish above target for 2021 (96.6%), which was an improvement over 2020's OTP (96.44%). Exceeding our OTP target again is a testament to the reliability and resiliency of the essential service we provide to the residents of this region.

SkyTrain service delays

Expo-Millennium Delay Incidents with a duration between 16 and 30 minutes were up in Q4 2021 (27) compared to the Q4 target of 16. For 2021, there were 64 incidents which equaled our KPI target for the year and was six less incidents than the 70 delays experienced in 2020.

Delay Incidents longer than 30 minutes were 15 in Q4 compared 13 in Q3. Many of our service delay issues were driven by external factors including weather, as well as passenger involved delays. For the year, the delays for this category were similar to 2020 (50 vs 46) but continues to be above the YTD target of 36 incidents.

Once it is determined that a delay will be over 30 minutes in duration, we have procedures and processes in place to have alternate service and recovery plans within 10 minutes. BCRTC's goal is to achieve this for 90% of these types of delays.

Q4 incidents between 16 and 30 minutes comprised of:

- Nine issues occurred during the snow week: as snow operation requires staff onboard the trains, four delays were caused by staffing shortage and deployment constraints. Two were caused by routing constraints, one caused by multiple intrusion alarm trips on the first snow day, one switch issue, and one door issue.
- Ten train issues occurred under normal weather conditions.
- Eight external factors including: four trespasses, two police incidents and two medical emergencies.

Q4 Incidents longer than 30 minutes comprised of:

- Six internal issues including: three switch issues (two of them occurred during the snow week), two power issues, and one flooding issue at the Columbia tunnel.
- Nine external issues including: three train-human contacts, three trespasses, one medical emergency, and two police incidents.

Ridership

The COVID-19 pandemic continued to impact both SkyTrain and WCE ridership, but steady growth was still realized. With nearly 17 million boardings, Q4 Expo-Millennium ridership was up by approximately 12% above Q3 2021. Q4 West Coast Express ridership of 170,000 was an increase of 23% compared to Q3 2021.

Snow Plan

SkyTrain Snow plan was implemented in December due to ensure service reliability and resiliency is maintained during wintery weather. Snow plan measures included:

Operations

- Overnight trains operated that prevented ice build up
- Reconfigured train consists to ensure capacity whilst having a reduced frequency
- Attended trains as snow levels increased

Guideway

- Ensured pocket tracks were clear
- Regularly inspected and cleared power rail post

Rolling Stock

- Team of technicians was dedicated to door clearing at key locations

Maintenance team

- Stations were stocked with de-icing equipment
- Improved dispatch of snow clearing
- Improved coordination of alarm clearing

Customer Service

SkyTrain Customer Survey overall score for Q4 was 8.4, which was above the target of 8.3. Having helpful staff, providing on-time, reliable, and frequent service, continue to be our strongest performance categories. For 2021, the overall customer service scores finished better than target for both SkyTrain (8.5) and WCE (8.9).

Passenger Injuries

This quarter, passenger injuries saw an increase compared to the previous quarter. The higher-than-target injury rate of 1.32 per million boarded passengers was above the target of 1.00 and was primarily driven by lower ridership. In Q4 2021, there were 22 passenger injuries reported with slips, trips, and falls on escalators, stairs, and platforms representing 64% of all 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 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 hang on to stanchions at all times 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 this quarter include:

- BCRTC passed the COR (Certificate of Recognition) which occurred in October. Our documentation received 100%, OH&S section scored 91% and Return at Work/Stay at Work scored 85%. A corrective action plan has been created to close out the nonconformities.
- 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 mandatory mask use, virtual meetings, staggered shift briefings and continued work from home provisions for eligible staff.
- BCRTC has substantially completed updates to the Railway Safety Management System to meet the new TSBC regulations. The final update will be release in early 2022-Q1.
- Piloted SafeStart with our senior leadership team as well as our Power and Facilities Maintenance departments. SafeStart is an advanced safety awareness and skills development program. This human factors-based safety approach aims to help people avoid unintentional mistakes 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. Module 1 of 4 was completed in Q4.
- Safety continues to work with departments utilizing Zero harm initiative “Plan Task Observation” to proactively identify safety concerns and prevent injuries. There has been positive feedback from the departments specifically around engagement with the safety team to identify ways to continually improve.

Lost Time Incidents (LTI)

- The LTI frequency rate leveled in Q4, in line with the target of 4.5. Overall, 2021 was a significant improvement for employee injuries with a total of 33 LTI claims with an injury rate of 3.73. Compared with 2020, there was a 15% decrease in Loss Time Injuries. 2021 also had the lowest Lost Time Injury rate since 2016.
- A success story is the Guideway department. It recorded a LTIF rate of 4.30, which is down from 9.45 in 2020, and 17.73 in 2019.

Environment

- In Q4, BCRTC recorded no reportable spills, permit exceedances, or regulatory incidents.

Emergency Management

- An all-hazards Emergency Response Plan was completed with training being delivered in November. The training included a tabletop exercise in responding to the loss of the Guideway Maintenance Shop (structure fire).

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.

- Recruited an HR Services Director to lead the development of a strong, people-based culture. This is a new position for BCRTC and the primary responsibility will be organizational development, training, occupational health, payroll and Equity, Diversity and Inclusion.
- Implemented a COVID-19 safety vaccination policies for all BCRTC and WCE staff, contractors, and visitors to worksites. Employee Communications also created an internal campaign to promote the benefits of vaccinations to protect staff from severe symptoms of COVID-19.
- Worked to develop leadership training for 2022 with UBC Sauder School of Business. The first sessions will be rolled out in Q1 2022.
- Rolled out Just Culture and Conflict Resolution training as part of our labour relation initiatives to all supervisors, managers, and directors.
- Provided mental health training to managers and all staff in form of webinars/courses (Burnout, Resilience, Bullying in the Workplace, Mental Health in the Workplace) in Q4.
- Performance Reporting created a one-stop-shop for managers including Safety, Training, Absenteeism and Overtime stats. The “Manager Hub” is another tool for managers so they can utilize evidence-based data to inform their decision making.
- Q4 STA Refresher training conducted with modules on Question, Persuade, Refer (QPR) suicide prevention training.
- A draft BCRTC Training Strategy has been created with the training requirements from each of the departments within BCRTC. The draft strategy is being reviewed with each department to ensure all requirements over the next two years are captured.

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

Maintenance

- The percentage of maintenance hours allocated to proactive maintenance activities in Q4 was at 59.3%, up from 57.7% in Q3.
- Get Well in the Rolling Stock department achieved 96% of the planned Get Well activities, thereby exceeding the Q3 forecast of 91%.
- Lean Management program continued through Q4 in three departments (Support Shops, Rolling Stock and Elevating Devices).
 - TransLink’s Continuous Improvement Team continues working with Support Shop (SS) staff on creating a collaborative culture of continuous improvement and operational excellence. Both Rolling Stock and Elevating Devices are at the Standard Work “Team Huddle” stage.

- Elevating Devices apprenticeship has moved forward with 30 applicants received for the apprenticeship program. Of these, five have been shortlisted for interviews with BCIT technical evaluation, and then two will be chosen to enroll into the apprenticeship program.
- In Q4, elevating device availability was 95.66% with Escalator availability at 94.08% (target = 93.0%) and Elevator availability at 97.25% (target = 98.1%). The department has finalized and established 13 remote locations for elevating devices staff to enhance our response to maintenance issues as they arise.
- BCRTC replaced five switches at the OMC1 maintenance yard - a critical infrastructure project ensuring we maintain a state of good repair. Over the three decades of SkyTrain operation, these switches and the trackwork have reach end of life status. Replacing these switches will enable us to keep trains moving in and out the yard efficiently and reliably.
- Switch Machine replacements continued through Q4 with an additional four switch machines replaced, for a total of 21 for 2021.
- 10 planned switch replacements by the guideway department were fully completed in 2021, as well as 15,000 rail pads and 7,200 metres of running rail replaced.



Asset Management

System Integration Testing and User Acceptance Testing of Infor EAM for Wave 1

– Elevating Devices, Service Support Vehicles and Rail Borne Equipment was completed successfully, and training with these departments have started.

Quality Management

In Q4, BCRTC formed a Document Record Management Advisory Committee (DRMAC) and governance structure. The DRMAC working group was also established to review the document management approaches, existing Document Management processes, standards, and guidelines for applicability for overall corporate needs, and to identify appropriate changes and improvements.

Firm progress was made with establishing a Competency Management Framework. This will help BCRTC to define when leaders and trades people are considered, not yet competent, almost competent or fully competent in relation to a pre-specified number of technical and non-technical skills.

Capital & Major Business Projects

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 Q4 with work on the following elevating devices:

- Surrey Central - Escalator 2 and 3
- Scott Road - Escalator 2
- Waterfront West Coast Express - Escalator 2 and 3
- 22nd Street - One “up” escalator

Expansion

- OMC4 detailed drawing design continued in Q4, with completion of 60% design package. Site preparation and demolition of the buildings on the OMC4 site continued through Q4.
- OMC1 facility upgrades continued in Q4, with work being finalized to ensure the site is ready for structural steel install for Q1 2022. When completed, the new infield buildings 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.
- Structural shotcrete construction on the retaining wall construction was completed for our new Operations Control Centre (OCC2). The remaining retaining wall work is anticipated to be completed Q1 2022. Also, supporting tasks such as procurement, recruitment and system designs made significant progress this quarter. Finally, the building permit for the construction of the new building was granted by the City of Burnaby.
- The new Alstom trains were officially given the moniker Mark V this quarter. Alstom was able to provide BCRTC with a full-size interior mock-up of 1/3 of a typical Mark V car in November. Site visits were organized for BCRTC and TransLink staff with about 100 people visiting the mock-up. A public awareness campaign by TransLink Communications was delivered utilizing both social and mainstream media to spark public interest and excitement for the new trains that are scheduled to arrive in late 2023. All the comments gathered from the site visits will be reviewed and evaluated by the project team and stakeholders to determine what revisions should be implemented to enhance the design for the public.

West Coast Express

- Work is now underway overhauling the West Coast Express locomotives. The “new to us” locomotive procured earlier this year is currently being overhauled and existing WCE locomotive 903 is planned to begin its overhaul in Q1 2022.

Key Performance Indicators – as of December 31, 2021	SkyTrain (excluding Canada Line)						West Coast Express					
	Q4 Target	Q4 Actual	Q4 Last Year	Dec. YTD Target	Dec. YTD Actual	Dec. YTD Last Year	Q4 Target	Q4 Actual	Q4 Last Year	Dec. YTD Target	Dec. YTD Actual	Dec. YTD Last Year
Customer Experience							Customer Experience					
Customer Service Performance Survey – SkyTrain Service Overall ¹	8.3	8.4	8.7	8.3	8.5	8.5	-	-	-	8.6	8.9	8.9
Boarded Passengers (in thousands) ²	19,191	16,941	11,082	60,841	55,199	54,305	277	170	93	879	515	790
Customer Complaints (per million boarded passengers)*	24.1	17.5	23.6 ^a	24.1	12.7 ^b	25.1 ^a	342.0	241.7 ^d	300.7 ^c	342.0	191.4 ^d	358.1 ^c
Safety							Safety					
Major Passenger Injuries (per million boarded passengers) ³	1.00	1.32	1.62	1.00	1.14	1.01	0.4	0	0	0.4	1.93	0
Employee Lost Time Frequency (per 200,000 hours worked) ⁴	4.5	4.6	5.1	4.5	3.7	4.4	0	0	0	0	0	0
Physical Assaults (per 200,000 hours worked)	2.0	2.7	0.9	2.0	1.5	1.3	0	0	0	0	0	0
Total Recordable Incident Frequency	-	34.1	32.4	-	26.6	30.7	-	-	-	-	-	-
WSBC Inspections / Orders ⁵	-	2/0	1/0	-	8/2	6/7	-	-	-	-	-	-
Operations							Operations					
On-Time Performance (OTP) ⁶	96.5%	96.1%	97.2%	96.5%	96.6%	96.4%	97.8%	95.9%	95.3%	97.8%	96.4%	93.5%
Percentage of Scheduled Service Delivered ⁶	99.7%	99.0%	99.7%	99.7%	99.5%	99.2%	99.9%	98.2%	100.0%	99.9%	99.2%	98.2%
Incidents with duration 16 – 30 Minutes ⁶	16	27	20	64	64	70	-	-	-	-	-	-
Incidents with duration over 30 Minutes ⁶	8	15	10	32	50	46	-	-	-	-	-	-
Finance							Finance					
Operating Cost per Vehicle km ⁷	\$4.01	\$4.42	\$2.74	\$4.07	\$3.93	\$3.44	\$13.35	\$28.57	\$29.47	\$15.35	\$30.44	\$24.35
Operating Cost per Capacity km ⁷	\$0.04	\$0.05	\$0.03	\$0.045	\$0.045	\$0.040	\$0.090	\$0.195	\$0.200	\$0.104	\$0.207	\$0.165

Notes for Complaints per million boarded passengers:

- a. SkyTrain Lines' complaints are tracked through CMBC (Coast Mountain Bus Company) Customer Information's ticketing system (COMS). Due to the December 2020 cyber-security incident, the full year of 2020 data was not captured. The reported complaints rate is from January 1 to November 27, 2020.
- b. The December 2020 cyberattack continued to affect 2021 complaints data collection. COMS' telephone logs were unavailable until May 2021, TransLink's Customer Feedback web form was unavailable until August 19, 2021. As a result, data from January 1 to August 18 were under captured. Especially during the first five months, only 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 the target or last year's performance.
- c. Along with the rest of TransLink services, WCE was affected by the December 2020 cyberattack. WCE's complaint tracking system was separate from COMS. However, WCE still lost about two weeks' worth of information as staff members could not receive emails or external phone calls. The reported complaints data is for the period of January 1 to November 30, and December 14 to 31.
- d. WCE used its own customer feedback tracking system before July 2021. Starting from July 2021, WCE uses the COMS system to align its reporting practices to SkyTrain Lines. The reported 2021 statistics include data from the two abovementioned systems. After the merging, WCE's service frequency-related complaints are assigned to TransLink Planning Division. This report only includes customers' complaints about COVID service from January to June. All service optimization and policy-related complaints will be reported by TransLink Corporate beginning from July 2021. In addition, since TransLink's Customer Feedback web form was unavailable until August 19, 2021, WCE complaints is considered under-captured from July 1 to August 18.

¹ The TransLink Customer Service Performance survey is completed quarterly for Expo-Millennium Lines and bi-annually (March and September) for West Coast Express. There was no survey conducted for WCE in this period.

² The COVID-19 pandemic continued to impact our ridership. In Q4 2021, ridership recovery slowed down from the steady recovery seen in Q3 2021.

Q4 Expo-Millennium ridership was up by about 12% more than Q3 2021. The ridership for the quarter was approximately 13.2% less than the budget, while the YTD ridership was about 9.5% less than the YTD budget.

Q4 West Coast Express ridership was up by about 23% more than Q3 2021. YTD ridership was about 41% less than the budget for the period.

³ In Q4 2021, Expo-Millennium Lines had 22 passenger injuries with the injury rate of 1.32 per million boarded passengers. This was a 40.4% increase over the rate in Q3 2021 (0.94) but was 18.5% less than in Q4 2020 (1.62). WCE had no passenger injury in Q4.

⁴ BCRTC Employee Lost Time Injury Frequency (LTIF) continues to trend lower year over year. In Q4 2021, 10 LTI claims with the injury rate of 4.54 per 200,000 hours worked were accepted by WSBC. Year to date 2021, there were a total of 33 LTI claims with an injury rate of 3.73. Compared with 2020, there was a 15% decrease in Loss Time Injuries. There were no Lost Time Incident claims for WCE in 2021 and there have been none since 2017.

⁵ As of the end of Q4 2021, BCRTC has had eight WorkSafe BC inspections and two compliance orders from the inspection YTD, compared with six inspections and seven orders over the same period in 2020.

⁶ In Q4 2021, OTP for Expo-Millennium Lines was marginally lower than that in the previous quarter (96.2%) as well as Q4 2020 mainly driven by weather related events.

WCE Q4 2021 OTP and SD were below target (by 1.9% and 1.7%, respectively).

⁷ For fiscal 2021, Operating cost per vehicle km for EM was favourable to budget by 3.5%, whereas the Operating cost per Capacity km was unfavourable by 1.0%. Vehicle kilometres were below budget by about 0.2%, and capacity kilometres were below budget by about 4.7%. These variances were both due to higher than planned use of Mark 1 trains throughout 2021 and partly offset by the activation of the snow plan in December. EM Operating costs were 3.9% (\$8.2M) favourable to budget due to savings from vacancies and overtime partly offset by higher contractual labour costs, savings in maintenance activities and professional services, lower propulsion power costs, and lower allocated costs related to insurance, computer systems and fare savers.

WCE Operating cost per vehicle km and the Operating cost per capacity km results were significantly impacted by service reductions that result in vehicle kilometers and capacity kilometres being below budget by 56.6% and 56.8%, respectively. The WCE 2021 budget assumed 4 trips daily with a total of 38 cars operating in each direction, but as of December 2021 WCE was running 4 trips with a total of 18 cars in each direction. WCE Operating costs were 14.0% (\$2.8M) favourable to budget mainly driven by service plan reductions resulting in lower maintenance and fuel costs, savings due to avoided locomotive maintenance costs given the capital refurbishment project, savings from rail equipment maintenance and station repairs not completed during the year and favourable CP Rail contract costs offset by restructure costs.

Operating cost includes Allocated Costs; excludes 3rd Party Revenues and Depreciation.



TransLink Strategic Priority: CUSTOMER EXPERIENCE AND PUBLIC SUPPORT

CUSTOMER EXPERIENCE

Fare Revenue and Ridership

- As of the end of January 2022, farebox revenue was approximately 50% of pre-pandemic amounts.

Braille and Tactile Bus Stop Signage

- Braille and tactile signage will be installed at all our approximately 8,400 bus stops by the end of 2022. As of January 31, 2022, 535 signs were received from the supplier and installations had begun.
- 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.

Holiday programs

- *Toys for Tots* – The Toys for Tots program was started by a group of Transit Operators at Surrey Transit Centre in 1985. The program has grown over time and has become a much-loved tradition at the entire TransLink enterprise. For the 2021 holiday season, two busloads with over 2,600 toys were delivered to the Lower Mainland Christmas Bureau. Since 1985, almost 90,000 toys and more than \$50,000 has been donated.
- *Reindeer Buses* – For the 2021 holiday season, CMBC dressed nine Reindeer Buses to spread cheer across Metro Vancouver.

Winter Weather Response

- Over the winter, Transit Communications (TComm) maintained communication with all Metro Vancouver municipalities to ensure transit routes and priority corridors were maintained during inclement weather conditions. They proactively liaised with cities, municipalities, universities, and contractors while monitoring weather warnings and bridge closures, along with regular conference calls with Environment Canada. In addition, they provided snow mitigation for bus loops, exchanges, transit centres, rectifier stations and HandyDART locations.
- Snow Socks were utilized on SFU, North Shore and UBC routes to maintain bus service when conditions became challenging due to inclement weather.

Winter Service Changes

- Winter service changes took effect on January 3 and will be in place until April 2022. For this period, bus service decreased by 122,000 hours (2.2% of total service) to better align with customer demand.
- In coordination with TransLink Planning, CMBC performed an analysis of ridership data to determine which routes had excess capacity and could be reduced with negligible system-wide impacts. Additionally, some routes, particularly South of the Fraser, were identified as experiencing overcrowding and service was increased to meet customer demands.

Customer Information Call Centre

- The ongoing COVID-19 pandemic, and its effect on ridership, meant the Customer Information (CI) call centre's monthly call volumes remain steady, but still lower than pre-pandemic levels.
- The CI phone system statistics function has been restored following the December 2020 cyberattack. In future reports, CI will share phone call numbers, data, and trends.
- In an effort to validate incoming complaints, CI introduced a keyword tagging process for complaints with greater than 100 cases. This process will be assessed over the coming months.
- At Lost Property, between January and December 2021, 31% of items logged were returned to customers. This is a 6% increase over the 2020 annual number (24%). Items logged for 2021 increased over 2020 by 6%. This is most likely due to increased ridership as well as the two-month closure of Lost Property in 2020 due to the pandemic.

Transit Security Presence and Visibility

- In Q4 2021, Transit Security Officers partnered with TransLink Marketing, helping to conduct customer surveys at exchanges/loops and bus stops. The survey captures customer's thoughts on safety and security on the transit system.
- Transit Security continues to liaise with internal and external stakeholders to identify opportunities to build community awareness. As such, Transit Security has been actively participating in meetings held by Surrey's Newton Safety Unit, the Business Improvement Association, Commissionaires Community Safety Patrol, and other local advocacy groups.

Access Transit Service Delivery (ATSD) Update

- Recently, HandyDART experienced an increase in service. As of December 31, 2021, they delivered 49% of budgeted trips with about 77% of budgeted service hours. About 7% of total trips were delivered by taxi.
- Regarding COVID-19 safety, whenever possible, HandyDART trips are scheduled to maximize distance between clients. Depending on the fleet type, vehicles carry either 7 or 12 customers. As of December 2021, when full capacity was allowed onboard, approximately 78% of trips were delivered with two or fewer customers.
- Following Kathy Pereira's retirement and a full recruitment process, David Doney was selected as the successful candidate for the Director, Access Transit Service Delivery role effective December 2021. David has held management roles in TComm, Depot Operations, Capital Projects, and most recently, he was Senior Manager of Operations, providing overarching leadership and guidance to our six depots.

HandyDART Modernization Project

- On October 1, 2021, age-based discounts went into effect and Compass was implemented on HandyDART, including a solution for taxi integration.
- FareSaver sales were eliminated on November 15, 2021. An increase in Compass use is expected to occur when clients exhaust their supply of FareSaver tickets. During the month of December, approximately 73% of HandyDART trips were paid for using Compass.
- Prior to the launch of Compass on HandyDART, the CMBC Operator & Technical Training team developed and delivered a Compass training program for First Transit, the HandyDART service provider. It was delivered to First Transit Instructors who then trained their Operators.
- Moving the registration process to an online platform was submitted as a capital project request. Work was originally scheduled to begin in 2022, however will most likely be delayed.
- Work is ongoing to change the way prospective customers apply for HandyDART, including a more comprehensive functional assessment through voluntary in-person consultation and/or an updated written submission.

Wheelchair-Accessible Bus Stops

- As of January 31, CMBC had 6,716 accessible bus stops out of a total of 8,486. 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

- *Employee and Contractor Safety COVID-19 Vaccination Policies* – Effective December 21, 2021, all CMBC employees were required to comply with CMBC's Safety COVID-19 Employee Vaccination Policy to be fully vaccinated against COVID-19. A separate vaccination policy applying to contractors required compliance with vaccination requirements on November 30, 2021. These policies were adopted to maximize safety for our customers, employees, and their families.
- *COVID-19 Safety Plans* – Each facility's COVID-19 Safety Plan was in effect until November 29, 2021 when the plans transitioned to a single Communicable Disease Prevention Plan. This change aligned with Provincial Health Officer Orders issued on June 17, 2021 and BC's Restart Plan. The Communicable Disease Prevention Plan focuses on basic risk-reduction principles against workplace transmission of COVID-19 and other communicable diseases. In January 2022, the COVID-19 Safety Plans were temporarily reinstated as ordered by the Provincial Health Officer in response to the Omicron variant.
- *Employee Hotline* – The hotline implemented in Q1 2020 continues to be available for employee and manager COVID-related inquiries. Calls decreased in Q3 2021, but subsequently rose in Q4 2021 with the rise of Omicron. As such, the hotline will remain active into 2022. Employees with questions can speak with their manager, call the hotline, or contact Occupational Health.

Responding to the COVID-19 Pandemic: Our Customers

- With the rise in COVID-19 cases due to the Omicron variant, CMBC reminded Transit Operators to use specific ventilation settings to maximize fresh air supply inside our buses. Previous internal research indicated this was the most effective way to provide fresh air for employees and customers. A prior retrofit of rooftop vents, Flettner vents, on HandyDART vehicles continues to provide increased fresh air for their customers and Operators.

COVID-19 Infection Control Initiatives

- Phase II of "Copper in Transit" officially launched on September 28, 2021 and is well into its one-year study. This partnership with Toronto Transit Commission, Teck Resources, Vancouver Coastal Health and UBC will 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.
- 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

- The “First 10 Minutes” employee emergency guide was refreshed and is being printed for distribution in early 2022. It contains procedures and contact information for each type of emergency. Guides are placed in every vehicle and are also available at CMBC facilities.
- Company satellite phones received a major software update that addressed connection issues using telephone conference lines. Monthly testing of the phones resumed to ensure the equipment is ready for use in the event telephone and network communications are offline. Satellite phones are located at each CMBC facility and held by key staff.

Electrical Safety Program (ESP)

- The first version of the Electrical Safety Program was completed in 2021 and is now registered in the Safety Management System. Regular updates and reviews of the program will follow SMS protocols. These documents will build the framework for all future work procedures relevant to high voltage work such as Trolley Overhead and battery-electric vehicles.

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. Most recently, the Health and Safety project was merged with the claims management replacement project. The merger will help ensure incident-related information is readily available to those who need it. Roll-out of the first elements are expected in 2023.

Safety Management System Refresh

- In 2022, CMBC Safety is undertaking a refresh of the Safety Management System (SMS) including an integrated risk management approach to safety, emergency management and climate change risks. Additionally, the teams will focus on safety training and communications, updating documentation, improving safety culture and accountability, and beginning to implement the TransLink Enterprise Safety Commitment.

Employee Workplace Injuries / Accepted Lost Time Claims

- In 2021, CMBC recorded 349 accepted lost time claims at a rate of 8.0 claims per 200,000 hours worked which is slightly higher than the 330 claims and rate of 7.6 in 2020.
- In 2021, leading incident types resulting in lost time claims were Motor Vehicle Incidents (20%), followed by Falls on the Same Level (14%), Overexertion (14%), and Other Bodily Motion (13%).
- After a decrease in registered claims in 2019 and 2020, 2021 results show claims registered increasing slightly to levels seen previously in 2017 and 2018.

Days Lost Reduction Plan

- CMBC established a working group to focus on reducing the number of 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 began developing an optimal Return-to-Work program outline based on industry best practice and expects to complete strategy development by the end of Q1 2022.

Transit Operator Assaults

- In 2021, CMBC recorded 67 Transit Operator assaults. This included 24 physical assaults, 23 spitting incidents, 16 incidents involving assault with an object, and 4 verbal incidents. 2021 total incidents were up slightly compared to 2020 with 63 assaults.
- The rate of assaults per 1 million service hours in 2021 was up slightly to 12.8 compared to 12.1 in 2020. The 2021 rate per 1 million boardings was 0.47 compared to 0.45 achieved in 2020.
- 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, newly launched refresher training including effective ways to deal with conflict (training was delivered to almost 1,200 Operators in 2021), 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 concentrations of crime across our system.

ENVIRONMENTAL STEWARDSHIP

Climate Change Resilience and Adaptation

- With the recent adoption of TransLink's Climate Action Strategy and a year that brought us unprecedented heat, rain, flooding, tornadoes, and snow, CMBC is beginning a process to determine its climate change vulnerabilities. We are looking at day-to-day operations and our infrastructure, with a goal to improve resilience. By evaluating expected impacts due to climate change, CMBC can prioritize short- and long-term strategies. A refresh of the various management systems is underway and will contribute to a vulnerability assessment in 2022.

Low Carbon Fleet Program (LCFP)

- Preparations continue for the 57 battery-electric buses and infrastructure that will be based out of Port Coquitlam Transit Centre. CMBC is currently working with consultants to perform route modelling and design of the infrastructure. Procurement of the vehicles and charging equipment is expected to start early this year.
- CMBC continues to work with Nova Bus on the next 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) is underway. The lead bus will arrive mid-year and the remaining 14 buses are scheduled to arrive in 2023.
- Procurement of charging infrastructure to support the 15 additional vehicles at Hamilton is almost complete, pending the finalization of negotiations. This includes additional plug-in charging at the depot and another on-route charger at 22nd Street Station.
- Planning for the future Marpole Transit Centre continues to move forward. Due to issues with permitting, the in-service date has been updated to late 2025. An updated fleet replacement plan has been developed to align with the new in-service date.

Employee Electric Vehicle Charging Policy

- Charging infrastructure has been installed at Hamilton Transit Centre for a pilot program in which employees will be able to charge their personal electric vehicles for a fee.
- TransLink is finalizing an agreement with a charging app and billing provider to allow controlled access to the charging infrastructure. Roll-out to employees will begin when the agreement is reached.

Energy Management Program

- An Energy Management Assessment is currently underway, providing an opportunity for CMBC and BC Hydro to assess our current state and plan for the future.
- In 2021, lighting and mechanical energy audits were completed at Burnaby Transit Centre, partially funded by BC Hydro and FortisBC. A working group is reviewing the audit recommendations. Design of selected measures will take place in 2022, subject to funding.
- A Continuous Optimization study to identify free or low-cost measures to reduce energy consumption is underway at Hamilton Transit Centre. A second study will begin at Burnaby Transit Centre early 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.
- In 2021, two major reportable diesel spills occurred as a result of debris hitting the plastic fuel filter on new double-decker buses, releasing diesel fuel onto the roadway. All required procedures were performed to clean these spills. A corrective fleet campaign was completed in October 2021 in which 32 buses were fitted with a metal bracket to protect the filter and prevent this type of spill from occurring in the future.
- Due to TransLink's December 2020 cyberattack, data for low-risk non-priority spills was not available for Q1 or Q2 2021. Q3 and Q4 priority and non-priority spills were 2.38 spills/Mkm compared to the target of 2.9.

TransLink Strategic Priority: ENSURE STATE OF GOOD REPAIR

OUR PEOPLE

Equity, Diversity and Inclusion (EDI) Initiatives

- In November 2021, Maintenance managers participated in a virtual *Be More Than a Bystander* online workshop facilitated by the BC Centre for Women in the Trades (BCCWITT). Developed by the Ending Violence Association of BC, in partnership with BC Lions, the program was modified by BCCWITT for the Trades environment. The goal of the program is to equip participants with effective strategies for speaking out against gender-based violence and become allies.
- In February 2022, a Transit Operator recruitment campaign launched with advertisements on several buses and an extensive social media and Google search campaign. The goal is to attract more women to a career as a Transit Operator. Improving the gender balance in our workforce, and also ensuring our employees are reflective of the customers and communities we serve, is a key step in our EDI journey.

Maintenance Apprentice Program

- The CMBC Apprentice Program had 24 active participants at the end of 2021. Six apprentices graduated in 2021 and all were immediately hired by CMBC Maintenance as Commercial Transport Mechanics.
- Seven new apprentice positions were filled with internal applicants who started their program on October 18, 2021. The new apprentices participated in an extensive onboarding session with management and union representatives.

45-minute Guaranteed Recovery Program

- The 45-minute guaranteed recovery program for Transit Operators went into effect on January 4, 2021, in accordance with the Unifor 111 Collective Agreement.
- A total of 224 claims were submitted in 2021. Of the 224 submitted, 200 did not meet the parameters in the Collective Agreement and 14 were approved for a total of 2 hours of compensable time.

Transit Operator Recruitment Events

- Two virtual Transit Operator recruitment events occurred recently. The events were held in preparation to support future expansion and maintain staffing levels. Results are as follows:

Date	Interviewed	Moved to Next Stage
Nov. 20, 2021	133	90
Jan. 29, 2022	150	93
Total	283	183

New Operator and Refresher Training

- Three Conventional New Operator classes were added in late 2021 and additional class increases are planned for this year to ensure adequate staffing in 2022. Current projections indicate CMBC is in good shape to meet service demands.
- All group-style training programs are continuing in accordance with COVID-19 Safety Plan, Communicable Disease Prevention Plan, and Provincial Health Officer Orders.
- Operator & Technical Training hosted a series of refresher-style information sessions in 2021. These in-depot sessions reinforced training expectations on several important subjects, including pre-trip compliance, incident reporting, and safe driving techniques. The sessions were well-received and will return in 2022 with new content and materials.
- Community Shuttle and Conventional 1-Day Refresher Training programs met or exceeded targets for 2021, with results as follows (target vs. actual):

	Target	Actual	Variance
Conventional	700	1,095	395
Comm. Shuttle	95	96	1
Total	795	1,191	396

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. Full completion remains on schedule for Q4 2022
- TComm renovation project at Surrey Transit Centre is expected to finish by the end of 2022.

DOMS Replacement Project (Daily Operations Management Systems)

- The DOMS replacement project continues to move forward, however, it has encountered delays due to vendor resource constraints and TransLink's December 2020 cyberattack. This has resulted in schedule slippage from Q3 2023 to Q1 2024 to the next deployment window.

Roof Replacement at Richmond Transit Centre

- Richmond Transit Centre is preparing for a roof replacement. Work is due to start in May 2022 and is expected to be completed in October 2022.

Financial Results

- For the year ended December 31, 2021, CMBC costs (including allocated costs and recoveries) were \$34.0M (4.0%) favourable to budget. Favourabilities were driven by areas affected by COVID-19 through reduced ridership, service hours, HandyDART trips, and service kilometres.
- Salaries, Wages, and Benefits was \$9.4M (2%) favourable. Fuel was \$2.2M (6%) favourable due to better fuel consumption, lower service kilometres delivered versus budget, and a better rate for DC power. Maintenance, Materials, and Utilities was \$4.5M (6%) favourable mainly attributed to lower service kilometres and a change in accounting methodology whereby internal recoveries have been reported as net and external recoveries have been reported as gross (budget remains in recoveries). Insurance was \$5.4M (26%) favourable due a higher discount rate than budgeted. Access Transit was \$10.9M (18%) favourable due to reduced service demand. Other Contractors was \$660K (-3%) unfavourable due to COVID-19 cleaning costs and increased fuel prices.

TransLink Strategic Priority: MOBILIZE THE MAYORS' VISION

FLEET

Farebox Replacement Project

- Installations of the new TAG fareboxes were completed as scheduled in December 2021. Installations included 1,467 on the conventional fleet and 153 on Community Shuttles.

Fleet Procurement (2021-2024)

- Delivery of new conventional 60' articulated hybrid buses (25) and double-decker buses (25) that began in fall 2021 is continuing through to April 2022. Fifteen more 60' articulated hybrid buses are scheduled for delivery between the end of 2022 and Q1 2023.
- Regarding new Community Shuttles, 54 out of 62 have been delivered with a remaining eight shuttles to be delivered by the end of Q2 2022.

- Delivery of new HandyDART vehicles (138) began at the end of January with delivery of the last vehicle expected to occur in August 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.
- At CMBC, the WiFi Proof of Concept was completed in Q4 2021. The completion target for installation on 201 RapidBuses is set for Q4 2022.

KEY PERFORMANCE INDICATORS AS OF DECEMBER 31, 2021

Metrics marked "***" are preliminary estimates based on best available data at time of reporting. Once finalized data is available, these preliminary metrics will be restated. We anticipate that differences will be minor in nature.			
KEY PERFORMANCE INDICATORS ¹	2021 ANNUAL TARGET	2021 ACTUAL	2020 ACTUAL
TransLink Customer Survey – Bus service overall ²	8.0	8.2	8.2
Scheduled Service Delivered ^{3**}	97%	97.9%	96.2%
Customer complaints per million boarded passengers ⁴	100	77	101
Validated HandyDART complaints per 1000 trips Requests	0.5	0.8	0.9
On-time Performance			
Bus Regularity – frequent service ⁵	81.0%	80.7%	83.3%
Bus Punctuality – infrequent service ⁵	81.0%	83.9%	86.0%
On-time Performance – HandyDART	90.0%	93.8%	93.3%
Preventable collisions per million Km ⁶	10.3	8.6	8.1
Operator assaults (CUTA 1-4) per million boarded passengers ^{7**}	0.4	0.47	0.45
Employee lost time accepted claims per 200,000 hours worked	7.7	8.0	7.6
Pedestrian incidents per million service hours **	11.0	8.2	8.7
Cyclist incidents per million service hours**	4.6	3.4	3.1
Injury claims – Passengers per million boarded passengers **	4.3	4.9	4.4
Greenhouse Gas Emissions – Carbon Dioxide tonnes per million service km ⁸	1335	1233	1290
CMBC operating cost per service hour ^{8**}	\$127.65	126.71	121.40
Access Transit operating cost per trip	\$42.22	70.75	75.72
METRICS			
Access Transit trips provided (thousands)			
HandyDART	1,259	647	580
Supplemental taxi service	152	49	40
Total Trips ⁹	1,411	696	620

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 Actual represents the average results for Q1 (8.4), Q2 (8.3) and Q3 (8.2) and Q4 (8.1).

³ The 2021 data is preliminary estimates based on best available data at the time of reporting. 2020 Actual is as of October 31, 2020.

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 the complaints considered to be of a serious nature received by phone were tracked manually to ensure our customers' priority concerns were addressed. The Customer Information Services telephone logging 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 through May 2021 are only a small subset of normal volumes. In addition, the lack of an online feedback application from January to August 2021 further impacts the accuracy of complaints data for that time. As a reference, from 2018 to 2020, approximately 53 per cent of total complaints received were through the online feedback form.) Consequently, the 2021 data should be assessed with caution and the data relating to the months of January to August may be unrepresentative as an operational indicator. The 2020 data for Complaints per million boarded passengers includes data from January 1 to November 27, 2020.

⁵ The 2021 data for On-time Performance includes data from May 11 to December 31. The data from January 1 to May 10 is not available. The 2020 data is January 1 to October 31.

⁶ The actual data is as of December 31 and is subject to change due to the timing of adjudications.

⁷ CMBC recorded 67 Transit Operator assaults in 2021. This is slightly higher in terms of number of incidents compared to the same period last year (63). The performance of this metric is impacted by the significant drop in ridership due to the COVID-19 pandemic which drives up the ratio.

⁸ Excludes TransLink allocated costs. Metric is normalized by net service hours which includes estimates for Jan. to Dec. and is subject to change.

⁹ Total Access Transit trips provided in the first twelve months of 2021 were lower compared to budget. COVID-19 impacted service delivery in 2021.



METRO VANCOUVER TRANSIT POLICE REPORT FOR MARCH 2022 TRANSLINK BOARD MEETING

TransLink Strategic Priority: Customer First

- **Appointment of Deputy Chief Officer Furlan**



On January 4, 2022, RCMP Superintendent Anita Furlan was appointed as the new Deputy Chief Officer with the Transit Police (following her secondment since September 2020). Deputy Chief Furlan brings to the organization 24 years of policing experience in BC, including time spent with the Border Integrity Team, Integrated Gang Task Force, the provincial Major Crime section, Combined Forces Special Enforcement Unit – Organized Crime section and serving as the Officer in Charge of the BC - Real Time Intelligence Centre. She is the first woman Deputy Chief Officer for the Transit Police and her appointment is an important part of succession planning within the Transit Police. Her knowledge, skills and experience will help the police service to evolve and advance a modern police culture and Equity/Diversity/Inclusion, develop stronger relationships with the many Transit Police partners, and address changing societal issues that impact police.

- **First Year - Waterfront Community Policing Centre Volunteer Program**

The Transit Police's Waterfront Community Policing Volunteer Program was launched in February 2021 during the pandemic. During the year, there were up to 60 volunteers. The total volunteer hours in 2021 was over 3800 hours. Highlights include:

- Generating over 32 police files with Transit Police and local police agencies;
- Registering over 400 bikes through Project 529;
- Handing out blankets and care packs to vulnerable population on/around transit;
- Saving two lives by administering Naloxone;
- Joining Transit Police Neighbourhood Police Officers, local police agencies and ICBC in support of the Pedestrian Road Safety Campaign - handing out reflectors;
- Helping with set up for approximately eight speed & distracted driver events by TMET;
- Assisting TransLink with safety survey and the reindeer bus; and
- Nine of the volunteers also volunteering with the Blue Eagle Community Cadet Program.



Two of the volunteers have now become police recruits (one at Transit Police and one at another police agency), and more volunteers are anticipated to follow this path in the future. New volunteer applications have continued to come in early 2022.

- Transit Police – Targeted Mobile Enforcement Team (“TMET”)**

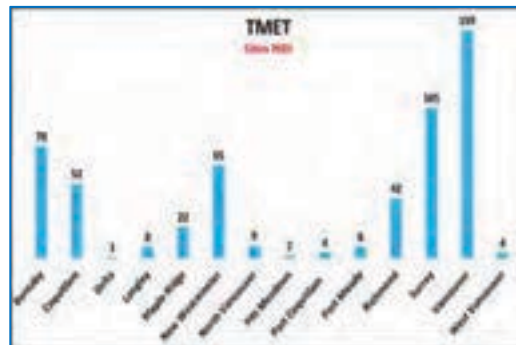
TMET is a Transit Police specialty unit (one Sergeant and six Constables) that became operational in September 2020. Responding to intelligence reports, crime statistics and complaints received from the public, TMET works in partnership with Jurisdictional Police and public safety agencies to provide focused enforcement on and near the transit system. TMET provides strategic, project-driven enforcement of provincial statutes, *Transit Conduct and Safety Regulation* and TransLink bylaws, and the *Criminal Code*. Whether responding to concerns about pedestrian safety at a transit hub, lane changes that increase the chance of collision due to vehicles parked in bus lanes, or removing impaired drivers from the road during roadblocks on TransLink bridges, TMET is driven by its core focus on increasing public safety.

An example of enforcement was on Feb. 8, 2022, when TMET acted on intelligence and data and then carried out checks that led to several arrests, including a man now charged with breaching his conditions and possession of drugs for trafficking.



In 2021, TMET received a Deputy Chief Officer Unit Commendation for their significant targeted work:

- Made 100 warrant arrests;
- Opened 413 Police Files;
- Issued 23 Immediate Roadside Suspensions;
- Submitted 21 Reports to Crown Counsel;
- Issued 3,861 Fare Bylaw Infractions;
- Issued 2,430 Prov. Violation Tickets (i.e., *Transit Conduct and Safety Regulation*); and
- Conducted 92 joint forces operations with over 12 different police agencies, integrated law enforcement units and security partners.



- **Blue Eagle Community Cadet Program Expansion**

In 2021, the Transit Police launched its Blue Eagle Community Youth Cadet Program¹; a developmental program for youth aged 12-15 (and held at the Britannia Community Center in Vancouver). Transit Police developed this program in partnership with the Vancouver Aboriginal Community Policing Center and the Vancouver Police (Diversity, Inclusion and Indigenous Relations Section). The inaugural program ran from March to June 2021 and the fall program runs from September 2021 to June 2022.

In July 2021, the coordinators of the Blue Eagle Community Cadets in Vancouver were approached to expand the Program to Surrey. Transit Police senior management supported the proposal. The concept received support from a variety of Surrey community, educational and civic organizations, as well as the Surrey RCMP and Surrey Police Service. Since Q3 2021, joint work continued on the implementation tasks, including acquiring funding and in-kind services. An open house was held in January 2022. By February 2022, the Surrey Blue Eagle Community Cadet Program had 17 youth attending and registrations are expected to grow over spring 2022.



¹ The Blue Eagle Community Cadet Program serves to empower Indigenous youth by offering culturally connected mentorship, building of leadership skills, supporting and empowering youth as they discover their potential and explore career options (including policing), increasing mental and physical health, learning/reconnecting about Indigenous culture (many urban Indigenous youth may not have any connection to their home community and lands, thus putting them at greater risk of suffering the harmful effects of trauma), and helping the community.

TransLink Strategic Priority: State of Good Repair

- **Overdose Crisis**

Transit Police is a part of the provincial initiative to respond to the opioid overdose crisis. Members are trained in First Aid as well as administering of Naloxone. From 2017 to 2021, Transit Police Officers administered Naloxone in 127 events to resuscitate overdose victims. This response tool also contributes to transit system resiliency. Significantly, in 2021, there were 35 events where Transit Police administered Naloxone – the highest number in any year since 2017. Transit Police has also trained its volunteers at the Waterfront Community Policing Centre in administering of naloxone and, in 2021, volunteers deployed it in two events – for which they received formal recognition.

Medical Check – On December 11, 2021 at Lougheed SkyTrain Station, Transit Police were on patrol and discovered a man passed out with shallow breathing. The Officers administered Naloxone, began chest compressions and used an AED before the male regained consciousness. BC Ambulance and Fire units attended and the man was then transported to hospital.

- **New Transit Police 2022-2026 Strategic Plan**

The Transit Police recently released its Strategic Plan for 2022-2026 (the “Plan”). While the development timeline for a new Plan was impacted in 2020 by the COVID-19 pandemic, the Plan was able to be finalized late in 2021 by the Transit Police Board.

The Strategic Plan was developed with input from the Transit Police Board and employees, TransLink and its operating companies, TSML Board, cross-regional policing partners, Ministry of Public Safety and Solicitor General, Chief’s Community Council, community organizations, Indigenous partners and transit riders. This Plan is intended to support the priorities of TransLink including ridership recovery and transit system expansion. Ongoing communications and input from TransLink partners will continue to inform the future evolution of the Plan over the next five years.

The Plan centers on **three Pillars**:

- **Cross-regional Policing**
- **Engaged Community Partners**
- **Modern Policing Culture.**

The complete Plan is available on the Transit Police website ([click here](#)).



- **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 2021 as compared to 2020 follows. In 2021, Transit Police had 20,111 Police Files, which includes a 9% increase in ‘assist’ files to other police agencies in 2021.

Metro Vancouver Transit Police Crime and Safety Statistics	2021	2020	% Change
Crimes Against Persons/100,000 Boarded Passengers <i>(primary and assists)</i>	0.618	0.668	-8%
Crimes Against Property/100,000 Boarded Passengers <i>(primary and assists)</i>	0.805	0.750	7%
Other Criminal Code Violations/100,000 Boarded Passengers² <i>(primary and assists)</i>	0.370	0.422	-12%
Provincial Violation Tickets (“VTs”)	4,583	6,142	-25%
Arrests - Warrants Executed (All)	1,092	778	40%
Arrests - New Charges³	500	709	-29%
Total S. 28 Mental Health Act Apprehension Files	225	181	24%
Sexual Offences <i>(primary and assists)</i>	126	125	1%
SCBCTA Fare Infraction Notices	4,616	5,621	-18%
SMS Texts Conversations Converted to Police Files	6,064	4,983	22%

Notwithstanding the pandemic impact on ridership levels (51% decrease from 2019), criminal activity continued on or near the transit system. In 2021, there was continued high rates of Crimes Against Persons per 100,000 Boarded Passengers and Crimes Against Property per 100,000 Boarded Passengers. While there was positive movement with the 8% decrease in the 2021 rate of Crimes Against Persons (0.618) from 2020 (0.668), there was however a 7% increase in the 2021 rate of Crimes Against Property (0.805) as compared to 2020 (0.750). These two crime rates are an anomaly to historical trending prior to 2020, as shown on the following chart (the respective 2019 rates were 0.37/Persons and 0.43/Property). It was 2015 that the Transit Police adopted its community based policing – service delivery model.



² 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.

³ Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.

Suspect Charged after Senior Assaulted – Around 1 pm on December 4, 2021, a man boarded a SkyTrain at Scott Road Station. As he attempted to sit down, he accidentally bumped into another man about to sit in the same seat. The victim (67-year-old) ignored the accidental bump and moved to a different part of the train. Moments later, the suspect allegedly approached the victim, got close to his face and demanded an apology. The victim pushed the suspect into a nearby seat and attempted to hold him down until help could arrive, when he felt a sharp pain in his side. The victim looked down and allegedly saw that the suspect had a knife in his hand. When the SkyTrain arrived at Gateway Station, the suspect ran off the train and out of the station. The victim was taken to the hospital with multiple, but non-life-threatening stab wounds. Transit Police worked around the clock to identify the suspect involved and, weeks later, while dealing with a man on an unrelated matter, the Crime Suppression Team members recognized this person as the possible stabbing suspect. Further investigative action by the General Investigation Unit led to the arrest of the 19-year-old suspect. He was arrested and charged with Aggravated Assault and Possession of a Weapon for a Dangerous Purpose, and held in custody.

Series of Stranger Assaults on Transit Solved – On February 14, 2022, Transit Police arrested a suspect following a series of five seemingly random assaults on transit passengers. The incidents took place between October 2021 and February 2022. The first incident occurred in front of Commercial-Broadway SkyTrain Station in Vancouver, when a man exiting the bus, was approached from behind by the suspect, who allegedly then kicked the victim several times in the legs and attempted to hit him in the face. The second incident occurred near Royal Oak Station, when the suspect on board a SkyTrain got up from his seat and, without provocation, allegedly kicked the victim in the face. The third and fourth alleged assaults occurred on board a SkyTrain near Metrotown Station, when the suspect, again without provocation, allegedly punched a fellow passenger in the back of the head multiple times. Shortly after, the suspect boarded another train and allegedly hit another passenger in the face with an empty beer can. The last incident took place on board a train nearing Patterson Station, where the suspect allegedly punched a SkyTrain passenger multiple times. In all incidents, the suspect and victim were not known to each other, nor was there interaction between the two prior to the alleged assaults. Thankfully, none of the victims in these incidents sustained serious physical injuries; however, the escalating violent behaviour of the suspect was very concerning, especially as it was directed at complete strangers. Stranger assaults are difficult to solve but the Transit Police's General Investigation Unit was able to link the series of assaults to one suspect, arrest him, and recommended five counts of assault for a 35-year-old New Westminster man (known to police). Transit Police continues to investigate whether any other events may be linked to this suspect.

The number of sexual offence files (primary and assists) for 2021 was up 1% from 2020; however, the monthly averages for sexual offences in 2020 and 2021 were the lowest since 2012. In part, the low numbers may be attributed to the lower ridership during the pandemic and greater visibility for a person if they were to attempt to commit a sexual offence. However, 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. In 2021, there was a transit safety tip campaign and presentations for post-secondary students returning to school. Further, Transit Police conducted training for Station Attendants on sexual offending on transit and the role that they can play in identifying/reporting incidents.

Sexual Assault Suspect Arrested – Around midnight on November 27, 2021, a woman was approached by a man at 29th Avenue SkyTrain Station, who blocked her from walking past him multiple times. The suspect allegedly wrapped his arms around the victim, groped her, and forced her to the ground. The victim courageously fought back and pushed the suspect away before he allegedly shoved her down a set of stairs and grabbed her phone. The victim punched the suspect, yelled for help, and retrieved her phone. Transit Police commenced an investigation and sought help from the media and public to identify the suspect. Multiple tips were received, which led to the suspect's identity and arrest within 24 hours. The suspect was a 20-year-old Vancouver man, known to police, and charges of Sexual Assault and Robbery were recommended. The suspect was held in custody.

There was a 24% increase in number of S. 28 apprehensions under the *Mental Health Act* from 2020 to 2021. The number of S. 28 files during the COVID period (2019, 2020, 2021) were the highest number of S. 28 arrests that Transit Police has seen since 2015, even with ridership cut in more than half. 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. The numbers also indicate the dependency on the transit system of this vulnerable group.

Section 28 Apprehension after Guideway Intrusion – In November 2021, a woman entered into the SkyTrain guideway at VCC-Clark Station and began walking toward Commercial Station. SkyTrain Control received the intrusion alarm and notified the Transit Police - Operations Communication Centre. Transit Police attended both Commercial Station and VCC-Clark to contain the woman. For safety of the woman and Officers, the trains were stopped and tracks were powered down. As Transit Police were about to start their sweep of the guideway, the woman came running toward them. She was escorted out and appeared to be suffering from a mental illness, believing that people with weapons had chased her onto the tracks. CCTV confirmed that no one was chasing the woman. Given the woman's state and the fact that she put herself in danger, she was apprehended under S. 28 of the *Mental Health Act* and transported to Vancouver General Hospital, and then certified by a physician.

It is noted that there was a 22% increase in SMS Text conversations with the Transit Police Operations Communication Centre that led to a police file being generated. 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

Reducing crime and disorder on transit and the surrounding community was a Strategic Objective of the 2016-2021 Transit Police Strategic Plan. In 2021, Transit Police Officers made 1,092 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere. The number of warrant arrests for the 2021 was 40% higher from 2020; this is even higher than in 2019 before the pandemic (1,086). This increase is partly reflective of the targeted work being done by two Transit Police specialty units – the Crime Suppression Team and the Targeted Mobile Enforcement Team. The number of new charge arrests by Transit Police dropped by 29% in 2021 from 2020.



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.

Illustrations of Warrant Arrests

In the evening of February 11, 2022, Transit Police were conducting fare checks at the Production Way SkyTrain Station, where a woman was detained for failure to produce fare. The woman provided an alias name and was warned for obstructing police. Her true identity was then provided and queries revealed that she had an outstanding warrant from Powell River for missing court. She was arrested and transported to police cells.

On February 23, 2022, Transit Police were dispatched to Broadway City Hall SkyTrain Station regarding a woman who was refusing to exit the elevator within the station and refusing other passengers to use it. Transit Police escorted the woman out of the elevator; however, she could not produce valid fare-media and would not provide identification. The query on the Police records system showed that the woman had an outstanding warrant from New Westminster Police for a breach violation. She was arrested and transported to police cells.

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, which was new legislation in 2017. In comparing 2021 to 2020, there was an 18% decrease in the number of VTs. This decrease is reflective of the lower ridership and it may be partly 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.

2022 Safety Campaign

In 2022, Transit Police will be launching a new Safety Reassurance campaign that will include information on transit safety features and tips, Transit Police special resources, as well as ways to contact Transit Police. This campaign will be complemented by the ongoing work of the Transit Police – Community Engagement Team, which will be able to increase its in-person engagement with removal of public health orders arising from the pandemic.

TO: Board of Directors

FROM: Steve Vanagas, VP Customer Communications & Public Affairs

DATE: March 2, 2022

SUBJECT: Indigenous Relations Vision and Guiding Principles – Public Version

PROPOSED RESOLUTION

That the TransLink Board of Directors approve the Indigenous Relations Vision Statement and Guiding Principles for the Enterprise, as set out in the report titled “Indigenous Relations Vision and Guiding Principles” dated March 2, 2022.

EXECUTIVE SUMMARY

TransLink is seeking Board approval for an Indigenous Relations Vision and Guiding Principles for the enterprise. The Vision and Guiding Principles will serve as a public statement of TransLink’s commitment to reconciliation with Indigenous peoples and as a guide for future decision-making. The Vision and Guiding Principles have been informed by engagement with Indigenous communities in Metro Vancouver.

PURPOSE

The purpose of this report is to seek approval from the Board of Directors of the Indigenous Relations Vision Statement and Guiding Principles for the Enterprise, as set out in the report.

BACKGROUND

The legal, policy and social context for Indigenous relations in Canada is evolving rapidly. The recent discoveries of unmarked graves of children at residential schools has shone a light on the imperative of reconciliation with Indigenous peoples, and governments and organizations across the country are committing themselves to advancing reconciliation, including through implementation of the *United Nations Declaration on the Rights of Indigenous Peoples*.

As a public transportation authority, TransLink has an opportunity to contribute in significant ways to advancing reconciliation with Indigenous peoples in Metro Vancouver. TransLink must also continue to meet evolving legislative and policy requirements and maintain social license to operate and expand the transportation network.

FRAMEWORK DEVELOPMENT PROCESS

TransLink initiated development of a corporate Indigenous Relations (IR) Framework in late 2019. To guide the development of the Framework, as an initial step, an analysis of TransLink’s existing IR practices was completed. The analysis recommended several areas of focus for the Framework and related work.

Several key components of the Framework have been developed, including the Vision and Guiding Principles, draft policies and guidelines to support consultation and engagement with Indigenous peoples, a draft Indigenous procurement strategy, and a cultural awareness training program. In addition, significant work including Indigenous engagement has been undertaken to incorporate strategies for advancing reconciliation with Indigenous peoples in Transport 2050.

Provisional endorsement from the Board of Directors was provided following a presentation on the Vision Statement and Guiding Principles with the Planning and Stakeholder Relations Committee on November 23, 2021 and the Board of Directors on December 2, 2021.

INDIGENOUS RELATIONS VISION & GUIDING PRINCIPLES

The purpose of the Vision and Guiding Principles is to be a public statement of TransLink's commitment to reconciliation and a guide for how the enterprise will live up to this commitment. The intended audiences include TransLink staff, Indigenous communities and peoples, government partners, transit customers and the general public.

ENGAGEMENT PROCESS

The below final draft Vision and Guiding Principles were developed through research on best practices of comparable organizations, review and input of an internal director-level IR Steering Committee and TransLink Executive, and feedback from Indigenous communities. A draft of the Vision and Guiding Principles was shared and discussed during individual meetings with the following 10 Indigenous communities in Metro Vancouver.

- qíćəy (Katzie First Nation)
- q̣wɑ:ńłən' (Kwantlen First Nation)
- kwikwəłəm (Kwikwetlem First Nation)
- máthxwi (Matsqui First Nation)
- xwməθkwəyəm (Musqueam Nation)
- qiqéyt (Qayqayt First Nation)
- se'mya'me (Semiahmoo First Nation)
- Skwxwú7mesh Úxwumixw (Squamish Nation)
- scə wəθən məsteyəxw (Tsawwassen First Nation)
- sə́lílwətaʔt (Tseil-Waututh Nation)

Feedback affirmed that the Vision and Guiding Principles reflect best practices and an appropriate level of commitment by TransLink. Changes were made in response to some specific feedback received.

FINAL DRAFT VISION & GUIDING PRINCIPLES

TransLink Indigenous Relations Vision

TransLink's mandate is to connect Metro Vancouver and create a more livable region. In doing so, we will be inclusive of Indigenous peoples, their culture and their perspectives. We will actively support reconciliation and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples in collaboration with Indigenous governments, organizations and businesses in the pursuit of thriving and sustainable Indigenous communities.

TransLink Indigenous Relations Guiding Principles

RECOGNITION:	TransLink recognizes the legal and constitutional rights of Indigenous peoples and the relationship between Indigenous peoples and their treaty and unceded lands and resources;
RESPECT:	Respect and value Indigenous history, culture and knowledge;
PERSPECTIVES:	Seek to understand and incorporate Indigenous communities' perspectives and solutions in TransLink's decision making and the delivery of TransLink services, including those of urban Indigenous peoples;
INCLUSION:	Increase inclusion and diversity of Indigenous peoples within TransLink's business and expand opportunities for Indigenous businesses;
CELEBRATE:	Celebrate engagement and inclusion of Indigenous employees and Indigenous businesses and participate in Indigenous celebrations;
COMMUNICATION:	Timely, consistent, appropriate and meaningful consultation and engagement, and open two-way communication based on honesty, integrity and respect.

NEXT STEPS

If approved, the final Vision and Guiding Principles will be shared with Indigenous communities and a plan developed for communication to TransLink staff, partners, riders and the public.

TransLink will continue to engage Indigenous communities to inform other elements of the draft Framework. In addition, a Reconciliation Action Plan will be developed to complement the Vision and Guiding Principles by setting out specific actions TransLink will take to advance reconciliation.

As Indigenous issues in Canada are complex and constantly changing, the Vision and Guiding Principles will be reviewed periodically to appropriately reflect current circumstances and our commitment to reconciliation.

RECOMMENDATION

It is recommended that the TransLink Board of Directors approve the Indigenous Relations Vision and Guiding Principles as recommended in this report.

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice-President Financial Services

DATE: March 2, 2022

SUBJECT: 2021 Year-End Financial and Performance Report

EXECUTIVE SUMMARY

TransLink's 2021 Year-End Financial and Performance Report presents performance results as at December 31, 2021 compared to the budget and prior year results.

The paradigm shift in travel behaviour caused by the COVID-19 pandemic has continued to shape TransLink's operations and priorities in 2021. With the support of Senior Government and with Metro Vancouver's safety and recovery at the forefront of our efforts, Translink continued to maintain substantially pre-COVID service levels. Case numbers in our region fluctuated throughout the year amid different variants and the onset of multiple waves, resulting in a largely flat trajectory of ridership recovery during the first half of the year. Overall, TransLink's ridership reached 47.9 per cent of pre-COVID levels in 2021, up 2.3 per cent from 2020. Ridership has followed a sustained and encouraging recovery trajectory since mid-June 2021, alongside a successful vaccination campaign and the commencement of return to physical worksites and places of learning. 2021 ridership ended at 61.4 per cent of pre-COVID levels in December, compared to 46.8 per cent in 2020. Transit revenue increased by \$28.0 million from 2020 to \$414.0 million in 2021; however, due to a more optimistic recovery anticipated in the beginning of the year, transit revenue was \$7.6 million unfavourable to budget.

For the year ended December 31, 2021, TransLink recorded a deficit of \$198.5 million reported on Public Sector Accounting Board (PSAB) Standards basis. Senior Government relief funding of \$644.0 million was received and recognized in 2020, as required by the accounting standards, despite the funding being designed to cover net operating losses through to 2021 and offset fare increases through to 2024. Offsetting this slightly was an additional \$31.8 million of Senior Government relief funding and funding for Free Transit for Kids 12 and Under Program received in 2021, as TransLink continued to partner with the Province of B.C. and the Government of Canada to bridge the immediate gap between the cost of providing transit service and the significant impacts of diminished ridership on revenues. Excluding these relief funding items, TransLink was \$43.9 million favourable to budget due to recovery in taxation and Development Cost Charges in the second half of the year as the economy started to recover, combined with the achievement of cost savings and efficiencies to the full extent possible while maintaining safe and appropriate levels of service to customers and keeping the transit system infrastructure in a state of good repair.

Excluding amortization and interest, TransLink Enterprise was able to achieve \$81.8 million of cost savings in continuing operations through service reductions in response to reduced ridership demand, non-service-related cost reductions and timing of contributions to municipalities.

PURPOSE

The purpose of this report is to provide an overview of TransLink's 2021 Financial and Performance results as at December 31, 2021 compared to the established budget and results for last year.

SUMMARY

While operating within the challenging and ever-changing landscape caused by the pandemic, TransLink continued to invest in critically required maintenance of the system to ensure safety and reliability, as well as delivering on our key priorities. Some of our notable investments in 2021 include:

- Installed over 500 braille signage in 2021. Braille signage will be installed at every bus stop throughout the region by the end of 2022;
- Launched Compass on all HandyDART service, providing customers with the benefits of autoloading for monthly passes, balance protection and contactless credit card acceptance;
- Completed microbial and durability audits for the Copper Pilot Project. Three types of copper products were tested on certain buses and trains to assess their durability over time and their ability to kill both bacteria and viruses;
- Reintroduced 10-minute peak service for the SeaBus in September 2021 with the introduction of the new Burrard Chinook; and
- Partnered with the Province for the new Get on Board provincial program. Starting September 2021, children 12 and under can ride the TransLink system free of charge, which makes it easier and more affordable for families to move in and around Metro Vancouver.

During the year, TransLink Enterprise achieved savings totalling \$81.8 million in continuing operations before amortization and interest where \$37.0 million of savings related to service reductions in response to reduced ridership demand, \$22.9 million of non-service-related cost reductions and \$21.9 million were related to timing of contributions to municipalities.

Despite the financial challenges brought by COVID-19, the financial strength established prior to the pandemic, and prudent management during it, have enabled TransLink to move forward with capital investments in support of over-arching enterprise priorities. With the next Investment Plan deferred to 2022 to allow more time to understand and plan for the pandemic's longer-term impacts, the recalibrated capital program to focus on maintaining a state of good repair and furthering strategic priority projects as capital assets grew to \$5.7 billion, with \$3.1 billion in active projects. The final forecasted costs for these active projects are 1.0 per cent or \$29.3 million below budget as at December 31, 2021.

Highlights of 2021 operating indicators include the following:

- Overall, 2021 ridership journeys increased to 130.9 million, an increase of 2.3 per cent from 2020.
- Service hours increased to 7.0 million from 6.9 million in 2020, or 1.3 per cent, right-sized to a sustained and gradual ridership recovery starting mid-year 2021.
- The cost recovery ratio remained similar to the prior year at 33.5 per cent, as available service levels remained relatively stable without a full recovery in transit revenues.
- The overall performance rating maintained at a high level, 8.2 out of 10, similar to 2020 despite the increase in service provided.



2021 Year-End Financial and Performance Report

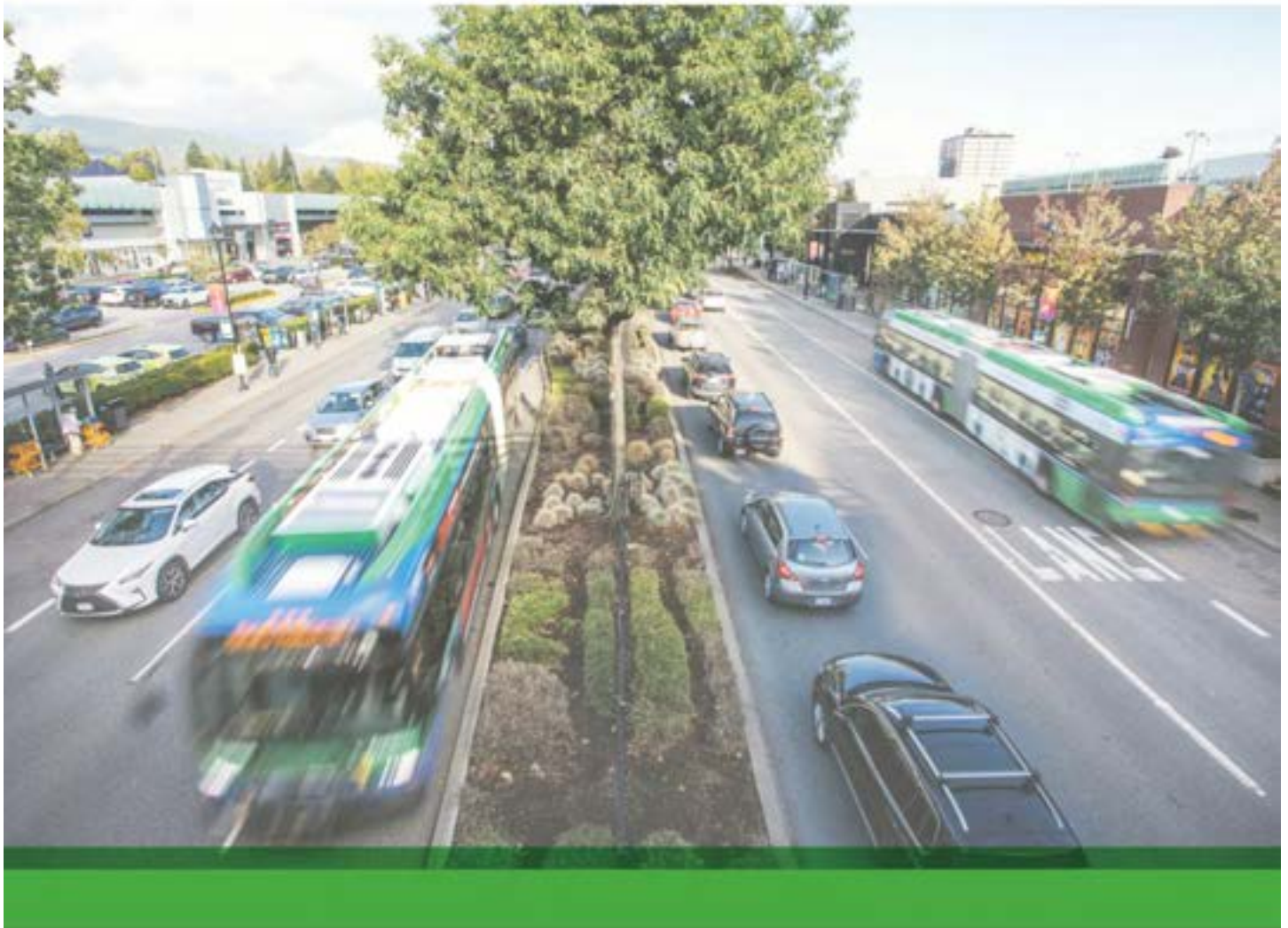


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Caution Regarding Forward-Looking Statements

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

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

A Note Regarding Data In This Report

TransLink was the victim of a cyberattack on December 1, 2020. Immediate action and protective measures were taken by TransLink, including the shut down of multiple network systems.

The cyberattack resulted in no material ongoing impact on TransLink's financial performance; however, financial data restoration activities were ongoing during 2021.

As a result, due to the unavailability of certain applications, certain datasets conveyed within the body of this report are partially complete and/or compiled on a best-estimate basis. In those instances, that has been disclosed within the relevant section.

1. Financial and Performance Summary

Keeping the Region Moving

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

TransLink's priorities for 2021 were shaped by the profound impacts of the COVID-19 pandemic on transportation which had first taken effect in 2020. By April 2020, with the Government of British Columbia having declared a provincial state of emergency and enacted physical distancing measures aimed at slowing the spread of the COVID-19 virus, ridership had collapsed to a low of 17 per cent of pre-COVID levels.

Throughout the pandemic, despite the extraordinary and novel challenges, TransLink had not stopped moving. Comprehensive action plans had been swiftly and effectively developed and implemented to keep the system moving safely for customers who depended on us. The immediate financial pressures resulting from collapses in our key revenue streams were managed through the deferral of service expansion and by reducing all expenditures down to the level of only what was absolutely necessary to deliver service. Support from senior levels of government underscored the essential nature of the services we provide to the people of Metro Vancouver, with Senior Government relief funding of \$660.9 million put in place to allow TransLink to continue providing adequate service levels and keep transit services as affordable as possible.

Going into 2021, the collective 8,000+ employees at TransLink and our operating subsidiaries were resolute in ensuring the delivery of essential transit service was maintained, even as the permanency and extent of COVID-19's transformational impacts on our region remained very much unknown. Navigating this highly uncertain landscape, customer and employee safety remained our central focus as we also acted to steward the region's public transportation options for the future, all in support of rebuilding ridership over the course of the longer term horizon.

In developing the 2021 budget, TransLink's paramount focus had been on cost efficiencies and cost reductions as we delivered service and commitments to the region, while delivering reliable service and rebuilding ridership. By comparison to Phase Two of the 10-Year Vision: 2018-2027 Investment Plan ("Phase Two Investment Plan") for 2021, budgeted expenditures were \$63.3 million lower, and no longer included \$28.0 million of originally planned service expansion. With the speed and level of ridership recovery uncertain, the budget assumed annual ridership would only be 52.6 per cent of pre-pandemic levels. Appropriate service levels were maintained despite the acute revenue shortfalls through the support of Senior Government relief funding secured in 2020.

While being fiscally prudent and maintaining strict spending controls, TransLink continued to invest in critically required maintenance on the system to ensure safety and reliability, as well as advancing key initiatives during the year to help make our region a better place to live. Some of our notable investments in 2021 include:

- Launched Compass on all HandyDART vehicles, providing customers with the benefits of autoloading for monthly passes, balance protection and contactless credit card acceptance;

- Installed over 500 braille bus stop signs during the year, with the goal of braille signage being installed at every bus stop throughout the region by the end of 2022;
- Completed microbial and durability audits for the Copper Pilot Project and three types of copper products were tested on certain buses and trains to assess their durability over time and their ability to kill both bacteria and viruses;
- Welcomed the Burrard Chinook SeaBus into service, with its maiden voyage across Burrard Inlet from Waterfront Station to Lonsdale on July 22, 2021 marked by a historic ceremony hosted in collaboration with local first nations; and
- Partnered with the Province for the new Get on Board ridership recovery program to allow children aged 12 and under to ride the TransLink system free of charge, making it easier and more affordable for families to move in and around Metro Vancouver.

Ever focused on supporting the region through the pandemic, TransLink provided Vancouver Coastal Health and Fraser Health Authorities with free shuttle services to COVID-19 immunization sites for individuals with clear transportation challenges. We also launched the Mobile Vaccine Bus in partnership with Fraser Health Authority to provide a mobile COVID-19 immunization service in designated communities. In alignment with the Province and other transit agencies, TransLink implemented a vaccination policy for employees, contractors and visitors, as another vital step in helping to stop the spread of COVID-19 and ensuring customer and employee safety.

On average, 2021 ridership totalled 47.9 per cent of pre-COVID levels. COVID-19 case numbers in our region fluctuated throughout the year amid different variants and the onset of multiple waves. Ridership recovery was largely flat during the first half of the year, with slower than expected economic recovery in the region amidst incremental public health restrictions. Beginning mid-June, however, ridership began to show signs of increased recovery alongside a successful vaccination campaign. The Province moved to Step 3 of its four-step *BC Restart Plan* on July 1, 2021, easing some of the restrictions. The trajectory of ridership recovery was strong through the summer and was buoyed in September by in-person classes resuming at post-secondary institutions. The recovery somewhat slowed down by November with an onset of Omicron variant. Nevertheless, December 2021 ridership represented 61.4 per cent of pre-COVID levels, compared to 46.8 per cent in 2020.

Fuel tax, parking sales tax and Development Cost Charges all exceeded expectations in the latter half of the year and proved favourable to budget. All of this is indicative of a favourable economic outlook for the region, with 2022 expected to see TransLink gearing up to support the region in the post-pandemic era. Central to the development of our next 10-year Investment Plan will be addressing the structural deficit caused by COVID-19's re-baselining of ridership through achieving cost efficiencies and cost reductions, as well as acquiring new funding sources to allow for services to grow over the next ten years.

For the year ended December 31, 2021, TransLink recorded a deficit of \$198.5 million based on Public Sector Accounting Board (PSAB) standards. \$282.7 million of Senior Government relief funding was budgeted to cover operating losses for 2021 but could not be recorded in the year due to the PSAB standards requirement to record the entire amount of relief funding of \$644.0 million received in 2020, despite the funding being designed to cover net operating losses from 2020 to 2021 and offset fare increases through to 2024. Offsetting this slightly was an additional \$31.8 million of Senior Government relief funding and funding for free transit for kids 12 and under program received in 2021, as TransLink continued to partner with the Province of B.C. and the Government of Canada to bridge the immediate gap between the cost of providing transit service and the significant impacts of diminished ridership on revenues. Excluding these relief funding items, TransLink was \$43.9 million favourable to budget due to recovery in taxation and Development Cost Charges in the second half of the year as the economy

started to recover, combined with the achievement of cost savings and efficiencies to the full extent possible while maintaining safe and appropriate levels of service to customers and keeping the transit system infrastructure in a state of good repair.

TransLink was the victim of a cyberattack on December 1, 2020. Immediate action and protective measures were taken by TransLink, including the shut down of multiple network systems. As a result, due to the unavailability of certain applications, certain datasets conveyed within the body of this Report are incomplete and/or compiled on best-estimate basis. In those instances, that has been disclosed within the relevant section.

Key Priorities

TransLink's guiding principle in 2021 was to manage the financial impacts of COVID-19 on the organization while continuing to deliver reliable customer service, maintaining the system in a state of good repair and developing the next ten-year Investment Plan to address the structural gap in revenues caused by the pandemic.

Underpinning this were our four key Corporate priorities, the advancement of which is central to our continued focus on the customers. The following tables outline the key accomplishments in 2021.

Priority One: Rebuild Customer Ridership

TransLink will rebuild ridership by focusing on restoring public trust and confidence in transit as the economy recovers.

- Embedded the COVID-19 Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans, as directed by the Provincial Health Officer and WorkSafeBC, to ensure the continued safety of our customers and employees as COVID-19 transitions from an emergent health threat to an endemic disease to be managed by embedded operational practices.
- Completed microbial and durability audits for the Copper Pilot Project and three types of copper products were tested on certain buses and trains to assess their durability over time and their ability to kill both bacteria and viruses.
- Installed over 500 braille bus stop signs in 2021 and announced braille signage will be installed at every bus stop throughout the region by the end of 2022. These improvements will help customers who are visually impaired, or partially sighted, better navigate the transit system.
- Launched Compass on all HandyDART services, providing customers with the benefits of autoloading for monthly passes, balance protection and contactless credit card acceptance.
- Deployed HandyDART alerts integration to enable the customer to sign up for and receive HandyDART alerts via text messages or email and view alerts on the alerts page.
- Reintroduced 10-minute peak service for the SeaBus in September 2021 with the introduction of the new Burrard Chinook.
- Launched free Wi-Fi connectivity for customers in October 2021 onboard six RapidBuses, three SkyTrains, at Edmonds Station and Carvolth Exchange. This is the beginning of a system-wide rollout that will provide free Wi-Fi for customers on all buses, SeaBuses, SkyTrains, transit stations and major transit hubs. The rollout is expected to be completed in 2026.
- Initiated the bus stop balancing program for routes 4 and 7, including engagement with stakeholders, advisory committees, community outreach and media interviews, providing customers faster and more reliable trips.
- Approved the SkyTrain Snow Plan supporting service reliability and resiliency during winter weather.

- Implemented COVID-19 Vaccination Policies for employees, employment candidates, contractors and visitors on TransLink worksites and non-public areas.
- The Waterfront Community Police Office completed its first operational year in 2021, with over 60 volunteers trained and 45 volunteers who remained active at the end of 2021. 32 police files were opened as a result of the volunteers' work.
- Launched Ride On Campaign to promote the return to transit during back-to-school season.
- Implemented the Province's Get on Board ridership recovery program in September 2021, enabling free transit for children aged 12 and under.
- Launched the first-ever TransLink "Tap in to Win" Sweepstakes campaign for all transit users on November 1, followed by an observed increase in ridership for existing customers and the addition of new riders as well as new email subscribers.
- Released the first full draft of Transport 2050, the regions strategy for the next 30 years of transportation in Metro Vancouver, laying out a vision for the region's future, as well as over 100 actions to improve transportation over the next three decades.
- Partnered with SCRAP-IT to offer free transit in exchange for fossil fuel cars to help customers switch to public transportation, reducing car dependency and congestion issues and with it the region's carbon footprint.
- Completed public consultation on the RapidBus R6 concept plan with very positive support received, bringing faster, more frequent and reliable service to the Scott Road corridor.

Priority Two: Foster a Safe, Skilled and Resilient Workforce

TransLink will help build resilience among the workforce by focusing on business continuity, transparency and adaptability.

- Advanced the Psychological Health and Safety Program in preparation to launch in early 2022.
- Released the Truth and Reconciliation Commitment Statement to commit to supporting Indigenous Peoples in the communities that Transit Police serves.
- Piloted SafeStart, an advanced safety awareness and skills development program that aims to help people to avoid unintentional mistakes which lead to injury.
- Continued Operator Refresher Training Program, exceeding training targets by 20 per cent for both Conventional and Community Shuttle Operators.
- Adopted an enterprise-wide Equity, Diversity and Inclusion (EDI) framework developed by the EDI program lead and the EDI task force, with focus on HR processes, increased gender representation and accessibility. Partnered with an external vendor to review the recruiting practices, education, leadership commitment and measurement and created employee resource groups (Caregivers, Pride +Allies and Women +Allies) that are focused on employee engagement and retention, career development, and business impact.
- Completed scheduling of bus operator shifts with a guaranteed 45-minute recovery and rest time with continued monitoring of recovery percentages for every schedule.
- Launched the Return to Work initiatives as employees began to gradually return to the workplace in preparation for the full launch of the Future of Work program in 2022.

Priority Three: Deliver a Reliable Transportation System in a State of Good Repair

TransLink will proactively manage and maintain all assets in a state of good repair to ensure safety and reliability, optimize lifecycle costs and enhance the customer experience.

- Completed and approved the 15-year Fleet and Infrastructure Capital Plan.
- Completed running rail maintenance and upgrade work, with 120 kilometres of rail grinding performed, 15,000 rail pads replaced and 7,200 metres of running rail replaced.
- Completed the installation of 1,467 mechanical fare boxes on the entire conventional bus fleet.
- Progressed the implementation of the Enterprise Asset Management and Finance & Supply Chain Management System replacement projects.
- Approved funding for the Knight Street Bridge rehabilitation project and initiated procurement activities for construction.
- Approved funding for the design of the Westham Island Bridge replacement.
- Completed the scheduled Trolley Overhead State of Good Repair Capital Project works as well as completed 27 per cent of the Underground Cable Replacement with the remainder scheduled for completion by Summer 2022.
- Completed CMBC Onboard Technology Assets Program (OTAP) installation at Richmond and Port Coquitlam Transit Centres and completed the planning phase for SeaBus and West Vancouver Municipal Transit.
- Completed the replacement of switches in the Operations and Maintenance Centre 1 (OMC 1) maintenance yard to ensure a state of good repair is maintained.

Priority Four: Achieve Financial Sustainability

TransLink will actively manage the financial health and work towards the achievement of long-term financial sustainability.

- Achieved savings of \$106.2 million in total expenditures (excluding amortization and interest) across the TransLink Enterprise compared to the Phase Two Investment Plan and \$85.2 million compared to 2021 budget.
- Realized a total of \$33.4 million in 2021 of cost savings and cost avoidance in multiple operating and capital initiatives through the delivery of the 2021 Procurement Plan by the Strategic Sourcing and Contract Management Team.
- Achieved Business Technology Services cost savings and cost avoidance of \$1.0 million through the IT Cost Optimization Program.
- Continued to develop a Sustainability Procurement Plan by utilizing the outcomes of the benchmarking tools as well as develop a plan for change management and educate both internal and external stakeholders.
- Completed development of procurement tools and review of peer agency policies in support of developing TransLink's construction project procurement guidelines as they relate to Indigenous communities.
- Completed transfer of carbon credits with \$5.0 million in revenue as a result of using low carbon and renewable fuels in 2020.

2. 5 Year Summary

The paradigm shift in travel behaviour caused by the COVID-19 pandemic has continued to shape TransLink's operations and priorities in 2021. Yet throughout this time, with the support of Senior Government and with Metro Vancouver's safety and recovery at the forefront of our efforts, the TransLink Enterprise has never stopped keeping the people of our region moving. TransLink continued to maintain substantially pre-COVID service levels, while keeping the safety of our customers and employees a priority, through implementation of mask mandate and incorporation of Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans. In 2021 we partnered with local health authorities to facilitate COVID-19 testing and immunization drives, and adopted a vaccination policy for all TransLink employees, contractors and visitors.

Having been hitherto steadily strengthening liquidity position to support the expansion envisaged by Phase 2 of the 10-Year Mayors' Vision, TransLink entered the pandemic with a robust unrestricted cash and investments of \$563.3 million as at December 31, 2019. Senior Government Relief Funding designed to cover net operating losses through 2022 and lower fare increases through 2024 was received in 2021 and bolstered the unrestricted cash and investments balance to \$741.2 million as at December 31, 2021. This positioned us well to support the region's recovery out of the acute phase of the pandemic.

Ridership in Metro Vancouver had grown by 9.9 per cent during 2017-2019 and the Enterprise was on track for further expansion. In mid-March 2020, an extraordinary reversal to this trajectory was enacted by the onset of the pandemic. In 2020 the number of boarded riders fell 51.7 per cent from 2019, and despite a sustained recovery in the latter half of the year, that fundamental re-baselining of ridership meant that 2021 total boarded riders remained 50.6 per cent lower than 2019.

With the Senior Government Relief Funding in place, TransLink maintained sufficient capacity on the system to allow passengers to travel safely while maintaining physical distancing throughout 2020 and 2021. A total of 7.0 million service hours were delivered in 2021, which is a 1.3 per cent increase over 2020. Our services were tailored to demand and saw some temporary suspension of routes with lower than anticipated ridership recovery. Our Total Cost Recovery ratio continues to illustrate the financial pressures of the pandemic ridership baseline: from 59.7 per cent in 2019, having previously progressed to that high point on the back of continued efficiency gains and effective service optimization initiatives, to the 2021 ratio of only 33.5 per cent, as TransLink continued to provide substantially pre-pandemic levels of service despite significantly reduced ridership.

Despite the financial challenges brought by COVID-19, the financial strength established prior to the pandemic, and prudent management during it, has enabled TransLink to move forward with capital investments in support of over-arching enterprise priorities. With the next Investment Plan deferred to 2022 to allow more time to understand and plan for the pandemic's longer term impacts, the recalibrated capital program focused on maintaining a state of good repair and furthering strategic priority projects as capital assets grew to \$5.7 billion as at December 31, 2021.

Key financial and operating indicators are shown in the following table that provides a five-year historical summary.

5 YEAR PERFORMANCE TRENDS								
Year ended December 31 (all numbers in millions unless otherwise stated)	2017	2018	2019	2020	2021	COMPARISON TO 2020 ¹²		Compound Annual Growth Rate (CAGR) ¹²
						Fav / (Unfav)	%	
FINANCIAL INDICATORS								
Unrestricted cash and investments ¹	485.0	578.2	563.3	493.6	741.2	247.6	50.2%	11.2%
Tangible capital assets ²	4,907.2	5,079.2	5,381.3	5,579.6	5,704.2	124.6	2.2%	3.8%
Net direct debt ³	2,220.7	2,371.4	2,375.4	2,645.7	2,466.9	178.8	6.8%	2.7%
Indirect P3 debt ⁴	1,571.3	1,542.9	1,512.6	1,480.2	1,445.7	34.5	2.3%	(2.1%)
Total net direct debt and indirect P3 debt	3,792.0	3,914.3	3,888.0	4,125.9	3,912.6	213.3	5.2%	0.8%
Gross interest cost as a % of operating revenue ^{5,6}	12.2%	11.9%	11.9%	14.3%	12.9%	1.4%	9.8%	1.4%
OPERATING INDICATORS								
Scheduled Transit Service								
Overall performance rating (out of 10)	7.7	7.8	7.8	8.2	8.2	-	-	1.6%
Service hours ^{7a}	6.7	6.9	7.0	6.9	7.0	0.1	1.3%	1.1%
Total cost recovery ratio ^{8,9}	55.9%	58.1%	59.7%	33.6%	33.5%	(0.1%)	(0.4%)	(12.0%)
Operating cost per capacity kilometre ^{*10}	\$ 0.084	\$ 0.086	\$ 0.097	\$ 0.097	\$ 0.111	\$ (0.014)	(14.4%)	7.4%
Complaints per million boarded passengers ^{*7b,11}	93.4	95.4	90.6	103.3	92.8	10.5	10.2%	(0.2%)
Access Transit Service								
Number of trips (thousands)	1,250	1,315	1,382	620	696	76	12.3%	(13.6%)
Operating cost per trip [*]	\$ 42.73	\$ 41.34	\$ 39.26	\$ 75.14	\$ 69.70	\$ 5.44	7.2%	13.0%
Number of trips denied (thousands)	1.4	0.7	1.4	0.4	0.1	0.3	70.6%	(45.6%)
Complaints per 100,000 boarded passengers [*]	120.2	187.3	201.8	178.6	209.7	(31.1)	(17.4%)	14.9%
Ridership¹¹								
Boarded passengers (system)	408.2	437.4	452.9	218.8	223.5	4.7	2.2%	(14.0%)
Journeys (system)	247.8	262.6	272.4	128.0	130.9	2.9	2.3%	(14.8%)
Average fare per journey (scheduled) [*]	\$ 2.31	\$ 2.35	\$ 2.42	\$ 2.82	\$ 2.93	\$ 0.11	3.9%	6.1%
REGIONAL INDICATORS								
Population of Service Region	2.59	2.63	2.67	2.71	2.77	0.06	2.2%	1.6%
Employment of Service Region	1.40	1.43	1.47	1.38	1.50	0.12	9.1%	1.7%

* Per unit calculation

¹ This represents the accumulated funded resources as calculated under the South Coast British Columbia Transportation Authority Act (the SCBCTA Act) and is the amount of resources available to fund future operations.

² The 2020 Tangible capital assets have been restated to reflect asset reclassification.

³ Includes bonds, debentures, capital leases, short-term debt net of sinking funds and debt reserve deposits.

⁴ Includes Deferred concessionaire credit for Canada Line and Contractor liability for Golden Ears Bridge.

⁵ Operating revenue is total revenue less Government transfers for capital projects and Senior Government relief funding, Investment income and Amortization of deferred concessionaire credit.

⁶ Operating revenue in 2020 restated to exclude Development Cost Charges.

⁷ In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink including the shutdown of multiple network systems. As a result, due to the unavailability of certain applications, some datasets are incomplete and/or required estimates. The following Operating Indicators have been impacted, and to support comparability, alternative estimates have been made as described below:

^{7a} CMBC Service hours estimated for November 2020 to December 2021 are based on the best available data at the time of reporting to maintain consistency within the reporting period.

^{7b} TransLink was not able to capture complete full complaint data from November 28, 2020 to August 18, 2021. To normalize the 2020 and 2021 metrics, boarded passenger totals are aligned with the periods complaint data was fully available, being January 1 to November 27 for 2020 and September 1 to December 31 for 2021 – September being the first month of complete data in 2021.

⁸ Includes operating costs of Bus, Rail, Transit Police and Corporate On-going.

⁹ Restated 2017 to reflect year-end adjustments.

¹⁰ Includes operating costs of Bus, Rail and Transit Police (excludes Corporate and Access Transit costs).

¹¹ Ridership estimates for 2020 differ from the methodology used in previous years as a result of the temporary suspension of fare collection on buses in the first months of the COVID-19 pandemic, the replacement of fareboxes on buses and the December 2020 cyberattack.

¹² Calculations based on whole numbers.

Financial Indicators

TransLink's financial discipline and Senior Government relief funding has ensured the financial strength necessary to navigate the acute stage of the COVID-19 pandemic. Early in the pandemic, the organization, working with our Senior Government partners, put decisive cost reduction and operating loss management strategies in place to enable the continued provision of essential transit services in the region. Financial indicators are measured and monitored throughout the year.

TransLink's unrestricted cash and investments is a metric representing the accumulated funding resources as defined by the South Coast British Columbia Transportation Authority Act (the SCBCTA Act). This represents the amount of resources available to fund future operations. Unrestricted cash and investments increased by \$247.6 million (50.2 per cent) mainly due to the receipts of \$644.0 million of initial Senior Government relief funding and \$31.8 million of further relief funding and funding for free transit for children aged 12 and under program, which was used to offset outflows from operations totaling \$410.0 million in 2021.

Capital assets increased from \$5.6 billion in 2020 to \$5.7 billion in 2021. Compared to 2020, capital assets increased \$124.6 million (2.2 per cent), mainly due to SkyTrain system and infrastructure upgrades, bus infrastructure improvements, SkyTrain vehicle procurement milestone payments and technology upgrade projects.

Net direct debt has increased by \$246.2 million since 2017, a 2.7 per cent Compounded Annual Growth Rate (CAGR) increase. The increase in debt supports the capital investments for both expansion projects and maintaining our assets in a state of good repair. Compared to 2020, net direct debt decreased by \$178.8 million (6.8 per cent). This was primarily the result of substantial increases to TransLink's self-administered sinking fund of \$83.6 million from contributions and fund income, net reductions in Municipal Finance Authority of BC (MFABC) held debt of \$61.8 million and a \$30.0 million reduction in the issuance of short-term debt commercial paper.

Indirect Public-Private Partnership (P3) debt, which includes the liability owed to the Golden Ears Bridge contractor and the Canada Line deferred concessionaire credit, has declined by \$125.6 million (2.1 per cent CAGR) since 2017. Compared to 2020, indirect P3 debt decreased by \$34.5 million (2.3 per cent) mainly due to the amortization of the Canada Line deferred concessionaire credit.

Gross interest costs as a percentage of operating revenues, which had remained steadily around 12.0 per cent from 2017 to 2019, increased to 14.3 per cent in 2020 because of the impact of COVID-19 on 2020 operating revenues. In 2021, the ratio resolved back down to 12.9 per cent, in line with historical averages. TransLink continues to operate well within its policy limit of 20.0 per cent.

Operating Indicators

Operational trends include key performance metrics of service delivered to Metro Vancouver residents and transit ridership. In 2021, TransLink continues to monitor and measure its performance to strengthen its operations and provide customers with a positive experience.

Scheduled Transit Service

Scheduled transit service includes the following modes: Conventional Bus, Community Shuttle, SeaBus, SkyTrain and West Coast Express (WCE).

The overall performance rating, which measures the average customer satisfaction across the entire system, has incrementally improved over the five-year period, from a 7.7 out of 10 rating in 2017 to an 8.2 rating in both 2020 and 2021. As a result of the ongoing COVID-19 pandemic, significant shifts in top ratings across Bus, SkyTrain and SeaBus were likely influenced by riders' changing perceptions and expectations of the transit system. Ridership remains well below pre-pandemic levels, and the incidence of qualifying for the Customer Service Performance study was considerably lower than pre-pandemic levels. The results may also be impacted by the increased proportion of captive riders (those without access to a car) interviewed, which remains higher than pre-pandemic levels.

Service hours increased by 1.3 per cent in 2021 over 2020. Over the past five years, service hours have increased by a CAGR of 1.1 per cent. In 2021, as the Metro Vancouver region adjusted to the ongoing effects of the pandemic and travel behaviour changed, service has been reallocated to our busiest bus routes to reduce crowding and provide more frequent services to better match customer demand. The increase was partly offset by lower service hours for SkyTrain and West Coast Express in 2021 as a result of snowfall and maintaining service levels according to demand.

The total cost recovery ratio, measuring the percentage of direct operating costs covered by transit revenues, decreased by 43.9 per cent from 2019 to 2021 as a result of the pandemic's impact on transit revenues. Despite that revenue loss, TransLink as an essential service provider has prioritized continuity of service levels across 2020 and 2021.

Operating costs per capacity kilometre has increased by a CAGR of 7.4 per cent over the five-year period. Compared to 2020, this metric increased by 14.4 per cent from \$0.097 to \$0.111 in 2021 as a result of the postponement of planned service expansion, decreased passenger capacity from higher use of Mark I trains to facilitate fleet maintenance campaign of larger capacity Mark III trains.

Complaints per million boarded passengers had improved from 2017 to 2019, which had been attributed to improvements in Transit Operator customer service and continued efforts to provide timely and consistent information to our customers. In 2020 however, complaints per million boarded passengers increased sharply, attributable to the timing of the pandemic's impact on ridership; compared to 2019, boarded passenger volumes fell more steeply than the number of complaints. In January 2020, when ridership was still at pre-pandemic levels, a very high volume of complaints was received in relation to service disruption resulting from severe winter weather. The impact of the December 2020 cyberattack, when the immediate action and protective measures taken by TransLink included the shutdown of multiple network systems, has resulted in incomplete complaints data from November 28, 2020 to September 1, 2021 as systems were gradually brought back online during this period. While the complaints per million boarded passenger indicators for 2020 and 2021 have been normalised to match the available data, the incomplete nature of the dataset impairs further comparative analysis.

Access Transit Service

Access Transit provides door-to-door shared-ride service for customers with physical or cognitive disabilities who are unable to use conventional public transit without assistance.

Total Access Transit trips provided in 2021 were 696.0 thousand (12.3 per cent) higher than in 2020. Trips have been significantly lower since March 2020 due to the COVID-19 pandemic, which continued to significantly impact service demand in 2021. An increase in demand, however, was noted in the last three months of the year.

Operating cost per trip decreased by \$5.44 (7.2 per cent) from \$75.14 in 2020 to \$69.70 in 2021. This change was due to an increase in trip demand in the last quarter of 2021. In alignment with the *BC Restart Plan*, in August, buses could operate at full capacity once again. Care was taken, however, to keep numbers onboard small and keep clients physically distanced from each other. As of December 31, 2021, well over 80.0 per cent of trips have two or fewer clients per vehicle.

In 2021, complaints per one hundred thousand boarded passengers increased by 17.4 per cent over 2020. The collection of the complaint data was unaffected by the December 2020 cyberattack as a separate customer feedback tracking system is used. In an effort to improve the customer experience, HandyDART increased customer-focused refresher training sessions from annual to twice per year. First Transit has also developed additional sessions for Operators who had more complaints about their behaviour than the average. At year-end, about 20 per cent of these Operators had received two sessions and the program continues. Also, scheduling changes have been implemented to improve both on-time performance and ride-times.

Although the pandemic and its related effects continued through 2021, we maintained our focus on communication and engagement with our HandyDART customers. The second iteration of our wellness check-in calls started in the spring and was completed in the summer. Along with making the time to connect with our valued customers, we wanted to take this opportunity to proactively reach out to gauge their interest in returning to travel with us, so we could better anticipate ridership demand.

The HandyDART Modernization Project launch in the spring included a survey to our customers about the planned introduction of Compass on HandyDART. We noticed an immediate uptick in the number of calls that we received about this topic; customers seemed very keen on sharing their feedback with us. Prior to the launch of Compass on HandyDART, we helped our customers prepare in many ways, from Access Transit Customer Care answering questions to Travel Training providing online information workshops.

The latest version of the HandyDART Application Form was also rolled out last year. This document was expanded to include information intended to more suitably set registration-related expectations at the start of the process. Progress continues to further refine the application process and better align operational ability and customer demand.

Starting in the fall, the HandyDART registration process became more inclusive with the expansion to children under 12 years of age.

Ridership

A boarding represents each time a passenger enters a fare paid zone using Compass fare media or other proof of payment, including transfers. In 2021, total system boardings were 223.5 million, 2.2 per cent higher compared to 2020.

Journeys represent a complete transit trip using Compass fare media or other proof of payment, regardless of the number of transfers. Compared to 2020, total system journeys in 2021 increased by 2.3 per cent to a total of 130.9 million.

Since the middle of March 2020, the COVID-19 pandemic had a transformative impact on transit ridership, with April 2020 boardings and journeys dropping to just 17.6 per cent and 17.1 per cent, respectively, of pre-pandemic ridership levels. Between mid-May and August 2020, ridership recovered gradually to around 40.0 per cent of pre-pandemic levels and remained there until November 2020,

when it declined again slightly amidst new restrictions enacted by the Provincial Health Officer, to just over 37.0 per cent of pre-COVID levels for the rest of the year.

For the first half of 2021, the ridership recovery was largely flat at 40.7 per cent of pre-COVID levels as compared to 39.6 per cent for December 2020 because of slower than expected economic recovery in the region with fluctuating COVID-19 cases accompanied by incremental public health restrictions. Beginning mid-June, alongside a successful vaccination campaign and easing restrictions, the ridership recovered on a trajectory reaching 61.4 per cent of pre-COVID in December 2021 as compared to 46.8 per cent for 2020. While ridership recovery was strong in relation to pre-COVID levels during the second half of 2021, the full year ridership of 47.9 per cent of pre-COVID levels was lower than budget of 52.4 per cent due to the anticipation of a higher recovery from the vaccination campaign and in actuality, a slower economic recovery due to onset of COVID-19 variants and rising cases. In 2021, total boardings and journeys were unfavourable to budget by 8.8 per cent and 9.0 per cent, respectively.

The average fare per journey was \$2.93 for 2021, an increase of \$0.11 (3.9 per cent) relative to 2020 mainly due to the fare increase effective July 1, 2021. The average fare was also impacted by increased U-Pass revenue from the resumption of in-person learning in September 2021 without a proportionate increase in overall ridership.

3. Consolidated Statement of Operational Analysis

Year ended December 31 (\$ thousands)	CONSOLIDATED REVENUES AND EXPENSES				YEAR OVER YEAR		ACTUAL TO BUDGET	
	2021	2020	CHANGE		2021	CHANGE		
	ACTUAL	ACTUAL	Fav/(Unfav)	%	BUDGET	Fav/(Unfav)	%	
Revenue								
Taxation	899,448	849,986	49,462	5.8%	888,774	10,674	1.2%	
Transit	413,961	385,934	28,027	7.3%	421,548	(7,587)	(1.8%)	
Government transfers	203,780	793,771	(589,991)	(74.3%)	552,357	(348,577)	(63.1%)	
Amortization of deferred concessionaire credit	23,273	23,337	(64)	(0.3%)	23,273	-	-	
Investment income	52,882	53,763	(881)	(1.6%)	46,715	6,167	13.2%	
Development Cost Charges	44,773	19,734	25,039	126.9%	16,889	27,884	165.1%	
Miscellaneous revenue	21,974	18,394	3,580	19.5%	17,422	4,552	26.1%	
Sub Total Continuing Operations	1,660,091	2,144,919	(484,828)	(22.6%)	1,966,978	(306,887)	(15.6%)	
Gain (Loss) on disposal of tangible capital assets	560	(10)	570	> 200.0%	-	560	-	
Total Revenue	1,660,651	2,144,909	(484,258)	(22.6%)	1,966,978	(306,327)	(15.6%)	
Expenses								
Bus Operations	806,292	760,611	(45,681)	(6.0%)	844,162	37,870	4.5%	
Rail Operations	346,699	316,507	(30,192)	(9.5%)	360,290	13,591	3.8%	
Transit Police	44,809	40,668	(4,141)	(10.2%)	44,296	(513)	(1.2%)	
Corporate Operations	103,581	100,798	(2,783)	(2.8%)	112,479	8,898	7.9%	
Roads and Bridges	120,166	62,863	(57,303)	(91.2%)	142,075	21,909	15.4%	
Amortization of tangible capital assets ¹	233,789	229,450	(4,339)	(1.9%)	249,942	16,153	6.5%	
Interest ¹	182,040	189,339	7,299	3.9%	180,469	(1,571)	(0.9%)	
Sub Total Continuing Operations	1,837,376	1,700,236	(137,140)	(8.1%)	1,933,713	96,337	5.0%	
Corporate One-time	21,760	15,116	(6,644)	(44.0%)	25,186	3,426	13.6%	
Total Expenses	1,859,136	1,715,352	(143,784)	(8.4%)	1,958,899	99,763	5.1%	
Surplus (Deficit) for the Year	(198,485)	429,557	(628,042)	(146.2%)	8,079	(206,564)	> (200.0%)	

¹ Amortization and Interest shown separately to facilitate analysis

TransLink ended the 2021 year with a \$198.5 million deficit on a PSAB basis, which was \$628.0 million lower than the surplus recorded in 2020. This is due primarily to the requirements of the public sector accounting standards, under which the entire amount of the \$644.0 million Senior Government relief funding received in 2020 was recorded as revenue in that year, despite being designed to cover net operating losses from 2020 to 2021 and to offset fare increases through to 2024. \$282.7 million of Senior Government relief funding had been budgeted to cover TransLink's operating loss in 2021; within this context, TransLink's 2021 result is favourable to budget.

Transit revenues remained suppressed, underperforming to expectations as people in the service region continued to be encouraged to work from home, limit social gatherings and avoid non-essential travel to varying degrees across the course of the year. Nevertheless, on the back of a successful vaccination rollout commencing Spring 2021, a gradual ridership recovery was sustained in the second half of the year which, along with the resumption of in-person university classes, resulted in higher annual transit revenues than 2020. Moreover, other revenue streams including taxation, Development Cost Charges and miscellaneous revenue performed better relative to both the budget and the prior year, and are indicative of a favourable economic outlook for the region ahead.

Total expenses in 2021 increased by 8.4 per cent from 2020 mainly due to higher labour costs arising from the resumption of hiring and contractual and economic labour increases, higher capital infrastructure contributions and higher maintenance costs as a result of the resumption of the Operation, Maintenance and Pavement Rehabilitation (OMR) program within the Major Road Network (MRN) in 2021 and higher fuel costs. Total expenses were 5.1 per cent favourable to the budget mainly due to timing of OMR program costs, lower amortization expense, vacancy savings, lower contracted services costs and lower maintenance costs tied to lower service hours in response to demand.

Details of the variances are provided in the following analysis.

Consolidated Revenues – Comparison to 2020

Year ended December 31 (\$ thousands)	CONSOLIDATED REVENUES		YEAR OVER YEAR	
	ACTUAL		CHANGE	
	2021	2020	Fav/ (Unfav)	%
Taxation	899,448	849,986	49,462	5.8%
Transit	413,961	385,934	28,027	7.3%
Government transfers				
Senior Government Relief Funding	31,800	644,000	(612,200)	(95.1%)
Senior Government Funding	107,229	87,405	19,824	22.7%
Golden Ears Bridge Tolling Replacement Revenue	64,751	62,366	2,385	3.8%
Amortization of deferred concessionaire credit	23,273	23,337	(64)	(0.3%)
Investment income	52,882	53,763	(881)	(1.6%)
Development Cost Charges	44,773	19,734	25,039	126.9%
Miscellaneous revenue	21,974	18,394	3,580	19.5%
Sub Total Continuing Operations	1,660,091	2,144,919	(484,828)	(22.6%)
Gain (Loss) on disposal of tangible capital assets	560	(10)	570	> 200.0%
Total Revenue	1,660,651	2,144,909	(484,258)	(22.6%)

The SCBCTA Act provides TransLink with access to revenue sources that are used to fund the provision and support of transportation services. Continuing revenue streams are mainly comprised of taxation, transit fares and government transfers.

Revenue streams in 2021 continued to be shaped by the impact of the COVID-19 pandemic, with travel patterns fundamentally disrupted by the state of emergency and physical distancing measures that have been enacted, to varying degrees, from mid-March 2020 onwards. However, relative to the prior year, revenues from continuing operations (excluding Senior Government relief funding and capital funding) in 2021 were \$107.5 million or 7.6 per cent higher. This is due to relative recoveries in taxation and transit revenues, as well as a marked uptick in Development Cost Charges.

The 2021 total revenue was \$1.7 billion which is 22.6 per cent lower than 2020 mainly due to recognition of the entire amount of Senior Government relief funding of \$644.0 million in 2020, following the requirement of PSAB Standards. This funding, of which \$282.7 million was budgeted for 2021, was designed to offset net operating losses and allow TransLink to maintain essential services during 2020 and 2021 as well as offset the lower fare increases in 2021 to 2024.

Taxation

Year ended December 31 (\$ thousands)	TAXATION REVENUES				YEAR OVER YEAR	
	ACTUAL		CHANGE			
	2021	2020	Fav/ (Unfav)	%		
Fuel tax	389,652	364,524	25,128	6.9%		
Property tax	418,786	398,377	20,409	5.1%		
Parking sales tax	50,733	47,310	3,423	7.2%		
Hydro levy	22,378	21,857	521	2.4%		
Replacement tax	17,899	17,918	(19)	(0.1%)		
Total Taxation	899,448	849,986	49,462	5.8%		

Total taxation revenues were \$49.5 million (5.8 per cent) higher than 2020 mainly due to higher revenues from fuel tax, property tax and parking sales tax.

Fuel tax revenue was higher by \$25.1 million (6.9 per cent) compared to 2020. In 2020, fuel sales were sharply affected at the onset of the pandemic yet had returned closer to pre-COVID levels by the end of the year. In 2021, fuel sales were impacted by a varying number of COVID-19 cases and changing physical distancing guidelines but remained between 82 to 88 per cent of pre-COVID levels in the first half of the year with a more sustained recovery from June onwards, coinciding with higher vaccination rates and a general lifting of restrictions.

Property tax revenue increased by \$20.4 million (5.1 per cent) compared to 2020 due to legislative increases in taxation from existing properties, as well as from new development and construction growth.

Parking sales tax was higher by \$3.4 million (7.2 per cent) compared to 2020. Parking sales tax had declined significantly with the onset of the pandemic in 2020, and proportionately more so than fuel tax, as demand for monthly parking subscriptions and underground parking significantly reduced due to many employers transitioning their staff to working from home, and the increased availability of free parking alternatives due to fewer cars on the road overall. Unlike fuel sales, parking sales tax recovery remained subdued until the second half of 2021, when alongside high vaccination rates and Step 3 of the *BC Restart Plan* people began returning to worksites. This gradual return to downtown core working augmented 2021 parking revenues, driving the overall increase relative to 2020.

Transit

TRANSIT REVENUES	YEAR OVER YEAR			
	ACTUAL		CHANGE	
	2021	2020	Fav/ (Unfav)	%
Year ended December 31 (\$ thousands)				
Fares	270,617	265,171	5,446	2.1%
Program	112,343	95,570	16,773	17.6%
Total Fares	382,960	360,741	22,219	6.2%
Other transit	31,001	25,193	5,808	23.1%
Total Transit	413,961	385,934	28,027	7.3%

Total transit revenue includes fares, program and other transit-related revenue, such as transit advertising, Park and Ride and fare infraction revenue. Total transit revenue in 2021 was \$414.0 million, an increase of \$28.0 million (7.3 per cent) over 2020.

In 2021, revenue from fares was \$270.6 million, which is \$5.4 million (2.1 per cent) higher than 2020. Fare revenue was more severely impacted in 2020 after the announcement of physical distancing guidelines by the Provincial Health Officer in response to COVID-19. The provincial restrictions significantly changed the region's travel behaviour with switching to remote work and avoiding non-essential travel. Total ridership as compared to pre-COVID levels dropped to 17.1 per cent in April 2020, the first month after which the physical distancing guidelines had been introduced, and averaged 23.5 per cent in the second quarter of 2020.

From July 2020 to May 2021, ridership ranged at 37 per cent to 42 per cent of pre-COVID levels, with higher ridership coming in the warmer months amidst intermittent periods of relaxed restrictions. From June 2021 onwards, higher vaccination rates and the relaxing of restrictions encouraged transit users to make non-essential travel and return to the worksite resulted in a higher and more sustained ridership recovery, with ridership closing at 61.4 percent of pre-COVID levels in December 2021. The positive ridership recovery since June, along with an average fare increase of 2.3 per cent effective July 1, 2021, resulted in higher fare revenues in 2021.

Program revenue includes revenue from the U-Pass BC and BC Government Bus Pass programs. In 2021, program revenue totalled \$112.3 million, which is \$16.8 million (17.6 per cent) higher than 2020, mainly due to higher U-Pass BC revenue as schools resumed all in-person classes in September 2021. In 2020, the program was suspended from April to August 2020 and in September, participation remained low as students opted out of U-Pass BC purchases and there was a significant drop in international student enrolment.

Other transit revenue totalled \$31.0 million in 2021, a \$5.8 million (23.1 per cent) increase over 2020 mainly due to higher revenue from the sale of carbon credits, higher advertising income, recovered costs related to claims and foreign exchange gains.

Government Transfers

GOVERNMENT TRANSFERS Year ended December 31 (\$ thousands)	YEAR OVER YEAR			
	ACTUAL		CHANGE	
	2021	2020	Fav/ (Unfav)	%
Senior Government Relief Funding	31,800	644,000	(612,200)	(95.1%)
Senior Government Funding	107,229	87,405	19,824	22.7%
Golden Ears Bridge Tolling Replacement Revenue	64,751	62,366	2,385	3.8%
Total Government Transfers	203,780	793,771	(589,991)	(74.3%)

Total government transfers were \$203.8 million, which was \$590.0 million (74.3 per cent) lower than 2020 mainly due to \$644.0 million Senior Government relief funding fully recognised in 2020 in accordance with Public Sector Accounting Standards. This funding was designed to offset net operating losses caused by COVID-19 in 2020 and 2021 and to support lower than planned fare increases in 2021-2024. In 2021, TransLink received additional relief funding from the Senior Government of \$31.8 million, of which \$16.9 million was towards higher than expected fuel tax revenue losses and \$14.9 million supported the implementation of the Get on Board ridership recovery program, providing free transit for children aged 12 and under.

Senior Government funding was \$107.2 million, which includes funds received from the Greater Vancouver Regional Fund (GVRF), Canada Line funding, Build Canada Fund and other miscellaneous programs. Senior Government funding increased by \$19.8 million (22.7 per cent) mainly due to funding through the Canada Community Building Fund (formerly Federal Gas Tax Fund) related to conventional bus deliveries that were delayed in 2020 and were partially delivered in 2021.

In addition, TransLink received funding of \$64.8 million provided by the Province of BC in lieu of tolling revenue on the Golden Ears Bridge, as bridge tolling was eliminated on September 1, 2017.

Investment Income

Investment income decreased by \$0.9 million (1.6 per cent) from 2020 mainly due to lower interest rates over 2020, partially offset by growing investment balances.

Development Cost Charges

The Development Cost Charges (DCC) program was established effective January 15, 2020 to help fund the construction and expansion of the regional transit system. DCCs are levied on new urban development in the region to support capital investment in transportation infrastructure required for the Metro Vancouver region. DCC revenue of \$44.8 million was recognized for the year which was \$25.0 million (126.9 per cent) higher than 2020 mainly as a result of higher development activity in the region, with several construction projects having been delayed last year due to COVID-19 and overall higher activity in the current year as developers are encouraged to deliver at a faster pace due to rising prices and low interest rates.

Miscellaneous Revenue

Miscellaneous revenue increased by \$3.6 million (19.5 per cent) from 2020 mainly due to compensation received for renegotiated agreements and new projects.

Gain (Loss) on Disposal of Assets

In the current year, the gain on disposal of the capital asset was \$0.6 million, which was related to the sale of the statutory right of way for the Greater Vancouver Sewage and Drainage District.

Consolidated Revenues – Comparison to Budget

CONSOLIDATED REVENUES		ACTUAL TO BUDGET			
		ACTUAL	BUDGET	CHANGE	
Year ended December 31		2021	2021	Fav/ (Unfav)	%
(\$ thousands)					
Taxation		899,448	888,774	10,674	1.2%
Transit		413,961	421,548	(7,587)	(1.8%)
Government transfers					
Senior Government Relief Funding		31,800	282,246	(250,446)	(88.7%)
Senior Government Funding		107,229	205,360	(98,131)	(47.8%)
Golden Ears Bridge Tolling Replacement Revenue		64,751	64,751	-	-
Amortization of deferred concessionaire credit		23,273	23,273	-	-
Investment income		52,882	46,715	6,167	13.2%
Development Cost Charges		44,773	16,889	27,884	165.1%
Miscellaneous revenue		21,974	17,422	4,552	26.1%
Sub Total Continuing Operations		1,660,091	1,966,978	(306,887)	(15.6%)
Gain (Loss) on disposal of tangible capital assets		560	-	560	-
Total Revenue		1,660,651	1,966,978	(306,327)	(15.6%)

Compared to budget, total revenue of \$1.7 billion was \$306.3 million unfavourable, of which \$250.4 million was due to Senior Government relief funding recognized in 2020 in accordance with Public Sector Accounting Standards rules and \$98.1 million from the timing of capital projects funded in part by Senior Government. Excluding these items, revenue from continuing operations was \$41.7 million favourable to budget.

Taxation

TAXATION REVENUES		ACTUAL TO BUDGET			
		ACTUAL	BUDGET	CHANGE	
Year ended December 31		2021	2021	Fav/ (Unfav)	%
(\$ thousands)					
Fuel tax		389,652	384,884	4,768	1.2%
Property tax		418,786	417,720	1,066	0.3%
Parking sales tax		50,733	46,033	4,700	10.2%
Hydro levy		22,378	22,137	241	1.1%
Replacement tax		17,899	18,000	(101)	(0.6%)
Total Taxation		899,448	888,774	10,674	1.2%

Total taxation revenues were \$10.7 million (1.2 per cent) favourable to the budget.

Fuel tax revenue was favourable by \$4.8 million (1.2 per cent) compared to the budget due to COVID-19 vaccines being made available to the public sooner than expected, which advanced the timeline of recovery anticipated for the year. Whilst fuel tax had been budgeted to recover close to pre-COVID levels, higher vaccination rates alongside the announcement of Step 3 of the *BC Restart Plan* on July 1, 2021, led to an earlier increase in fuel consumption than was anticipated in the budget, resulting in higher fuel tax.

The successful vaccination campaign and reduction of restrictions in 2021 similarly impacted Parking sales tax revenue, which was favourable by \$4.7 million (10.2 per cent) compared to budget. This higher

degree of favourability is because the budget anticipated a significantly reduced usage of parking, with remote work expected to remain prevalent throughout the year. However, the latter half of 2021 saw a marked uptick in people commuting to work, resulting in higher parking sales tax revenue.

Property tax revenue was favourable by \$1.1 million (0.3 per cent) compared to budget due to higher than expected non-market change as a result of new construction and zoning.

Transit

TRANSIT REVENUES	ACTUAL TO BUDGET			
	ACTUAL	BUDGET	CHANGE	
	2021	2021	Fav/ (Unfav)	%
Year ended December 31 (\$ thousands)				
Fares	270,617	287,475	(16,858)	(5.9%)
Program	112,343	109,737	2,606	2.4%
Total Fares	382,960	397,212	(14,252)	(3.6%)
Other transit	31,001	24,336	6,665	27.4%
Total Transit	413,961	421,548	(7,587)	(1.8%)

In 2021, revenue from fares was \$270.6 million, which is \$16.9 million (5.9 per cent) unfavourable to budget because of slower than expected economic recovery in the first half of the year amidst multiple waves and variants of COVID-19 followed by incremental public health restrictions. Beginning mid-June, alongside a successful vaccination campaign and easing restrictions, ridership underwent a sustained recovery, reaching a high point in October in absolute terms before declining slightly and closing at to 61.4 per cent of pre-COVID in December 2021. While ridership recovery was strong in relation to pre-COVID levels during the second half of 2021, the full year ridership of 47.9 per cent of pre-COVID levels was lower than budget of 52.6 per cent as both the velocity and trajectory of ridership recovery proved to be lower than expected.

Program revenue totalled \$112.3 million, which is \$2.6 million (2.4 per cent) favourable to budget mainly due to higher participation from universities since the start of the new term in September 2021 as many schools resumed in-person classes as part of the Campus Return Plan.

Other transit revenue totalled \$31.0 million in 2021, \$6.7 million (27.4 per cent) favourable to the budget mainly because of higher revenue from carbon credit sales, higher advertisement revenue, higher property rentals and favourable foreign exchange gains.

Government Transfers

GOVERNMENT TRANSFERS Year ended December 31 (\$ thousands)	ACTUAL TO BUDGET			
	ACTUAL	BUDGET	CHANGE	
	2021	2021	Fav/ (Unfav)	%
Senior Government Relief Funding	31,800	282,246	(250,446)	(88.7%)
Senior Government Funding	107,229	205,360	(98,131)	(47.8%)
Golden Ears Bridge Tolling Replacement Revenue	64,751	64,751	-	-
Total Government Transfers	203,780	552,357	(348,577)	(63.1%)

Total government transfers were \$203.8 million, which includes Senior Government relief funding, the Greater Vancouver Regional Fund (GVRF), Federal Gas Tax allocation, Canada Line funding, Build Canada Fund and other miscellaneous programs. In addition, there is funding provided by the Province of BC in lieu of tolling revenue on the Golden Ears Bridge, as bridge tolling was eliminated on September 1, 2017.

Total Senior Government relief funding was \$250.4 million unfavourable to the budget as PSAB standards required TransLink to recognize the entire amount of \$644.0 million Senior Government relief funding in 2020, even though a large portion of that was intended, and had been budgeted, to cover anticipated net operating losses in 2021. The variance was partially offset by additional relief funding from the Senior Government of \$31.8 million, of which \$16.9 million was towards higher than anticipated fuel tax revenue losses and \$14.9 million supported the implementation of the Get on Board ridership recovery program, providing free transit for children aged 12 and under.

Senior Government funding was unfavourable by \$98.1 million mainly due to the timing of bus and Community Shuttle vehicle projects that have shifted the revenue recognition of government transfers and the timing of revenue recognition for PTIF funding.

Investment Income

Investment income was \$6.2 million (13.2 per cent) favourable to budget primarily due to the receipt of interest from installment payment for the Oakridge Transit Centre sale and bank interest from higher than budgeted cash and investment balances.

Development Cost Charges

The Development Cost Charges (DCC) program revenue was \$27.9 million (165.1 per cent) favourable to budget as new development activity anticipated in the region was higher due to a supply deficit in the Metro Vancouver region and several construction projects delayed last year due to COVID-19. With increasing housing prices and lower interest rates, developers were encouraged to deliver sooner than expected.

Miscellaneous Revenue

Miscellaneous revenue was \$4.6 million (26.1 per cent) favourable to budget mainly due to unbudgeted one-off compensation received for renegotiated agreements and new projects.

Gain (Loss) on Disposal of Assets

Gain on disposal of assets was \$0.6 million favourable mainly due to the sale of the statutory right of way to Greater Vancouver Sewage and Drainage District that was not budgeted.

Consolidated Expenses – Comparison to 2020

Year ended December 31 (\$ thousands)	CONSOLIDATED EXPENSES (BY SEGMENT)		YEAR OVER YEAR	
	ACTUAL		CHANGE	
	2021	2020	Fav/ (Unfav)	%
Bus Operations	806,292	760,611	(45,681)	(6.0%)
Rail Operations	346,699	316,507	(30,192)	(9.5%)
Transit Police	44,809	40,668	(4,141)	(10.2%)
Corporate Operations	103,581	100,798	(2,783)	(2.8%)
Roads and Bridges	120,166	62,863	(57,303)	(91.2%)
Amortization of tangible capital assets ¹	233,789	229,450	(4,339)	(1.9%)
Interest ¹	182,040	189,339	7,299	3.9%
Sub Total Continuing Operations	1,837,376	1,700,236	(137,140)	(8.1%)
Corporate One-time	21,760	15,116	(6,644)	(44.0%)
Total Expenses by Segment	1,859,136	1,715,352	(143,784)	(8.4%)

¹ Amortization and Interest shown separately to facilitate analysis

TransLink's consolidated operating expenses were \$143.8 million (8.4 per cent) higher than 2020 mainly due to the extraordinary cost reduction measures instituted at the onset of the COVID-19 pandemic in 2020. That year, a hiring freeze was implemented, the Major Road Network OMR program was suspended, and a critical and exhaustive review of expenditures was conducted. As a result, 2020 expenses were \$209.6 million lower than budgeted, before amortization and interest. In 2021, having stabilized operations and worked with Senior Government Partners to secure relief funding and ensure continuity of service, the Major Road Network OMR program was resumed, service levels were stabilized according to ridership demand, and the hiring freeze was lifted.

Bus Operations operating expenses were \$45.7 million (6.0 per cent) higher than 2020 mainly due to higher fuel costs and increased labour costs as a result of contractual increases as well as increased service levels in 2021. This is partly offset by decreased insurance costs from lower insurance rates compared to 2020.

Rail Operations operating expenses were \$30.2 million (9.5 per cent) higher than 2020 mainly due to a one-time employee future benefits liability reduction recognized in 2020 which reduced the expenses in that year, increased staffing to support state of good repair as well as contractual and economic increases, partly offset by lower costs related to service reductions and the deferral of previously planned expansion.

Transit Police expenses were \$4.1 million (10.2 per cent) higher than 2020 largely due to higher salary and benefit costs as a result of contractual wage increases, change in pension plan providers for the police officers and fewer vacant positions in 2021.

Corporate Operations expenses were \$2.8 million (2.8 per cent) higher than 2020 mainly due to higher property taxes assessed, higher contractual obligation, higher contractual labour costs and higher marketing and public relations activities; partially offset by lower computer software and equipment costs.

Roads and Bridges expenses were \$57.3 million (91.2 per cent) higher than 2020 mainly due to the resumption of OMR funds for the Major Road Network, which was cancelled in 2020 to help manage the acute cost pressures imposed by the onset of the COVID-19 pandemic.

Amortization expense increased by \$4.3 million (1.9 per cent) over 2020 as a result of a \$358.4 million increase in depreciable tangible capital assets. Main asset additions affecting amortization in 2021 were new replacement vehicles, new escalators at various Expo Line SkyTrain stations, bus infrastructure improvements and other various infrastructure and system upgrades.

Interest expense decreased by \$7.3 million (3.9 per cent) compared to 2020 mainly due to lower average debt balances combined with lower average interest rates than in 2020.

Corporate One-time expenses were \$6.6 million (44.0 per cent) higher than 2020.

Consolidated Expenses – Comparison to Budget

Year ended December 31 (\$ thousands)	CONSOLIDATED EXPENSES (BY SEGMENT)		ACTUAL TO BUDGET	
	ACTUAL	BUDGET	CHANGE	
	2021	2021	Fav/ (Unfav)	%
Bus Operations	806,292	844,162	37,870	4.5%
Rail Operations	346,699	360,290	13,591	3.8%
Transit Police	44,809	44,296	(513)	(1.2%)
Corporate Operations	103,581	112,479	8,898	7.9%
Roads and Bridges	120,166	142,075	21,909	15.4%
Amortization of tangible capital assets ¹	233,789	249,942	16,153	6.5%
Interest ¹	182,040	180,469	(1,571)	(0.9%)
Sub Total Continuing Operations	1,837,376	1,933,713	96,338	5.0%
Corporate One-time	21,760	25,186	3,426	13.6%
Total Expenses by Segment	1,859,136	1,958,899	99,763	5.1%

¹ Amortization and Interest shown separately to facilitate analysis

In 2021, with pressures on ridership ongoing, TransLink derived cost savings and efficiencies wherever possible while maintaining safe and appropriate levels of service to customers and keeping the transit system infrastructure in a state of good repair. Excluding amortization and interest, expenditures from continuing operations were \$81.8 million lower than budget, including \$37.0 million of savings related to service reductions in response to reduced ridership demand, \$22.9 million of non-service-related cost reductions and \$21.9 million of timing of contributions to municipalities. These savings were partly offset by higher than budgeted interest expense due to lower interest capitalization on construction projects.

Bus Operations operating expenses were \$37.9 million (4.5 per cent) lower than budget. With ridership recovery proving lower than budget, service hours were right sized to demand, resulting in fewer service hours and kilometers than budget. This in turn resulted in better fuel consumption, lower maintenance and favourable insurance rates, while also reducing overtime and facilitating vacancy savings. Lower service demand also reduced Access Transit contract costs.

Rail Operations operating expenses were \$13.6 million (3.8 per cent) lower than budget, mainly due to lower labour costs resulting from vacancies and less overtime, savings from reduced service levels for Canada Line and WCE, lower maintenance and professional services expenses related to changes in planned work and lower contracted services costs.

Transit Police operating expenses were \$0.5 million (1.2 per cent) higher than budget mainly due to higher than budgeted salary and benefit costs as a result of contractual wage increases. This unfavourable variance was partially offset by lower premises rent, lower radio communication costs, lower professional fees and lower training costs.

Corporate Operations operating expenditures were \$8.9 million (7.9 per cent) lower than budget mainly due to vacancy savings, reduced expenditures in professional fees as a result of project deferrals, lower credit card fees as a result of reduced ridership, lower computer software and equipment costs, and lower print usage.

Roads and Bridges spending was \$21.9 million (15.4 per cent) lower than budget mainly due to timing of municipalities' work and MRN Operations and Maintenance projects.

Amortization was \$16.2 million (6.5 per cent) lower than budget primarily due to delays of the delivery and final acceptance of bus, SkyTrain and SeaBus replacement vehicles. Project delays and savings realized on project completion further contributed to the variance.

Interest expense for 2021 was \$1.6 million (0.9 per cent) higher than budget mainly due to lower than budgeted interest capitalization during construction as a result of reduced capital spending, and higher inflation than budgeted affecting the Golden Ears Bridge debt. This was partly offset by no debt issuance in the year and by running lower than budgeted Commercial Paper balances.

Corporate One-time costs were \$3.4 million (13.6 per cent) lower than budget mainly due to unused operating contingency, fewer feasibility studies being conducted than planned and delays in the implementation phase of the Enterprise Resource Program (ERP) project. The savings are partly offset by expenses incurred as a result of the December 1, 2020 cyberattack and for the ridership recovery program.

Consolidated Expenses by Category – Comparison to 2020

CONSOLIDATED EXPENSES (BY CATEGORY)								
Year ended December 31 (\$ thousands)	2021 Actual			2020 Actual			Ongoing Expenses	
	Ongoing	One-time ¹	Total	Ongoing	One-time ¹	Total	Fav/ (Unfav)	%
Administration	45,145	3,557	48,702	46,708	1,528	48,236	1,563	3.3%
Amortization of tangible capital assets	233,789	-	233,789	229,450	-	229,450	(4,339)	(1.9%)
Capital infrastructure contributions	72,711	-	72,711	36,611	-	36,611	(36,100)	(98.6%)
Contracted services	223,036	-	223,036	215,412	6	215,418	(7,624)	(3.5%)
Fuel and power	67,217	-	67,217	55,906	-	55,906	(11,311)	(20.2%)
Insurance	24,578	-	24,578	29,327	-	29,327	4,749	16.2%
Interest	182,043	-	182,043	189,339	-	189,339	7,296	3.9%
Maintenance, materials and utilities	171,488	817	172,305	148,201	269	148,470	(23,287)	(15.7%)
Professional and legal	15,755	14,638	30,393	14,714	10,729	25,443	(1,041)	(7.1%)
Rentals, leases and property tax	33,491	-	33,491	29,160	70	29,230	(4,331)	(14.9%)
Salaries, wages and benefits	768,123	2,748	770,871	705,408	2,514	707,922	(62,715)	(8.9%)
Total Expenses by Category	1,837,376	21,760	1,859,136	1,700,236	15,116	1,715,352	(137,140)	(8.1%)

¹ One-time expenses shown separately to facilitate analysis

On-going Expenses

Administration costs are \$1.6 million (3.3 per cent) lower than 2020 mainly due to lower hosting, network and telecommunications costs.

Amortization expense increased by \$4.3 million (1.9 per cent) over 2020 as a result of a \$358.4 million increase in depreciable tangible capital assets. The asset additions affecting amortization in 2021 were new replacement vehicles, new escalators at various Expo Line SkyTrain stations, bus infrastructure improvements and other various infrastructure and system upgrades.

Capital infrastructure contributions increased by \$36.1 million (98.6 per cent) due to the resumption of Pavement Rehabilitation program payments for MRN, which was cancelled in 2020 to help manage the acute cost pressures imposed by the onset of the COVID-19 pandemic.

Contracted services increased by \$7.6 million (3.5 per cent) over 2020 mainly due to higher Access Transit contracts costs as a result of higher demand for HandyDART as well as higher contractual costs for Compass operations and Canada Line.

Fuel and power costs increased by \$11.3 million (20.2 per cent) over the prior year mainly due to higher diesel fuel prices and increased service levels.

Insurance costs decreased by \$4.7 million (16.2 per cent) over 2020 mainly due to lower vehicle insurance rates.

Interest expense decreased by \$7.3 million (3.9 per cent) compared to 2020 mainly due to lower average debt balances combined with lower average interest rates.

Maintenance, materials and utilities increased by 23.3 million (15.7 per cent) over 2020 mainly due to the resumption of the MRN Operations & Maintenance, which was cancelled in 2020.

Professional and legal fees increased by 1.0 million (7.1 per cent) over 2020 mainly due to projects deferred in 2020 subsequently undertaken in 2021.

Rentals, leases and property tax expenses increased by \$4.3 million (14.9 per cent) over 2020 mainly due to an increase in property taxes as a result of higher assessment values across municipalities and higher rental costs compared to 2020.

Salaries and wages increased \$62.7 million (8.9 per cent) over the prior year mainly due to contractual and economic labour increases, the temporary suspension of non-front line hiring in 2020 and increased service levels in 2021.

Consolidated Expenses by Category – Comparison to Budget

CONSOLIDATED EXPENSES (BY CATEGORY)								
Year ended December 31 (\$ thousands)	2021 Actual			2021 Budget			Ongoing Expenses	
	Ongoing	One-time ¹	Total	Ongoing	One-time ¹	Total	Fav/ (Unfav)	%
Administration	45,145	3,557	48,702	54,119	3,892	58,011	8,974	16.6%
Amortization of tangible capital assets	233,789	-	233,789	249,942	-	249,942	16,153	6.5%
Capital infrastructure contributions	72,711	-	72,711	91,305	-	91,305	18,594	20.4%
Contracted services	223,036	-	223,036	237,160	-	237,160	14,124	6.0%
Fuel and power	67,217	-	67,217	70,057	-	70,057	2,840	4.1%
Insurance	24,578	-	24,578	31,952	-	31,952	7,374	23.1%
Interest	182,043	-	182,043	180,469	-	180,469	(1,574)	(0.9%)
Maintenance, materials and utilities	171,488	817	172,305	182,751	-	182,751	11,263	6.2%
Professional and legal	15,755	14,638	30,393	20,996	14,920	35,916	5,241	25.0%
Rentals, leases and property tax	33,491	-	33,491	32,377	-	32,377	(1,114)	(3.4%)
Salaries, wages and benefits	768,123	2,748	770,871	782,586	6,374	788,960	14,463	1.8%
Total Expenses by Category	1,837,376	21,760	1,859,136	1,933,714	25,186	1,958,900	96,338	5.0%

¹ One-time expenses shown separately to facilitate analysis

Ongoing Expenses

Administration costs were \$9.0 million (16.6 per cent) lower than budget mainly due to lower fare media costs and credit card fees as a result of lower than anticipated ridership and lower than planned technology costs.

Amortization expense was \$16.2 million (6.5 per cent) lower than budget primarily due to delays in the delivery and final acceptance of buses and other revenue-generating vehicles. Project delays and savings realized on project completion further contributed to the variance.

Capital infrastructure contributions were \$18.6 million (20.4 per cent) lower than budget mainly due to timing of municipal projects.

Contracted services were \$14.1 million (6.0 per cent) lower than budget mainly due to decreased Access Transit operating costs as a result of fewer trips delivered than planned and lower service levels on the Canada Line than anticipated.

Fuel and power costs were \$2.8 million (4.1 per cent) lower than budget mainly due to lower diesel prices and reduced consumption as a result of lower ridership than anticipated.

Insurance was \$7.4 million (23.1 per cent) lower than budget mainly due to lower insurance rates and lower service levels as a result of lower ridership than anticipated.

Interest expense for 2021 was \$1.6 million (0.9 per cent) higher than budget mainly due to lower than budgeted interest capitalization during construction as a result of reduced capital spending, and higher inflation than budgeted affecting the Golden Ears Bridge debt. This was partly offset by no debt issuance in the year and lower than budgeted Commercial Paper balances.

Maintenance, materials and utilities expenses were \$11.3 million (6.2 per cent) lower than budget mainly due to service reductions contributing to lower maintenance and repair costs and timing of MRN Operations & Maintenance projects.

Professional and legal fees were \$5.2 million (25.0 per cent) lower than budget mainly due to timing of projects and changes in planned work.

Rentals, leases and property tax expenses were \$1.1 million (3.4 per cent) higher than budget mainly due to higher than expected property tax assessments.

Salaries and wages were \$14.5 million (1.8 per cent) lower than budget mainly due to vacancy savings and lower overtime costs correlating with lower ridership. The savings were partly offset by contractual wage increases in 2021.

4. Capital Program

TransLink's investment in capital assets continues to grow with the focus on supporting enterprise priorities. The capital program is robust and managed with strong governance and oversight. As of December 31, 2021, TransLink's total capital program budget was \$6.4 billion, which includes:

- \$3.1 billion in active capital projects;
- \$538.3 million in Approved-In-Principle (AIP) capital projects;
- \$2.4 billion in substantially complete capital projects; and
- \$475.9 million in capital infrastructure contributions to municipalities.

SUMMARY OF CAPITAL PROGRAM						
As of December 31, 2021 (\$ thousands)	Number of Projects	Total Current Budget	Final Forecast Cost	Forecast Variance to Current Budget		Senior Government Funding (Committed)
				Fav/(Unfav)	%	
Capital Projects						
Active	135	3,054,715	3,025,381	29,334	1.0%	1,031,394
AIP	26	538,317	538,317	-	0.0%	102,464
Substantially Complete	141	2,352,756	2,239,315	113,441	4.8%	1,200,762
Subtotal	302	5,945,788	5,803,013	142,775	2.4%	2,334,620
Capital Infrastructure Contributions						
Active	30	475,867	470,639	5,228	1.1%	-
Subtotal	30	475,867	470,639	5,228	1.1%	-
Total Capital Program	332	6,421,655	6,273,652	148,003	2.3%	2,334,620

¹ The Senior Government funding as of December 31, 2021 reflects the Provincial Government decision to transfer \$723 million of provincial funding from the Expo and Millennium Upgrade Program (EMUP) and other priority projects (included in Active Projects) to the future Surrey Langley SkyTrain project.

The capital program is supported in part by \$2.3 billion in committed funding available to TransLink from the Canada Community Building Fund (formerly the Federal Gas Tax Fund), Public Transit Infrastructure Fund (PTIF) and Investing in Canada Infrastructure Program (ICIP). External funding programs apply to eligible projects within the capital program. For the Canada Community Building Fund, TransLink receives approval and funding in advance of project initiation. These funds are held in restricted cash and treated as deferred government transfers until costs are incurred in the approved projects, at which time funds are released to general operating funds and government transfers revenue is recognized. For PTIF and ICIP TransLink incurs the costs of the projects which are recovered through invoicing the Province for the portion that is funded per the respective agreements. Revenue for these programs is amortized based on the terms of the respective agreements.

Active and Substantially Complete Capital Projects

As of December 31, 2021, there were 276 active and substantially complete projects with a final forecasted cost of \$5.3 billion. The total costs incurred for these projects during the year were \$352.9 million.

SUMMARY OF ACTIVE PROJECTS								
As of December 31, 2021 (\$ thousands)	Number of Projects	Current Budget	2021 YTD Spending	Cumulative Spending to Date	Final Forecast Cost	Forecast Variance to Current Budget		Senior Government Funding (Committed)
						Fav/ (Unfav)	%	
Active								
Equipment	17	201,732	29,287	76,998	189,432	12,300	6.1%	28,697
Infrastructure	64	616,415	44,793	141,604	607,944	8,471	1.4%	166,653
Major Construction	14	1,788,806	146,968	336,930	1,787,514	1,292	0.1%	569,125
Technology	18	160,824	34,407	77,215	153,732	7,092	4.4%	-
Vehicle	22	286,938	31,156	61,317	286,759	179	0.1%	266,919
Subtotal (Active Capital Projects)	135	3,054,715	286,611	694,064	3,025,381	29,334	1.0%	1,031,394
Substantially Complete	141	2,352,756	66,306	2,202,731	2,239,315	113,441	4.8%	1,200,762
Total Active Capital Projects	276	5,407,471	352,917	2,896,795	5,264,696	142,775	2.6%	2,232,156

Active Capital Projects

As of December 31, 2021, there were 135 active projects with expenditures of \$286.6 million for the year and \$694.1 million in cumulative spending to date. A comparison of active project budgets against forecasted final costs shows a favourable variance of \$29.3 million (1.0 per cent).

Infrastructure spending of \$44.8 million for the year includes \$5.5 million on the Canada Line's Capstan Station, \$4.3 million spent on Edmonds Operations and Maintenance Centre Capacity Upgrade and \$3.8 million on Compass Implementation for HandyDART.

Major Construction spending of \$147.0 million for the year includes \$86.7 million spent on the Fleet Acquisition project as part of the Expo and Millennium Upgrade Program (EMUP) and \$19.5 million on a new Operations and Maintenance Centre.

Technology spending totaling \$34.4 million for the year includes \$27.2 million spent on the Financial and Supply Chain Management System Replacement Project and British Columbia Rapid Transit Company Ltd. (BCRTC) Enterprise Asset Management projects.

Substantially Complete Capital Projects

As of December 31, 2021, there were 141 projects with a total budget of \$2.4 billion deemed substantially complete with \$66.3 million spent year to date. These projects are in the final stages of project activity. The total expected favourable variance for these projects at completion is \$113.4 million (4.8 per cent).

Notable projects that were substantially completed during the year include:

- Expo Line Escalator Replacement - Accelerated Program - Phase 2;
- Skytrain Passenger Information Displays Upgrade;
- Power System Upgrades for SkyTrain at OMC;
- Bus Daily Operations Management System (DOMS) Replacement - Detailed Design;
- Additional SeaBus Vessel; and

- 2021 Community Shuttle Replacement.

Approved in Principle (AIP) Capital Projects

As of December 31, 2021, there were 26 AIP projects remaining to be initiated with a total budget of \$538.3 million. Of the 26 projects, ten projects with a budget of \$50.3 million were carried forward from 2019 and 2020 and 16 projects with a budget of \$488.0 million are new in 2021.

SUMMARY OF AIP PROJECTS			
As of December 31, 2021 (\$ thousands)	Number of Projects	Current Budget	Senior Government Funding (Committed)
Capital Projects			
Equipment	3	12,650	-
Infrastructure	16	151,995	11,218
Major Construction	2	278,228	3,596
Technology	3	5,094	-
Vehicle	2	90,350	87,650
Total AIP Projects	26	538,317	102,464

A significant portion of the projects remaining in AIP are related to infrastructure, major construction and vehicle projects, including the System Integration and Program Management Project (Infrastructure), improvements to OMC 4 - New Vehicle Maintenance Facility (Major Construction) and the 2023 Conventional Bus Replacement Project (Vehicle).

Closed Capital Projects

During the year ended Dec 31, 2021, six projects with a final cost of \$112.9 million and an approved budget of \$113.8 million were completed and closed. Significant closed projects include the Joyce-Collingwood Station Upgrade Construction project, the 2014 Conventional Bus Replacement project and the 2018 Conventional Bus Expansion project.

Cancelled Capital Projects

During the year ended December 31, 2021, five projects with budgets totaling \$11.8 million were cancelled, including a Bus Facility Customer Amenities Improvement project and a retrofit project for the Burnaby Transit Centre.

Capital Infrastructure Contributions

These expenditures consist of contributions to municipalities for the rehabilitation and upgrade of the MRN as well as pedestrian and bike pathways. TransLink does not own these underlying assets; therefore, the costs are expensed in the year they are incurred.

As of December 31, 2021, there were 30 active programs with a budget of \$475.9 million. The majority of the \$48.3 million in contributions in the year related to the Pavement Rehabilitation Program was funded under the MRN Program.

SUMMARY OF INFRASTRUCTURE CONTRIBUTION PROGRAMS						Forecast Variance to Current Budget	
As of December 31, 2021 (\$ thousands)	Number of Projects	Current Budget	2021 YTD Spending	Cumulative Spending to Date	Final Forecast Cost	Fav/ (Unfav)	%
MRN Structurers Funding Program	4	62,330	860	939	62,179	151	0.2%
Major Road Network and Bike Upgrades (MRNB)	10	227,257	16,285	139,400	223,174	4,083	\$0.0
Pavement Rehabilitation Program	4	87,981	24,501	86,130	87,332	649	0.7%
Bicycle Infrastructure Capital Cost Share (BICCS)	4	64,413	3,918	8,226	64,215	198	0.3%
Bus, Speed, Reliability, and Infrastructure (BSRI)	3	10,713	1,107	1,497	10,707	6	0.1%
Walking Infrastructure to Transit (WITT)	5	23,173	1,620	4,316	23,032	141	0.6%
Grand Total	30	475,867	48,291	240,508	470,639	5,228	1.1%

Development Cost Charges Program

The DCC Program was established as part of the funding strategy for investments included in the Mayors' 10-Year Vision. TransLink's 2018 Phase Two Investment Plan outlines the capital project categories that would be supported by the DCC program. The categories include New Major Projects, SkyTrain and West Coast Express Expansions, Bus Exchange/Depot Upgrades and SeaBus Expansions. The total capital cost of the select project categories is estimated at \$1.6 billion, of which \$569.5 million is TransLink's direct capital cost net of Senior Government funding. During the year ended December 31, 2021, TransLink recognized \$44.8 million in DCC revenue and the funds have been proportionately allocated as follows:

SUMMARY OF DCC PROGRAM				
As of December 31, 2021 (\$ thousands)	Current Budget	Senior Government Funding	TransLink Capital Cost	Allocation of DCC Received
Bus Exchange/Depot and SeaBus Expansion	169,389	58,306	111,083	4,907
New Major Projects	72,283	14,722	57,561	2,543
SkyTrain and West Coast Express Expansion	1,341,385	496,501	844,884	37,323
Total DCC Program	1,583,057	569,529	1,013,528	44,773

5. Changes in Financial Position

Financial Assets

Financial Assets				
As at December 31				
(\$ thousands)	2021	2020	CHANGE	%
Cash and cash equivalents	575,623	397,571	178,052	44.8%
Accounts receivable	159,207	893,870	(734,663)	(82.2%)
Loan receivable	131,060	182,358	(51,298)	(28.1%)
Restricted cash and cash equivalents and investments	1,237,197	1,033,354	203,843	19.7%
Investments	165,616	96,059	69,557	72.4%
Debt reserve deposits	26,272	28,565	(2,293)	(8.0%)
Financial Assets	2,294,975	2,631,777	(336,802)	(12.8%)

See the “Liquidity and Capital Resources” section for the discussion on cash and cash equivalents and investments.

The decrease in accounts receivable of \$734.7 million (82.2 per cent) was mainly due to a combination of received Senior Government relief funding and outstanding capital project funding from the Provincial Government.

Loan receivable represents the net present value of future payments of proceeds from the 2016 sale of the Oakridge Transit Centre. The decrease of \$51.3 million (28.1 per cent) was attributable to payments received during the period, partially offset by interest earned on the outstanding balance.

Restricted Cash and Cash Equivalents and Investments

Restricted Cash and Cash Equivalents and Investments				
As at December 31				
(\$ thousands)	2021	2020	CHANGE	%
Government transfers for capital project funding	525,640	390,583	135,057	34.6%
TPCC Cash and Investments	29,978	29,510	468	1.6%
Green Bond Proceeds	-	46,388	(46,388)	(100.0%)
Land reserve	236,929	205,863	31,066	15.1%
Sub-total	792,547	672,344	120,203	17.9%
Total self administered sinking funds	444,650	361,010	83,640	23.2%
Total Restricted cash and investments	1,237,197	1,033,354	203,843	19.7%

Restricted cash and cash equivalents and investments include unspent government transfers, funds segregated for TransLink’s captive insurance corporation, Transportation Property and Casualty Corporation (TPCC), unspent proceeds of green bond issuance, land reserve funds and self-administered sinking funds. The purpose of the land reserve funds is to allow proceeds from the disposition of real property to be invested back into real property. The land reserve concept is consistent with the Mayors’ Council 2012 resolution and the former TransLink Commissioner’s comments that the supplemental plan (now known as the Investment Plan) should not liquidate capital assets to fund operations.

The increase in restricted cash and cash equivalents and investments was \$203.8 million (19.7 per cent) arising from net government transfers for capital project funding of \$135.1 million, net of the \$46.4 million decrease of Green Bond Proceeds released to fund eligible capital projects. The \$31.1 million

increase in the Land Reserve is mainly due to installment payments from the sale of the Oakridge Transit Centre. The \$83.6 million (23.2 per cent) increase in self-administered sinking funds is due to regularly scheduled contributions to the fund combined with investment income from the fund. TPCC's increase of \$0.5 million (1.6 per cent) is mainly due to net investment income.

Liabilities

Liabilities				
As at December 31				
(\$ thousands)	2021	2020	CHANGE	%
Accounts payable and accrued liabilities	364,458	374,319	(9,861)	(2.6%)
Debt	2,937,864	3,035,241	(97,377)	(3.2%)
Deferred government transfers	1,325,681	1,196,485	129,196	10.8%
Golden Ears Bridge contractor liability	1,013,077	1,024,302	(11,225)	(1.1%)
Deferred concessionaire credit	432,629	455,902	(23,273)	(5.1%)
Employee future benefits	138,224	132,335	5,889	4.5%
Deferred revenue and deposits	64,449	59,895	4,554	7.6%
Deferred lease inducements	13,890	14,780	(890)	(6.0%)
Liabilities	6,290,272	6,293,259	(2,987)	(0.0%)

See the "Liquidity and Capital Resources" section for commentary on debt.

The increase in deferred government transfer of \$129.2 million (10.8 per cent) was due to funding received during the year, partially offset by revenues recognized as the funding stipulations were met.

The Golden Ears Bridge contractor liability financed the construction of the Golden Ears Bridge and is payable over the term ending June 2041.

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

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

The increase in deferred revenues and deposits of \$4.6 million (7.6 per cent) was mainly due to unearned transit fare revenue and Compass Card deposits received.

Non-Financial Assets

Non-Financial Assets				
As at December 31				
(\$ thousands)	2021	2020	CHANGE	%
Tangible capital assets ¹	5,704,158	5,579,590	124,568	2.2%
Supplies inventory ¹	91,161	89,233	1,928	2.2%
Prepaid expenses	30,040	26,826	3,214	12.0%
Non-Financial Assets	5,825,359	5,695,649	129,710	2.3%

¹ Restated to reflect asset reclass.

For the year ended December 31, 2021, tangible capital assets increased by \$124.6 million (2.2 per cent) due to additions of \$358.4 million, partially offset by amortization of \$233.8 million. See “Investments in Capital Assets” for discussion on project activities.

Capital Assets Additions

For the year ended December 31, 2021 tangible capital assets increased by a net amount of \$124.6 million which represents \$358.4 million in addition to capital assets less \$233.8 million of amortization.

The addition of \$358.4 million during the year was primarily made up of the following items:

Additions to equipment of \$45.9 million related to:

- \$12.6 million for Expo Line Skytrain stations escalators replacement;
- \$5.9 million for farebox replacement on buses;
- \$4.8 million for Sapperton facilities; and
- \$3.6 million for IT infrastructure & equipment.

Additions to other supporting systems of \$21.8 million related to:

- \$12.5 million for running rail replacement;
- \$5.7 million for Skytrain Passenger Information Displays, PA system and CCTV upgrades; and
- \$1.9 million for Skytrain station roof replacements.

Additions to bridges and guideways of \$14.3 million related to:

- \$14.3 million for Canada Line Capacity Expansion.

Additions to land, land improvements and buildings of \$41.2 million related to:

- \$17.7 million for the property at 435 Columbia Street, New Westminster (land and building);
- \$7.9 million for SeaBus Maintenance Dock Expansion;
- \$7.8 million for Richmond Brighthouse Bus Mall; and
- \$3.2 million for Nanaimo Bus Loop upgrades.

Additions to vehicles and SeaBus \$11.8 million related to:

- \$6.2 million for Community Shuttle Replacement;
- \$5.3 million for Burrard Chinook, the new SeaBus; and

Net addition to work in progress of \$223.4 million primarily related to:

Capital additions to work-in-progress totalled \$237.3 million offset by \$13.9 million in transfers of completed projects into their respective asset classes. The movement for the year mainly related to the following projects:

- Expo and Millennium Upgrade Program (EMUP) Fleet Acquisition Phase 2 – addition of \$86.8 million, with no assets commissioned during the year;
- Financial system and enterprise asset management system implementation – addition of \$30.4 million, with no assets commissioned during the year;
- 2020 conventional buses expansion – addition of \$16.6 million, with no assets commissioned during the year;
- EMUP–Coquitlam Vehicle Storage Facility OMC 4 – addition of \$15.6 million, with no assets commissioned during the year; and
- Edmonds OMC capacity upgrade – addition of \$12.3 million, with no assets commissioned during the year.

6. Liquidity and Capital Resources

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

Unrestricted Cash and Investments				
As at December 31 (\$ thousands)	2021	2020	CHANGE	%
Cash and cash equivalents	575,623	397,571	178,052	44.8%
Investments	165,616	96,059	69,557	72.4%
Total	741,239	493,630	247,609	50.2%

Cash and cash equivalents as well as investments increased by \$247.6 million (50.2 per cent) mainly due to the receipts of \$644.0 million Senior Government relief funding and \$31.8 million of additional funding, partially offset by net outflows from operations. The \$741.2 million in unrestricted cash and investments is well within policy requirements of 15.0 per cent of operating expenditures plus debt service costs.

Financing

TransLink's debt management policy includes self-imposed debt coverage and debt service coverage limits. Debt coverage policy represents total net debt as a percentage of operating revenue at a maximum of 300.0 per cent; debt service coverage represents gross interest costs (on PSAB basis) as a percentage of operating revenue of not more than 20.0 per cent. TransLink continues to remain within these policy limits.

Financing				
As at December 31 (\$ thousands)	2021	2020	CHANGE	%
Debt	2,937,864	3,035,241	(97,377)	(3.2%)
Less: Self-administered sinking funds	(444,650)	(361,010)	(83,640)	(23.2%)
Less: Debt reserve deposits	(26,272)	(28,565)	2,293	8.0%
Net Direct Debt	2,466,942	2,645,666	(178,724)	(6.8%)
Golden Ears Bridge contractor liability	1,013,077	1,024,302	(11,225)	(1.1%)
Deferred concessionaire credit	432,628	455,902	(23,274)	(5.1%)
Indirect P3 Debt	1,445,705	1,480,204	(34,499)	(2.3%)
Subtotal Net Direct Debt and Indirect P3 Debt	3,912,647	4,125,870	(213,223)	(5.2%)

Debt, which primarily finances capital spending, decreased by \$97.4 million (3.2 per cent). This was mainly the result of two Municipal Finance Authority of British Columbia bond maturities of \$54.0 million and \$12.2 million respectively, combined with a \$30.0 million reduction in the issuance of short-term debt commercial paper.

As part of TransLink's continuing green bond issuance program, a green bond framework developed in 2018 details what types of projects TransLink will select as eligible to be funded from green bond proceeds, how TransLink will manage the proceeds of any green bond issuances and how it will report

on the resulting environmental benefits of these projects once they are operational. As at the end of 2021, all proceeds of TransLink’s second green bond issuance have been spent on eligible projects.

Indirect P3 Debt decreased by \$34.5 million (2.3 per cent) due to principal repayment of \$11.2 million of the Golden Ears Bridge contractor liability and the \$23.3 million amortization of the Canada Line deferred concessionaire credit.

Overall, the total net debt decreased by \$213.2 million (5.2 per cent) due to contributions to sinking funds, payment of debt on maturity and reduction in outstanding commercial paper.

Credit Rating

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

Credit Rating								
As at December 31, 2021 Agency	2021				2020			
	Commercial Paper	Senior Debt	General Obligation	Outlook	Commercial Paper	Senior Debt	General Obligation	Outlook
DBRS Limited	R-1 mid	AA	AA	Stable	R-1 mid	AA	AA	Stable
Moody's Investors Service	Not Rated	Aa2	Aa2	Negative	Not Rated	Aa2	Aa2	Negative

Under the SCBCTA Act, TransLink’s outstanding debt obligations cannot exceed TransLink’s borrowing limit of \$5.5 billion. The debt obligations are defined under the SCBCTA Act as the sum of current borrowings of TransLink secured by debentures, bonds, other forms of indentures, capital leases, short-term notes, lines of credit and bank overdrafts, excluding any prepaid financing costs. Any future increases in TransLink’s borrowing limits need to be approved by the Mayors’ Council (after consultation with Metro Vancouver), through an Investment Plan. During 2018, the borrowing limit was increased from \$4.0 billion to \$5.5 billion based on Phase Two of the 10-Year Vision 2018-2027 Investment Plan, approved on June 28, 2018.

As at December 31, 2021, TransLink’s outstanding debt obligation, as defined above, was \$3.56 billion, being the debt of \$2.94 billion plus MFABC administered sinking funds of \$0.65 billion and net of capital lease reductions since inception, unamortized issue costs and unamortized premiums/discounts of \$0.03 billion.

7. Risk Factors

Financial Risk

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

Credit Risk

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

a) Accounts Receivable

The large majority of TransLink's accounts receivables are from the Province of British Columbia and Federal Government, including Senior Government relief funding, fuel tax, capital project funding, toll replacement funding and program passes, and the Goods and Services Tax (GST) rebate from the Federal Government. For these balances, the collectability risk is not significant.

(b) Loan receivable

The loan receivable is due from Modern Green Asset Holdings (Canada) Ltd., the purchaser of the Oakridge Transit Centre. The remaining payment is due over the next year and is secured by a mortgage against the property.

(c) Investments Credit

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

Liquidity Risk

Liquidity risk is the risk that TransLink may be unable to meet its financial obligations in a timely manner and at reasonable prices. Liquidity risk is low, as TransLink maintains an optimal mix of cash and cash equivalents, short-term investments and a \$500.0 million commercial paper program. The commercial paper program is a short-term borrowing facility where TransLink can issue promissory notes with terms to maturity generally ranging from 35 to 91 days. TransLink has a dealer group of six Canadian banks that can buy these promissory notes (more commonly known as commercial paper) and on-sell them to investors. An integral part of this commercial paper program is a standby credit facility of \$500.0 million committed out to March 2025 which acts as a liquidity backstop in the event that some or TransLink's entire dealer group decline to buy its promissory notes. As at December 31, 2021, TransLink has sufficient liquid funds to meet its obligations.

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

Market Price Risk

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

(a) Interest Rate Risk

TransLink is subject to the market interest rates at the date of refinancing its long-term debt obligations. TransLink mitigates the interest rate risk by spreading maturities of borrowings over periods currently up to and including 2052 so that only a portion of outstanding debt will mature in any given fiscal year.

(b) Foreign Exchange Risk

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

(c) Commodity Risk

TransLink's commodity risk pertains to the usage of natural gas, electricity, gasoline and diesel to run its fleet of transit vehicles. TransLink enters into some fixed-price contracts to help mitigate this risk. While the majority of the current bus fleet is powered by diesel fuel, for which prices have been steadily rising, the plan is to replace diesel buses with more sustainable forms of fuel propulsion, such as compressed natural gas (renewable natural gas) and electricity. The increase in fuel source diversity means that diesel fuel will continue to be a much smaller component of TransLink's total operating expenses. Commodity risk is considered moderate.

(d) Inflation Risk

TransLink is subject to a certain amount of inflation risk, i.e. the risk that inflation will rise faster than expected. Inflation risk is considered moderate to high, with the headline rate forecasted at an average of 4.2 per cent by the end of the quarter. Recent high inflation has primarily been driven by price hikes in transportation (8.9 per cent) and gasoline (33.3 per cent). Inflation will likely remain elevated throughout 2022. TransLink is actively monitoring its effects on procurement and project delivery.

Business Risk

As the region's multi-modal transportation system, TransLink is exposed to various operational risks, which are losses from inadequate or failed internal processes, people and systems, or from external events. TransLink manages these risks strategically through its Enterprise Risk Management (ERM) program. The ERM program engages various stakeholders at the divisional, corporate, and enterprise levels, utilizing a systematic approach to identify, assess and respond to risks that affect the achievement of its strategic, operational, project and financial objectives. Risks are reported on a regular, ongoing basis to the board, with up-to-date information on their causes, consequences, and mitigations. TransLink also maintains a comprehensive insurance program that utilizes a combination of insurers and its captive insurance company, TPCC, to reduce the impact of any potential losses.

Environmental Risk

TransLink and its operating companies use the principles of an Environmental Management System (EMS) to guide informed decision-making and effective management of environmental risk. CMBC and BCRTC both use ISO 14001:2015 as a guideline to manage environmental risk. The EMS is designed to ensure hazards and risks are identified and assessed, and controls are implemented to mitigate

significant risks. The EMS includes processes for identification and mitigation of environmental risks, and regular review of environmental impacts, while continually improving environmental performance.

In 2021, TransLink and its operating companies began to identify the risks and vulnerabilities associated with climate change to infrastructure and operations. In 2022, under its Climate Action Strategy, we will undertake planning work to ensure our infrastructure and operations are resilient to the impacts of climate change and to prioritize strategy and budgeting for future climate adaptation initiatives.

Labour Relations Risk

The majority of employees across the TransLink enterprise are represented by six bargaining units. These include Unifor Locals 111 and 2200, the Canadian Union of Public Employees (CUPE) Locals 4500 and 7000, the Canadian Office and Professional Employees Union (MoveUP) Local 387 and Transit Police Professional Association (TPPA).

CMBC and Unifor's agreement will expire on March 31, 2022. BCRTC and CUPE's agreement will expire on August 31, 2023. These bargaining units represent the employees that have the greatest potential to have an operational impact on service.

CMBC and CUPE's agreement will expire on December 31, 2022. CMBC and MoveUP's Agreement will expire on March 31, 2022. TransLink's Agreement with MoveUP will expire on March 31, 2022. Transit Police and TPPA's agreement expires on December 31, 2022.

The labour relations risk for 2022 is moderate to high, as negotiations for a replacement agreement between CMBC and Unifor, CMBC and MoveUP, and TransLink and MoveUP will all occur simultaneously during the year. There is potential for a labour dispute to occur for any of the agreements that expire in 2022, largely due to the competing financial pressure on the organization and wage expectations. As noted, the negotiations between CMBC and Unifor have the greatest potential to impact service delivery; however, the other negotiations also have the potential for an operational impact.

Project Risk

TransLink's capital program consists of projects that vary significantly in scope, risk, complexity, business value and budget. These projects can be classified into maintaining existing assets in a state of good repair, upgrades to the existing asset base and expansion projects that generally increase our service capacity or network.

Specific project risks include impacts due to the ongoing pandemic, implementation complexities due to unforeseen risks, design assumptions & considerations and resource constraints. General risks managed in capital projects include supply chain issues with procuring long-lead items, brownfield conditions, other project interdependencies, municipal or other third-party approvals. To mitigate this, TransLink supplements internal resources and expertise with specialized engineering, design, planning, construction/implementation resources as needed, which provide the due diligence required by each project. Design assumptions and considerations and brownfield risks are reduced by performing site and condition assessments of the project location prior to project start. Procurement risks are reduced through identifying a procurement strategy before the project start, appropriate market review and due diligence, tendering of projects and the use of warranties and delay penalties.

TransLink's capital projects are initiated and approved through two funding phase gates. The first phase is the Approval in Principle, and it consists of the identification of asset needs, solutions and options

analysis, which are used to develop the project scope, schedule, and budget. Project submissions from this phase are reviewed by Senior Management in the context of available funding and business priorities before endorsement by TransLink's Board to form the Annual Capital Plan.

The second phase is Specific Project Approval. This is a more rigorous phase, as it involves the creation of a detailed project work plan that includes scope definition, detailed schedule and budget, identification of key stakeholders and formal risk assessment. Based on the risk profile, projects are approved by either the Senior Leadership or the Executives teams, depending on the complexity and the risk profile of the project.

Active projects are governed by project steering committees, which include Project Sponsor, Implementation Manager, a Project Management Office member and additional stakeholder representation based on the profile of the project. The project steering committee reports to TransLink Executives who monitor project performance with a focus on budget, scope, schedule, risks and issues.

Appendix 1 – Audited Consolidated Financial Statements

The 2021 Audited Consolidated Financial Statements will be attached once they have been reviewed by the Audit Committee and the Board of Directors.

Appendix 2 – Five Year Historical Schedules

5 YEAR CONSOLIDATED REVENUES						Compound Annual Growth Rate (CAGR)
Year ended December 31 (\$ millions)	2017	2018	2019	2020	2021	2017-2021
Taxation	821.3	819.4	907.0	850.0	899.4	2.3%
Transit	591.0	638.0	685.4	385.9	414.0	(8.5%)
Government transfers ¹	166.9	303.5	398.5	149.8	172.0	0.8%
Golden Ears Bridge tollings	29.7	-	-	-	-	n/a
Investment income	50.3	53.2	58.0	53.8	52.9	1.3%
Development Cost Charges	-	-	-	19.7	44.8	n/a
Amortization of deferred concessionaire credit	23.3	23.3	23.3	23.3	23.2	(0.1%)
Miscellaneous revenue ²	12.6	17.4	16.7	18.4	22.0	15.1%
Sub Total Continuing Operations	1,695.1	1,854.8	2,088.9	1,500.9	1,628.3	(1.0%)
Senior Government Relief Funding	-	-	-	644.0	31.8	n/a
Gain/loss on disposal of tangible capital assets	(1.1)	(0.0)	0.5	-	0.6	0.0%
Total Revenue	1,694.0	1,854.8	2,089.4	2,144.9	1,660.7	(5.1%)

¹ Restricted transfers from governments are deferred and recognized as revenue as the related stipulations in the agreement are met. Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. With the elimination of tolls effective September 1, 2017, tolling revenue has been replaced by a Provincial Government transfer classified as Golden Ears Bridge Tolling Replacement revenue. Senior Government relief funding shown separately for comparative purposes.

² Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

Total revenue from continuing operations, excluding Senior Government relief funding and gains or losses on the disposal of tangible capital assets, has declined at a Compounded Annual Growth Rate (CAGR) of 1.0 per cent since 2017.

Taxation and transit revenues had grown in line with the growth in population and number of households throughout 2017 to 2019. The increase in service levels to accommodate strong ridership growth and legislative rate increases over the years had also added to the growth in transit and taxation revenues, respectively. However, taxation and transit revenues declined in 2020 due to COVID-19 which disrupted key economic drivers such as demand for transit, fuel consumption and the use of parking. Taxation revenue recovered in 2021 to marginally below the pre-COVID levels; however, transit revenue remains substantially below pre-pandemic level despite a sustained recovery in ridership in the second half of 2021. Whilst December 2021 ridership was 61.4 per cent of pre-COVID levels, 2021, as a whole, was 47.9 per cent of pre-pandemic level, comparing only slightly favourably to 46.8 per cent in 2020.

Government transfers excluding the Senior Government relief funding have increased by a CAGR of 54.5 per cent from 2017 to 2019 because of project spending and related government funding for expanding services and maintaining a state of good repair. Also, in 2017, delays in ordering and delivery of vehicles pushed the Federal Gas Tax transfers to 2018-19. In 2020, due to the COVID-19 pandemic, the replacement of conventional buses was significantly impacted by the production delays and therefore resulted in lower transfers. As the production resumes, the buses which were expected last year were partially delivered in 2021 resulting in an increase of 14.8 per cent in government transfers as compared to 2020.

Investment income has grown at 1.3 per cent CAGR over the five-year period due to growing investment balances which include the sinking funds and the receivable related to the sale of surplus property.

Miscellaneous revenue has grown at 15.1 per cent CAGR over the five-year period and consists of third-party recoveries related to warranties, sales of energy credits, other recoverable costs and one-off compensations.

5 YEAR CONSOLIDATED EXPENSES (BY SEGMENT)						Compound Annual Growth Rate (CAGR) 2017-2021
Year ended December 31 (\$ millions)	2017	2018	2019	2020	2021	
Bus Operations ¹	694.5	730.4	766.6	760.6	806.3	3.0%
Rail Operations	297.4	309.2	324.2	316.5	346.7	3.1%
Transit Police	37.2	38.3	40.9	40.7	44.8	3.8%
Corporate operations	98.0	96.8	103.3	100.8	103.6	1.1%
Roads & Bridges	84.2	91.2	95.1	62.9	120.1	7.4%
Amortization of tangible capital assets ²	192.2	197.8	212.9	229.4	233.8	4.0%
Interest ²	181.8	183.5	195.0	189.3	182.0	0.0%
Sub Total Continuing Operations	1,585.3	1,647.2	1,738.0	1,700.2	1,837.3	3.0%
Corporate and Roads & Bridges One-time	12.6	22.0	18.2	15.1	21.8	11.5%
Total Expenses by Segment	1,597.9	1,669.2	1,756.2	1,715.3	1,859.1	3.1%

¹ Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

² Shown as a separate line to help facilitate analysis of debt service costs as GAAP statements allocate these amounts to the various segments.

Total expenses have grown by a CAGR of 3.1 per cent since 2017. Excluding One-time costs, the CAGR is 3.0 per cent.

Bus Operations costs have increased by a CAGR of 3.0 per cent, mainly due to increased labour costs as a result of service expansion and contractual increases, higher contracted services and higher vehicle insurance rates.

Rail Operations costs have increased by a CAGR of 3.1 per cent, mainly due to increased labour costs, higher maintenance costs to ensure a state of good repair as well as contracted service increases.

Transit Police expenses have increased by a CAGR of 3.8 per cent, mainly due to increased labour costs as a result of contractual wage increases.

Corporate Operations costs have increased by a CAGR of 1.1 per cent mainly due to property tax increases as a result of higher property assessments, and increased labour costs.

Roads and Bridges costs have increased by a CAGR of 7.4 per cent, mainly due to the resumption of Operation, Maintenance, and Pavement Rehabilitation (OMR) program in the Major Road Network, which had been cancelled in 2020 at the onset of the COVID-19 pandemic.

Amortization expense has increased by a CAGR of 4.0 per cent, mainly due to an increase in depreciable tangible capital assets to facilitate service expansion prior to the COVID-19 pandemic.

Interest expense remained stable over the five-year period due to lower average interest rates offsetting the impact of increasing debt.

5 YEAR CONSOLIDATED EXPENSES (BY CATEGORY)						Compound Annual Growth Rate (CAGR)
Year ended December 31 (\$ millions)	2017	2018	2019	2020	2021	2017-2021
Administration	41.7	48.2	48.6	46.7	45.1	1.6%
Amortization of capital assets	192.2	197.9	212.9	229.4	233.8	4.0%
Capital infrastructure contributions	33.4	40.4	37.3	36.6	72.7	16.8%
Contracted services	219.1	220.3	222.5	215.4	223.0	0.4%
Fuel and power	65.5	71.7	67.8	55.9	67.2	0.5%
Insurance	23.8	24.1	28.4	29.3	24.6	0.7%
Interest	181.8	183.5	195.0	189.3	182.0	0.0%
Maintenance, materials and utilities ¹	152.1	167.0	180.2	148.2	171.5	2.4%
Professional and legal	30.6	20.0	18.3	14.7	15.8	(12.4%)
Rentals, leases and property tax	24.3	26.9	29.4	29.2	33.5	6.6%
Salaries, wages and benefits ¹	619.6	647.2	697.6	705.5	768.1	4.4%
Write-down of tangible capital assets	1.2	0.0	0.0	0.0	0.0	n/a
Sub Total Continuing Operations	1,585.3	1,647.2	1,738.0	1,700.2	1,837.3	3.0%
Corporate and Roads & Bridges One-time	12.6	22.0	18.2	15.1	21.8	11.5%
Total Expenses by Category	1,597.9	1,669.2	1,756.2	1,715.3	1,859.1	3.1%

¹ Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year

Administration costs have increased by a CAGR of 1.6 per cent since 2017, mainly due to an increase in telecommunications, network and software costs, as well as growth in fare media usage from 2017 to 2019.

Amortization expense has increased by a CAGR of 4.0 per cent, mainly due to an increase in depreciable tangible capital assets facilitating service expansion. Capital infrastructure contributions have increased by a CAGR of 16.8 per cent, mainly due to the timing of capital infrastructure contributions to municipalities.

Insurance costs have increased by a CAGR of 0.7 per cent, mainly due to increasing vehicle insurance rates and growth in the fleet due to service expansion from 2017 to 2020, reduced in 2021 mainly due to lower vehicle insurance rates.

Maintenance, materials and utilities costs have increased by a CAGR of 2.4 per cent, mainly due to growth in train and rail maintenance costs, growth in costs for hybrid and trolley bus battery replacement, growth in building maintenance and janitorial costs, hydro cost and snow removal costs.

Professional and legal costs have decreased by a CAGR of 12.4 per cent from 2017 to 2021, mainly due to the reclassification of feasibility studies from continuing operations to Corporate One-time starting in 2018, followed by a reduction in studies and consulting projects in 2020 and 2021 as a result of the COVID-19 pandemic.

The CAGR of rentals, leases and property tax costs has increased by 6.6 per cent, mainly due to new rental properties, an increase in rental costs existing properties rented, and property taxes.

The CAGR for salaries, wages and benefits has increased by 4.4 per cent, mainly due to increased labour costs as a result of contractual and economic labour increases and increased service levels.

Appendix 3 – Operating Indicators

OPERATING INDICATORS						Compound Annual Growth Rate (CAGR)
Year ended December 31	2017	2018	2019	2020	2021	2017-2021 ¹⁷
Safety: Customer Injuries (per 1 million boarded passengers)¹						
Bus & SeaBus	4.7	4.2	3.9	4.4	4.9	1.0%
SkyTrain: Expo & Millennium Lines	1.3	1.1	0.9	1.0	1.1	(4.1%)
West Coast Express	1.3	1.2	0.4	-	1.9	10.0%
HandyDART (per 100,000 boarded passengers) ²	1.9	1.7	0.7	1.3	3.0	12.1%
Safety: Employee Lost Time Frequency						
Bus & SeaBus (per 200,000 Hours Worked) ^{3,3a}	8.7	7.7	8.1	7.4	7.9	(2.4%)
SkyTrain: Expo & Millennium Lines (per 200,000 Hours Worked) ⁴	5.1	5.3	5.8	4.4	3.7	(7.7%)
West Coast Express (per 200,000 Hours Worked)	8.6	-	-	-	-	-
HandyDART (per 200,000 Hours Worked)	15.8	16.1	13.7	8.1	9.9	(11.0%)
Safety: Bus & SeaBus Operator Assaults (per 1 Million Service Hours)^{3b}						
	20.3	17.7	16.5	12.2	12.8	(10.9%)
Ridership: Boarded Passengers (Thousands)⁵						
Bus & SeaBus	253,150	273,375	283,663	142,416	145,943	(12.9%)
SkyTrain: Expo & Millennium Lines	105,117	111,325	114,883	54,551	55,199	(14.9%)
SkyTrain: Canada Line	46,253	48,716	50,223	20,335	21,120	(17.8%)
West Coast Express	2,323	2,485	2,607	795	515	(31.4%)
HandyDART	1,395	1,475	1,560	698	767	(13.9%)
Ridership: Journeys (Thousands)⁵						
Overall System	247,821	262,626	272,430	128,021	130,857	(14.8%)
Vehicle Service Delivery: Percentage of Service Hours Delivered⁶						
Bus & SeaBus ^{3b}	99.6%	98.9%	98.5%	96.2%	97.8%	(0.5%)
SkyTrain: Expo & Millennium Lines	99.6%	99.7%	99.4%	99.2%	n/a	n/a
SkyTrain: Canada Line ⁷	100.0%	100.0%	100.0%	100.0%	100.0%	-
West Coast Express	98.0%	100.0%	99.8%	98.4%	n/a	n/a
HandyDART	99.3%	99.7%	99.8%	99.7%	99.8%	0.1%
Vehicle Service Delivery: Percentage of Train Trips Delivered⁶						
SkyTrain: Expo & Millennium Lines	n/a	n/a	n/a	n/a	99.5%	n/a
West Coast Express	n/a	n/a	n/a	n/a	99.2%	n/a
Vehicle Punctuality: On-Time Performance						
Bus (3 minutes late < On-Time < 1 minute early) ^{3c}	78.3%	80.4%	80.5%	86.2%	83.9%	1.7%
SkyTrain: Expo & Millennium Lines (headway + 3 minutes)	95.3%	96.4%	96.1%	95.6%	96.6%	0.3%
West Coast Express (headway + 5 minutes)	97.2%	96.7%	96.7%	93.1%	96.4%	(0.2%)
HandyDART (earlier than and within 15 minutes of Scheduled Pick-Up Time)	88.0%	87.1%	87.5%	94.7%	94.2%	1.7%
Vehicle Reliability: Mean Distance Between Failure						
Bus ^{3d}	18,441	19,768	24,055	27,368	18,231	(0.3%)
SkyTrain: Expo & Millennium Lines ⁸	372,854	545,152	n/a	n/a	n/a	n/a
Vehicle Reliability: Mean Distance Between Service Removals						
SkyTrain: Expo & Millennium Lines ^{8,9}	n/a	n/a	455,335	235,377	177,275	n/a
HandyDART Vehicle Productivity						
Trips per Service Hour (excludes Taxis)	1.9	2.1	2.3	1.4	1.6	(4.2%)
Trip Denials	1,362	729	1,430	405	119	(45.6%)
Environmental						
Bus & SeaBus (Spills per 1 Million Km) ^{3e}	7.5	5.0	2.1	1.5	2.3	(25.5%)
Bus & SeaBus (Revenue Vehicle Energy Consumption in Gigajoules) ¹⁰	1,899,303	1,974,898	1,985,841	1,840,983	1,910,369	0.1%
Customer Service: Customer Satisfaction (overall score of 10)¹¹						
Overall System	7.7	7.8	7.8	8.2	8.2	1.6%
Bus & SeaBus	7.9	7.9	7.9	8.2	8.3	1.2%
SkyTrain: Expo & Millennium Lines	8.2	8.3	8.2	8.5	8.5	0.9%
SkyTrain: Canada Line	8.6	8.5	8.5	8.7	8.9	0.9%
West Coast Express	8.4	8.9	9.0	8.9	8.9	1.5%
HandyDART	8.3	8.4	8.4	9.0	8.7	1.2%
Customer Service: Customer Complaints^{3f}						
Overall System (per 1 million boarded passengers) ¹²	93.4	95.4	90.6	103.3	92.8	(0.2%)
Corporate (per 1 million boarded passengers) ¹³	23.1	23.8	24.9	28.7	19.2	(4.6%)
Bus & SeaBus (per 1 million boarded passengers)	104.2	106.2	97.1	101.5	105.0	0.2%
SkyTrain: Expo & Millennium Lines (per 1 million boarded passengers)	17.1	15.4	13.8	25.1	17.8	1.0%
SkyTrain: Canada Line (per 1 million boarded passengers)	4.3	4.8	6.1	8.1	6.4	10.4%
West Coast Express (per 1 million boarded passengers)	101.6	104.2	89.0	358.1	191.8	17.2%
HandyDART (per 100,000 boarded passengers)	120.2	187.3	201.8	178.6	209.7	14.9%
Financial: Operating Costs						
Overall System (operating cost per capacity km) ^{12,14}	\$ 0.084	\$ 0.086	\$ 0.097	\$ 0.097	\$ 0.111	7.3%
Bus & SeaBus (operating cost per capacity km)	\$ 0.126	\$ 0.128	\$ 0.132	\$ 0.128	\$ 0.158	5.8%
SkyTrain: Expo & Millennium Lines (operating cost per capacity km)	\$ 0.031	\$ 0.033	\$ 0.040	\$ 0.040	\$ 0.045	9.7%
SkyTrain: Canada Line (operating cost per capacity km)	\$ 0.105	\$ 0.107	\$ 0.129	\$ 0.137	\$ 0.143	8.0%
West Coast Express (operating cost per capacity km)	\$ 0.092	\$ 0.095	\$ 0.094	\$ 0.165	\$ 0.207	22.4%
HandyDART (operating cost per trip) ¹⁵	\$ 42.73	\$ 41.34	\$ 39.26	\$ 75.14	\$ 69.70	13.0%
Financial: Operating Cost Recovery						
TransLink (conventional system) ^{15,16}	55.9%	58.1%	59.7%	33.6%	33.5%	(12.0%)

Footnotes for Appendix 3 begin on the following page

- ¹ The customer injury definition for CMBC and HandyDART represents the number of accepted injury claims arising onboard incidents inside of the vehicle, while boarding, or as a result of a collision. The customer injury definition for Expo and Millennium Line and West Coast Express represents the number of injuries where the customer is transported to the hospital for treatment and the incident is reported to transit staff.
- ² Restated 2017 to 2018 to reflect the new injury definition.
- ³ In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink including the shut down of multiple network systems. As a result, due to the unavailability of certain applications, some datasets are incomplete and/or required estimates. The following Operating Indicators have been impacted and to support comparability, alternative estimates have been made as described below:
- ^{3a} 2020 Bus and SeaBus Employee Lost Time Frequency has been restated as it was reported based on best estimate at the time of reporting.
- ^{3b} CMBC Service hours estimated for November 2020 to December 2021 are best-estimate basis in order to maintain consistency within the reporting period.
- ^{3c} The On-Time Performance for Bus excluded data not available for November 2020 to April 2021.
- ^{3d} The Vehicle Reliability: Mean Distance Between Failure for Bus excluded data not available for November 2020 to March 2021.
- ^{3e} Spills data was estimated for November to December 2020 based on the best available data at the time of reporting. Spills data was unavailable between January to June 2021 as a result of system unavailability. To normalize this metric, service kilometers for July-December are used.
- ^{3f} TransLink was not able to capture complete full complaint data from November 28, 2020 to August 18, 2021. To normalize the 2020 and 2021 metrics, boarded passenger totals are aligned with the periods complaint data was fully available, being January 1 to November 27 for 2020 and September 1 to December 31 for 2021 – September being the first month of complete data in 2021.
- ⁴ Restated 2017 and 2019 to align with WorkSafe BC figures.
- ⁵ Ridership estimates for 2020 differ from the methodology used in previous years as a result of the temporary suspension of fare collection on buses in the first months of the COVID-19 pandemic, the replacement of fareboxes on buses and the December 2020 cyberattack.
- ⁶ Expo and Millennium Lines and West Coast Express use a trip-based calculation for Service delivery that aligns with industry best practice.
- ⁷ Canada Line does not provide actual service delivery statistics, using scheduled service hours for reporting purposes.
- ⁸ Starting 2019, the indicator Mean Distance Between Failures for SkyTrain: Expo and Millennium Lines was replaced by Mean Distance between Service Removals.
- ⁹ 2019 and 2020 the indicator for Mean Distance Between Service Removals were restated as the refinement of the definition for service removals better reflects how SkyTrain Rolling Stock Reliability affects the customer experience. The updated definition better aligns with industry benchmarking practices.
- ¹⁰ Restated 2019 to reflect the energy consumption shown in Gigajoules.
- ¹¹ The results for 2020 and 2021 are likely influenced by riders' changing perceptions and expectations of the transit system as a result of the ongoing COVID-19 pandemic. Ridership in these years is well below pre-pandemic levels and the incidence of qualifying for the Customer Service Performance study is considerably lower than before.
- ¹² Excludes HandyDART.
- ¹³ Restated 2017 to reallocate Compass Vending Machine complaints from SkyTrain and West Coast Express as well as "bus was full" complaints from CMBC to TransLink Corporate.
- ¹⁴ Includes operating costs of Bus, Rail and Transit Police. Excludes amortization and interest expense.
- ¹⁵ 2018 operating cost per trip excludes TransLink allocated costs to Access Transit.
- ¹⁶ Excludes corporate one-time costs. Restated 2017 to reflect year-end adjustments.
- ¹⁷ Calculations based on whole numbers.

Appendix 4 – Allocated Costs between Divisions

Allocated Cost Breakdown					
Year ended December 31					
(\$ thousands)	2017	2018	2019	2020	2021
Shared Services ¹					
Bus Operations	27,240	30,903	36,625	35,973	40,048
Access Transit ²	744	-	98	119	103
SkyTrain - Expo & Millennium Line	2,330	1,458	7,568	7,367	6,794
West Coast Express	84	86	162	106	264
Transit Police	1,883	3,108	3,418	2,988	2,566
Total Shared Services allocated	32,281	35,555	47,871	46,553	49,775
Costs Administered by TransLink and allocated to subsidiaries ³					
Bus Operations	16,530	14,327	16,684	15,829	17,837
SkyTrain - Expo & Millennium Line	5,177	6,082	4,072	3,901	3,780
SkyTrain - Canada Line	2,107	2,164	2,313	2,438	2,824
West Coast Express	892	627	443	404	444
Transit Police	1,831	1,742	1,865	1,893	2,280
	26,537	24,942	25,377	24,465	27,165
Costs Administered by TransLink allocated					
Bus Operations	43,770	45,230	53,309	51,802	57,885
Access Transit	744	-	98	119	103
SkyTrain - Expo & Millennium Line	7,507	7,540	11,640	11,268	10,574
SkyTrain - Canada Line	2,107	2,164	2,313	2,438	2,824
West Coast Express	976	713	605	510	708
Transit Police	3,714	4,850	5,283	4,881	4,846
Total costs allocated to Subsidiaries from TransLink	58,818	60,497	73,248	71,018	76,940

¹ Includes Business Technology, Human Resources and Administration costs

² Access Transit allocated costs in 2018 are reflected in Bus Operations

³ Includes property tax, building leases, insurance and fare media costs

TransLink's methodology for allocating costs to benefiting business units is equitable and consistent with leading practices. TransLink allocates costs to the following business units: Bus Operations, Access Transit, SkyTrain, West Coast Express and Transit Police, which directly benefit from or consume the service or costs.

Business units can be allocated 100.0 per cent of a cost if it is the only one benefiting and consuming that cost, or costs can be shared across multiple business units that benefit and consume the cost based on an allocation factor, such as head count or square footage. The charges that are allocated to the business units include human resources, administration, rentals and leases as well as information technology.

The increase in costs allocated to the operating companies from 2017 to 2019 was mainly due to continued investments in technology. Allocated costs decreased in 2020 mainly due to reductions in property taxes as a result of lower assessment values, lower fare media costs from reduced ridership and lower recruitment costs due to temporary hiring freeze. Allocated costs increased in 2021 mainly due to higher property tax, increased labour costs and higher property insurance.



Together all the way

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TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice-President Financial Services

DATE: March 2, 2022

SUBJECT: 2021 Statutory Annual Report

PROPOSED RESOLUTION

That the TransLink Board of Directors:

- A. Approves the 2021 Statutory Annual Report mandated by the *South Coast British Columbia Transportation Authority Act*, attached as Attachment 1 to the report titled "2021 Statutory Annual Report" dated March 2, 2022; and
- B. Authorizes the release of the 2021 Statutory Annual Report to the Mayors' Council on Regional Transportation.

EXECUTIVE SUMMARY

This report is to present the 2021 Statutory Annual Report to the Board for review and approval, as required by the *South Coast British Columbia Transportation Authority Act* (SCBCTA Act) and for release to the Mayors' Council on Regional Transportation.

PURPOSE

The purpose of this report is to provide the 2021 Statutory Annual Report to the Board for review and approval.

BACKGROUND

Section 7(3) of the *South Coast British Columbia Transportation Authority Act* (SCBCTA Act) requires that TransLink, within 90 days after each fiscal year end:

- Prepare an annual report as prescribed in section 13.4 of the SCBCTA Act;
- Prepare audited financial statements; and
- Provide a copy of the annual report and audited financial statements to the Mayors' Council on Regional Transportation.

DISCUSSION

Section 13.4 of the SCBCTA Act provides the requirements for reporting on activities for the year which include:

- Summary of operations;
- Audited financial statements;
- Summary of complaints and actions to respond to those complaints;
- Summary of customer satisfaction survey results;
- Summary of any amendments made to the articles;
- Summary of Board activities;
- Fare Collection Bylaw;

- Summary of tickets issued and collection under Section 248; and
- Summary of Development Cost Charges received, reserve fund balances and expenditures, any waivers and reductions issued.

CONCLUSION

Management recommends that the Board approves the 2021 Statutory Annual Report attached in Attachment 1 and authorize its release to the Mayors' Council on Regional Transportation.

ATTACHMENTS

Attachment 1 - 2021 Statutory Annual Report



2021 Statutory Annual Report



SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY 2021 STATUTORY ANNUAL REPORT

The *South Coast British Columbia Transportation Authority* (TransLink) is required to provide an annual report and audited financial statements to the Mayors' Council on Regional Transportation by March 31st. This report fulfills the reporting obligation to provide:

- A. A summary of operations during the year with comparison to the strategic transportation plan and the applicable service, capital and operational plans;
- B. The audited financial statements for the year;
- C. A summary of the nature of complaints received in the year and actions taken in response to those complaints;
- D. A summary of the results of the customer satisfaction survey process;
- E. Amendments to the articles of the Authority;
- F. A summary of the date, type and outcome of meetings of TransLink's Board of Directors held during the year;
- G. Fare Collection Bylaw;
- H. A summary of tickets issued and collection under Section 248; and
- I. A summary of Development Cost Charges received, reserve fund balances and expenditures, any waivers and reductions issued.

This report should be read in conjunction with the 2021 Accountability Report, in order to obtain a full understanding of the organization and its financial and operational performance. The 2021 Accountability Report will be posted on TransLink's website.

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EXECUTIVE SUMMARY

Under the *South Coast British Columbia Transportation Authority Act*, TransLink is required to prepare an annual report that includes a summary of operations for the year along with a comparison to the organization's applicable strategic, service, capital and operational plans. This 2021 Statutory Annual Report meets that requirement and includes other reporting obligations such as audited financial statements, complaints and customer satisfaction summaries.

This report should be read in conjunction with the 2021 Accountability Report to obtain a full understanding of the organization and the strategic platform that drives its financial and operational performance. The 2021 Accountability Report will be posted on the TransLink website.

TransLink's current strategic plan applicable to 2021, as defined by legislation, is Phase Two of the Mayors' 10-Year Vision, or the 2018-2027 Investment Plan approved by the Mayors' Council on Regional Transportation on June 28, 2018. This 2021 Statutory Annual Report makes reference to the 2021 year of the 2018-2027 Investment Plan (the Plan).

The COVID-19 pandemic continued to have a transformative impact on the movement of people within Metro Vancouver in 2021, with fundamental shifts in traditional travel behaviours ongoing in our region, as they were throughout the world, as people continued to work remotely and limited non-essential travel amid fluctuating numbers of COVID-19 cases and varying degrees of physical distancing restrictions. Overall, TransLink's ridership reached 47.9 per cent of pre-COVID levels in 2021, up 2.3 per cent from 2020. Ridership has followed a sustained and encouraging recovery trajectory since mid-June 2021, alongside a successful vaccination campaign and the commencement of return to physical worksites and places of learning. 2021 ridership ended at 61.4 per cent of pre-COVID levels in December.

In 2021, TransLink's foremost priority was to keep the people of our region moving safely. With a continuing focus on cost efficiencies, and the support of Senior Government Relief Funding, TransLink continued to maintain substantially pre-COVID service levels to ensure sufficient capacity on the system to allow passengers to travel safely while maintaining physical distancing. This was supplemented by the implementation of a mask mandate and incorporation of a Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans. In support of the region's recovery from the pandemic, in 2021 we partnered with local health authorities to facilitate COVID-19 testing and immunization drives, and adopted a vaccination policy for all TransLink employees, contractors and visitors. Concurrently, through fiscal prudence and rigorous prioritization, TransLink continued to invest in critically required maintenance on the system to ensure safety and reliability, and to develop plans to support the region's long term transit requirements.

Looking ahead, as TransLink gears up to support the region in the post-pandemic era, the Enterprise will continue to focus on our mandate of safely, responsibly and reliably moving people of Metro Vancouver around the region. The uncertainty of ridership recovery and the significance of our revenue losses, with 2021 transit revenue being only 58.0 per cent of the Plan's projection, have created a deficit that will persist over the long term. This significant deficit will need to be addressed in our next 10-year Investment Plan and through our continued work with our Senior Government partners.

TransLink was the victim of a cyberattack on December 1, 2020. Immediate action and protective measures were taken, including the shutdown of multiple network systems. As a result, due to the unavailability of certain applications that continued in 2021, certain datasets conveyed within the body of this Report are incomplete and/or compiled on a best-estimate basis. In those instances, that has been disclosed within the relevant section. The cyberattack resulted in no material ongoing impact on TransLink's financial performance.

A. OPERATIONS SUMMARY**1 Transit Service Levels**

The table below provides a summary of conventional transit service hours, Access Transit trips and ridership numbers, comparing 2021 actual results to the Plan.

	Actual 2021	Investment Plan 2021	Fav/(Unfav) Over Plan	% Change
Conventional Transit <i>(thousands of service hours)</i>				
Conventional Bus ¹	4,680	5,034	(354)	(7.0%)
Community Shuttle ¹	673	724	(51)	(7.0%)
West Vancouver Conventional Bus	121	142	(21)	(14.8%)
SkyTrain Expo and Millennium Lines	1,284	1,372	(88)	(6.4%)
SkyTrain Canada Line	197	225	(28)	(12.4%)
SeaBus	12	14	(2)	(14.3%)
West Coast Express	15	37	(22)	(59.5%)
Total Conventional Transit	6,982	7,548	(566)	(7.5%)
Access Transit Trips <i>(thousands of trips)</i>				
HandyDART	647	1,347	(700)	(52.0%)
Taxi Supplement	49	102	(53)	(52.0%)
Total Access Transit Trips	696	1,449	(753)	(52.0%)
Ridership ² Ridership (millions of transit journeys)	131	271	(140)	(51.7%)

¹ Service hours estimated for January 1 to December 31, 2021 are based on the best available data at the time of reporting.

² Ridership in this table is based on journeys. A journey is a complete transit trip made using conventional transit service or HandyDART Access Transit service, regardless of the number of transfers.

Conventional Transit Service Levels

Conventional transit service hours were lower than Plan by 566 thousand (7.5 per cent). The lower service levels were mainly due to deferral of planned service expansion and service reductions across all modes in response to the significant decrease in ridership during the COVID-19 pandemic. Expo and Millennium Lines continued to operate at the pre-pandemic levels of service but the plan for peak hour service expansion has been deferred, as has the Canada Line service expansion that was planned for 2020. For the first eight months of 2021, West Coast Express (WCE) operated three trains in each direction in response to lower passenger demand. Starting in September 2021, WCE increased its service frequency to four trains and added two additional cars to accommodate the anticipated ridership return. Bus services were also reduced, with services reallocated to busier bus routes to better serve our customers. SeaBus service was lower than Plan from January to August 2021 in response to lower passenger demand, operating at 15-minute peak sailings. Starting September 2021, SeaBus returned to 10-minute sailings during peak times.

Access Transit Service Levels

Access Transit trips delivered were lower than Plan. The COVID-19 pandemic continued to significantly impact demand and trip numbers continued to be suppressed throughout the year. Access Transit remains committed to ensuring services are fully available for passengers unable to use conventional public transit without assistance.

Ridership

Journeys represent a complete transit trip using Compass fare media or other proof of payment, regardless of the number of transfers. Journeys for conventional transit service and Access Transit trips were 130.9 million in 2021, 51.7 per cent below the Plan. The significant ridership drop below the Plan was a direct result of the COVID-19 pandemic, which first took effect in March 2020 and resulted in ridership collapsing to 17.1 per cent of pre-pandemic levels in April 2020. For the first half of 2021, ridership remained stable at approximately 9 million average journeys per month or 40.7 per cent of pre-pandemic levels. Following the start of the vaccination campaign for COVID-19, ridership began to increase in the second half of the year and reached over 13 million monthly journeys from September to November 2021. While December was slightly lower on an absolute basis due to the seasonality of transit demand, monthly journeys peaked on a relative basis in that month, reaching 61.4 per cent of pre-pandemic levels in December 2021. Whilst for 2021 overall TransLink's ridership was still significantly suppressed at 47.9 per cent of pre-COVID levels, the gradual but sustained trajectory of recovery in the latter half of the year suggests an increasingly favourable outlook for the region ahead.

2 2021 Investment Plan Status Report

Phase Two of the 10-Year Mayors' Vision: 2018 – 2027 Investment Plan, includes new investments in every mode of transportation – transit, roads, walking and cycling – as well as maintains the existing transportation system in a state of good repair. A status update of the Plan is provided below.

With the extraordinary transformation in travel patterns and drastic decline in revenue streams due to the COVID-19 pandemic, TransLink deferred previously planned service expansion and recalibrated its capital program to prioritize state of good repair programs. In 2021, TransLink continued this approach as an essential service provider operating within the continuing context of the pandemic, prioritizing customer and employee safety while maintaining substantially pre-COVID levels of service. Nevertheless, the Enterprise also continued to support the advancement of the Plan's overarching priorities in order to ensure the region's transit network remains positioned to support the region's post-pandemic recovery.

New Transportation Investments in the Phase Two Plan

The Plan expands rapid transit across Metro Vancouver according to the priorities established in the 10-Year Mayors' Vision. It completes the rapid transit early works investments begun in Phase One, including the Broadway Subway Project (BSP, formerly the Millennium Line Broadway Extension) and the Surrey Langley SkyTrain Project (SLS, formerly Surrey-Newton-Guildford Light Rail Transit (SNG LRT)). Two significant events occurred related to the rapid transit projects after the Plan was approved. The responsibility for delivery of the BSP was transferred to the Province of British Columbia (Province), and the City of Surrey requested the Plan be amended to replace the SNG LRT with the Surrey Langley Project, being SkyTrain service instead of Light Rail Transit.

Building New Rapid Transit

- **Major Rapid Transit Projects**
 - The Broadway Subway Project Corporation commenced major construction of the project in May 2021. Project delivery is led by the Transportation Investment Corporation with support from TransLink and other project partners. TransLink enterprise staff are engaged in the design review, implementing transit service changes to accommodate construction activities, delivering enabling projects on the existing Expo and Millennium Lines and supporting communications activities.
 - The Federal Government announced up to \$1.3 billion in federal funding toward the Surrey Langley SkyTrain Project. The Province of British Columbia and its partners will fund the remainder of the costs of the project, estimated at \$3.9 billion.
 - TransLink worked closely with provincial staff to support the development and implementation of the Surrey Langley SkyTrain (SLS) project. This includes developing technical requirements, funding shares, governance structures as well as roles and responsibilities.
 - Refined business case for the Rapid Transit to UBC Point Grey Campus with technical work to support the Board and Mayors' Council understanding and direction for a future plan.
 - Endorsement for the SFU Gondola was received from Burnaby Council on route 1 alignment, which was the preferred alignment after technical engineering and environment work studies and public engagement. Full business case development is underway.

Upgrading the Existing Rail Network

Skytrain

- Approved the site of the new Operations Control Centre and finalized the design and building permits with the City of Burnaby.
- Completed the running rail maintenance and upgrade work including 120 kilometres of rail grinding and replacement of 15,000 rail pads and 7,200 metres of running rail.
- Completed the first phase of a major replacement of rail joints on the SkyBridge.
- Unveiled a mock-up of the all-new Mark V SkyTrain car to provide customers with a safe and comfortable experience on transit. Mark V SkyTrain cars have additional features, such as more flex space for bike racks and leaning pads, primarily forward-facing seating with some perimeter seating incorporated and improved on-train displays. The full complement of Mark V cars is expected to be in service by 2027.
- Completed nine escalator replacements as part of the Expo Line Escalator replacement project.
- Completed the Operations and Maintenance Centre 1 (OMC1) power and substation upgrade to help SkyTrain's recovery and resiliency in the event of power-related issues.
- Purchased the land for the new Operations and Maintenance Centre 4 (OMC4) located in Coquitlam. The OMC4 project continued the design phase and moved into the demolition phase in 2021.

New Bus and HandyDART Investments

Bus

- Service was improved on various bus routes by reallocating services from Vancouver to South of Fraser and the Tri-Cities in response to demand.
- Most of the planned 2021 bus deliveries were delayed to 2022, due to shortages of many sub-components used to build new buses as a result of global supply chain issues related to COVID-19 delays. Nonetheless, a total of 45 out of the 62 new Community Shuttles were delivered and brought into full revenue service during the year.

New Mobility Investments

New Mobility

- Conducted employee surveys in industrial parks of Richmond and Surrey in preparation for Vanpool expansion, with positive interest in a future Vanpool expansion to the area.
- Moved to the final stages of procurement for an expanded model of the fleet management and digital program.

New Walking and Cycling Investments

TransLink Owned Cycling Infrastructure

- Launched the next generation smart bike lockers project, with implementation in four of six locations completed during the year.
- Completed the first phase of the Regional Bike Monitoring Program as a key component of TransLink's Regional Cycling Strategy to help increase cycling levels in Metro Vancouver by installing in-ground bicycle counters along cycling paths.
- Continued to make state-of-good-repair improvements to the BC Parkway in Vancouver and Burnaby, safety improvements to a section of the BC Parkway adjacent to Stewardson Way in New Westminster with detailed design near-complete and implementation expected in 2022 as well as continued with the preliminary design of comprehensive BC Parkway corridor upgrades through Burnaby and New Westminster which include structural and public-realm improvements.

New Road Investments

TransLink-Owned Bridges

- Initiated the swing span rehabilitation detailed design on the Westham Island Bridge.

Manage the System to be More Efficient and Effective for Users

In 2021, TransLink continued to develop and implement a wide range of policies and strategies in order to make the existing regional transportation network more efficient and effective for more users, while continuing to respond to the operational challenges brought on by COVID-19.

Make Travel Safe and Secure

Safety and Emergency Planning

- Keeping customers and employees safe was at the forefront of all activities. The COVID-19 Safe Operating Action Plan was embedded into our routinized COVID-19 Safety Plans and as directed by the Provincial Health Officer and WorkSafeBC, Communicable Disease Prevention Plans were also developed to ensure the continued safety of our customers and employees as COVID-19 transitions from an emergent health threat to an endemic disease to be managed by embedded operational practices.
- COVID-19 Safety Vaccination Policies were implemented by TransLink and each operating company for employees, contractors and visitors to TransLink sites.
- The Safety Management System framework was utilized to assess risk, implement a hierarchy of controls and communicate actions.

Security Operations

- Transit Police continued to promote its report-by-text message to 87-77-77 and 'See Something, Say Something' messaging to encourage transit riders to report issues of concern regarding their safety or safety of others when on the transit system, including sexual harassment and offending. The number of police files generated from text messages received increased by 21 per cent in 2021 from 2020.
- Transit safety brochures were translated into four additional languages and distributed to thousands of transit riders as well as newcomers to Metro Vancouver.
- Transit Police Community Engagement Team conducted educational sessions with post-secondary students and held outreach pop-ups at stations and transit loops.
- The Transit Police Mental Health Strategy continued to be implemented, with support provided to vulnerable persons from the Client Services Constable and launch of a new Homeless Outreach strategy.

Technology and Cybersecurity

- Progressed with the replacement of aging technology hardware on the bus fleet, expected to be completed in 2022.
- Continued to progress on a multi-year BCRTC Modernization Program to move to supported modern systems which includes migrating BCRTC to a new payroll system with improved employee timekeeping and scheduling as well as refreshing and redesigning BCRTC Data Centre and Network services.

Make Travel Easy and Informative

Customer Experience Planning

- Having already completed 40 of the 59 projects outlined in the 2019 Customer Experience Action Plan, assessed and adapted 12 of the remaining 19 projects into the new 2022-2027 Plan, including the Vanpool program, Transit Volunteer Program and the Escalator Replacement Project.

Accessibility

- Started implementation of new braille bus schedule information on all Schedule and Information panels at bus stops across the region with over 500 braille bus stop signs installed in 2021 and completion at all bus stops expected by the end of 2022. These improvements will help customers who are visually impaired, or partially sighted, better navigate the transit system.
- A New HandyDART alert system was implemented which allows HandyDART customers to subscribe and receive HandyDART alerts via text message and/or email.
- Transit Station pilot launched in November at UBC includes new Passenger Information Displays.

Customer Information and Communication

- Implemented Compass on HandyDART to allow HandyDART customers to use Compass fare media, which allows customers to enjoy the benefits of autoloading for monthly passes, balance protection and contactless credit card acceptance, and added HandyDART alerts to Customer Messaging on the TransLink website.
- Launched "Tap in to Win" campaign as part of the Compass Rewards Program.
- Implemented passenger crowding information for buses in partnership with Transit App and improved the schedule lookup functionality on the TransLink website. Improved accessibility performance by improving the user experience and ease of accessing transit schedules.
- Completed the installation of the new Passenger Information Displays on all SkyTrain Platforms with our Customer Information team now provisioned to distribute messages directly to customers during significant incidents.
- Completed the replacement of the end-of-life fare boxes on buses with the new mechanical fare box and transfer process, which provides a convenient way for customers paying by cash to travel while significantly reducing operational costs.

Public Art

- Launched the first Indigenous cultural recognition artwork honouring the Chinook Salmon, which is a collaborative artwork by Musqueam, Squamish and Tsleil-Waututh artists on the new Burrard Chinook SeaBus vessel.
- The opening of the Lonsdale Quay bus exchange renovation included Shimmer Time, a large-scale work by Aliya Orr commissioned in partnership with the City of North Vancouver.
- Continued partnership with Capture Festival facilitated a year-long temporary photo-based piece called 'How do you love me?' at Stadium-Chinatown Station.

Make Travel More Efficient and Reliable**Harmonizing Regulations**

- The overall level of harmonization with the regional definition of a heavy truck and vehicle weights and dimensions standards is at 94 per cent and expected to be at 98 per cent by 2025.
- Completed the harmonization of requirements for permit trucks for oversize and/or overweight trucks.
- Further transit priority implementation occurred in 2021 as part of RapidBus and Bus Speed & Reliability programs, in partnership with local road authorities. TransLink provided funding and technical support to enable delivery of 'rapid response bus priority' projects with low cost materials on high priority corridors across the region.

Price the Transportation System to Reduce Congestion and Overcrowding, Improve Fairness, and Support Transportation Investment**Payment**

- Expanded "Compass for Organizations" to care facilities and seniors' homes for HandyDART services.

Transit

- In partnership with Province of B.C., implemented the Get On Board program to allow children aged 12 and under to ride all transit services free of charge.
- Continued to develop the business case for strategic investments in the Compass system.

Partner to Make It Happen

TransLink collaborates with a broad range of partners and stakeholders to maximize the value and effectiveness of the transportation services and infrastructure and to achieve the best regional planning outcomes.

Align Transportation and Land Use**With Partner Agencies**

- Approved Transport 2050 (T2050) which is closely aligned with a draft of Metro 2050. With over three phases of consultation between 2019 and 2021, over 38,000 surveys and over 4,000 ideas for the future of transportation, through 360 in-person or virtual events across 27 municipalities and over 160,000 conversations with the public and engagement with over 500 stakeholder groups, Transport 2050 has been officially adopted as the region's new 30-year transportation strategy.
- Completed the Maple Ridge-Pitt Meadows Area Transport Plan with approval from municipal partners in 2021.
- Actively participated in partner agency plans to ensure shared regional transportation goals are addressed. Included transportation plans in Surrey, Burnaby, and City of North Vancouver, land use plans in Vancouver, Burnaby, and Pitt Meadows, and multiple provincial infrastructure plans.

Innovate Through New Partnerships**With New Mobility Partners**

- Used the internal innovation management platform to support CMBC's Bright Ideas process for seeking innovative ideas from frontline staff.
- Garnered grant funding from BC Hydro to initiate a study into deployment options for direct current fast-charging stations on TransLink-owned assets to support the electrification of shared fleets.
- Hosted a new virtual event of the New Mobility Research Dialogue featuring presentations from TransLink-funded researchers with discussions focused on public perceptions, design and policies for new mobility and transportation data and accessibility. The event was followed by a workshop session to identify research needs.
- Funded academic partnerships with universities across Canada via the New Mobility Lab Research Grants Program, including several virtual webinars and workshops for knowledge sharing and research applications to inform internal and regional initiatives.
- Reached milestone with T2050 New Mobility workstreams receiving feedback and general approval from the Regional Agency Advisory Group (RAAG) to move forward with policy recommendations, as well as provided input to the New Vision 10-Year Investment Plan to allocate funding for priority projects and programs in the first third of T2050.
- Hosted the annual New Mobility Forum virtually with over 300 attendees from Canada, the United States and Europe focusing on collaboration with industry representatives working on the topic of 'Digital Transformation' with discussions on the state of technology and potential policy implications.

Funding

Under the Plan, new funding sources are needed to support transportation system expansion. Key updates regarding TransLink's funding model in 2021, as it relates to the Plan, are as follows:

Capital Funding and Partner Government Contributions

Greater Vancouver Regional Fund

- Approved funding for the TransLink flagship electric transit centre, which is a key pillar in advancing the Low Carbon Fleet Strategy.

Federal Contribution Programs

- In 2021, Federal government announced new capital funding programs: Stimulus Capital Funding and a new Permanent Transit Fund (starting 2026). The Stimulus Capital Funding is dedicated to system expansion, fleet electrification or zero-emission vehicles (ZEVs), and active transportation.

Provincial Contribution Towards 10-Year Vision

- In 2020, the Provincial and Federal governments announced their commitment to deliver SLS to Langley, thus moving away from a staged approach. In July 2021 the Province also announced that they will take on the delivery of the SLS Project.

Investing in Canada Fund

- Investing in Canada Fund is the second phase of funding committed by the Government of Canada to assist in delivering Phase Two of the 10-Year Mayors' Vision: 2018-2027 Investment Plan. In 2021, TransLink continued to submit applications for projects eligible for this funding program, including OMC4, Burrard Station upgrades and other critical infrastructure projects.

The uncertainty of ridership outlook and the significant revenue losses resulting from the pandemic have created a deficit that will persist over the long term. This significant deficit will need to be addressed in the development of the next 10-year Investment Plan in 2022, and through continued work with Senior Government partners.

3 2021 Financial Plan

The Plan identifies operating expenses over the ten-year period from 2018 to 2027, as well as how those expenses will be funded from established revenue sources. These revenues and expenses take into account commitments made, services and programs provided and assumptions, using the Public Sector Accounting Board (PSAB) accounting standards. The table below compares the 2021 actual results to the 2021 year of the Plan.

TransLink

Consolidated Statement of Operations

(\$ millions)	Actual 2021	2021 Year in the Plan (June 28, 2018)	Fav/(Unfav) Over Plan	% Change
Revenue				
Taxation				
<i>Fuel tax</i>	389.6	420.2	(30.6)	(7.3%)
<i>Property tax</i>	418.8	426.6	(7.8)	(1.8%)
<i>Parking sales tax</i>	50.7	85.0	(34.3)	(40.3%)
<i>Hydro levy</i>	22.4	22.2	0.2	0.8%
<i>Replacement tax</i>	17.9	18.0	(0.1)	(0.6%)
Transit	414.0	713.2	(299.2)	(41.9%)
Government transfers				
<i>Senior Government Relief Funding</i>	31.8	-	31.8	100.0%
<i>Senior Government Funding</i>	107.2	194.1	(86.9)	(44.8%)
<i>Golden Ears Bridge Tolling Replacement Revenue</i>	64.8	64.8	-	-
Amortization of deferred concessionaire credit	23.2	23.3	-	-
Investment income	52.9	59.3	(6.4)	(10.8%)
Development Cost Charges	44.8	29.7	15.1	50.9%
Miscellaneous revenue	22.0	6.3	15.7	> 200.0%
Sub Total Continuing Operations Revenue	1,660.1	2,062.6	(402.4)	(19.5%)
Gain (Loss) on disposal of tangible capital assets	0.6	(0.5)	1.1	> 200.0%
Total Revenue (PSAB)	1,660.7	2,062.2	(401.5)	(19.5%)
Expenditures				
Bus Operations	806.3	864.7	58.4	6.8%
Rail Operations	346.7	362.4	15.7	4.3%
Transit Police	44.8	42.2	(2.6)	(6.1%)
Corporate Operations	103.6	106.0	2.5	2.3%
Roads and Bridges	120.1	140.6	20.5	14.6%
Amortization of tangible capital assets	233.8	308.0	74.2	24.1%
Interest	182.0	225.3	43.3	19.2%
Sub Total Continuing Operations Expenditures	1,837.3	2,049.2	211.9	10.3%
Corporate One-time	21.8	33.6	11.8	35.2%
Total Expenditures (PSAB)	1,859.1	2,082.8	223.7	10.7%
Surplus (Deficit) for the period (PSAB)	(198.4)	(20.6)	(177.8)	> (200.0%)
Accumulated Surplus¹, beginning of the year	2,028.5	1,575.6	452.9	28.7%
Accumulated Surplus¹, end of the year	1,830.1	1,555.0	275.1	17.7%

¹ The Accumulated Surplus is derived under Public Sector Accounting Standards and does not represent cash.

Revenues:

The COVID-19 pandemic continued to have a significant negative impact on revenue in 2021, with fundamental shifts in traditional travel behaviour ongoing as people continued to work remotely and limited non-essential travel amid fluctuating numbers of COVID-19 cases and varying degrees of physical distancing restrictions. As a result, the total 2021 revenue of \$1.7 billion was \$401.3 million (19.5 per cent) unfavourable to the 2021 year in the Plan.

Fuel tax revenue was unfavourable by \$30.6 million (7.32 per cent) compared to the Plan primarily due to the impact of COVID-19 on driving in the region, with depressed driving levels during the first half of 2021 resulting in associated declines in fuel consumption. Furthermore, the Plan did not anticipate the attritional impact of Zero-Emission Vehicles, the growth in which has been significant and sustained since 2019. Parking sales tax revenue was unfavourable by \$34.3 million (40.3 per cent) to the Plan. The decline in parking sales tax was proportionately greater than the decline in fuel tax revenue, as demand significantly reduced for monthly parking subscriptions due to the increased availability of cheaper alternatives and irregular patterns of remote work. Property tax revenue was unfavourable to the Plan by \$7.8 million (1.8 per cent) due to a lower than expected development growth rate in the prior year during the onset of the pandemic, which drives the non-market rate for the current year.

Transit revenue of \$414.0 million was \$299.2 million (41.9 per cent) unfavourable to the Plan. Ridership in the second year of the pandemic remained significantly down on pre-covid expectations, with most people continuing to work or study remotely and to limit their non-essential travel. Partially offsetting this, other transit revenue was favorable to plan, mainly as a result of higher revenue from carbon credit sales, advertisement revenue and property rentals.

The Development Cost Charges (DCC) program revenue was \$44.8 million for 2021, \$15.1 million (50.9 per cent) favourable to the Plan as new development activity in the region ramped up, together with projects delayed from 2020 due to the onset of the pandemic.

Total government transfers were \$203.8 million, which include the Greater Vancouver Regional Fund (GVRF), Canada Line funding, Senior Government relief funding, Build Canada Fund and other miscellaneous programs. In addition, there is funding provided by the Province of BC in lieu of tolling revenue on the Golden Ears Bridge as bridge tolling was eliminated on September 1, 2017. TransLink received Senior Government relief funding of \$31.8 million in 2021, of which \$16.9 million was towards higher than anticipated fuel tax revenue losses and \$14.9 million supported the implementation of the Get on Board ridership recovery program, providing free transit for children aged 12 and under. Senior Government funding was unfavourable by \$86.9 million mainly due to delays of bus and Community Shuttle vehicle projects that have shifted the revenue recognition of government transfers and the delay of revenue recognition for Public Transit Infrastructure Fund (PTIF) funding.

Investment income was \$6.4 million (10.8 per cent) unfavourable to the Plan primarily due to lower interest rates resulting from the Bank of Canada monetary policy. The Central Bank lowered its official rate by 150 basis points in March 2020 to mitigate the negative economic impact of the COVID-19 pandemic, which remained unchanged through to the end of 2021.

Miscellaneous revenue of \$22.0 million was \$15.7 million favourable to the Plan mainly due to the reclassification of recoveries for materials and labour which were shown net of expenses in the Plan, one-off compensation received for renegotiated agreements and new projects as well as favourable recoveries for TransLink, BCRTC and Transit Police, partially offset by lower recoveries for CMBC due to project delays.

Gain on disposal of assets was \$0.6 million as compared to a \$0.5 million loss in the Plan. The gain realized during the year was due to the sale of property rights whereas the Investment Plan included an estimate for the loss on disposal of BCRTC capital spares which did not materialize during the year.

Expenses:

Bus Operations expenses were \$58.4 million (6.8 per cent) favourable to the Plan. This is mainly due to the impact of the pandemic on global fuel prices, reduced service levels compared to the Plan that led to fewer litres consumed and lower labour costs, better fuel consumption rate under improved traffic conditions, lower vehicle maintenance costs as well as lower HandyDART costs due to lower demand.

Rail Operations expenses were \$15.7 million (4.3 per cent) favourable to the Plan, mainly due to lower service costs as a result of the COVID-19 pandemic with lower service levels compared to the Plan, as deferred service expansion, partially offset by higher contractual labour increases.

Transit Police expenses were \$2.6 million (6.1 per cent) unfavourable to the Plan, mainly due to higher contractual labour increases and higher benefit costs due to change in pension plan providers for the police officers.

Corporate Operations expenses were \$2.5 million (2.3 per cent) favourable to the Plan, mainly due to lower professional fees as a result of the deferral of various initiatives, lower credit card fees as a result of reduced ridership, lower technology costs and lower print usage as a result of remote work.

Roads and Bridges expenses were \$20.4 million (14.5 per cent) favourable to the Plan mainly due to the timing of project delivery and savings due to vacancies. This variance was partly offset by the reclassification of \$3.4 million of RapidBus construction costs from Corporate One-Time.

Amortization expense was \$74.2 million (24.1 per cent) favourable to the Plan mainly due to timing differences in completion of planned projects. Additionally, changes in the estimated useful lives of the Richmond and Vancouver Transit Centre as compared to the Plan contributed to the positive amortization variance.

Interest expense for 2021 was \$43.3 million (19.2 per cent) favourable to the Plan mainly due to significantly lower average debt levels and lower interest rates.

Corporate One-time expenses were \$11.8 million (35.2 per cent) favourable to the Plan mainly due to delays in RapidBus project costs as a result of COVID-19, partly offset by costs relating to the December 2020 cyberattack incident.

4 2021 Capital Program

Schedule 1

Schedule 1 below lists the projects that were included in the 2021 Capital Program as Approved in Principle (AIP), and indicates their current status. The schedule includes activity related to new capital projects in 2021, including any carry forward AIP projects from 2020.

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Equipment								
Automatic Train Control Existing Equipment Replacement Program	6,120	-	-	6,120	-	6,120	6,120	Dec-31-25
CMBC Facilities Camera Replacement	1,600	-	-	1,600	-	1,600	1,600	Feb-28-23
CMBC Hoist Asset Renewal Program	919	-	-	919	-	919	919	Mar-31-23
Compass Vending Machine Spares ¹	1,966	-	-	-	-	-	-	-
Fare Gates Capacity Increase - Priority Stations ²	953	-	-	1,902	563	953	1,516	Nov-30-23
Mark (MK) III Vehicle Lifting Jacks ¹	400	-	-	-	-	-	-	-
Metro Vancouver Transit Police Equipment Expansion	103	May-06-21	121	121	79	-	79	Dec-31-21
Onboard Technology Assets Program ^{1 2}	51,626	Jun-18-21	28,856	72,058	26,871	36,442	63,313	Jun-30-23
Rail Switch Machine Test Bench	570	Jul-15-21	727	727	-	674	674	Dec-31-22
Replacement of Hegenscheidt Underfloor Lathe	4,344	-	-	4,710	62	4,649	4,711	Dec-31-23
SkyTrain Customer and Operations Telecommunications Upgrade Phase 1 – 4 ²	7,700	Feb-26-21	6,200	25,232	10,760	14,647	25,407	Dec-31-24
Equipment Total	76,301		35,904	113,389	38,335	66,004	104,339	
Facilities								
BCRTC OMC 1 and 2 - Space Optimization and Modernization	4,050	-	-	3,950	1,736	2,127	3,863	Dec-31-22
Burnaby Transit Centre Facility Improvement for Phase 2 Expansion - Design	1,647	Apr-09-21	1,647	1,647	91	1,456	1,547	Dec-31-22
Burnaby Transit Centre Fleet Overhaul maintenance lunch room upgrades	1,195	Jul-15-21	1,665	2,000	208	1,799	2,007	Jul-31-22
Bus Facility Customer Amenities Improvement Program ¹	6,573	-	-	-	-	-	-	-

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Canada Line Capstan Station Project ²	44,129	Jul-15-21	52,031	57,078	6,933	50,284	57,217	May-31-23
Columbia SkyTrain Station Upgrades - Concept confirmation and lift design ³	1,655	Jun-18-21	1,655	-	-	-	-	-
Facility Retrofit Projects - Burnaby Transit Centre Stores ¹	2,100	-	-	-	-	-	-	-
Marpole Transit Centre - Design and Early Site Works	51,836	-	-	67,321	1,616	65,708	67,324	Dec-31-23
Metro Vancouver Transit Police Headquarters Expansion ²	843	Jun-18-21	2,151	2,311	89	2,191	2,280	Aug-31-22
OMC Perimeter Security Upgrade	1,195	-	-	1,990	391	1,323	1,714	May-31-22
Port Coquitlam Transit Centre Facility Improvement for Phase 2 Expansion - Design	1,647	May-06-21	1,647	1,647	182	1,349	1,531	Dec-15-22
PowerSmart Upgrades - SeaBus - Design	696	-	-	696	-	696	696	Jul-31-23
PowerSmart Upgrades ¹	159	-	-	-	-	-	-	-
Richmond Transit Centre Facility Upgrades to Accommodate Double Decker Buses	2,455	-	-	12,802	9,840	3,454	13,294	Oct-31-22
SeaBus Facility Upgrades - Design	2,360	Feb-26-21	2,360	2,805	506	2,314	2,820	Jun-30-23
Facilities Total	122,540		63,156	154,247	21,592	132,701	154,293	
Infrastructure								
2022 Running Rail Replacement	12,444	Apr-09-21	12,444	12,444	832	11,375	12,207	Mar-31-23
Brentwood SkyTrain Station Upgrades – Phase 1 and 2 ²	17,000	Feb-26-21	21,862	32,662	1,630	31,032	32,662	Jun-30-24
Broadway Station Track Intrusion System Upgrade	1,800	Aug-31-21	1,441	2,200	275	1,866	2,141	Mar-31-23
Burnaby Mountain Gondola Transit ²	2,200	Dec-16-21	800	2,200	616	1,476	2,092	Jun-30-23
Burrard Station Upgrade	62,905	Apr-09-21	71,270	82,560	8,113	75,367	83,480	Dec-31-24
Bus Speed and Reliability	4,243	Jun-04-21	4,160	4,160	-	4,160	4,160	Dec-31-24
CMBC Pavement Rehabilitation 2021	1,165	Mar-11-21	1,165	1,165	573	-	573	Jan-31-22
Edmonds OMC Capacity Upgrade	14,000	-	-	104,438	32,606	71,710	104,316	Dec-31-24
Expo Line Elevator Replacement	25,905	Oct-07-21	12,000	27,840	688	26,819	27,507	Apr-30-24
Expo Line Surrey Power Rail Replacement ²	12,500	Nov-04-21	14,812	14,812	-	14,812	14,812	Jun-30-24

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Expo Line Traction Power Equipment Replacement	10,200	-	-	20,547	476	20,146	20,622	Dec-31-25
Expo Line Tunnels Ventilation System Rehabilitation	1,000	-	-	6,165	3,137	2,159	5,296	Apr-30-22
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1 and 2 ²	40,216	Dec-16-21	3,950	85,447	29,263	50,177	79,440	Dec-31-24
Knight Street Bridge - Deck & Sidewalk Rehab - design and Implementation	15,500	Nov-04-21	15,500	17,500	892	16,550	17,442	Oct-31-23
New Simon Fraser University Exchange Contribution	3,185	-	-	3,185	-	3,185	3,185	Jun-30-24
Port Coquitlam Transit Centre Infrastructure to Support Battery Electric Buses	30,604	Apr-09-21	4,945	30,604	101	30,526	30,627	Dec-31-25
Replace 3 Escalators at Commercial Broadway Station	6,900	May-25-21	10,506	10,506	59	10,280	10,339	Dec-31-24
Richmond Transit Centre Roof Replacement	1,592	May-25-21	1,592	1,592	27	1,530	1,557	Sep-30-22
Safety Assurance for Rail Expansion	1,850	Jan-27-21	1,850	1,850	31	1,804	1,835	Dec-31-25
SeaBus Facility and Seawall Rehabilitation Year 1 of 2	2,300	May-25-21	970	2,300	77	2,149	2,226	Dec-31-22
SkyBridge Vertical Expansion Rail Joint Implementation	2,086	Feb-26-21	2,086	3,036	1,305	1,695	3,000	Dec-31-22
SkyTrain Roof Replacement	4,508	Feb-26-21	4,508	4,508	638	3,391	4,029	Apr-30-22
Stational Access and Safety Project and Integrated Program Management	96,300	Mar-11-21	10,428	97,125	1,007	95,978	96,985	Dec-31-25
TransLink Owned Bicycle Infrastructure	12,762	-	-	17,082	2,728	13,794	16,522	Dec-31-24
Trolley Overhead On-Street Infrastructure State of Good Repair Program 2021	4,607	Apr-22-21	4,607	4,607	2,399	2,021	4,420	Jun-30-23
Trolley Overhead Rectifier Station State of Good Repair Program	10,007	May-06-21	10,007	10,007	192	9,838	10,030	Dec-31-23
Waterfront Station Power Systems Upgrade	6,678	May-25-21	6,202	7,338	703	6,392	7,095	Mar-31-23
Westham Island Bridge - Howe Truss Replacement	2,122	Oct-07-21	300	2,122	-	2,171	2,171	Apr-30-23
Infrastructure Total	406,579		217,405	610,002	88,368	512,403	600,771	
Major Construction								

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
Broadway Subway Project-Added Scope	42,614	Dec-16-21	32,000	125,656	12,090	114,034	126,124	Dec-31-29
Expo and Millennium Upgrade Project (EMUP) - Systems Upgrades and Integrations Services	14,000	Mar-26-21	8,271	919,362	138,537	781,604	920,141	Dec-31-28
EMUP - Optical Transportation Network	11,228	-	-	11,228	-	11,228	11,228	Dec-31-26
EMUP - Propulsion Power Upgrades Expo and Millennium Lines-Design ²	78,198	Sep-27-21	34,700	88,849	1,695	87,302	88,997	Dec-31-26
OMC4 - Storage and Maintenance	518,200	-	-	658,270	115,963	539,061	655,024	Dec-31-27
SkyTrain Operation Control Centre ²	66,854	Apr-09-21	66,854	110,991	18,359	92,921	111,280	Dec-31-25
Surrey Langley Skytrain Project - Project Development	6,000	Feb-12-21	2,400	38,953	25,570	13,393	38,963	Dec-31-23
Major Construction Total	737,094		144,225	1,953,309	312,214	1,639,543	1,951,757	
Technology								
2019 - 2021 Transportation Analytics Program	500	-	-	500	-	500	500	Apr-30-22
2021 IT Infrastructure Refresh	7,400	-	-	7,400	-	7,400	7,400	Dec-31-23
BCRTC Software Application Renewal Program	1,369	-	-	6,592	2,825	3,107	5,932	Dec-31-22
Bus Daily Operations Management System Product Migration ²	6,724	-	-	27,435	10,559	16,561	27,120	Dec-31-24
Claims Management System Replacement	812	Feb-26-21	685	812	26	127	153	Dec-31-23
CMBC CloudSuite Enterprise Asset Management Implementation - Business Definition	750	Dec-16-21	750	750	-	750	750	Oct-31-22
Compass Vending Machines (CVM) ¹	124	-	-	-	-	-	-	-
Enterprise Content Management ¹	1,000	-	-	-	-	-	-	-
Enterprise Emergency Communication System Implementation	500	-	-	500	-	500	500	Oct-31-22
Enterprise Health and Safety System	2,600	Jul-15-21	815	3,598	1,029	2,097	3,126	Mar-31-24
Enterprise IT Security End-point Protection System Implementation	1,494	-	0	1,494	-	1,494	1,494	Jul-31-23
Finance Enterprise Resource Planning and BCRTC Enterprise Asset Management	68,473	Jul-30-21	68,473	100,894	41,395	55,953	97,348	Dec-31-23

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
OMC1 3rd Floor Server Room Upgrade	1,000	-	-	1,247	63	1,170	1,233	Apr-30-23
Provincial Digital Evidence Management Solution Implementation	500	-	-	500	-	500	500	Mar-31-23
Technical Drawings and Library Management System	3,100	-	-	3,100	-	3,100	3,100	Oct-31-22
TransLink Enterprise Assets Management ²	2,240	Oct-25-21	1,050	5,604	2,330	2,829	5,159	Dec-31-23
Technology Total	98,586		71,773	160,426	58,227	96,088	154,315	
Vehicles								
2022 Transit Police Non Revenue Vehicles Expansion - 5 Vehicles	436	Feb-26-21	450	450	-	450	450	Feb-28-22
2021 BCRTC Service Support Vehicles Expansion	241	Nov-19-21	284	284	-	282	282	Dec-31-22
2021 Community Shuttle Expansion ¹	2,600	-	-	900	-	900	900	Jun-30-23
2021 Conventional Bus Expansion 3	95,350	-	-	46,845	89	46,843	46,932	Jun-30-24
2021 HandyDART Expansion	1,610	-	-	1,610	-	1,610	1,610	Mar-31-24
2022 BCRTC Service Support Vehicles Replacement - 6 Vehicles	411	Nov-19-21	361	334	-	332	332	Dec-31-22
2022 Community Shuttle Replacement - 64 Buses	15,900	Apr-09-21	15,900	15,900	-	15,900	15,900	Feb-28-23
2022 HandyDART Vehicles Replacement - 44 Vehicles	6,720	Mar-26-21	6,800	6,800	-	6,797	6,797	Sep-30-23
2022 Service Support Vehicles Replacement - 22 Vehicles	1,395	Apr-22-21	1,187	1,255	-	1,227	1,227	Aug-31-22
2022 Transit Police Non Revenue Vehicles Replacement - 6 Vehicles	490	Feb-26-21	517	517	110	415	525	Mar-31-22
2023 Conventional Bus Replacement - 57 Battery Electric Buses	88,740	-	-	88,740	-	88,740	88,740	Dec-31-25
Vehicles Total	213,893		25,499	163,635	199	163,496	163,695	
Major Road Network (MRN)								
2021 MRN Structures - Seismic Upgrades Upgrade Program	15,778	Jun-04-21	15,778	15,778	-	15,778	15,778	Dec-31-26
2021 Major Road Network and Bike (MRNB) Capital Program	22,678	Jun-04-21	22,678	22,678	-	22,678	22,678	Dec-31-26
2021 MRN Pavement Rehabilitation Program	24,948	Jun-04-21	24,948	24,948	24,262	249	24,511	Dec-31-25

Project and Program Titles (\$ thousands)	Approved in Principle (AIP)	Specific Project Approval (SPA) for the year ended December 31, 2021		Current Project Status as at December 31, 2021 (cumulative AIP and SPA's to date – December 31, 2021)				
	Budget	Approval Date	Budget	Budget	Actual Cost to Date	Forecast to Complete	Final Forecast Cost	Estimated Completion Date
2021 Walking Infrastructure to Transit (WITT)	5,850	Jun-04-21	5,850	5,850	-	5,850	5,850	Dec-31-26
Bicycle Infrastructure Capital Cost (BICCS)	16,192	Jun-04-21	18,399	18,399	-	18,399	18,399	Dec-31-26
MRN Total	85,446		87,653	87,653	24,262	62,954	87,216	
Grand Total	1,740,439		645,615	3,242,661	543,197	2,673,189	3,216,386	

- (1) Project is cancelled or scope is reduced.
- (2) The 2021 AIP Budget of these projects have been initiated and rolled up with the prior program years' phases.
- (3) The AIP budget was repurposed and activated as a feasibility study for the scope definition of Columbia SkyTrain Station Upgrade.

Schedule 1a

Schedule 1a below lists the status of TransLink capital programs with project additions, cancellations, disencumbered Approved in Principle projects, and projects not yet initiated during 2021.

Project and Program Titles	Budget (\$ thousands)	Reason
Additions		
Accept Interac Flash at Compass Gates	2,118	The project is to enhance Compass system to expand the Tap to Pay feature to contactless debit cards.
Future of Work Technology Enablement	4,000	To acquire and deploy technology in order to facilitate a productive workforce as TransLink transitions to the future of work. This project is required in order to modify existing systems to support the hybrid / resident / and remote work styles.
HandyDART Norland Facility	4,749	To implement improvements at the Norland Avenue leased property to accommodate the existing fleet of HandyDART coaches.
Main Street Garbage Enclosure Extension	361	Project is required to enlarge the existing garbage enclosure to accommodate the three Commercial Retail Units vendor requirements at the station.
Relocation of TransLink Customer Service Centre	2,699	Project is required to perform tenant improvements at the Waterfront Station to relocate the Compass Customer Service center and WCE office to the Waterfront Station.
Free Transit for Kids 12 and Under	3,060	Project is aimed to update the back-end Compass infrastructure to deliver fare product solution for provincially mandated free transit for ages 12 and under.
Additions Total	16,987	
Project Cancellations and Scope Reductions		
2021 Community Shuttle Expansion	1,700	Project was cancelled due to the decline in ridership associated with COVID-19.
2021 Conventional Bus Expansion	64,945	Number of buses ordered were reduced and additional budget returned to the capital envelope due to the decline in ridership associated with COVID-19.
Compass Vending Machine Spares	1,966	Project was cancelled as a cost saving measure.
Compass Vending Machines (CVM)	124	Project budgets returned to the capital envelope due to savings realized.

Project and Program Titles	Budget (\$ thousands)	Reason
Farebox Replacement	4,633	
Mark (MK) III Vehicle Lifting Jacks	400	
Onboard Technology Assets Program	10,000	
Facility Retrofit Projects - Burnaby Transit Centre Stores	2,100	Project scope was deemed not viable after a completion of a feasibility study.
PowerSmart Upgrades	159	
Bus Facility Customer Amenities Improvement Program	6,573	Project was cancelled as the planned scope was addressed in other projects.
Enterprise Content Management	1,000	Project was cancelled due to delays in project initially caused by the December 2020 cyberattack.
Project Cancellations and Scope Reductions Total	93,600	
Projects Not Initiated		
2019 - 2021 Transportation Analytics Program	500	Project initiations were deferred due to the December 2020 cyberattack. Initiations are expected to be reassessed in 2022.
2021 IT Infrastructure Refresh	7,400	
BCRTC Software Application Renewal Program	1,369	
CMBC Facilities Camera Replacement	1,600	
Enterprise Emergency Communication System Implementation	500	
Enterprise IT Security End-point Protection System Implementation	1,494	
Provincial Digital Evidence Management Solution Implementation	500	
Technical Drawings and Library Management System	3,100	
Automatic Train Control Existing Equipment Replacement Program	6,120	Project initiations has been deferred until 2022, as other higher priority projects took precedence.
CMBC Hoist Asset Renewal Program	919	
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1	12,216	
Expo Line Traction Power Equipment Replacement	10,200	Project initiations was deferred in order to better define the project scope, budget and schedule.
New Simon Fraser University Exchange Contribution	3,185	
TransLink Owned Bicycle Infrastructure	6,300	
2021 HandyDART Expansion	1,610	Project initiation was deferred due to revised expansion requirements. Initiation is expected to be reassessed in 2022.
2023 Conventional Bus Replacement - 57 Battery Electric Buses	88,740	Project has not been initiated as it is dependent on the initiation of a related battery infrastructure project. Complexity in battery-electric propulsion has created difficulties obtaining consultants, resulting in delays. This project is expected to be initiated in Q2 2022.
EMUP - Optical Transportation Network	11,228	Project has not been initiated as it is awaiting the completion of an ongoing feasibility study. The feasibility study is targeting completion by Q1 2022.

Project and Program Titles	Budget (\$ thousands)	Reason
Expo Line Elevator Replacement	11,805	Project initiation was deferred due to delay in obtaining responses to an issued Request For Proposal from the vendor, which would provide better accuracy of the project budget. Project is expected to be initiated in Q3 2022.
Marpole Transit Centre - Design and Early Site Works	51,836	Project initiation was deferred due to delays in obtaining permits and regulatory approvals.
OMC4 - Storage and Maintenance	267,000	Project initiation was deferred due to the delays in detailed design phase which pushed back the initiation of the remaining phases of this project into 2022.
PowerSmart Upgrades - SeaBus - Design	696	Project initiation was deferred due to better alignment with a future SeaBus project. Initiation is expected to be reassessed in 2022.
System Integration and Program Management	50,000	Project initiation was deferred due to delays in preliminary work through 2021.
Projects Not Initiated Total	538,318	

Schedule 2

Schedule 2 provides a comparison of the 2021 cash flow forecast in the 2018 Investment Plan to actual spending in 2021. This schedule includes comments for projects with variances greater than \$2.0 million.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Equipment				
Automatic Train Control Existing Equipment Replacement Program	-	7,000	(7,000)	Project was originally anticipated to complete prior to 2021. Variance is due to delays in completing the initial project design.
Farebox Replacement	-	4,428	(4,428)	Project was not included in the Investment Plan (see rationale above).
Guideway Geometry Asset Condition Monitoring using an Outfitted MKII	3,000	-	3,000	Project is not initiated due to prioritization of other key projects and lack of design information to advance the project. Need for this project is to be further evaluated in future years.
Millennium Line Fire and Life Safety Systems (FLSS) Equipment Replacement	-	2,460	(2,460)	Variance is due to delays in implementation caused by change in project scope. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years.
SkyTrain Advanced Radio System Phase 1&2	5,412	1,143	4,269	Variance is due to delays in the first phase of the project, when the technology selection process took longer than anticipated, which results in the delays in phase 2 initiation. Significant portion of the cash flow has been shifted to 2022 and 2023.
SkyTrain Customer and Operations Telecommunications Upgrade Phase 1 - 4	-	4,721	(4,721)	Variance is due to delays in defining project scope, schedule, and budget. Cash flows have shifted from prior years into 2021 and future years.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Onboard Technology Assets Program	-	10,159	(10,159)	Variance is due to change in project scope. The project is now multi-phase, consolidating other transit management and communication projects. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years. Program is expected to be completed in 2022 with significant implementation costs forecasted next year.
Equipment projects with current year variances less than \$2 million	3,186	6,790	(3,604)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Equipment Total	11,598	36,701	(25,103)	
Facilities				
Canada Line Capstan Station Project	-	5,530	(5,530)	Variance is due to delays in defining the scope and design for the project with City of Richmond. Project was originally anticipated to complete prior to 2021. Cash flows have shifted from prior years into 2021 and future years.
Marpole Transit Centre - Design and Early Site Works	115,230	1,093	114,137	Variance is due to delays in the project initiation and permitting delays, which have resulted in the majority of cash flows shifting to subsequent years.
Facilities projects with current year variances less than \$2 million	4,541	3,660	881	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Facilities Total	119,771	10,283	109,488	
Infrastructure				
Burrard Station Upgrade	17,680	1,999	15,681	Variance is due to delays in design and procurement phases. Forecast for costs associated with construction work have been extended to future periods.
CMBC Pavement Rehabilitation 2021	4,500	573	3,927	Variance is due to savings realized and timing differences between Investment Plan and actuals.
Compass Implementation for HandyDART	-	3,790	(3,790)	Project was not included in the Investment Plan (see rationale above).
Edmonds OMC Capacity Upgrade	14,296	21,837	(7,541)	Variance is due to timing differences caused by procuring construction related materials and equipment earlier than forecasted.
Expo Line Station Escalators	5,000	19,867	(14,867)	Variance is due to a change in project scope. The project is now multi-phase, combined with other escalators replacement projects. Project spending has increased due to redesign and using higher grade escalators. Program is expected to be completed in 2022 with significant implementation costs forecasted next year.
Infrastructure Improvements	5,000	-	5,000	Variance is due to delays in defining the project scope and initiation. The project is forecasted to commence in 2022.
Investments in Transit Priority on Priority Rapid Bus Corridors – Phase 1 and 2	10,969	(4,602)	15,571	Variance is due to delays in completing Phase 1 of the project. Detailed design of the R6 project

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
				(Phase 2) will commence in 2022. Cashflows have been shifted accordingly into future years.
Knight Street Bridge - Deck & Sidewalk Rehab - design and Implementation	10,000	861	9,139	Variance is due to increase in project scope to address the catwalk upgrades. There was a delay on deck construction as work on the catwalk was prioritized. Cash flows have shifted from 2021 into future years.
Power System Upgrades for SkyTrain at OMC	-	4,732	(4,732)	Project was originally anticipated to be completed prior to 2021. Additions of new scope impacted the project schedule and shifted the cash flows to later years than anticipated by the Investment Plan.
SeaBus Terminals Interior Refurbishment	-	3,329	(3,329)	Project was originally anticipated to be completed prior to 2021. Additions of new scope and supply chain issues impacted the project schedule and shifted the cash flows to later years than anticipated by the Investment Plan.
Seismic Upgrade of Expo Line Guideway - design & implementation	10,000	-	10,000	Variance is due to delays in defining the project scope. Project initiation has been deferred to future program years.
Skytrain Passenger Information Displays Upgrade	-	4,893	(4,893)	Project was originally anticipated to be completed prior to 2021. Variance due to delays caused by brownfield conditions, change in scope and COVID-19 impacts.
Trolley Overhead Rectifier UBC Group (Blanca, Cleveland, Parkway) Replacement	5,333	-	5,333	Variance is due to delays in the project initiation. Oakridge rectifier was prioritized first which led to delay in initiation to UBC group rectifier. Project is deferred to program year 2022.
TransLink Owned Bicycle Infrastructure	5,381	1,322	4,059	Variance is due to delays in project initiation for previous program years, as other higher priority projects taking precedence. Project schedule and cash flow have been shifted accordingly into future years.
Running Rail Replacement – 2019 and 2021	6,330	8,574	(2,244)	Variance is due to additional scope being added to the project.
Yard Track Reconditioning	-	2,567	(2,567)	Project was originally anticipated to be completed prior to 2021. Variance is due to change in construction method to minimize service shutdowns that resulted in extensions of the construction timelines and cashflows.
Infrastructure projects with current year variances less than \$2 million	19,059	23,137	(4,078)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Infrastructure Total	113,548	92,879	20,669	
Major Construction				
Broadway Subway Project	510,061	2,045	508,016	Variance is due to change in delivery of the project. The project implementation phase is now being delivered by the Province. TransLink provides support services required for the integration with rest of the SkyTrain network, as well as alternative transportation support during construction.
EMUP - Fleet Acquisition	118,831	88,365	30,466	Variance is due to accelerated payment schedule which shifted cash flows from 2021 to 2020.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
EMUP - Optical Transportation Network	2,165	-	2,165	Variance is due to the project awaiting the completion of an ongoing feasibility study. The feasibility study is targeting completion by Q1 2022. As a result, cash flows have shifted from 2021 to future years.
EMUP - Propulsion Power Upgrades Expo and Millennium Lines-Design	8,737	1,213	7,524	Variance is due to delays in retaining the prime design consultant and working to find suitable locations at which to build the new substations. Project cashflows have shifted from 2021 to future years.
SkyTrain Operation Control Centre	34,277	11,693	22,584	The project has been delayed due to unforeseen site contamination at the construction site. As a result, construction and the associated cash flows have been delayed to 2022 and future years.
South of Fraser Rapid Transit (Light Rail Transit)	357,704	-	357,704	Implementation of the South of Fraser Rapid Transit (Light Rail Transit) project was suspended following the Mayors' Council decision to advance the Surrey Langley SkyTrain Project.
OMC4 - Storage and Maintenance	46,297	20,146	26,151	The variance is due to delays in the design phase caused by changes in scope and issues identified during quality control review with the design team. Cash flows have shifted from 2021 into future years.
Surrey Langley Skytrain Project - Project Development	-	3,116	(3,116)	Mayors' Council made a decision to advance the Surrey Langley SkyTrain line in replacement of the South of Fraser Rapid Transit (Light Rail Transit). The Surrey Langley SkyTrain project development scope was not included in the Investment Plan.
Evergreen Line - TransLink Contribution	-	(3,605)	3,605	Variance is due to reversal of previous accrual.
Major Construction projects with current year variances less than \$2 million	-	998	(998)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Major Construction Total	1,078,072	123,971	954,101	
Technology				
Bus Daily Operations Management System Product Migration	-	4,712	(4,712)	Variance is due to delays in project implementation caused by feasibility study results and the subsequent budget increase request. As a result, total project cash flows increased substantially, and timing was shifted to 2021 and subsequent years. Vendor resource constraints and impacts associated with the December 2020 cyberattack have further delayed the implementation effort.
BCRTC Software Application Renewal Program	9,400	694	8,706	Project initiation was deferred due to the December 2020 cyberattack. Cash flows have shifted from 2021 to 2022.
Efficiency improvement and Quick Pay Back Projects	5,000	-	5,000	The project was cancelled.

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Finance Enterprise Resource Planning and BCRTC Enterprise Asset Management	11,620	27,211	(15,591)	Variance is due to project schedule delay causing a shift in cash flows into 2021 and an overall cost increase due to the complexity of the project.
Technology projects with current year variances less than \$2 million	6,050	7,164	(1,114)	Variances are mainly due to delays caused by the December 2020 cyberattack and timing differences between Investment Plan forecasts and actual expenses in 2021.
Technology Total	32,070	39,781	(7,711)	
Vehicles				
2020 Community Shuttle Expansion	2,163	-	2,163	Project initiation was deferred due to declined ridership and global supply chain issues which have significantly impacted the supplier's production capacity which extended overall production schedule. Cash flows have shifted from prior years into 2022.
2020 Conventional Bus Expansion	72,047	16,610	55,437	Project scope was reduced due to the decline in ridership and manufacturing constraints associated with COVID-19.
2020 Conventional Bus Replacement	3,789	9,257	(5,468)	Variance is due to technical deficiencies identified in other related project cascading delays with the current project. Furthermore, COVID-19 has significantly impacted the supplier's production capacity delaying overall production schedule. Cash flows have been shifted from prior years into 2021 and 2022.
2021 Community Shuttle Replacement	14,072	11,657	2,415	Variance is due to global supply chain issues which have significantly impacted the supplier's production capacity delaying the overall production schedule. Cash flows have been shifted from 2021 into 2022.
2021 HandyDART Replacement	6,711	86	6,625	Variance is due to global supply chain issues and supplier's plant shutdown during the pandemic, which have significantly impacted the supplier's production capacity delaying the overall production schedule. Cash flows have been shifted from 2021 into 2022.
Additional SeaBus Vessel - Burrard Chinook	-	2,690	(2,690)	Variance is due to unexpected remedial modifications that needed to be made to the vessel. COVID-19 has further shifted the necessary remedial work. Project was originally anticipated to complete prior to 2020. Cash flows have shifted from prior years into 2021.
West Coast Express (WCE) Fleet Procurement	-	2,460	(2,460)	Project was originally anticipated to complete prior to 2020. Variance is due to a change in project scope and delays in procurement of a necessary locomotive.
Vehicles projects with current year variances less than \$2 million	5,041	7,898	(2,857)	Variances are mainly due to delays in project initiations and timing differences between Investment Plan forecasts and actual expenses in 2021.
Vehicles Total	103,823	50,658	53,165	
MRN				

Project and Program Titles	2021 Cash Flow (\$ thousands)			Comments on Variances > \$2 Million
	10 Year Plan	Actual Jan 1 - Dec 31 2021	Variance Plan - Actuals	
Bicycle Infrastructure Capital Cost Sharing (BICCS) Funding Program	15,938	11,988	3,950	MRN funding programs allow municipalities up to four years to complete construction, and one additional year to invoice TransLink. Translink payment occurs at project completion subsequent to a detailed payment request review. Due to scaling issues caused by the expansion of MRN funding in recent years as well as difficulties in securing vendors in a constrained market, municipalities have been experiencing construction delays on these programs. As a result, municipality-driven projects are being largely completed towards the end of the four-year timeframe which have shifted cash flows into future years.
MRN and Bike Capital (MRNB) Funding Program	26,397	8,215	18,182	
MRN Pavement Rehabilitation Funding Program	25,956	24,501	1,455	
MRN Structures Rehabilitation and Seismic Upgrade Funding Program	17,158	860	16,298	
Walking Infrastructure to Transit (WITT) Funding Program	6,599	1,620	4,979	
MRN Total	92,048	47,184	44,864	
Grand Total	1,550,930	401,457	1,149,473	

5 Transportation Demand Management

Transportation Demand Management (TDM) is coordinated in Metro Vancouver under TransLink’s TravelSmart Program. TravelSmart represents partnerships between TransLink, municipalities, various government partners as well as non-governmental and industry partners, all committed to helping more people choose transit, ridesharing, carpooling, car-sharing, cycling and walking in place of single-occupancy vehicle trips. Changing behaviour is a component of the TDM measures necessary to balance growing mobility expectations against the capacity of our transportation system and the impacts of our travel choices.

TDM is legislated as part of TransLink’s mandate in the *South Coast British Columbia Transportation Authority Act* (under section 4(1) (b)), and TravelSmart was Canada’s first integrated transportation demand management program.

The Plan and Regional Growth Strategy (RGS) 2023 describes policies to meet the growing demands from an anticipated one million-plus new residents by 2050, and 600,000 new jobs in the region over the next 30 years. Central to the strategy are goals for denser land use and increased investment in transit and active transportation to create the conditions for reducing the high level of single-occupancy vehicle trips in most areas.

The Transport 2050 (T2050) responds to the RGS and describes how to provide convenient choices for everyone by 2050, “active transportation and transit are competitive choices accounting for at least half of all passenger trips, with the taxi, ride-hail and car-share accounting for most of the remaining passenger trips” and how to provide carbon-free choices for everyone such that by 2030: “we have lowered carbon pollution from light-duty vehicles by 65 per cent over 2010 levels; and have eliminated carbon pollution from transport altogether by 2050.” Behaviour change measures are essential to T2050, as they provide the motivation, information and support necessary to enable individuals to change their travel habits.

TransLink’s Transit-Oriented Communities (TOC) guidelines highlight the necessity for Transport Demand Management strategies to “discourage unnecessary driving and promote sustainable modes of travel”, including providing incentives for travelers to make the most effective use of all of our transportation networks, carshare,

carpool and parking management supports, as well as workplace and school travel planning, to take advantage of available capacity and reduce transport network crowding and congestion.

Due to significantly reduced commuting starting in 2020 amid the onset of the COVID-19 pandemic that continued into 2021, number of registered participants for some programs declined considerably compared to previous years. In order to follow the appropriate safety protocols, community stations were not held and participants were not fully counted at stations.

The following summarizes activities and outcomes from the 2021 business year according to the ‘target area’ headings contained in the 2021 TravelSmart work and program plans.

2021 TravelSmart Headline Results

- Developed the Compass for Developments Program;
- Developed TDM Guidelines for Local Governments;
- Created a ‘TravelSmart for Business’ employer program to promote transit subsidy and sustainable commuting programs for employees;
- Launched ‘Kid Commute – A Walking School Bus’ Program: TransLink has developed a walking program for elementary schools as part of Safe and Active travel for youth and in response to municipalities concern for school zone safety; and
- Assisted the Province in launching the Get on Board program providing free transit for children 12 and under.

2021 TravelSmart Programs, Partners and Events

Development TDM

- Advanced the creation of a Compass for Developments program, which will be a one-time bulk purchase option for developers, property managers, or any organization that wishes to provide transit passes as a TDM measure for their tenants or clients.
- Developed TDM Guidelines for local jurisdictions and the development community in Metro Vancouver with insight and opportunities to improve the processes, strategic development and implementation of TDM across the region. These guidelines help to set a more unified tone for how TDM can be conceptualized throughout the region, enabling local jurisdictions and developers to execute TDM more effectively in both a general yet context-sensitive fashion.

TravelSmart for Business

- Supported large employers with the creation of a new ‘TravelSmart for Business’ employer program to promote transit subsidy and sustainable commuting programs for employees. The program includes a new landing page, client intake form, transit staff pass sell sheet, Mobility Service Provider (MSP) partner offers and resources, webinar content and a digital marketing campaign to reach large employers.
 - 29 businesses engaged for TDM travel planning in 2021.
 - Reached over 10,800 businesses and individuals through e-newsletter blast and additional print and social media impressions via Board of Trade events.
 - 12 TravelSmart intake forms completed since website launch on September 8 (campaign rollout continuing in early 2022).
 - Total of 1,992 TravelSmart for Business website impressions (September 8 - December 30) with a 233 per cent increase in page views following the TDM contacts e-blast and a further 108 per cent increase following the LinkedIn ad buy and Google Search launch.

- Mobi Bike share increased corporate program members to 121 and employee sign-ups to 4,900 (38 per cent increase in 2021).
- TDM and New Mobility teams developed pilot programs for key industrial estates South of the Fraser, major employers and developments, including Campbell Heights, Mitchell Island, Gloucester Estate, Amazon, Fortis BC and Fraser Health Authority.

Transit Training

Youth

- Launched ‘Kid Commute – A Walking School Bus’ Program. TransLink has developed a walking program for elementary schools as part of Safe and Active travel for youth and in response to municipalities concern for school zone safety.
 - In partnership with DASH (Dedicated Action for School Health), City of Vancouver, City of North Vancouver and Ministry of Transportation and Infrastructure.
 - Three types of Walking School Bus programs at schools in Metro Vancouver were piloted.
 - A Walking School Bus is an organized group of children and caregivers that walk to school together on a regular basis. This will provide families with more free time before and/or after school, reduce dangerous levels of traffic and congestion near school neighbourhoods, improve mental and physical health and decrease air pollution near school zones.
- Assisted the Province in launching the Get on Board program for children 12 & under.
 - In partnership with BC Transit, Kids 12 and Under Ride free was rolled out across the Province on September 1, 2021.
 - Education and Awareness campaign was launched throughout the transit network.
 - Communications on safety, program highlights and policy change were developed and distributed on digital channels, in print media and internally.
- Supported HUB Cycling with Everyone Ride 4/5, a cycling education program.
 - 5,876 kids at 63 different schools participated at school in this bike skills program.
 - 458 kids participated in the Everyone Rides 4/5 online version.
 - 29 per cent increase in demand for the program compared to when it last ran in 2019.
- Bike to School Week
 - 13,710 students took part in Bike to School Week (24 per cent increase in 2019).
 - Participating schools grew from 71 in 2020 to 126 schools in 2021, including 28 first-time schools.
 - 15,046 other active transportation trips were logged including walking, skateboarding, scootering (48 per cent increase from 2020).

Seniors and Newcomers

- Hosted 33 Webinars with New Canadians on basic travel training.
- Supported Living Streets Program from Better Environmentally Sound Transportation (BEST) to encourage more connections for pedestrians through online articles, campaigns and a walking survey to address road safety concerns and barriers to active transportation and shared mobility modes.
- Contributed to newsletters, social media and campaigns to support various TravelSmart initiatives through partners, municipalities and the province to share within their networks and preferred media. Estimating over 100,000 subscribers in total.
- Better Environmentally Sound Transportation (BEST) facilitated three excursions (winter festive transit walks) with estimated 55 seniors participating.

Cycling Initiatives:

- Launched the first TransLink cycling campaign ‘Let’s Ride’ with a video campaign to support TravelSmart’s cycling partners, the new regional cycling maps, new cycling infrastructure projects and new bike parking amenities.

- Total of 19,554 page views on the new translink.ca/cycling landing page, 416 social media engagements and 2,300 views of Let's Ride posts, including:
 - A 61 per cent increase in monthly page views in February when new cycling maps were posted online.
 - A 53 per cent increase in monthly page views in June when the campaign video was posted.
- Continued promotion of 2020 #BikeToTransit campaign in partnership with HUB, Better Environmentally Sound Transportation (BEST) to encourage first/last-mile connections to transit:
 - Reaching 5,065 people and 9,205 impressions via Mobi Bike Share's social channels.

Bike Awards

The first cycling event of the calendar year was another adapted virtual event celebrating the success stories of individuals and organizations making biking better in Metro Vancouver, including infrastructure improvements and the resiliency the community has shown throughout the pandemic:

- The 2021 event welcomed 316 participants (an increase of 78 per cent from 2020).
- A total of 68 per cent of award winners came from outside Vancouver (a 19 per cent increase from 2020).
- A total of 2,500 online impressions.

Bike Education

- Reached 8,935 Metro Vancouver youth who received an on-bike cycling course through their schools (700 per cent increase from 2020). Half of the schools had never hosted a Bike to School course.
- Reached 93 schools (up from 14 in 2020) and 19 municipalities (up from 7 in 2020).
- 768 people enrolled in an online cycling safety course.
- 1,397 participants took part in a public education course or workplace workshop.
- Bike Sense: Platinum sponsor for the 7th edition of Bike Sense - a printed and online how-to guide for cycling, including cycling safety, security and equipment tips.
 - Delivered 19,470 publications including over 16,000 to 164 bike shops.
 - 8,300 social media and website impressions and reached 8,936 people via e-mail distribution.

Go By Bike Week (Bike to Work Week)

- TransLink supported the annual Bike to Work Week celebration via "Go by Bike Week" which was adapted to future-proof the event and campaign in light of COVID-19 and an increase in remote work (decrease in commuting). This included moving the campaign online, developing new engagement strategies with supporters and sponsors to encourage more cycling trips across Metro Vancouver.
- Total of over 8,088 registered for Bike to Work Week (an increase of 15 per cent from 2020):
 - Spring: Over 5,000 participants (an increase of 1,948 compared to 2020), including 2,162 new cyclists (110 per cent increase from 2020) and a total of 61,629 Greenhouse Gases (GHG) saved (58 per cent increase).
 - Fall: 3,088 registered participants (decrease of 24 per cent compared to 2020) including 972 new cyclists. A total of 28,100 GHGs were saved and 129,593 km cycled.
 - 50 per cent of 2021 participants were women and non-binary, a primary indicator of cycling safety in the region and an increase of 3 per cent from 2020.
- 3.37 million marketing impressions in total for Spring and Fall events (exceeding the target by 12 per cent).
- A total of six webinars were delivered across the Spring and Fall events, providing online workshops, video tutorials and prizes to 1,211 participants.

Bike to School Week

Due to the suspension of in-class learning, Fall and Spring 2020 as well as Spring 2021 Bike to School Week programming was affected. As a result, HUB Cycling delayed the 2021 event to Fall, and, impressively, topped 2019 results, even despite COVID-19:

- A total of 40,498 bike trips were logged (331 per cent increase from 2020 and 24 per cent increase over 2019).
- Participating schools grew from 71 in 2020 to 126 schools, including 28 first-time schools.
- 13,710 students took part in Bike to School Week (24 per cent increase since it last ran in 2019).
- 15,046 other active transportation trips were logged including walking, skateboarding and scootering (48 per cent increase from 2020).

Bike to Shop Campaign

- 2,245 registrations (53 per cent increase from 2020) and 1,600 people visiting businesses (50 per cent increase from 2020).
- Total of 119 participating businesses in 2021 (up from 17 in 2020, a 700 per cent increase).
- A total of 20 neighbourhoods (an increase from 3 in 2020) and 10 municipalities reached (an increase from 2 in 2020).
- Hosted 11 'Knowledge HUBs' (up from 1 in 2020) providing free bike repairs and prizes.
- Nearly one-quarter of participants were new to the event in 2021.

Bike Valet

- Supporting TDM measures for the Broadway Subway project, including working with BEST, HUB Cycling and Project 529 to support cycling in the Mount Pleasant and Main and Broadway area for 11 weekend days over the summer in coordination with the City of Vancouver and the Province.
- Total of 122 days with 8,303 total bikes parked.

Bike Donations and Repairs

- TransLink provided advertising space on bike racks and lockers at ten locations throughout Metro Vancouver to promote Pedal and Our Community Bikes programming. Pedal advances transport equity to many of the most vulnerable populations in the community by providing:
 - 660 refurbished and donated bicycles, removing them from the waste stream
 - 170 bikes through the Pedals for People program (up from 83 in 2020)
 - Low-cost or free bike repairs and accessories to 418 bikes and micro-mobility devices
 - Bike mechanic employment opportunities for underserved communities

Bike Consulting Services

TransLink provided funding to HUB Cycling to deliver bike-friendly building consulting services to new developments and businesses, including the St. Paul's Hospital Redevelopment Project and Burnaby Hospital.

Activity and Outcome Report 2021

Target Area 1: Strengthen relationships with Municipalities, Non-governmental Organizations (NGOs) and Corporate Partners through the delivery of relevant Transportation Demand Management Programs	
Objectives	Results
Support stronger municipal partnerships through shared resources, information, campaigns, programs and initiatives.	<ul style="list-style-type: none"> • Facilitated quarterly TDM Municipal Roundtable meetings with municipal TDM partners. This virtual forum is attended by TDM-focused stakeholders for each municipality in Metro Vancouver to share resources, encourage collaboration, innovation and report on TransLink and TravelSmart’s key initiatives; • BEST promoted walking routes in six municipalities in over 20+ articles; • City of Vancouver Sustainable mobility toolkits; • Public Affairs webinars with businesses and local governments; and • Developed draft Regional Youth Strategy for final engagement planned for 2022 (paused due to pandemic).
Delivered travel training for schools, workplaces, seniors and newcomers across the region	<ul style="list-style-type: none"> • Hosted 33 Webinars with New Canadians on TransLink’s Safe Operating Action Plan initiatives and basic travel training; and • BEST facilitated 3 excursions (winter festive transit walks) with estimated 55 seniors participated.
Increase partnerships with mobility service providers (MSPs) and internal and external stakeholders	<ul style="list-style-type: none"> • Ongoing relationship development with MSPs including but not limited to: car-and-bike-sharing services, carpool platforms, commute management providers, cycling advocates, walking advocates, health authorities, regional planning agencies (such as Metro Vancouver, Clean BC and the Ministry of Transportation and Infrastructure); • Launched first TransLink cycling campaign ‘Let’s Ride’ (building from previous “Bike to Transit” campaign) to support TransLink’s new regional cycling maps, BICCS (cycling infrastructure projects program) and bike parking amenities like Bike Parkades and new on-demand lockers. Working with TravelSmart’s partners including HUB Cycling, BEST and Mobi bike share, the campaign is designed to encourage the benefits of combining bike trips with transit and increased access to the transit network; and • Worked with Health Authorities and post-secondary institutions to support transit subsidies and commuting for low-income workers.
Developed strategic partnerships to strengthen community relations and develop ridership	<ul style="list-style-type: none"> • Drafted the Regional Youth Travel Strategy with the launching of Free Transit for 12 and Under included, to advance active youth travel and partner with health authorities, municipalities and service providers. • Community Partnerships: <ul style="list-style-type: none"> ○ Science World exhibiting Transport 2050 Micro-City 3D experiential model supported by safe transit promotion; ○ Britannia Mines exhibit featuring copper coating pilot on transit;

Target Area 1: Strengthen relationships with Municipalities, Non-governmental Organizations (NGOs) and Corporate Partners through the delivery of relevant Transportation Demand Management Programs	
Objectives	Results
	<ul style="list-style-type: none"> ○ Destination Vancouver and Business Improvement Areas; ○ Reconnect to our local attractions campaign; ○ Dine the Line; ○ Shop the Line; ○ Major sporting events including Rugby 7's, Vancouver Canucks, Vancouver Warriors, Vancouver White Caps, BC Lions; and ○ Girl Guides of BC.

Target Area 2: Support Enterprise priorities through community outreach and partnerships	
Objectives	Results
Enhance our community relations and help improve customer experiences with education and awareness in the community	<ul style="list-style-type: none"> ● Continue to provide information, encourage use and educate on sustainable transportation options through online resources. ● Key partnerships and events in 2021: <ul style="list-style-type: none"> Events & Festivals: <ul style="list-style-type: none"> ○ Surrey Canada Day – virtual ○ Coquitlam Canada day – drive-through ○ Pride Vancouver ○ Vancouver Mural Festival ○ Shipyards Festival ○ Fusion Festival ○ Khatsalano Festival ○ National Indigenous People Day – virtual ○ Surrey Tree Lighting ○ Surrey Holiday Lights ○ Kitsmas Holiday event on 4th ○ PNE / Playland / PNE Winterfest bus shuttle Post-secondary (on-campus events): <ul style="list-style-type: none"> ○ Langara College ○ Douglas College at Lafarge Lake ○ Capilano University ○ Douglas College – New Westminster campus ○ University of British Columbia ○ Emily Carr University of Art + Design ○ Alexander College ○ Simon Fraser University Board of Trade: <ul style="list-style-type: none"> ○ Vancouver Board of Trade virtual trade show exhibit ○ Vancouver Board of Trade CEO address/info booths ○ Surrey Board of Trade CEO keynote address/info booths ● Richmond Chamber of Commerce business awards ● Tap in to Win Sweepstakes Outreach at all SkyTrain Stations

<p>Build public confidence to use transit</p>	<ul style="list-style-type: none"> • Embedded the COVID-19 Safe Operating Action Plan into our routinized Communicable Disease Prevention Plans, to ensure the continued safety of our customers and employees as COVID-19 transitions from an emergent health threat to an endemic disease to be managed by embedded operational practices. • Supported and promoted the Copper Pilot Project, Phase Two which was launched September 28 and will run for one year. This is a continuation of the success of Phase One, launched in 2020. • Hosted 55 webinars covering topics, such as Safe Operating Action Plan, projects, programs and partnership. These two-way information sessions are helping to improve our relationships with the business community, gather insights into return-to-work trends, identify return to transit barriers and seek new ideas to keep our system safe, while fostering future partnership and collaboration opportunities.
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<p>Target Area 3: Support Enterprise priorities through community outreach & partnerships including Service Changes and Charitable Donations.</p>	
<p>Objectives</p>	<p>Results</p>
<p>Inform and promote transit service changes</p>	<ul style="list-style-type: none"> • Helped distribute marketing materials and quarterly service change information through community and partner channels and emails.
<p>Assist in overcoming barriers to transportation</p>	<ul style="list-style-type: none"> • Delivered the following initiatives to help individuals’ access to community programs and services: <ul style="list-style-type: none"> ○ Charitable Donation Policy and Program ○ Compass Card Donation Bins Program ○ One Million Masks Collaboration

6 Short-Term Fares Assessed

Short-term fares for Bus, SeaBus, SkyTrain and HandyDART from January 1, 2021 to June 30, 2021 are shown in the table below.

Fare Type	Status	Time	Within 1-Zone	Within 2-Zones	Within 3-Zones
Regular Short-Term Fares:					
Cash*	Adult	Regular	\$3.00	\$4.25	\$5.75
		Off-Peak	All Zones — \$3.00		
	Concession	Regular	\$1.95	\$2.95	\$3.95
		Off-Peak	All Zones — \$1.95		
DayPass*	Adult	No restrictions	\$10.50 — valid all zones		
	Concession		\$8.25 — valid all zones		
Discounted Short-Term Fares:					
Stored Value*	Adult	Regular	\$2.40	\$3.45	\$4.50
		Off-Peak	All Zones — \$2.40		
	Concession	Regular	\$1.95	\$2.95	\$3.95
		Off-Peak	All Zones — \$1.95		
FareSavers	Adult		All Zones — \$24.00 (10 tickets)		

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Buses and HandyDART are all 1-Zone travel seven days a week.

Short-term fares for Bus, SeaBus, SkyTrain and HandyDART effective July 1, 2021 are shown in the table below.

Fare Type	Status	Time	Within 1-Zone	Within 2-Zones	Within 3-Zones
Regular Short-Term Fares:					
Cash*	Adult	Regular	\$3.05	\$4.35	\$5.90
		Off-Peak	All Zones — \$3.05		
	Concession	Regular	\$2.00	\$3.00	\$4.05
		Off-Peak	All Zones — \$2.00		
DayPass*	Adult	No restrictions	\$10.75 — valid all zones		
	Concession		\$8.45 — valid all zones		
Discounted Short-Term Fares:					
Stored Value*	Adult	Regular	\$2.45	\$3.55	\$4.60
		Off-Peak	All Zones — \$2.45		
	Concession	Regular	\$2.00	\$3.00	\$4.05
		Off-Peak	All Zones — \$2.00		
FareSavers	Adult		All Zones — \$24.50 (10 tickets)		

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Buses and HandyDART are all 1-Zone travel seven days a week. As of November 15, 2021, FareSavers are no longer available for purchase; however, they continue to be accepted on buses and HandyDART only.

WCE operates on a different fare structure than other transit services.

Short-term fares for WCE from January 1, 2021 to June 30, 2021 are shown in the table below.

Fare Type	Status	Within 1-zone	Within 2-zones	Within 3-zones	Within 4-zones	Within 5-zones
Regular Short-Term Fares:						
One-way Ticket*	Adult	\$5.75	\$7.50	\$9.25	\$12.50	
	Concession	\$3.45	\$4.45	\$5.70	\$7.70	
Return Ticket	Adult	\$11.00	\$14.50	\$17.75	\$23.75	
	Concession	\$7.00	\$9.00	\$11.25	\$15.25	
Discounted Short-Term Fares:						
One-way Ticket- Stored Value*	Adult	\$4.90	\$6.35	\$7.75	\$10.50	
	Concession	\$2.90	\$3.70	\$4.80	\$6.45	
Return Ticket- Stored Value	Adult	\$10.75	\$13.75	\$17.00	\$22.75	
	Concession	\$6.75	\$8.50	\$10.75	\$14.50	

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

Short-term fares for WCE as of July 1, 2021 are shown in the table below.

Fare Type	Status	Within 1-zone	Within 2-zones	Within 3-zones	Within 4-zones	Within 5-zones
Regular Short-Term Fares:						
One-way Ticket*	Adult	\$5.90	\$7.65	\$9.45	\$12.80	
	Concession	\$3.55	\$4.55	\$5.85	\$7.90	
Return Ticket	Adult	\$11.25	\$14.85	\$18.15	\$24.30	
	Concession	\$7.15	\$9.20	\$11.50	\$15.60	
Discounted Short-Term Fares:						
One-way Ticket- Stored Value*	Adult	\$5.00	\$6.50	\$7.95	\$10.75	
	Concession	\$2.95	\$3.80	\$4.90	\$6.60	
Return Ticket- Stored Value	Adult	\$11.00	\$14.05	\$17.40	\$23.25	
	Concession	\$6.90	\$8.70	\$11.00	\$14.85	

*The Canada Line YVR Add-Fare is required. Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which is collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station for conventional SkyTrain and SeaBus travel.

7 Borrowings Undertaken in 2021

7.1 Long-term Borrowing

TransLink continues to minimize debt costs through strategic borrowings. Since 2010, TransLink has raised more than \$2.8 billion from investors in the capital market. During 2021, TransLink did not issue any bonds.

7.2 Short-term Borrowing – Commercial Paper Program

On May 13, 2010, TransLink launched a \$500.0 million Commercial Paper Program backstopped by a line of credit from a syndicate of six Canadian chartered banks. Having this \$500.0 million program available at favourable interest rates, compared to using a bank facility, provides flexibility in managing TransLink's cash flow needs.

Action	Deal #	Amount	Interest Rate (%)	Transaction Date	Maturity Date	Total Outstanding
Repay	308	-\$30,000,000			21-Jan-21	\$30,000,000
Issue	309	\$30,000,000	0.16853	21-Jan-21	22-Apr-21	\$60,000,000
Repay	307	-\$30,000,000			28-Jan-21	\$30,000,000
Issue	310	\$30,000,000	0.16853	28-Jan-21	29-Apr-21	\$60,000,000
Repay	309	-\$30,000,000			22-Apr-21	\$30,000,000
Issue	311	\$30,000,000	0.16806	22-Apr-21	24-Jun-21	\$60,000,000
Repay	310	-\$30,000,000			29-Apr-21	\$30,000,000
Repay	311	-\$30,000,000			24-Jun-21	\$0
Issue	312	\$30,000,000	0.18058	24-Jun-21	23-Sep-21	\$30,000,000
Repay	312	-\$30,000,000			23-Sep-21	\$0
Issue	313	\$30,000,000	0.19818	23-Sep-21	28-Oct-21	\$30,000,000
Repay	313	-\$30,000,000			28-Oct-21	\$0
Issue	314	\$30,000,000		28-Oct-21	27-Jan-22	\$30,000,000

B. AUDITED FINANCIAL STATEMENTS

The 2021 Audited Consolidated Financial Statements will be attached once they have been reviewed by the Finance and Audit Committee and approved by the Board of Directors.

C. COMPLAINTS SUMMARY

Corporate Overview

In 2021, TransLink’s combined service hours for the Bus and Rail operations (excluding HandyDART) increased to 7.0 million service hours from 6.9 million service hours in 2020. The number of boarded passengers (excluding HandyDART) increased by 2.2 per cent from 218.1 million in 2020 to 222.8 million in 2021. For HandyDART, the number of boarded passengers increased by 9.9 per cent from 698 thousand in 2020 to 767 thousand in 2021.

TransLink remains committed to customer service excellence and safety is always our top priority. Our continued response to the COVID-19 pandemic following provincial guidelines with mandatory masks on board, physical distancing and vaccination policies for employees and contractors ensure the continued safety of our customers and employees. We will continue to monitor customer complaints closely and adjust our service as needed to best serve our customers.

In December 2020, TransLink was the victim of a cyberattack. Immediate action and protective measures were taken by TransLink, including the shutdown of multiple network systems. As a result, Enterprise complaints information is incomplete, to various degrees, across the period of November 28, 2020 to August 19, 2021. The exception to this is complaints information for select contracted services (West Vancouver’s Blue Bus, HandyDART and Compass Vending Machines), which is collected in separate external systems and were unaffected by the cyberattack. Table I below details complaint data availability:

Table I – 2020-2021 Complaint Datasets

Mode	2020 Complete Dataset	2021 Complete Dataset
CMBC (Conventional Bus and SeaBus) ¹	January 1 to November 27	August 19 - December 31
HandyDART ²	Full year	Full year
SkyTrain (Expo and Millennium Lines) ¹	January 1 to November 27	August 19 - December 31
SkyTrain (Canada Line) ¹	January 1 to November 27	August 19 - December 31
West Coast Express ³	Full year, except December 1 – December 13	Full year, except July 1 - August 18
TransLink Corporate ⁴	January 1 to November 27	August 19 - December 31
¹ 2020: From November 28 to December 31, no data was captured due to systems unavailability. 2021: From January 1 to May 31, limited data was compiled manually, primarily based on simplified feedback forms submitted through e-mail. Effective June 1, Customer Information Services telephone logs were restored, followed by the Online Feedback Form on August 19, at which point the full suite of complaints capturing information was fully restored. The exception throughout this time was West Vancouver’s Blue Bus services, which were unaffected as information is recorded in external systems.		
² Collection of the complaint data was unaffected by the December 2020 cyberattack as information is recorded in external systems.		
³ WCE information was recorded on an external system until July 1, 2021, when it became integrated with TransLink tracking systems. 2020: From December 1 to December 13, no data was captured due to system unavailability. 2021: On July 1, WCE complaints tracking system was integrated with the main SkyTrain tracking system, thus complaints data availability was subject to the same system limitation as SkyTrain from July 1 to August 19, 2021.		
⁴ 2021: From November 28 to December 31, 2020 no data was captured except for Compass Vending Machines (CVM). 2021: From January 1 to May 31, limited data was compiled manually, primarily based on simplified feedback forms submitted through e-mail. Effective June 1, Customer Information Services telephone logs were restored,		

followed by the Online Feedback Form on August 19, at which point the full suite of complaints capturing information was considered fully restored.

The exception throughout this time was Compass Vending Machines, which were unaffected as information is recorded in external systems.

“Complaints per million customer interactions” represents the ratio of all complaints from across the Enterprise against the total number of Enterprise-wide customer interactions, allowing us to report on our performance. Customer interactions are defined as all boardings on the transit system. While we were able to collect complete complaint data starting August 19, 2021, a daily breakdown of the complaint data was unavailable. The first month of complete complaints data was September 2021. The 2021 ratio, therefore, is based on the full-month complaint data from the period of September 1 to December 31, 2021 matched with customer interactions for the same period, to enable comparability. The 2021 enterprise-wide complaints were 9,189 against a total of 90.4 million customer interactions, resulting in a ratio of 101.6 complaints per million customer interactions. In comparison, the 2020 enterprise-wide complaints were 22,081 against a total of 203.0 million customer interactions, resulting in a ratio of 108.8 complaints per million customer interactions. The 2020 ratio is calculated based on complaint data and customer interactions for the period from January 1 to November 27, 2020. The incomplete nature of the dataset impairs comparison with prior years.

A summary of complaints and customer interactions is provided in Table A below.

Table A

Corporate Summary	2021³	2020⁴	2019	2018
CMBC	11,335	13,388	27,552	29,019
SkyTrain (Expo and Millennium Lines)	701	1,272	1,582	1,711
SkyTrain (Canada Line)	94	153	305	233
West Coast Express	98	280	232	259
HandyDART	1,609	1,247	3,147	2,763
Transit Service Complaints	13,837	16,340	32,818	33,985
TransLink Corporate	2,949	5,857	11,228	10,370
Total Complaints	16,786	22,197	44,046	44,355
Total Customer Interactions¹	90,425,629	203,007,550	452,935,076	437,375,700
Complaints per Million Customer Interactions²	101.6	108.8	97.2	101.4

¹ The derivation of customer interactions for 2020 used a different methodology from previous years as a result of the temporary suspension of fare collection on buses in the first months of the COVID-19 pandemic, the replacement of fareboxes on buses and the December 2020 cyberattack.

² The 2021 ratio of “Complaints per million customer interactions” is based on the complete dataset of complaints for the period from September 1, 2021 to December 31, 2021. The 2020 ratio is based on the period from January 1, 2020 to November 27, 2020 when complete data was available.

³ Complaint data was collected in 2021 with limited data between January 1 and August 18, 2021 as complaint logs were incomplete for CMBC, SkyTrain Expo and Millennium Lines, SkyTrain Canada Line and TransLink Corporate. See Table I above.

⁴ 2020 complaint data was restated to include West Vancouver’s Blue Bus, HandyDART and CVM complaints information recorded between November 28 to December 31, 2020, and WCE complaints information between December 14 to 31, 2020.

Coast Mountain Bus Company

CMBC complaint data is normally collected through TransLink’s online feedback form and Customer Information (CI) Services telephone logs, with the exception of HandyDART and West Vancouver's Blue Bus. With some of TransLink’s systems taken offline following the December 2020 cyberattack, during the period from January to May 2021 complaints considered to be of a serious nature received by phone were tracked manually to ensure our customers’ priority concerns were addressed.

On June 1, 2021, CI Services telephone logs were reactivated and the online feedback application was restored on August 19, 2021. As such, the telephone complaints data reported for the months of January through May 2021 are only a small subset of normal volumes. Furthermore, the change in data collection methodology for the period from January to May 2021 to an entirely manual process makes this data set more vulnerable to errors.

The lack of an online feedback application from January to August 18, 2021 significantly impacts the completeness and accuracy of complaints data during this period. As a reference, approximately 53.0 per cent of total complaints received across 2018 to 2020 were through the online feedback form.

The incomplete nature of the dataset impairs further analysis, but overall, when comparing the complete data set from September 1 to November 27, 2021 with the same period of the previous year, customer complaints have seen a slight increase.

For the months reported in 2021, 60 per cent of all complaints involved Transit Operators and 36 per cent were related to service delivery. CMBC remains committed to customer excellence and will continue to monitor closely customer complaints and adjust our service as needed to best serve our customers.

All complaints are logged and assigned a priority code of P1 or P3. P1 complaints are urgent and, in 2021, all were investigated within 48 hours. P3 complaints are less critical and must be resolved within 15 business days. Approximately 93 per cent of complaints were closed within 15 business days.

In 2021, we continued our focus on customer experience with the following accomplishments:

- Participated in a successful test of technology to sanitize surfaces on a 60-foot articulated bus and two double-decker buses. Based on sample-testing performed on transit and in a lab, the trial concluded that select copper products on transit are durable and kill up to 99.9 per cent of all bacteria within one hour of the bacteria’s contact with the surface;
- Introduced a new SeaBus, the Burrard Chinook, to support 10-minute frequency in peak periods;
- In collaboration with Transit App, launched a new feature allowing customers to see the estimated number of seats remaining on board buses when planning their transit journey;
- Collaborated with Fraser Health Authority to bring a Mobile Vaccine Bus into the community, helping residents get vaccinated quickly and efficiently; and
- Started the installation of roughly 8,400 Braille bus stop signs. The project is expected to be completed by the end of 2022.

SkyTrain — Expo and Millennium Lines

In 2021, Expo and Millennium Lines recorded a total of 701 complaints. Due to the data loss from November 27, 2020 to December 31, 2020 and incomplete data collection from January 1, 2021 to August 18, 2021 as a result of the December 2020 cyberattack a daily breakdown of the complaint data was unavailable. The complete full month data was only received from September 1 to December 31, 2021.

Among the 701 complaints registered in 2021, over 33 per cent related to stations and/or areas around the stations (Parkways) and were primarily concerned with track noise. Most track noise complaints were received from residents living close to the SkyTrain systems and were during the summer months when people tend to open their windows. As an ongoing part of SkyTrain's maintenance program, rail replacement and rail grinding are performed to help alleviate the noise level and improve ride quality. Communications on SkyTrain Noise Study progress are published on TransLink's website.

The second-largest category of complaints was in the Customer Relations category and primarily concerned TransLink's mask policy which has been implemented in line with measures instituted by the Provincial Health Officer in response to the COVID-19 pandemic.

BCRTC continues to receive commendations from customers in appreciation for SkyTrain Attendants' courteous assistance. To further improve customer experience and safety, BCRTC continues to focus on delivering a reliable service and enhancing cleaning and disinfecting of high-touch areas in trains and at stations.

Aside from continued reliable services, BCRTC also accomplished the following significant projects in 2021 to enhance customer experience:

- Participated in TransLink's copper pilot project to test its benefits of killing bacteria and viruses on our fleet;
- Completed the installation of station digital display, speakers, and CCTV allowing for more real-time updates to customers; and
- Supported the pilot project of free WI-FI onboard trains and transit hubs.

SkyTrain — Canada Line

In 2021, Canada Line recorded a total of 94 complaints. Due to the data loss from November 27, 2020 to December 31, 2020 and incomplete data collection from January 1, 2021 to August 18, 2021 as a result of the December 2020 cyberattack, a daily breakdown of the complaint data was unavailable. The complete full month data was only received between September 1 to December 31, 2021.

Among the 94 complaints registered in 2021, 36 per cent related to Trains, primarily regarding the service schedule for passengers transfers at Bridgeport Station to and from YVR-Airport Station. Canada Line operators are closely monitoring the service performance throughout the system. Schedules are optimized for the entire Canada Line network. Other concerns included train wheel noise and the condition of the trains.

As with the Expo and Millennium lines, as customers returned to transit during 2021 their concerns tended to highlight the importance of safety during the pandemic. The second-largest category of complaints again fell under the Customer Relations category and mainly related to the mask policy. While staff reminded passengers of the provincial mandate to wear a mask, Canada Line also focused on improving its processes in response to the pandemic. Daily cleaning and disinfecting were scheduled on the trains and filter elements in the ventilation systems were upgraded on all trains to help keep customers safe.

Canada Line Attendants were praised for their demeanour while assisting customers. Customers appreciated the courteous and responsive service when they lost valuable items on the train.

West Coast Express

In 2021, WCE received a total of 98 complaints. Starting July 1, 2021, WCE integrated their complaints tracking system with CI Services. Prior to July 2021, WCE used an independent tracking system that was not affected by the December 2020 cyberattack. As CI Services did not have online feedback restored until August 19, 2021, WCE complaint data from July 1, 2021 to August 18, 2021 was incomplete.

In 2021, the largest category of complaints was under the Customer Relations category, most of which were regarding onboard customer-to-customer etiquette, for example, eating or drinking and not wearing masks. Approximately 30 complaints, which accounted for 30 per cent of the overall number, fell under the System Schedule category primarily driven by requests to add more trains to deliver the regular five-train service level and regarding certain service delays.

Throughout the pandemic, WCE has posted signs and made announcements to remind customers of social distancing and mask-wearing. Daily ridership has been monitored to ensure service levels are right-sized for the returning demand. Customers continued to send commendations in appreciation of the efforts made to accommodate them and the situation, and to the staff for their kindness and positivity during this challenging year.

HandyDART

HandyDART complaint numbers increased by 29 per cent between 2020 and 2021, while the number of trips increased by 12 per cent, as the COVID-19 pandemic continues to significantly impact service delivery. The collection of the complaint data was unaffected by the December 2020 cyberattack as a separate customer feedback tracking system was used.

Out of all complaints, operator-related complaints were 53 per cent, service-related complaints were 29 per cent and taxi complaints accounted for 18 per cent.

Every complaint is reviewed and both the complainant and the employee(s) concerned receive a follow-up. A thorough investigation is completed to understand the root cause and then appropriate steps are taken to rectify the situation including actions such as coaching and/or process review. Taxi complaints are reviewed with the taxi company and a similar process is followed. CMBC is working with all taxi companies to improve consistency in these processes.

All complaints are logged and assigned a priority code of P1 or P3. P1 complaints are deemed urgent, and in 2021, all P1 complaints were resolved within 48 hours. P3 complaints are deemed less critical and must be resolved within five business days. First Transit, the HandyDART service provider, continues to investigate every customer complaint including follow-up with the complainant. Coaching and remedial training are provided when required.

To reduce operator-related complaints, HandyDART Operator Refresher Training was developed in 2020 and continued in 2021. It includes a special focus on operator interaction with customers. In 2021, the frequency of the training was increased from annual to semi-annual. First Transit has also developed additional sessions for operators who had more complaints about their behaviour than the average. At year-end, about 20 per cent of the operators with several complaints had received two training sessions. Also, changes to scheduling have been implemented to improve both on-time performance and ride-times.

First Transit continues to support customer service training to the taxi companies at no cost to TransLink; however, with low taxi trip numbers in 2021 due to the COVID-19 pandemic and physical distancing orders, taxi training was limited. Nevertheless, discussions with the taxi associations focusing on improving the customer experience, commenced in 2021 and will continue in 2022.

Although the pandemic and its related effects continued through 2021, we maintained our focus on communication and engagement with HandyDART customers. The second iteration of our wellness check-in calls started in the spring of 2021 and was completed in the summer. Along with taking the time to connect with our valued customers, we wanted to take this opportunity to proactively reach out to gauge their interest in returning to travel with us, so we could better anticipate ridership demand. In addition, Compass on HandyDART was implemented in October 2021 as well as the age-based discounts on HandyDART as part of the HandyDART Modernization program as a customer experience improving initiatives.

Detailed Complaint Tables

Tables B and C show complaints received from 2018 to 2021. Table B reflects specific transit services while Table C covers TransLink Corporate in the same period.

Table B

CMBC	2021			2020 ³ Total	2019 Total	2018 Total
	Bus ²	HandyDART	Total			
Service Delivery ¹	3,283	761	4,044	3,408	10,114	10,753
Service Planning	481	-	481	646	1,604	1,856
Staff	5,892	848	6,740	7,991	15,225	17,184
Website	61	-	61	109	183	161
Cell Phone/Radio	59	-	59	47	87	64
Accessibility/Racks	270	-	270	423	535	421
Other	1,289	-	1,289	2,011	2,951	1,343
Subtotal	11,335	1,609	12,944	14,635	30,699	31,782

¹ The complaint data for Bus is unavailable between November 28 and December 31, 2020 with the exception of West Vancouver's Blue Bus and HandyDART, and is considered incomplete between January 1 and August 18, 2021 as a result of the December 2020 cyberattack.

² Includes SeaBus and Community Shuttle as well as the contracted services of Langley and New Westminster Community Shuttles and West Vancouver's Blue Bus. Prior year total numbers included HandyDART. The complaint data for Bus except for West Vancouver's Blue Bus is incomplete between January 1 to August 18, 2021. HandyDART data includes all complaints from January 1 to December 31.

³ Restated 2020 complaint data to include contracted services complaint data as West Vancouver's Blue Bus and HandyDART were unaffected by the December 2020 cyberattack while Conventional Bus and SeaBus data pertains to the period from January 1 to November 27, 2020 only.

BCRTC	2021				2020 ³ Total	2019 Total	2018 Total
	SkyTrain Expo and Millennium ¹	SkyTrain Canada Line ¹	West Coast Express ²	Total			
System Schedule	83	-	30	113	383	404	305
Fares & TVMS	-	-	-	-	2	8	17
Stations/Parkways	234	19	10	263	689	603	672
Trains	87	34	6	127	161	434	458
Customer Relations	156	19	36	211	317	417	531
Safety/Security	141	22	16	179	153	253	220
Sub-total	701	94	98	893	1,705	2,119	2,203

¹ The complaint data for Expo and Millennium and Canada Line is incomplete from January 1 to August 18, 2021 as a result of the December 2020 cyberattack.

² The complaint data for WCE was unaffected from January 1 to June 30, 2021, as a different customer feedback system was utilized. As of July 2021, the WCE complaint system was integrated with the CI Services, hence, the complaint data captured between July 1, 2021 to August 18, 2021 was considered incomplete.

³ 2020 data for SkyTrain Expo and Millennium and SkyTrain Canada Line is for the period from January 1 to November 27, 2020 while WCE complaint data is for the periods from January 1 to November 30, 2020 and from December 14 to December 31, 2020.

Transit Service Total	2021 ¹	2020 ²	2019	2018
Complaints (CMBC + BCRTC)	13,837	16,340	32,818	33,985
Total Customer Interactions	90,425,629	203,007,550	452,935,076	437,375,700

¹ Complaint data is incomplete between January 1 and August 18, 2021. Total Customer Interactions are normalized to enable comparability.

² Complaint data is incomplete between November 28 and December 31, 2020. Total Customer Interactions are normalized to enable comparability.

Table C

TransLink Corporate	2021 ¹	2020 ²	2019	2018
Policy-Related (Fares, service optimization, advertising, Compass, fare gates, etc.)	2,949	5,857	11,228	10,370

¹ Complaint data is incomplete between January 1 and August 18, 2021.

² Complaint data is incomplete between November 28 and December 31, 2020.

Complaint Handling Through Social Media

Customer complaints at TransLink are handled on several social media channels. In 2021, the CMBC-staffed @TransLink Twitter channel received the most complaints and/or comments followed by the TransLink-staffed Facebook and Instagram channels.

When complaints are made via social media, staff engage with customers to resolve the issue. If a complaint cannot be dealt with online, if a matter needs escalation or if privacy issues are a concern, customers are asked to log their complaints with CMBC's CI Services department through an online form or by contacting the department offline. Customers are then engaged on an individual basis until a resolution can be reached.

Twitter

In 2021, the primary social media channel for customer inquiries was through @TransLink on Twitter. This channel saw a similar number of customer communications to 2020 but lower than 2018 and 2019 due to a decrease in ridership as a result of the COVID-19 pandemic.

Tweets from @TransLink were down 21 per cent compared to 2020, tweeting on average 56 times a day compared to roughly 70 times a day in 2020 and roughly 120 times a day in 2019 and 2018.

At the end of 2021, the channel had maintained approximately the same follower count as 2020, with 199,000 followers compared to 196,000 followers at the end of 2019 and 180,000 followers at the end of 2018.

Most inbound tweets from customers were service-related inquiries about how to complete journeys and COVID-19 related matters. The top three most engaged tweets from @TransLink were about kids under 12 riding free, sweepstakes and May the 4th.

Facebook

Like Twitter, customer complaints and/or comments on Facebook remained similar to 2020. With 42,000 followers, the page maintained the same number of followers in 2021 as it had in 2020. This is in comparison to 39,600 in 2019 and 34,500 followers in 2018. The levelling off for followers is attributed to the reduction in ridership as a result of the COVID-19 pandemic and Facebook's stagnant growth overall as emerging social media users adopt Instagram and TikTok as their primary social media channels.

The most engaging posts in 2021 included a story on The Buzzer that was a guide for customers on how to best ride transit during the winter months, braille signage being installed on bus stops across Metro Vancouver and a sneak peek of the new Mark V SkyTrain car. A popular topic of conversation was COVID-19 and the related impacts to transit service such as overcrowding, masking and service levels.

Instagram

As Instagram becomes more of a “go-to” social media channel for more customers, this channel has evolved to deliver more service-related content. Customers are choosing to use Instagram to share concerns via comments on our posts and through direct messages. Topics of conversation included COVID-19 related concerns, such as overcrowding, masking and service levels.

The channel grew nearly 12 per cent to 23,500 in 2021 from 21,000 followers in 2020. The top-three most engaging posts on Instagram in 2021 were about the model Mark V SkyTrain car, “Tap In to Win” campaign and marking the 35th anniversary of Expo 86.

D. CUSTOMER SATISFACTION

2021 Customer Service Performance Ratings

Table D below summarizes the percentage of customers who gave good-to-excellent service ratings, which is defined as a rating of 8, 9, or 10 out of 10.

All transit systems and mode-specific attribute measures, including overall service, are based on asking customers directly. In other words, overall service is not calculated mathematically from any of the specific service attributes, such as frequency or reliability.

The analysis is segmented into the following groups:

- Transit System (includes people who have ridden the bus, SeaBus or SkyTrain at least once within the last 30 days);
- Bus System (includes all CMBC bus service, as well as West Vancouver Transit and contracted Community Shuttle service);
- SkyTrain (the SkyTrain segment includes the Expo, Millennium and Canada Lines);
- SeaBus;
- WCE; and
- HandyDART (with registered HandyDART customers).

Data are from three sources:

- TransLink's Bus, SkyTrain, SeaBus Customer Service Performance Survey interviews adults who have taken transit at least once within the last 30 days in Metro Vancouver. Interviews are conducted daily by phone;
- TransLink's WCE Customer Service Performance Survey is conducted twice per year (March and September) onboard the WCE train. Surveys are partially administered by an interviewer and may be completed by the individual; and
- TransLink's HandyDART Customer Service Performance Survey is conducted once per year in the Fall by phone, primarily with past month's users of the service.

Customer Service Performance Summary for 2021 — Transit System, Bus, SeaBus, SkyTrain, WCE and HandyDART

Transit System

The onset of the COVID-19 pandemic in 2020 triggered significant shifts in top ratings across Bus, SkyTrain and SeaBus, which were likely influenced by riders' changing perceptions and expectations of the transit system. That trend has continued in 2021, with ridership remaining well below pre-pandemic levels, and the incidence of qualifying for the Customer Service Performance studies also considerably lower than pre-pandemic levels. The results may also be impacted by the increased proportion of captive riders (those without access to a car) interviewed, which remains higher than pre-pandemic levels.

In 2021, three-quarters of adult transit riders (75 per cent) gave the system good-to-excellent scores of 8, 9 or 10 out of 10 for overall service. These high ratings were steadily maintained through the first three quarters of the year, dropping slightly in the last quarter of the year (71 per cent in Q4 2021), when the system got busier.

The top key drivers of riders' perception of TransLink's services are Value for Money and Good Connections. These both held steady throughout the year and their annual values are both in line with 2020. 61 per cent of TransLink's customers felt they were getting good-to-excellent value for the money they spend on transit (relatively unchanged

from the 60 per cent in 2020). More than half (56 per cent) of TransLink's customers rated transit services having Good Connections (the same proportion as 2020).

Bus

Close to three-quarters (72 per cent) of bus riders rated the overall bus service provided in Metro Vancouver as good-to-excellent, which was the same rating as 2020.

The top three strengths of the bus service remain: having an operator who drives safely and professionally, having a direct route and feeling safe from crime on board the bus. More than 80 per cent of riders gave scores of 8 or higher to each of these attributes.

Frequency of service, overcrowding and on-time reliability remain the three lowest-rated bus service attributes, although the ratings for each attribute remain higher than pre-pandemic values.

SkyTrain

In 2021, 83 per cent of SkyTrain customers, which includes Canada Line, gave the overall service good-to-excellent scores. This was up two percentage points from 2020.

Ratings for overcrowding improved in 2021 (65 per cent compared to 61 per cent in 2020). Courteous, Competent and Helpful Staff also showed improvement over last year (85 per cent compared to 80 per cent in 2020). Most other ratings were decreased from a year ago: most notably Staff Availability, Delays Announced and Explained, SkyTrain cleanliness and Feeling Safe from Crime Onboard were all down four percentage points from 2020.

SeaBus

SeaBus remains a high-rated transit mode with almost nine-in-ten (88 per cent) SeaBus customers rating the service an 8 out of 10 or higher overall. Ratings for Overall Service, Frequency of Service, Feeling Safe from Crime at the Terminal, Clean and Graffiti-Free Vessel and Trip Duration are all up from 2020; while crowding ratings are down from last year.

West Coast Express

Similar to 2020, 88 per cent of WCE riders gave Overall Service good-to-excellent scores this year (89 per cent in 2020). Service for much of the year remained reduced from five to three daily trains in each direction. In September this was increased from three to four trains in each direction. There was a noticeable improvement in the ratings for Frequency of Service between the March and September surveys. However, the year-over-year increase was quite minimal and still not up to the pre-COVID Frequency of Service ratings. On-time, Reliable Service (at 83 per cent) is up six percentage points from last year, but the largest change over the previous year was in having sufficient parking (45 per cent compared to 36 per cent in 2020), likely due to reduced overall demand for WCE service while parking capacity remained constant.

HandyDART

HandyDART remains a highly rated transit service, with 82 per cent of riders giving good-to-excellent ratings for overall service, down from 89 per cent 2020, but still rated high compared with prior years. With an increase in demand over 2020, most ratings were down slightly from last year. However, all ratings related to HandyDART vehicles (Cleanliness and Vehicle Safety) and drivers (Courteous Drivers, Skills to Assist Passengers) remained above 90 per cent (riders awarding good-to-excellent ratings).

Table D - 2021 Customer Service Performance Scores

Attributes*	Transit System	Bus System	SkyTrain	SeaBus	West Coast Express	Handy DART
	Per cent who gave scores of 8, 9 or 10 out of 10					
Overall Service	75	72	83	88	88	82
Value for Money	61				69	85
Good Connections	56				67	
Adequacy of Transit Information — Stops/Stations	58					
Adequacy of Transit Information On-Board — Bus	56					
Adequacy of Transit Information On-Board -- SkyTrain	72					
Adequacy of Transit Information On-Board — SeaBus	75					
Transit Information Availability (On-Board and Stations)					77	
Operation of Service During Convenient Hours	66				46	
Having Enough Bus Shelters	40					
Ease of Getting Information from Telephone Information Line	70					
Ease of Finding Information on Website	58					
Having a Courteous Bus Operator/Having Courteous, Competent and Helpful Staff/Drivers		79	85	95	95	93
Safe and Professional Bus Operator		89				
Feeling Safe from Crime on Board the Bus / SkyTrain		82	76			
Feeling Safe from Crime at the Stop and Transit Exchange /Inside SkyTrain Stations / at SeaBus Stations		78	71	86		
Feeling Safe from Crime (On-Board and Stations)					90	
Feeling Safe from Crime (WCE Parking Lots)					55	
Not Being Overcrowded		64	65	73	70	
On-Time, Reliable Service		67	88	93	83	79
Clean and Graffiti Free Buses / SkyTrain Cars / Vessel / Vehicles and Stations		78	73	88	93	
Having A Direct Route		84				
Trip Duration from the Time You Boarded to the Time You Got Off		81		92	89	
Frequency of Service		58	80	75	59	
Staff Availability			35	71	87	
Delays Are Announced and Explained			38		76	
Enough Parking					45	
Equipment Provides a Safe Ride					93	
Driver's Skills to Assist Passengers Who Have a Physical Disability						93
Feeling Safe from Injury When Riding HandyDART						91
Ease of Booking a Trip on HandyDART						84
HandyDART Vehicle Cleanliness and Good Repair						92
Availability of HandyDART When Needed						84

*Attributes that are not applicable under a particular mode are shaded grey

E. CHANGES TO ARTICLES OF THE AUTHORITY

The Articles of the Authority are established by the Board of Directors of the Authority pursuant to Section 190(3) (f) of the *South Coast British Columbia Transportation Authority Act*. The Articles are available on TransLink’s website

The following sections of the Articles of the Authority were amended and were approved by the Board of Directors in 2021. The amendments themselves are in **bold** with removals shown with strikethroughs.

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.

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**
- ~~Financial literacy~~
- ~~Familiarity with processes for evaluating TransLink’s performance~~
- Ability to understand and exercise due diligence with regard to the statutory obligations of TransLink as a corporation
- Mature confidence
- Preference for Board and team performance over individual performance
- Respect for others
- High performance standards
- A history of achievements that reflect high standards for themselves and others
- Ability to commit to time required to fulfil duties
- Ability to provide advice and make decisions in the best interest of the organization without regard to partisan politics
- No real or perceived conflicts

13.2 ~~Other-Additional~~ Considerations

Within the context of the Board skills requirements, ~~consideration~~ emphasis should be given to diversity, as broadly defined, ~~of gender, cultural heritage and regional representation~~ 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 ~~one~~ **two** domains.

- Previous Board experience
- Corporate leadership
- Strategic planning
- Policy ~~considerations~~ **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 a treaty, unceded and non-land-based Nations**
- ~~Knowledge of the local government environment~~
- ~~Credibility with federal, provincial and municipal governments~~
- 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.

F. BOARD SUMMARY

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
January 20, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved amendments to TransLink Investment Policy • Approved HandyDART Users Advisory Committee 2021 Appointments
February 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Received reports on Federal Funding, Surrey Langley Skytrain Project, HandyDART Modernization Project
March 8, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Received reports on Response to COVID-19 Pandemic Impacts, Investment Plan, Rail Infrastructure Upgrades
March 15, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • Received reports on Transport 2050, Burnaby Mountain Gondola, COVID-19 Pandemic Impacts and Responses, Ridership Recovery, 2020 Access Transit Users' Advisory Committee Annual Report, 2020 HandyDART Users' Advisory Committee Annual Report
March 15, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Subsidiary Board Appointments, recommended for Board approval • Appointment of Conduct Review Advisor, recommended for Board approval • In-Camera items, recommended for Board approval
March 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Enactment of South Coast British Columbia Transportation Authority 2021 Property Tax Bylaw Number 137-2021, recommended for Board adoption • Enactment of South Coast British Columbia Transportation Authority 2021 Replacement Tax Bylaw Number 138-2021, recommended for Board adoption • South Coast British Columbia Transportation Authority Transit Tariff Bylaw 139-2021, recommended for Board adoption • Approved Internal Audit and Continuous Improvement Project Plan for 2021 • In-Camera item, recommended for Board approval
March 16, 2021	Board Meeting	<ul style="list-style-type: none"> • Received In-Camera report
March 25, 2021	Board Meeting	<ul style="list-style-type: none"> • Adopted South Coast British Columbia Transportation Authority 2021 Property Tax Bylaw Number 137-2021 • Adopted South Coast British Columbia Transportation Authority 2021 Replacement Tax Bylaw Number 138-2021 • Adopted South Coast British Columbia Transportation Authority Transit Tariff Bylaw 139-2021 • Approved Subsidiary Board Appointments • Approved Appointment of Conduct Review Advisor • Approved In-Camera items
April 26, 2021	Board Meeting	<ul style="list-style-type: none"> • Discussed In-Camera items

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
May 4, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • In-Camera item, recommended for Board approval
May 7, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved In-Camera item
May 11, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • 2020 Year End Financial and Performance Report, endorsed for public release • 2020 Statutory Annual Report, recommended for Board approval • 2020 Audited Consolidated Financial Statements, recommended for Board approval
May 20, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Received report on Board Competencies
May 20, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved 2020 Statutory Annual Report • Approved 2020 Audited Consolidated Financial Statements
June 2, 2021	Board Meeting	<ul style="list-style-type: none"> • Received In-Camera report
June 7, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • 2020 Financial Information Act Filing, recommended for Board approval • Q1 Financial and Performance Report, endorsed for public release • Credit Agreement Extension, recommended for Board approval • Ridership Recovery Program Initiative, recommended for Board approval • South Coast British Columbia Transportation Authority Transit Tariff Bylaw 140-2021 recommended for Board adoption
June 7, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved 2020 <i>Financial Information Act</i> Filing
June 8, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • Burnaby Mountain Gondola Business Case Development, recommended for Board approval • HandyDART Modernization Process, recommended for Board approval • Ridership Recovery Program initiative, endorsed for Board approval
June 8, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Amendments to the Articles of the South Coast British Columbia Transportation Authority and Board Competencies Guidelines, recommended for Board approval • Subsidiary Board Appointments, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
June 17, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved HandyDART Modernization Process • Adopted South Coast British Columbia Transportation Authority Transit Tariff Bylaw 140-2021 • Approved Amendments to the Articles of the South Coast British Columbia Transportation Authority and approved Board Competencies Guidelines • Approved Modification to TransLink Rules and Regulations – Rule #11 • Approved Ridership Recovery Program initiative • Approved Burnaby Mountain Gondola Business Case Development • Approved Credit Agreement Extension • Approved Subsidiary Board Appointments
June 28, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • In-Camera item, recommended for Board approval
July 16, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Amendments to General Fund Investment Policy Limits, recommended for Board approval
July 21, 2021	Board Meeting	<ul style="list-style-type: none"> • Adopted Greenhouse Gas Reduction Sub-target for Light Duty Vehicles for 2030 • Approved the Recommended Fast and Reliable Network for inclusion in Transport 2050 Phase 3 public engagement • Adopted South Coast British Columbia Transportation Authority Tariff Bylaw Number 141-2021 • Adopted South Coast British Columbia Transportation Authority Tariff Bylaw Number 142-2021 • Approved amendments to General Fund Investment Policy Limits
August 25, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Q2 Financial and Performance Report, endorsed for public release
September 13, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Surrey Langley SkyTrain Project advancements, recommended for Board approval • TransLink Corporate Safety and Health Policy, recommended for Board approval • Addition of Rule #12 – No Smoking or Vaping to TransLink Rules and Regulations, recommended for Board approval • 2022 Development Cost Charges Bylaw, recommended for Board approval • Annual Review of Financial Risk and Debt Management Policies, recommended for Board approval • In-Camera items, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
September 14, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • TransLink Comments on Metro Vancouver’s Metro 2050 Regional Growth Strategy, recommended for Board approval • New 10-Year Vision advancement, recommended for Board approval • In-Camera item, recommended for Board approval
September 14, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Appointment of Board Chair, recommended for Board approval • Board Committees appointments, recommended for Board approval • Creation of Joint Board and Mayors’ Council Working Group, recommended for Board approval • In-Camera item, recommended for Board approval
September 23, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved TransLink Corporate Safety and Health Policy • Approved Addition of Rule #12 – No Smoking or Vaping to TransLink Rules and Regulations • Approved 2022 Development Cost Charges Bylaw • Approved Surrey Langley SkyTrain Project advancements • Approved TransLink Comments on Metro Vancouver’s Metro 2050 Regional Growth Strategy • Approved creation of Joint Board and Mayors’ Council Working Group • Approved Financial Risk and Debt Management Policies • Approved Board Committees appointments • Approved appointment of Board Chair • Approved In-Camera items
October 15, 2021	Board Meeting	<ul style="list-style-type: none"> • In-Camera discussion
November 10, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • Q3 Financial and Performance Report, endorsed for public release
November 10, 2021	Board Meeting	<ul style="list-style-type: none"> • In-Camera discussion
November 22, 2021	Finance and Audit Committee	<ul style="list-style-type: none"> • 2022 Business Plan, Operating and Capital Budget, recommended for Board approval • Amendments to Acceptable Use of Corporate Computing Systems Policy, recommended for Board approval • Approved In-Camera items
November 23, 2021	Planning & Stakeholder Relations Committee	<ul style="list-style-type: none"> • HandyDART and Access Transit Users’ Advisory Committees 2022 Committee appointments, recommended for Board approval • Independent Transit Service, BCAA Electric Vehicle Service, recommended for Board approval • Bowen Island Community Shuttle Extension, recommended for Board approval

Meeting Date	Board/Committee Meeting	Resolutions/Outcomes
November 23, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • Amendment of Subsidiary Governance Framework, recommended for Board approval • 2022 Committee Structure, Membership and Appointment of Vice-Chair, recommended for Board approval • In-Camera item, recommended for Board approval
December 2, 2021	Board Meeting	<ul style="list-style-type: none"> • Approved 2022 Business Plan, Operating and Capital Budget • Approved, Independent Transit Service, BCAA Electric Vehicle Service • Approved Bowen Island Community Shuttle Extension • Approved Enterprise Greenhouse Gas Emissions and Climate Targets • Approved In-Camera items • Approved Transport 2050 • Approved Amendments to Acceptable Use of Corporate Computing Systems Policy • Approved HandyDART and Access Transit Users' Advisory Committees 2022 Committee appointments • Approved 2022 Committee Structure, Membership and Appointment of Vice-Chair
December 10, 2021	Human Resources and Governance Committee	<ul style="list-style-type: none"> • In-Camera item, recommended for Board approval

G. FARE COLLECTION BYLAW

The current version of the Fare Collection Bylaw is shown below.

Definitions

1. In this regulation:

"Act" means the *South Coast British Columbia Transportation Authority Act*;

"pass" means a record that the authority or a related party has issued or recognized as authorization for the person to whom it was issued to enter a fare paid zone or board a transit vehicle that is not a fare paid zone, and includes, without limitation, a transfer, a fare receipt, a monthly pass, any other time-limited pass and a payment card;

"payment card" means a record issued by the authority or a related party if the following apply:

- (a) the person to whom the record is issued can, by paying money to the authority or a related party, create or increase a credit balance on the record;
- (b) the credit balance on the record can be applied by the person to whom the record was issued towards any fare;

"surcharge date", in relation to a ticket, means the later of

- (a) the date that is 180 days after the date of service of the ticket,
- (b) if the person to whom the ticket was issued disputes his or her liability under the ticket in accordance with section 4, the date that is 31 days after the date on which a notice of decision in response to the dispute is provided to that person under section 4 (4), and
- (c) if the person to whom the ticket was issued appeals his or her liability under the ticket in accordance with section 7, the date that is 7 days after the date on which a notice of decision in response to the appeal is provided to that person under section 7 (5);

"ticket" means a ticket issued under section 248 of the Act.

Description of infraction

2. Every word and phrase set out in Column 2 of Schedule 1 to this regulation is authorized to be used on a ticket to describe the infraction of contravening the provision of the Act referred to in Column 1 opposite that word or phrase.

Ticketed amounts

3. (1) For the contravention of a provision of the Act set out in Column 1 of Schedule 1 to this regulation,
 - (a) Column 2 of Schedule 1 sets out the description of the infraction for the purposes of section 2, and
 - (b) Column 3 of Schedule 1 prescribes the fine for the infraction.(2) On the surcharge date applicable to a ticket, a surcharge of \$40 is added to and forms part of the ticketed amount if full payment of the ticketed amount is not made before the surcharge date.
(3) On the date that is 366 days after the date of service of the ticket, an additional surcharge of \$60 is added to and forms part of the ticketed amount if full payment of the ticketed amount is not made on or before that date.

Dispute process

4. (1) For the purposes of section 251 (1) of the Act, a person to whom a ticket has been issued may dispute his or her liability under the ticket
 - (a) within 14 days after the date of service of the ticket, or

- (b) if the authority is satisfied that, due to extenuating circumstances, the person was not reasonably able within that 14-day period to dispute liability under the ticket, within any longer period that the authority may, in writing, specify.
- (2) To dispute liability under a ticket, the person to whom the ticket was issued must, within the dispute period referred to in subsection (1) of this section, provide to the authority, in accordance with subsection (3), a notice of the dispute
 - (a) identifying on which of the grounds set out in section 251 (1) of the Act the person is basing the dispute, and
 - (b) providing any information relevant to the dispute.
- (3) A notice of dispute under subsection (2) of this section must be provided to the authority by
 - (a) mailing it to the head office of the authority, or
 - (b) providing it electronically in the manner set out on the authority's website.
- (4) Within 30 days after receiving a notice of dispute under subsection (2), the authority must
 - (a) decide whether to confirm or cancel the ticket, and
 - (b) provide to the person who submitted the notice of dispute, in accordance with subsection (5), notice of that decision and the basis on which it was made.
- (5) A notice of decision under subsection (4) must be provided to the person who submitted the notice of dispute by
 - (a) mailing the notice of decision to the postal address provided for that person in the notice of dispute, or
 - (b) emailing the notice of decision to the email address provided for that person in the notice of dispute.

Appeal period

- 5. (1) For the purposes of section 253 of the Act, a person who has disputed liability under a ticket in accordance with section 4 of this regulation and Division 3 of Part 12 of the Act may appeal liability under the ticket to an arbitrator
 - (a) within 30 days after the authority provided notice under section 4 (4) of this regulation of the authority's decision, or
 - (b) if the arbitrator is satisfied that, due to extenuating circumstances, the person was not reasonably able within that 30-day period to appeal liability under the ticket, within any longer period that the arbitrator may, in writing, specify.
- (2) A request under subsection (1) (b) for an extension of time within which to appeal liability under a ticket must
 - (a) set out the reason why the person was unable to provide a notice of appeal within the 30-day period referred to in subsection (1) (a), and
 - (b) be provided to the authority by
 - (i) mailing the request to the head office of the authority, or
 - (ii) providing the request electronically in the manner set out on the authority's website.
- (3) Promptly after receiving a request referred to in subsection (2), the authority must provide the request to the arbitrator.
- (4) Within 14 days after receiving a request under subsection (3), the arbitrator must provide notice to the appellant and the authority as to whether an extension of time within which to appeal liability under the ticket has been granted and if an extension is granted, indicate the date before which the notice of appeal must be provided to the authority.

Additional grounds for appeal

- 6. For the purpose of section 253 (c) of the Act, a person may appeal liability under a ticket on the ground that relevant information was not submitted in the dispute procedure.

Appeal process

7. (1) To appeal liability under a ticket, the person to whom the ticket was issued must, within the appeal period referred to in section 5 (1), provide to the authority, in accordance with subsection (2) of this section, a notice of appeal
 - (a) identifying on which of the grounds set out in section 253 of the Act or section 6 of this regulation the person is basing the appeal, and
 - (b) providing any information relevant to the appeal.
- (2) A notice of appeal under subsection (1) must be provided to the authority by
 - (a) mailing it to the head office of the authority, or
 - (b) providing it electronically in the manner set out on the authority's website.
- (3) Promptly after receiving a notice of appeal under subsection (2), the authority must provide the notice of appeal to the arbitrator who has the earliest availability.
- (4) An arbitrator to whom a notice of appeal is provided under subsection (3) may request from the appellant or the authority any additional records or information that the arbitrator considers appropriate and may, in his or her sole discretion, authorize the appellant and the authority to provide the additional records or information to the arbitrator in one or more of the following manners:
 - (a) in person;
 - (b) in writing;
 - (c) electronically.
- (5) After receiving a notice of appeal under subsection (3), the arbitrator must
 - (a) confirm or cancel the ticket, and
 - (b) provide, in accordance with subsection (6), to
 - (i) the person who submitted the notice of appeal, and
 - (ii) the authority notice of that decision and the basis on which it was made.
- (6) A notice of decision under subsection (5) must be provided to the person who submitted the notice of appeal by
 - (a) mailing the notice of decision to the postal address provided for that person in the notice of appeal, or
 - (b) emailing the notice of decision to the email address provided for that person in the notice of appeal.

Cancellation of tickets

8. If a ticket is cancelled under section 4 or 7 and some or all of the ticketed amount of the ticket has been paid to the authority, the authority must refund the amount paid.

Payment of fare

9. For the purposes of section 244 (1) (a) of the Act, a person may satisfy the requirement to pay the fare required by the tariff in any of the following manners:
 - (a) if a pass has been issued to the person and that pass is valid for application to the fare,
 - (i) if a device that can record the use of the pass has been installed or made available by the authority or a related party for the fare paid zone or transit vehicle, by using the pass in such a way that
 - (A) its use is recorded by the device, and
 - (B) if the pass is a payment card, the unpaid portion, if any, of the fare is debited from the pass, or
 - (ii) if there is no such device installed or made available by the authority or a related party for the fare paid zone or transit vehicle but there is a transit employee at the person's entry point to the fare paid zone or transit vehicle, by presenting that pass to that transit employee for inspection;

- (b) if, under the tariff, another form of payment is authorized,
 - (i) if a device that can recognize that form of payment has been installed or made available for the fare paid zone or transit vehicle by the authority or a related party, by using that form of payment in such a way that
 - (A) its use is recorded by the device, and
 - (B) if applicable, the unpaid portion, if any, of the fare is debited from the form of payment, or
 - (ii) if there is no such device installed or made available by the authority or a related party for the fare paid zone or transit vehicle but there is a transit employee at the person’s entry point to the fare paid zone or transit vehicle, by presenting that form of payment to that transit employee for inspection.

Proof of payment

- 10. To comply with section 244 (1) (b) of the Act in relation to a fare, a person must
 - (a) obtain and retain any receipt issued by the authority or a related party for the payment of that fare,
 - (b) if a pass that is valid for application to the fare is used, retain the pass, or
 - (c) if under the tariff another form of payment is authorized and that other form of payment is used, retain that form of payment and obtain and retain
 - (i) any receipt issued by the authority or a related party, and
 - (ii) any record in the person's power or control, whether in electronic form or otherwise, that confirms that the form of payment was used in payment of the fare.

Schedule 1

South Coast British Columbia Transportation Authority Act

Provision	Contravention	Fines
Section 244 (1) (a)	Fare evasion	\$173
Section 244 (2)	Failure to produce	\$173

H. SECTION 248 TICKETS AND COLLECTIONS

The numbers of tickets issued and dollar amounts collected under Section 248 from January 1 to December 31, 2021 are represented in the table below.

	Tickets Issued under Section 248 (number)*	Collected Ticket Amounts (\$)*
January 1 to December 31, 2021	5,891	705,207

** Preliminary estimates based on best available data at time of reporting.*

I. DEVELOPMENT COST CHARGES

The DCC Program was established as part of the funding strategy for investments included in the 10-Year Mayors' Vision. TransLink's Phase Two Investment Plan outlines the capital project categories that would be supported by the DCC program. For 2021, the DCC reserve fund had no opening balance and total contributions of \$44.8 million during the year were fully recognized as revenue. In the reporting year, a total of 26 applications were approved for a total waiver of \$3.8 million of levies.

DCC Reserve Fund	2021 (\$)
Opening balance	-
Contributions	44,773,260
Revenue recognized	(44,773,260)
Ending balance	-

DCC Waiver Applications	Number of Applications	Value of Applications (\$)
Approved DCC waiver applications	26	3,750,620
Approved DCC reduction applications	-	-

During the year ended December 31, 2021, the funds from the \$44.8 million recognised in DCC revenue have been proportionately allocated as follows:

Summary of DCC Program As of December 31, 2021 (\$ thousands)	Current Budget	Senior Government Funding	TransLink Capital Cost	Allocation of DCC Received
Bus Exchange/ Depot and SeaBus Expansion	169,389	58,306	111,083	4,907
New Major Projects	72,283	14,722	57,561	2,543
SkyTrain and West Coast Express Expansion	1,341,385	496,501	844,884	7,323
Total DCC Program	1,583,057	569,529	1,013,528	44,773

To: Board of Directors

From: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice-President Financial Services

Date: March 7, 2022

Subject: 2021 Audited Consolidated Financial Statements

PROPOSED RESOLUTION:

That the Finance and Audit Committee recommends that the TransLink Board of Directors:

- A. Approves the 2021 Audited Consolidated Financial Statements attached as Attachment 1 to the report titled "2021 Audited Consolidated Financial Statements" dated March 7, 2022; and
 - B. Authorizes the Board Chair and Finance and Audit Committee Chair to sign the approved 2021 Audited Consolidated Financial Statements.
-

EXECUTIVE SUMMARY

Under the *South Coast British Columbia Transportation Authority Act*, the audited consolidated financial statements must be prepared annually for TransLink within 90 days after the end of each fiscal year. TransLink's fiscal year end is December 31.

The 2021 Audited Consolidated Financial Statements are attached.

A full discussion of the consolidated statement of financial position and consolidated statement of operations is contained in a separate report titled "2021 Year-End Financial and Performance Report".

In the opinion of Management, the attached consolidated financial statements present fairly the financial position and operations of TransLink for the year ended December 31, 2021. Representatives of KPMG will attend the Finance and Audit Committee meeting to provide an overview and respond to any questions on their audit process and findings.

ATTACHMENTS

Attachment 1 - 2021 Audited Consolidated Financial Statements

Consolidated Financial Statements
(Expressed in thousands of dollars)

**SOUTH COAST BRITISH COLUMBIA
TRANSPORTATION AUTHORITY**

And Independent Auditors' Report thereon

Year ended December 31, 2021



KPMG LLP
PO Box 10426 777 Dunsmuir Street
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Canada
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Fax (604) 691-3031

INDEPENDENT AUDITORS' REPORT

To the Members of the Board of Directors of the South Coast British Columbia
Transportation Authority

Opinion

We have audited the consolidated financial statements of the South Coast British Columbia Transportation Authority (the "Authority"), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Authority as at December 31, 2021, and its consolidated results of operations, its consolidated changes in net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Authority in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. Other information comprises the information, other than the financial statements and the auditors' report thereon, included in the 2021 Annual Statutory Report and 2021 Year-End Financial and Performance Report documents.

DRAFT - March 4, 2022

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indicators that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the 2021 Annual Statutory Report and 2021 Year-End Financial and Performance Report documents as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants

Vancouver, Canada
[Date]

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Financial Position
(Expressed in thousands of dollars)

December 31, 2021, with comparative information for 2020

	2021	2020
Financial assets		
Cash and cash equivalents	\$ 575,623	\$ 397,571
Accounts receivable (note 7(k))	159,207	893,870
Loan receivable (note 3)	131,060	182,358
Restricted cash and cash equivalents and investments (note 4(a))	1,237,197	1,033,354
Investments (note 4(b))	165,616	96,059
Debt reserve deposits (note 5)	26,272	28,565
	<u>2,294,975</u>	<u>2,631,777</u>
Liabilities		
Accounts payable and accrued liabilities (note 7(k))	364,458	374,319
Debt (note 6)	2,937,864	3,035,241
Deferred government transfers (note 7(a))	1,325,681	1,196,485
Golden Ears Bridge contractor liability (note 8(a))	1,013,077	1,024,302
Deferred concessionaire credit (note 9(a))	432,629	455,902
Employee future benefits (note 10(b))	138,224	132,335
Deferred revenue and deposits	64,449	59,895
Deferred lease inducements	13,890	14,780
	<u>6,290,272</u>	<u>6,293,259</u>
Net debt	(3,995,297)	(3,661,482)
Non-financial assets		
Tangible capital assets (note 12)	5,704,158	5,579,590
Supplies inventory	91,161	83,613
Prepaid expenses	30,040	26,826
	<u>5,825,359</u>	<u>5,690,029</u>
Commitments and contingencies (note 13)		
Accumulated surplus	<u>\$ 1,830,062</u>	<u>\$ 2,028,547</u>

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:

Chair

Director

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Operations
(Expressed in thousands of dollars)

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget	2021 Actual	2020 Actual
	(note 2(t))		
Revenues:			
Taxation (note 17)	\$ 888,774	\$ 899,448	\$ 849,986
Transit (note 7(l))	421,548	413,961	385,934
Government transfers (note 7(a))	552,357	203,780	793,771
Amortization of deferred concessionaire credit (note 9(a))	23,273	23,273	23,337
Investment income	46,715	52,882	53,763
Development cost charges (note 11)	16,889	44,773	19,734
Miscellaneous revenue	17,422	21,974	18,394
Gain (loss) on disposal of tangible capital assets	-	560	(10)
	1,966,978	1,660,651	2,144,909
Expenses:			
Bus operations	1,022,629	979,003	933,863
Corporate operations	229,553	147,371	139,963
Rail operations	488,338	472,086	441,894
Roads and bridges	173,005	215,172	158,157
Transit Police	45,374	45,504	41,475
	1,958,899	1,859,136	1,715,352
Surplus (deficit) for the year	8,079	(198,485)	429,557
Accumulated surplus, beginning of year	1,801,129	2,028,547	1,598,990
Accumulated surplus, end of year	\$ 1,809,208	\$ 1,830,062	\$ 2,028,547

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Changes in Net Debt
(Expressed in thousands of dollars)

Year ended December 31, 2021, with comparative information for 2020

	2021 Budget (note 2(t))	2021 Actual	2020 Actual
Surplus (deficit) for the year	\$ 8,079	\$ (198,485)	\$ 429,557
Acquisition of tangible capital assets	(654,296)	(358,471)	(422,176)
Amortization of tangible capital assets	249,942	233,789	229,450
Loss (gain) on disposal of tangible capital assets	-	(560)	10
Net proceeds from disposal of tangible capital assets	-	674	14
	(404,354)	(124,568)	(192,702)
Change in supplies inventory	(7,300)	(7,548)	(4,677)
Change in prepaid expenses	(1,500)	(3,214)	4,084
	(8,800)	(10,762)	(593)
Decrease (increase) in net debt	(405,075)	(333,815)	236,262
Net debt, beginning of year	(4,115,388)	(3,661,482)	(3,897,744)
Net debt, end of year	\$ (4,520,463)	\$ (3,995,297)	\$ (3,661,482)

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Consolidated Statement of Cash Flows
(Expressed in thousands of dollars)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used for):		
Operating transactions:		
Surplus (deficit) for the year	\$ (198,485)	\$ 429,557
Non-cash changes to operations (note 15)	92,698	111,031
Changes in non-cash operating working capital (note 15)	775,781	(647,516)
Cash provided by (used for) operating transactions	669,994	(106,928)
Capital transactions:		
Purchase of tangible capital assets	(358,471)	(421,289)
Net proceeds from disposal of tangible capital assets	674	14
Cash used for capital transactions	(357,797)	(421,275)
Investing transactions:		
Decrease (increase) in restricted cash and cash equivalents and investments	(203,843)	67,753
Increase in investments	(69,557)	(34,778)
Decrease (increase) in debt reserve deposits	2,293	(576)
Cash provided by (used for) investing transactions	(271,107)	32,399
Financing transactions:		
Debt proceeds	-	650,000
Premiums on financing	-	12,435
Repayments of debt	(68,833)	(338,987)
Repayments of Golden Ears Bridge contractor liability	(11,225)	(9,046)
Government transfers received for tangible capital additions	217,020	74,977
Lease inducements received	-	1,936
Cash provided by financing transactions	136,962	391,315
Increase (decrease) in cash and cash equivalents	178,052	(104,489)
Cash and cash equivalents, beginning of year	397,571	502,060
Cash and cash equivalents, end of year	\$ 575,623	\$ 397,571
Supplementary information:		
Interest paid	\$ 187,960	\$ 192,027
Tangible capital assets acquired by capital lease	-	887

See accompanying notes to consolidated financial statements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

1. Operations:

The South Coast British Columbia Transportation Authority, formerly the Greater Vancouver Transportation Authority, (the “Authority” or “TransLink”) was established in June 1998 as a regional public transportation authority under the South Coast British Columbia Transportation Authority Act (the “Act”) to provide for the planning, funding, management and operation of an integrated regional transportation system for the Greater Vancouver region.

The COVID-19 outbreak was declared a pandemic in 2020 by the World Health Organization. The related government-imposed restrictions, social distancing measures, and work from home protocols have had an adverse effect on the demand for public transportation and the Authority’s operations, mainly in the form of reduced transit and taxation revenues. The situation remains dynamic, and ultimate duration and long-term effects on the Authority’s operations are not known at this time. The short-term impact has been offset through relief funding provided by senior government to help the Authority maintain operations and service levels (note 7(i)).

2. Significant accounting policies:

(a) Basis of presentation:

These consolidated financial statements of the Authority have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

(b) Basis of consolidation:

These consolidated financial statements include the accounts of the Authority and its active wholly-owned subsidiaries as follows:

- (i)* Coast Mountain Bus Company Ltd. (“CMBC”) - bus, SeaBus and community shuttle services;
- (ii)* British Columbia Rapid Transit Company Ltd. (“BCRTC”) - SkyTrain services on the Expo, Millennium and Canada Lines;
- (iii)* West Coast Express Limited (“WCE”) - commuter rail services;
- (iv)* Transportation Property and Casualty Company Inc. (“TPCC”) - a captive insurance company which provides insurance liability coverage to the Authority’s operating subsidiaries; and
- (v)* TransLink Security Management Ltd. (“TSML”) - transit police services.

All intercompany balances and transactions have been eliminated upon consolidation.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(c) Basis of accounting:

TransLink follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay. Interest expense is recognized on an accrual basis.

(d) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(e) Financial instruments:

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value:

Investments and derivatives that are quoted in an active market are reflected at fair value as at the reporting date. The Authority does not hold any investments or derivatives that are quoted in an active market. Unrealized gains and losses on financial assets are recognized in the consolidated statement of remeasurement gains and losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the consolidated statement of operations and related balances are reversed from the consolidated statement of remeasurement gains and losses. As at December 31, 2021, the Authority does not have any unrealized gains or losses and a consolidated statement of remeasurement gains and losses has not been included in these financial statements.

(ii) Cost:

All other financial instruments are recorded at cost. Gains and losses on financial instruments recorded at cost are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are included in the cost of the related investments.

Accounts receivable, loan receivable and accounts payable and accrued liabilities are measured at amortized cost using the effective interest rate method. Any gains, losses or interest expense is recorded in the annual surplus (deficit) depending on the nature of the financial liability that gave rise to the gain, loss or expense. Valuation allowances are made when collection is in doubt.

(f) Supplies inventory:

Supplies inventory is valued at the lower of average cost and net realizable value. Cost includes purchase price, import duties, other net taxes, and transport, handling and other costs directly attributable to acquisition. Net realizable value is the estimated current replacement cost.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(g) Tangible capital assets:

Tangible capital assets have been recorded as follows:

- (i) Tangible capital assets are recorded at cost, including capitalized interest as described in note 2(h). Cost includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset, including the purchase price and other acquisition costs such as installation costs, design and engineering fees, legal fees, survey costs, site preparation costs, freight charges, transportation, insurance costs and duties.
- (ii) As part of the establishment of the Authority, certain tangible capital assets contributed by the Province of British Columbia (the "Province") and BC Transit were recorded at the estimated fair value at the date of transfer based on appraisals carried out.
- (iii) Amortization is provided on the cost less estimated salvage value on a straight-line basis over a period not exceeding the estimated useful lives as follows:

Asset	Years
Land improvements	30
Buildings	30 - 50
Bridges, guideways, stations, and tunnels	30 - 100
Other supporting systems (tracks, rail, roads, electrical, drainage, ventilation)	8 - 40
Vehicles and SeaBus	5 - 40
Equipment	5 - 40

(h) Capitalization of interest:

Interest costs directly attributable to construction projects and major capital acquisitions are capitalized from the commencement of the capital outlays until the assets are ready for use.

(i) Major Road Network ("MRN") expenditures:

Part 2 of the Act provides that the Authority must establish a MRN, comprising an integrated system of highways throughout the transportation service region, and the Authority must contribute funds to the municipalities for the purpose of constructing and maintaining any part of the MRN within that municipality if certain conditions are met.

Funding related to operating and maintaining the MRN are expensed under the heading "maintenance, materials and utilities". Funding related to road, cycling and walking infrastructure is expensed under the heading "capital infrastructure contributions" as the related assets are the property of the appropriate municipalities who assume all the rights and obligations.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(j) Pension plans and employee future benefits:

(i) Pension plan:

The Authority, its subsidiaries and employees make contributions to the Public Service Pension Plan ("PSPP"). These contributions to the PSPP are expensed as incurred.

(ii) Employee future benefits:

Post-retirement and post-employment benefits are available to the majority of the Authority's employees. The cost of post-retirement benefits is actuarially determined, prorated on service and management's best estimate of retirement ages and expected health care costs. The cost of post-employment benefits to disabled employees is actuarially determined based on future projected benefits of currently disabled employees. The obligations under these post-retirement and post-employment benefit plans are accrued as the employees render services necessary to earn the future benefits. The measurement date of the accrued benefit obligation coincides with the Authority's fiscal year. The most recent actuarial valuation of the plans was December 31, 2021. The plans are unfunded and require no contributions from employees. Employer contributions are based upon expected annual benefit payments.

Actuarial gains or losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains or losses are amortized over the average remaining service period of active employees in the consolidated statement of operations. The amortization period of the active employees covered by the post-retirement plan is 12-years (2020 - 11-years) and post-employment plan is 6-years (2020 - 6-years).

(k) Deferred revenue:

The Authority defers the portion of the revenue collected from transit services relating to services not yet rendered. This revenue is recognized in the year in which related services are provided.

(l) Development cost charges:

Development cost charges are restricted by legislation for expenditures on eligible capital projects. These amounts are included in deferred revenue and deposits upon receipt and recognized as revenue when qualifying expenditures are incurred.

(m) Deferred concessionaire credit:

Deferred concessionaire credit represents the funding provided by the Canada Line concessionaire towards the design and construction phases of the Canada Line in exchange for the right to operate the line over the 30-year operating term. This amount is amortized to income on a straight-line basis over the operating term of the concessionaire agreement which commenced in August 2009 and will expire in July 2040.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(n) Government transfers:

Restricted transfers from governments are deferred and recognized as revenue as the related stipulations in the agreement are met. Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

A significant portion of the Authority's government funding for capital purposes is received from the federal government through the Canada Community Building Fund ("Gas Tax") program and other similar programs. Under these agreements, the Authority is required to acquire or construct specific transit assets using these funds. The Authority is also required under certain agreements to maintain the assets over a set holding period and repay funds if the associated assets are sold before the end of the holding period.

(o) Liability for contaminated sites:

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. Liabilities are recorded net of any expected recoveries.

A liability for remediation of contaminated sites is recognized when all the following criteria are met:

- (i)* an environmental standard exists;
- (ii)* contamination exceeds the environmental standard;
- (iii)* the Authority is directly responsible or accepts responsibility;
- (iv)* it is expected that future economic benefits will be given up; and
- (v)* a reasonable estimate of the amount can be made.

The liability is recognized as management's estimate of the cost of post-remediation including operation, maintenance and monitoring that are an integral part of the remediation strategy for a contaminated site.

(p) Income taxes:

The Authority is a tax-exempt corporation, which is exempt from Canadian Federal and British Columbia Provincial income taxes as it is deemed to be a public body performing the function of government in Canada. The Authority's subsidiaries file on the basis that they are exempt from Canadian Federal and British Columbia Provincial income taxes.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

2. Significant accounting policies (continued):

(q) Foreign currency translation:

Transactions of the Authority and its subsidiaries originating in foreign currencies are translated at the rates in effect at the time of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated to Canadian dollars at exchange rates in effect at the statement of financial position dates. Foreign exchange gains and losses are included in income.

(r) Use of estimates:

The preparation of the consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

(s) Segment disclosure:

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objectives of the Authority. TransLink has provided definitions of segments used and presented financial information in the segmented format (note 18). Business Technology, Human Resource, Payroll and Administrative Services costs are managed by the corporate segment and allocated among the operating segments, as appropriate. Interest has been allocated based on the allocated depreciation.

(t) Budget data:

The budget data presented in these consolidated financial statements were approved by the Board of Directors on December 17, 2020.

3. Loan receivable:

In 2016, the Authority sold the Oakridge Transit Centre land for proceeds of \$440,000,000. The Authority received \$54,050,000 of proceeds in 2021 (2020 - \$11,950,000) with the remaining payment due in annual instalments as follows:

	Instalments
January 20, 2022	\$ 66,000
January 20, 2023	66,000
Total	\$ 132,000

The instalments are secured by a mortgage on the land sold.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

3. Loan receivable (continued):

The loan receivable of \$131,060,000 (2020 - \$182,358,000) is the present value of the instalments due as at December 31, 2021 using a discount rate of 2.10% (2020 - 2.10%).

Interest accrues on each instalment if it is not paid one month prior to its due date. Interest accrues at 18.00% per annum, calculated and compounded half-yearly. Interest in the amount of \$390,600 (2020 - \$310,900) has been included in the loan receivable balance for unpaid instalment amounts. Provided the purchaser is in compliance with the land sale agreement and related mortgage, the purchaser can prepay all or any part of the remaining instalments at any time without notice, bonus, or penalty.

4. Restricted and unrestricted cash and cash equivalents and investments:

The Authority holds investments consisting of term deposits, money market instruments, and bonds held at various financial institutions.

Investments are recorded at amortized cost. The bonds have an average initial term of 201-months (2020 – 207-months) and an average remaining term to maturity of 153-months (2020 - 162-months). All bonds held by the Authority, as at December 31, 2021 and 2020, were rated A or higher.

Details of interest rate and maturity date ranges of the term deposits are as follows:

	2021	2020
Interest rate range	0.60% - 1.61%	0.81% - 2.95%
Maturity date range	March 2022 - June 2026	January 2021 - December 2022

Details of effective interest rates and coupon rates of the government and corporate bonds are as follows:

	2021		2020	
	Effective rates	Coupon rates	Effective rates	Coupon rates
Weighted average rate	2.67%	2.87%	3.03%	3.26%
Interest rate range	0.93% - 4.51%	1.10% - 5.20%	1.59% - 4.47%	1.60% - 5.20%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

4. Restricted and unrestricted cash and cash equivalents and investments (continued):

(a) Restricted cash and cash equivalents and investments:

	2021	2020
Government transfers for capital project funding (i):		
Cash and cash equivalents	\$ 141,095	\$ 235,303
Investments:		
Term deposits and money market instruments	262,144	132,638
Bonds (note 16(b))	122,401	22,641
Total government transfers for capital project funding	525,640	390,582
Self-administered sinking funds:		
Cash and cash equivalents	9,639	15,517
Investments:		
Term deposits and money market instruments	32,309	35,183
Bonds maturing beyond one year (note 16(b))	402,702	310,310
Total self-administered sinking funds	444,650	361,010
Land reserve:		
Cash and cash equivalents	79,429	117,584
Term deposits	157,500	88,280
Total land reserve	236,929	205,864
Green Bond proceeds:		
Cash and cash equivalents	-	46,388
TPCC (wholly-owned captive insurance subsidiary):		
Cash and cash equivalents	3,743	12,148
Bonds (note 16(b))	26,235	17,362
Total TPCC	29,978	29,510
Total restricted cash and cash equivalents and investments	\$ 1,237,197	\$ 1,033,354

(i) Unspent government transfers for capital project funding consist of \$500,558,000 (2020 - \$362,912,000) of Gas Tax funds and \$25,082,000 (2020 - \$27,670,000) of other funding.

(b) Unrestricted investments:

Unrestricted investments are comprised of term deposits and money market instruments in the amount of \$165,616,000 (2020 - \$96,059,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

5. Debt reserve deposits and callable demand notes:

The Authority is required to pay the Municipal Finance Authority of British Columbia (“MFA”) debt reserve deposits into a debt reserve fund of 1.00% of the face value of each debenture borrowing from the MFA. These are interest bearing restricted funds administered by the MFA and are only refundable once the respective debt issue has been fully repaid.

If at any time the MFA does not receive sufficient funds to meet payments or sinking fund contributions due on the Authority’s debt obligations, the interest and principal payments or sinking fund contributions will be deducted from this debt reserve fund.

In addition to the debt reserve deposit, the Authority is required by the MFA to issue a non-interest bearing demand note for an amount equal to one-half the average annual installment of principal and interest relative to any debt borrowed less the debt reserve deposit. The demand notes payable to the MFA are callable only if, in the event of a default by the Authority or Metro Vancouver (the interposed significant lender over the Authority’s long-term debt), there are insufficient funds in the Authority’s debt reserve deposit held at the MFA to meet a required interest, principal payment or sinking fund contribution. As the Authority is in full compliance with its debt payments and no such call has been made by the MFA on these demand notes, their face value has not been recorded as a liability on the consolidated statement of financial position. At year-end, the maximum value of the demand notes totaled \$27,696,000 (2020 - \$29,343,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

6. Debt:

	2021	2020
Unsecured commercial paper, due in the next 12 months	\$ 30,000	\$ 60,000
Unsecured sinking fund bonds held by the MFA, weighted average coupon rate of 3.96% (effective rate 3.98%), maturing at various dates from 2022 to 2036, 10- to 30-year original term	1,033,998	1,100,043
Less: accumulated payments to MFA administered debt sinking funds (including vested and accrued actuarial earnings)	(648,637)	(653,415)
Unsecured serial debenture held by the MFA, coupon rate of 5.10% interest payable semi-annually (effective rate 5.19%), maturing in 2025, principal repayment of approximately \$2 million annually, 20-year original term	11,334	13,993
Unsecured bullet maturity bond series TL-2, face value \$200 million, interest rate 4.65% (effective rate 4.70%), maturing 2041, original 30-year term	198,757	198,724
Unsecured bullet maturity bond series TL-3, face value \$250 million, interest rate 3.85% (effective rate 3.82%), maturing 2052, original 40-year term	251,380	251,411
Unsecured bullet maturity bond series TL-4, face value \$365 million, interest rate 4.45% (effective rate 3.97%), maturing 2044, original 30.5-year term	391,995	392,777
Unsecured bullet maturity bond series TL-5, face value \$465 million, interest rate 3.05% (effective rate 2.43%), maturing 2025, original 10.5-year term	474,481	477,143
Unsecured bullet maturity bond series TL-6, face value \$200 million, interest rate 3.15% (effective rate 3.18%), maturing 2048, original 31-year term	198,788	198,765
Unsecured bullet maturity bond series TL-7 (Green), face value \$400 million, interest rate 3.25% (effective rate 3.31%), maturing 2028, original 10-year term	398,416	398,227
Unsecured bullet maturity bond series TL-8 (Green), face value \$200 million, interest rate 2.65% (effective rate 2.68%), maturing 2050, original 31-year term	198,650	198,623
Unsecured bullet maturity bond series TL-9, face value \$400 million, interest rate 1.60% (effective rate 1.64%), maturing 2030, original 10-year term	398,644	398,498
Capital leases, weighted average implicit rate of 2.85% (2020 - 3.18%), maturing at various dates from 2022 to 2023	58	452
	\$ 2,937,864	\$ 3,035,241

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

6. Debt (continued):

The Authority has an unsecured revolving credit facility with a syndicate of Canadian financial institutions totaling \$500 million which will expire on March 23, 2025. The credit facility is to be used primarily as a liquidity backstop of commercial paper and provides for loans at varying rates of interest based on certain benchmark interest rates, specifically the Canadian prime rate and the Canadian bankers' acceptance rate, and on the Authority's credit ratings at the time of drawdown. The Authority is also required to pay commitment fees, which are also dependent on the Authority's credit ratings. This credit facility has no financial covenants or requirement to maintain a specific credit rating and was not drawn upon in 2021.

The Authority's unsecured commercial paper program is backstopped by the abovementioned syndicated credit facility which enables it to issue commercial paper up to a maximum aggregate of \$500 million. As at December 31, 2021, \$30,000,000 (2020 - \$60,000,000), was owed under this commercial paper program at an average interest rate of 0.24% (2020 - 0.23%) and is due for repayment in January 2022 (2020 - January 2021).

The future debt payments, future actuarial interest credit on the MFA sinking fund payments and unamortized premium / issue costs are summarized as follows:

	Commercial Paper	Sinking Fund on Bonds Held by MFA	Serial Debenture Held by MFA	Bullet Maturity Bonds	Capital Leases	Total
Future payments:						
2022	30,000	33,777	2,727	-	56	66,560
2023	-	31,357	2,797	-	2	34,156
2024	-	31,357	2,868	-	-	34,225
2025	-	29,188	2,942	465,000	-	497,130
2026	-	29,188	-	-	-	29,188
Thereafter	-	48,390	-	2,015,000	-	2,063,390
	30,000	203,257	11,334	2,480,000	58	2,724,649
Future actuarial interest	-	183,106	-	-	-	183,106
	30,000	386,363	11,334	2,480,000	58	2,907,755
Unamortized premium / (issue costs)	-	(1,002)	-	31,111	-	30,109
	\$ 30,000	\$ 385,361	\$ 11,334	\$ 2,511,111	\$ 58	\$ 2,937,864

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments:

(a) Deferred government transfers:

	Balance, January 1, 2021	Contributions received	Interest earned	Recognized as revenue	Balance, December 31, 2021
Capital project funding:					
Canada Line	\$ 430,015	\$ -	\$ -	\$ (23,245)	\$ 406,770
Gas Tax	401,448	154,130	4,999	(50,458)	510,119
Public Transit Infrastructure Fund	251,212	8,340	-	(3,364)	256,188
Building Canada Fund	54,633	-	-	(2,968)	51,665
Capstan Station	27,671	3,000	-	(5,589)	25,082
Investing in Canada Infrastructure Program	21,368	45,702	-	-	67,070
Evergreen Line	6,300	-	-	(700)	5,600
Transit Secure Fund	3,660	-	-	(489)	3,171
Miscellaneous programs	178	849	-	(1,011)	16
	1,196,485	212,021	4,999	(87,824)	1,325,681
Operating funding:					
Golden Ears Bridge foregone tolling	-	64,751	-	(64,751)	-
Safe Restart	-	31,800	-	(31,800)	-
Canada Line Operating Fund (note 9(c))	-	19,233	-	(19,233)	-
Properties Environmental Program	-	156	-	(156)	-
Other cost sharing projects	-	16	-	(16)	-
	-	115,956	-	(115,956)	-
	\$ 1,196,485	\$ 327,977	\$ 4,999	\$ (203,780)	\$ 1,325,681

The balance as at December 31, 2021 of \$1,325,681,000 (2020 - \$1,196,485,000) consists of:

- (i) Unspent Gas Tax funds of \$500,558,000 (2020 - \$362,912,000) and unspent funds for various other projects of \$25,082,000 (2020 - \$27,670,000); and
- (ii) Spent funds of \$800,041,000 (2020 - \$805,903,000) that will be recognized as revenue as the related stipulations in the agreements are met.

(b) Gas Tax funding:

The Authority receives funding annually from the Government of Canada via a Gas Tax funding agreement between the Authority and the Union of British Columbia Municipalities ("UBCM"). The Authority is required to spend the funds on defined tangible capital assets to support the mandate, as prescribed in the agreement.

In 2015, the Authority entered into a new funding agreement with UBCM (the "Agreement").

Under the terms of the Agreement, for tangible capital assets acquired prior to April 1, 2014, the Authority is required to continue to retain title to the ownership of the infrastructure for a period of 10-years, or the useful life of the asset, if less than 10-years. Accordingly, once the contributions are spent on eligible items and the assets are placed into service, the contributions are amortized to revenue over 10-years, or the assets' useful life if less than 10-years.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(b) Gas Tax funding (continued):

Tangible capital assets acquired on or after April 1, 2014 are not subject to stipulations and the contributions are recognized in revenue when the funds are spent on eligible items.

Receipts and disbursements for the year are as follows:

	2021	2020
Opening balance, unspent funds	\$ 362,912	\$ 403,571
Amount received during the year	154,130	-
Interest earned	4,999	6,231
Amount spent on designated public transit projects	(21,483)	(46,890)
Closing balance, unspent funds	\$ 500,558	\$ 362,912

(c) Canada Line funding:

The Authority has received certain contributions for the Canada Line infrastructure from the Federal and Provincial Governments with the stipulation that TransLink operate and maintain the Canada Line for a minimum of 30-years, equal to the operating agreement with the concessionaire. If the assets are disposed prior to the 30-year term, the Authority is required to refund a portion of the contributions received, the amount of which decreases over time. As such, the Authority recognizes the revenue from the contributors over the holding period of 30-years.

(d) Building Canada Fund:

The Building Canada Fund was established by the Government of Canada to provide strategic funding to infrastructure projects managed by Canadian provinces, territories, and municipalities. Through an agreement with the Province, the Authority obtains funding from the Major Infrastructure Component of the Building Canada Fund which supports various projects related to public transit. In addition to the federal funds, the Authority also receives provincial funding for certain Building Canada Fund related projects.

Under the agreement, if any of the assets acquired are disposed or used in a manner other than as described in their request for funding, the Authority is required to return a portion of the contribution to the Province as follows:

Portion of contribution refund	Up to 1 year after the project completion date	Reduction in refund each year afterward
Fixed assets (non-movable)	100%	4%
Non-fixed assets (movable)	100%	10%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(d) Building Canada Fund (continued):

Accordingly, the Authority recognizes the revenue over the stipulation periods of 10- or 25-years.

(e) Public Transit Infrastructure Fund:

The Public Transit Infrastructure Fund ("PTIF") was established by the Government of Canada to provide funding to support the rehabilitation of transit systems, new capital projects, and planning and studies for future transit expansion to foster long-term transit plans. The Government of Canada has entered into a bilateral agreement with the Province, which in turn has entered into an agreement with the Authority to provide senior government funding for eligible projects under the PTIF program.

Under the agreement, if any of the acquired or constructed assets are sold, leased, disposed or used in a manner other than as described in their request for funding before March 31, 2026 for all projects or at any time within 5-years from the agreement end date of March 31, 2022 for certain projects as agreed to by the Government of Canada, the Authority is required to return any funds received from the Province and or the Government of Canada that had, at any time, been applied in respect to the asset sold, leased or disposed.

Accordingly, the Authority recognizes the revenue over the stipulation period of 5-years.

(f) Evergreen Line:

In 2016, TransLink received \$30,261,000 of Evergreen Line project assets funded by partners of the British Columbia Transportation Financing Authority ("BCTFA"), of which \$7,000,000 was funded by PPP Canada Inc. and has a 25-year holding period stipulation on the related tangible capital assets. If the assets are disposed prior to the 25-year term, the Authority is required to repay a portion of the funding, the amount of which decreases over time.

Accordingly, the Authority recognizes the revenue based on milestones throughout the stipulation period of 25-years.

(g) Capstan Station funding:

On March 21, 2012, TransLink entered into a Funding Agreement with City of Richmond ("CoR") in relation to the design and construction of the Canada Line Capstan Station. The project was divided into three phases: preliminary design, detailed design and construction, and CoR agreed to contribute funding for the three phases totaling \$25,316,600 (subject to inflationary adjustments). On December 16, 2019, TransLink received the total funding from CoR and is required to complete the project within 30-months of the date of receipt.

Accordingly, the Authority will recognize revenue as expenditures are incurred on the project.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(g) Capstan Station funding (continued):

On December 15, 2020, TransLink entered into an additional agreement with CoR which entitled the Authority to receive \$3,000,000 within 30-days of the agreement date to fund revised design elements of the station. The funding was received on January 29, 2021 resulting in TransLink being obligated to deliver the revised design elements. This funding will be returned if the revised design elements are not constructed within the completed Capstan Station. The Authority will recognize revenue for this additional funding upon completion of the revised design elements.

(h) Investing in Canada Infrastructure Program:

The Investing in Canada Infrastructure Program ("ICIP") was established by the Government of Canada as a way to deliver funding to communities through the Investing in Canada Plan. The ICIP program provides long-term stable funding to help reduce pollution and increase resilience to climate change, build strong, dynamic, and inclusive communities, and ensure Canadian families have access to modern, reliable services that improve their quality of life.

Investments in infrastructure are being made through targeted streams. Through the Public Transit stream, the Government of Canada is investing in the construction, expansion, and improvement of public transit infrastructure for projects that improve the capacity of public transit infrastructure, improve the quality or safety of existing or future transit systems, and improve access to the public transit system.

The Government of Canada entered into a bilateral agreement with the Province, who in turn has entered into an agreement with the Authority to provide funding for eligible projects under the ICIP program.

Under the agreement, if any of the acquired or constructed assets are sold, leased, disposed, or used in a manner other than as described in their request for funding for 5-years after the substantial completion date of each project, the Authority is required to return a portion of the contribution to the Province.

Accordingly, the Authority will recognize the revenue over the stipulation period of 5-years.

(i) Safe Restart funding:

In response to the impacts of COVID-19, the Government of Canada and the Province announced in 2020 that they have entered into the Federal/Provincial Safe Restart Funding Agreement to help provinces and territories safely restart their economies under their individual recovery plans. The commitment from the Government of Canada to provide funding to the Province is conditional on the Province matching federal contributions under a 50/50 cost-sharing arrangement.

Under the British Columbia Restart Plan, the Province recognized transit as an essential service which is both critical for providing public mobility during the acute phases of COVID-19 and for supporting the social and economic recovery of the region.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(i) Safe Restart funding (continued):

On October 26, 2020, the Province entered into a Contribution Agreement with TransLink to provide \$644,000,000 in relief funding. The contribution was intended to assist TransLink with maintaining transit services by providing financial relief to TransLink for the estimated \$600,000,000 of fiscal impacts for 2020 and 2021, and to offset TransLink's estimated \$44,000,000 in revenue losses from limiting average annual public fare increases to 2.3% from 2021 to 2024.

On March 31, 2021, an Amending Agreement was entered into to provide TransLink with further relief funding in the amount of \$31,800,000. The contribution was intended to assist TransLink with managing the financial impacts of COVID-19, with \$16,900,000 to offset lower than forecasted fuel tax revenue and \$14,900,000 to offset the anticipated costs and foregone revenue of providing free transit for youth aged 12 and under.

Funding for this program has been recognized as government transfers revenue in the year the related agreements were signed.

(j) Golden Ears Bridge foregone tolling revenue:

In August 2017, the Province announced the removal of tolls on the Golden Ears Bridge (the "GEB") effective September 1, 2017. The Authority entered into an agreement with the Province to receive payments for foregone projected toll revenue to 2050, provided that the Authority does not charge users tolls for any new crossings and ensures the continued availability and operation of the GEB. The Authority recognizes the funding as government transfers revenue if these conditions are met.

(k) Working capital balances:

	2021	2020
Trade accounts receivable	\$ 23,517	\$ 39,058
Due from Government of Canada	10,045	333,447
Due from Province of British Columbia	90,971	501,894
Due from regional districts	31,883	17,477
Due from other authorities	2,791	1,994
Accounts receivable	\$ 159,207	\$ 893,870

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

7. Transfers from other governments (continued):

(k) Working capital balances (continued):

	2021	2020
Trade accounts payable and accrued liabilities	\$ 248,132	\$ 272,113
Due to Government of Canada	6,752	6,072
Due to Province of British Columbia	5,044	11,318
Due to regional districts	96,615	78,790
Due to other authorities	7,915	6,026
Accounts payable and accrued liabilities	\$ 364,458	\$ 374,319

(l) Transit revenues:

Included in transit revenues is \$15,500,000 (2020 - \$7,040,000) of contributions from the Province to assist with administering the U-Pass BC program and to offset foregone transit revenues.

8. Golden Ears Bridge:

(a) Golden Ears Bridge contractor liability:

In 2006, the Authority entered in a fixed-price contract with the Golden Crossing General Partnership (the "GCGP") to design, construct, finance, operate, maintain, and rehabilitate the GEB. The contract was executed in March 2006 and terminates in June 2041.

The GEB contractor liability to finance the construction is repaid by the Authority over the operating term as follows:

	2021	2020
Opening balance	\$ 1,024,302	\$ 1,033,348
Interest accretion on contractor liability to last payment date	63,826	64,185
Payments made	(75,051)	(73,231)
Ending balance	\$ 1,013,077	\$ 1,024,302

As the last monthly payment of the year was made on December 8, 2021, the interest accrual from December 9 to 31, 2021 of \$3,977,000 (2020 - \$3,915,000) is included in accounts payable and accrued liabilities.

Capital and interest payments to the GCGP commenced on substantial completion of the project. The nominal (based on 2005 dollars) monthly blended capital and interest payments, prior to escalation for the Consumer Price Index ("CPI"), are \$4,792,000.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

8. Golden Ears Bridge (continued):

(a) Golden Ears Bridge contractor liability (continued):

The obligation to the GCGP bears interest at an effective rate of 6.70% per annum. The effective interest rate is the implicit interest rate, which establishes the net present value of the payment stream equal to the cost of the bridge, considering future payments adjusted by the forecasted CPI with an estimated annual inflation rate of 2.00%. The estimated payments in the next 5-years are as follows:

	Capital and Interest
2022	\$ 79,046
2023	80,632
2024	82,252
2025	83,888
2026	85,568

(b) Operating agreement with GCGP:

The Authority also pays the GCGP a monthly Operating, Maintenance, Rehabilitation (“OMR”) fee of \$316,198 (based on 2005 dollars), which escalates based on CPI. Including an estimated 2.00% inflation rate per annum, the OMR payments to GCGP in the next 5-years are expected to be as follows:

	OMR
2022	\$ 5,215
2023	5,320
2024	5,427
2025	5,535
2026	5,646

9. Canada Line:

The Canada Line is a light rail rapid transit line that links central Richmond, the Vancouver International Airport and downtown Vancouver. The concessionaire (“InTransit BC”) is contracted to operate the Canada Line from August 2009 to July 2040.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

9. Canada Line (continued):

(a) Deferred concessionaire credit:

The deferred concessionaire credit represents contributions made by the concessionaire to design and construct the Canada Line in exchange for the right to operate. This amount is being amortized over the concession term which ends July 2040.

	2021	2020
Opening balance	\$ 455,902	\$ 479,239
Less: amortization	(23,273)	(23,337)
Closing balance	\$ 432,629	\$ 455,902

(b) Operating commitments:

Base operating and maintenance payments to the Canada Line concessionaire (with 2003 being the base year), prior to adjustments for operational metrics and inflation, are as follows:

	Each 28-day period
January 2022 to December 2034	\$ 6,462
January 2035	5,289
February 2035 to July 2040	4,117

The total estimated base operating and maintenance payments, excluding taxes, to the concessionaire for each of the next five years adjusted for certain operational metrics and inflation, are as follows:

2022	\$ 126,000
2023	129,000
2024	132,000
2025	134,000
2026	137,000

The base operating and maintenance payments are subject to special events and passenger volume adjustments as well as quality and availability deductions according to the provisions of the contract.

(c) Operating contributions:

The Province has committed to provide funding of \$1,478,000 at each 28-day period to November 2039 related to the Canada Line operating expenses, which is approximately \$19,300,000 per annum subject to quality and availability deductions. The funding received in 2021 was \$19,233,000 (2020 - \$19,284,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

10. Pension plans and employee future benefits:

(a) Pension plans:

The Authority and its subsidiaries contribute to the Public Service Pension Plan (the “Plan” or “PSPP”), which is a multi-employer defined benefit plan, together with other British Columbia public service employers, in accordance with the Public Sector Pension Plans Act.

In addition to the PSPP, TSML contributes on behalf of its sworn members to the Municipal Pension Plan Group 5 (“MPP”), which is also a multi-employer defined benefit plan, together with other British Columbia public service employers, in accordance with the Public Sector Pension Plans Act.

The British Columbia Pension Corporation administers the PSPP and MPP pension benefits on behalf of the employers and the employees to whom the Act applies. The long-term funding of the PSPP and MPP is based on the level contribution method. Using this method, employer contribution rates are set out so that, in combination with member contributions, they will fully pay for benefits earned by the typical new entrants and will maintain the unfunded accrual liability (“UAL”) for funding purposes, if any, as a constant percentage of employer payroll. The actuary does not attribute portions of the UAL to individual employers. Contributions are expensed in the year when payments are made. Every three years, an actuarial valuation is performed to assess the financial position and the adequacy of funding. For the PSPP, the latest full actuarial valuation was carried out as at March 31, 2020 and resulted in a surplus of \$2,667,000,000. For the MPP, the latest full actuarial valuation was carried out as at December 31, 2018 and resulted in a surplus of \$2,866,000,000. The next valuation for PSPP will be as at March 31, 2023, with results available in 2024 and for MPP will be as at December 31, 2021 with results available in 2022.

In 2021, the Authority recorded total expense for pension contributions of \$56,957,000 (2020 - \$56,064,000).

(b) Employee future benefits:

(i) Post-retirement:

In addition to the post-retirement benefits provided by the Plan, the Authority, CMBC and TSML continue to provide life insurance benefits to eligible retired employees.

In fiscal 2011, PSPP officially announced that effective April 1, 2012 it will no longer subsidize extended health benefits for the retirees’ dependents. As per the COPE collective agreements, the benefits are the responsibility of TransLink and CMBC and therefore, the Authority funds (for eligible retired COPE employees) the remaining cost of extended health, which is not paid by the PSPP.

In the collective agreement between TSML and the Transit Police Professional Association (“TPPA”) union ratified on November 27, 2014, the parties eliminated extended health retiree benefits for new employees.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

10. Pension plans and employee future benefits (continued):

(b) Employee future benefits (continued):

(i) Post-retirement (continued):

Employees with one complete year of service or more as of November 27, 2014 were eligible for retirement benefits as follows:

- employees with at least 10-consecutive years of service at TSML and eligible to retire on pension with TSML as of December 31, 2018 who elected by May 26, 2015 to retire on or before December 31, 2018.
- all other eligible employees were paid a lump-sum of \$750 per year of service calculated as of November 27, 2014.

BCRTC also sponsors a post-retirement plan which provides extended health and dental benefits to eligible retired employees.

Effective December 31, 2020, all eligible BCRTC employees who retire after December 31, 2020 will be required to join the PSPP retiree benefit plan for themselves and their dependents, resulting in the PSPP being the first payer for claims. In return, BCRTC will reimburse the cost of PSPP extended health and dental premiums incurred by the retirees. In 2020, this plan amendment resulted in a reduction of prior period service costs in the amount of \$23,773,000. The amount has been partially offset against existing unamortized actuarial losses in the amount of \$4,661,000 for post-retirement benefits.

The total expense recorded in the consolidated financial statements, in respect of post-retirement obligations under these plans amounts to \$7,393,000 (2020 - \$9,112,000 recovery, including the above reduction in prior period service costs).

(ii) Post-employment:

The Authority, CMBC and TSML provide extended health, dental and life insurance benefits to employees on approved long-term disability leave (post-employment benefits).

BCRTC provides extended health, dental, life insurance and pension benefits to employees on approved long-term disability leave.

Effective December 24, 2012, WCE employees on approved long-term disability leave receive extended health, dental and life insurance benefits.

The total expense recorded in the consolidated financial statements for the year, in respect of obligations under these plans, amounts to \$2,916,000 (2020 - \$2,310,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

11. Pension plans and employee future benefits (continued):

(b) Employee future benefits (continued):

(iii) Summary of the Authority's post-retirement and post-employment plans is as follows:

	Post- retirement benefits	Post- employment benefits	Total 2021	Total 2020
Accrued benefit obligation	\$ 88,850	\$ 20,632	\$ 109,482	\$ 113,569
Unamortized net actuarial gain	19,650	9,092	28,742	18,766
Accrued benefit liability	\$ 108,500	\$ 29,724	\$ 138,224	\$ 132,335

The accrued benefit liability is not funded.

(iv) The expense for the year is comprised of the following components:

	Post- retirement benefits	Post- employment benefits	Total 2021	Total 2020
Current period benefit cost	\$ 6,422	\$ 5,133	\$ 11,555	\$ 10,328
Plan amendment	-	-	-	(20,280)
Interest cost	2,174	363	2,537	3,510
Amortization of actuarial gains	(1,203)	(2,580)	(3,783)	(360)
Net expense (recovery)	7,393	2,916	10,309	(6,802)
Actuarially determined payments	(1,542)	(2,878)	(4,420)	(4,572)
Change in accrued benefit liability	\$ 5,851	\$ 38	\$ 5,889	\$ (11,374)

(v) The significant assumptions used are as follows:

	2021	2020
Discount rates	2.40% - 2.80%	1.50% - 2.20%
Expected health care cost trend rates	4.00% - 5.90%	4.00% - 6.00%

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

11. Development cost charges:

The Authority collects development cost charges for the purpose of funding capital costs of eligible projects in the transportation service region. In accordance with the Act, these funds must be held in a separate reserve fund until the qualifying costs are incurred, at which time the amounts are recognized as revenue.

	2021	2020
Opening balance	\$ -	\$ -
Contributions	44,773	19,734
Revenue recognized	(44,773)	(19,734)
Ending balance	\$ -	\$ -

12. Tangible capital assets:

Cost	Balance, January 1, 2021	Additions, net of transfers	Disposals	Balance, December 31, 2021
Land	\$ 516,209	\$ 6,806	\$ (114)	\$ 522,901
Land improvements	46,730	11,035	-	57,765
Buildings	363,508	23,421	-	386,929
Bridges, guideways, stations, and tunnels	2,372,044	-	-	2,372,044
Other supporting systems	1,260,855	36,058	-	1,296,913
Vehicles and SeaBus	2,100,755	11,811	(5,062)	2,107,504
Equipment	857,954	45,912	(611)	903,255
Tangible capital projects in progress	423,794	223,428	-	647,222
	\$ 7,941,849	\$ 358,471	\$ (5,787)	\$ 8,294,533

Accumulated amortization	Balance, January 1, 2021	Amortization expense	Disposals	Balance, December 31, 2021
Land	\$ -	\$ -	\$ -	\$ -
Land improvements	(24,614)	(1,930)	-	(26,544)
Buildings	(139,599)	(9,806)	-	(149,405)
Bridges, guideways, stations, and tunnels	(262,775)	(24,243)	-	(287,018)
Other supporting systems	(368,408)	(46,467)	-	(414,875)
Vehicles and SeaBus	(1,023,811)	(105,101)	5,062	(1,123,850)
Equipment	(543,052)	(46,242)	611	(588,683)
	\$ (2,362,259)	\$ (233,789)	\$ 5,673	\$ (2,590,375)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

12. Tangible capital assets (continued):

Net book value	Balance, January 1, 2021	Balance, December 31, 2021
Land	\$ 516,209	\$ 522,901
Land improvements	22,116	31,221
Buildings	223,909	237,524
Bridges, guideways, stations, and tunnels	2,109,269	2,085,026
Other supporting systems	892,447	882,038
Vehicles and SeaBus	1,076,944	983,654
Equipment	314,902	314,572
Tangible capital projects in progress	423,794	647,222
	<u>\$ 5,579,590</u>	<u>\$ 5,704,158</u>

Included in tangible capital assets is capital leased equipment with a net book value of \$1,905,000 (2020 - \$4,105,000).

Interest capitalized during the year amounted to \$3,479,000 (2020 - \$3,699,000).

(a) Expo and Millennium Line:

The Expo and Millennium Line guideways and related systems are leased/licensed from the Province for nominal proceeds and the Authority is responsible for operations and maintenance. As at December 31, 2021, the Authority has made leasehold improvements on the Expo and Millennium Line guideways with a net book value totaled \$318,998,000 (2020 - \$304,075,000). The Expo and Millennium line leases expire on January 31, 2023 and have renewal options. As the Authority expects to renew the leases, the improvements are capitalized and amortized over their expected useful lives and not the term of the leases.

(b) West Coast Express:

BCTFA leases to TransLink all its interests (owned and otherwise) with respect to the West Coast Express properties and infrastructure. As at December 31, 2021, the net book value of West Coast Express improvements totaled \$2,846,000 (2020 - \$2,945,000).

(c) Evergreen Line:

The Evergreen Line (an extension of the Millennium Line) links neighborhoods in Burnaby, Port Moody and Coquitlam and is operated by TransLink as part of the regional transportation network. The Evergreen Line is funded by the Government of Canada, BCTFA, TransLink and other partners. On October 31, 2016, the Evergreen Line was substantially completed and accordingly, a portion of the Evergreen Line infrastructure ("TransLink Evergreen Line Infrastructure") was transferred from BCTFA to TransLink including stations, guideway and the related systems east of Inlet Centre station (excluding Inlet Centre station) and the vehicle storage facility. As at December 31, 2021, the net book value of Evergreen Line guideways and system owned by TransLink, excluding SkyTrain vehicles, totaled \$303,521,000 (2020 - \$310,287,000).

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

12. Tangible capital assets (continued):

(c) Evergreen Line (continued):

As BCTFA holds the underlying property rights on which the TransLink Evergreen Line Infrastructure is located, BCTFA and TransLink have agreed to enter into an agreement whereby TransLink may exercise and obtain the benefit of BCTFA's interests to such property rights for a 100-year term on certain terms and conditions, including that if the agreement expires or terminates then BCTFA will reimburse TransLink for the remaining net book value of the TransLink Evergreen Line Infrastructure.

13. Commitments and contingencies:

(a) Operating leases:

The Authority is committed to annual lease payments in respect of office premises and vehicles, in the following amounts:

2022	\$ 20,809
2023	19,968
2024	18,251
2025	13,993
2026	13,373
	<hr/>
	\$ 86,394

Included in the payment schedule above are certain commitments that extend beyond 2026. Significant commitments beyond 2026 are as follows:

(i) The Authority has a premise lease with the Brewery District Investments Ltd. for the head office of TransLink and TSML which ends in 2033. The monthly commitment for basic rent and operating costs subsequent to year 2026 ranges from \$889,000 to \$918,000.

(b) WCE - lease and operating commitments:

In connection with operating the Commuter Rail System, the operating commitment for WCE include train operations, office lease, rolling stock maintenance, and miscellaneous services.

The following summarizes the WCE operating commitments:

2022	\$ 16,323
2023	15,576
2024	12,813
2025	9,695
2026	17
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	\$ 54,424

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

13. Commitments and contingencies (continued):

(c) Operating commitment with Cubic Transportation System Inc.:

The Authority has a contract with Cubic Transportation Systems Inc. ("Cubic") to operate its transit fare system. The contract expires in December 2025 with the Authority having the option to extend the term of the contract for an additional 5 years.

Base payments to Cubic under the contract terms for operations and maintenance are adjusted periodically based on CPI.

The projected base payments adjusted for inflation are as follows:

2022	\$ 15,048
2023	15,588
2024	16,194
2025	25,051
	<hr/>
	\$ 71,881

An amount of \$8,231,000 has been included in the above figures and is payable in 2025 should the Authority choose not to extend the contract.

(d) MRN Capital Funding:

The Authority has signed several funding agreements with municipalities for major MRN projects. At December 31, 2021, the net amount of MRN capital infrastructure contributions committed and not paid is \$133,864,000 (2020 - \$121,159,000). This amount will be paid to the municipalities upon completion of their projects.

(e) Lawsuits and claims:

As at December 31, 2021, a number of lawsuits and claims, arising in the ordinary course of business, have been initiated against the Authority. Management is of the opinion that sufficient provisions net of any recoveries have been recorded in the consolidated financial statements for any lawsuits and claims made against the Authority, except as noted below.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

13. Commitments and contingencies (continued):

(e) Lawsuits and claims (continued):

(i) A number of lawsuits against TransLink and/or its subsidiary in relation to the Canada Line project remain outstanding. The Authority does not believe that reasonable estimates of any potential losses can be made at this time and therefore, no provisions have been recorded in the consolidated financial statements for the following:

- A class action lawsuit filed by Cambie area merchants, where no specific amount has been claimed at this time. The main claims of the merchants for damages for the tort of nuisance were dismissed in 2015. The courts have only allowed claims of a lesser value, specifically for injurious affection to property interests, to be advanced by the merchants. After various legal proceedings over a number of years, it is likely the parties will engage in settlement discussions toward a final resolution in the near future. Approximately 100 claims may be advanced. The amount of these claims cannot be estimated at this time.
- A lawsuit filed by a number of Cambie area merchants, where no specific amount has been claimed at this time.
- Two additional lawsuits each filed by individual Cambie area merchants, where no specific amount has been claimed at this time.

Once a reasonable estimate of the potential liability, if any, is determined, a provision will be recognized.

(ii) A proposed class action lawsuit and labor grievances have been filed against the Authority or its subsidiaries in relation to the data breach resulting from the cyberattack in 2020 against the Authority. The Authority believes that the outcome of the claims and a reasonable estimate of any potential losses cannot be determined at this time and therefore, no provisions have been recorded in the consolidated financial statements.

(f) Other capital and inventory commitments:

At December 31, 2021, \$1,008,965,000 (2020 - \$962,274,000) has been contractually committed for other capital projects and inventory.

(g) Letters of credit:

As at December 31, 2021, the Authority has issued letters of credit to the Receiver General of Canada and several municipalities totaling \$2,458,000 (2020 - \$942,000) which expire in 2022.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

14. Contractual rights:

The Authority is entitled to future revenues based on contracts and agreements it has entered into by year-end to fund operating costs, capital expansion and debt repayment. These include, but are not limited to, funding agreements for Canada Line, Golden Ears Bridge foregone tolling, Gas Tax, ICIP, BC Bus Pass program and the U-Pass BC program. The following summarizes the amounts receivable expected under all such contracts and agreements over the next 5-years:

2022	\$	510,921
2023		537,629
2024		297,598
2025		203,660
2026		154,712
	\$	1,704,520

The annual amounts beyond 2026 range from \$27,746,000 to \$174,603,000 until 2050.

15. Statement of cash flows:

	2021	2020
Non-cash changes to operations:		
Amortization of tangible capital assets	\$ 233,789	\$ 229,450
Amortization of bond premium	(2,901)	(1,661)
Amortization of deferred concessionaire credit	(23,273)	(23,337)
Amortization of deferred government transfers	(87,824)	(66,955)
Amortization of deferred lease inducements net of additions	(890)	(608)
Loss (gain) on disposal of tangible capital assets	(560)	10
Sinking fund interest held by MFA	(25,643)	(25,868)
	\$ 92,698	\$ 111,031

	2021	2020
Changes in non-cash operating working capital:		
Decrease (increase) in accounts receivable	\$ 734,663	\$ (646,981)
Decrease in loan receivable	51,298	7,651
Increase in supplies inventory	(7,548)	(4,677)
Decrease (increase) in prepaid expenses	(3,214)	4,084
Increase (decrease) in accounts payable and accrued liabilities	(9,861)	6,087
Increase (decrease) in deferred revenue and deposits	4,554	(2,306)
Increase (decrease) in employee future benefits	5,889	(11,374)
	\$ 775,781	\$ (647,516)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

16. Financial instruments:

(a) Credit, interest and foreign exchange risk:

Unless otherwise noted, it is management's opinion that the Authority is not exposed to any significant credit or interest rate risk as a result of its financial instruments.

The Authority is exposed to minimal credit risk as the majority of its accounts receivables are due from government sources.

Interest rate risk related to the Authority's debt will be subject to the market interest rates at the date of refinancing, but this risk is mitigated by spreading maturities of borrowings over multiple years and also regularly making contributions to sinking funds in order to repay all long-term bullet debt over a pre-determined amortization period.

The Authority's operations are all based in Canada and exposure to foreign exchange fluctuations is not significant.

There has been no change to any of the risk exposures from 2020.

(b) Fair values:

The fair values of certain debt and assets are represented in the table below. Management considers the carrying value of all financial instruments to approximate their fair value.

	Fair values	Amortized cost
2021		
Restricted investments:		
Government transfers for capital projects - bonds	\$ 121,556	\$ 122,401
TPCC - bonds	26,015	26,235
Self-administered sinking funds - bonds	432,361	402,702
2020		
Restricted investments:		
Government transfers for capital projects - bonds	\$ 23,593	\$ 22,641
TPCC - bonds	17,730	17,362
Self-administered sinking funds - bonds	357,042	310,310

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

17. Taxation revenue:

	2021	2020
Property tax	\$ 418,787	\$ 398,377
Fuel tax	389,652	364,524
Parking rights tax	50,733	47,310
Hydro levy	22,377	21,857
Replacement tax	17,899	17,918
	<u>\$ 899,448</u>	<u>\$ 849,986</u>

18. Segmented information:

(a) Bus operations:

Fixed route bus services, SeaBus service and custom transit are delivered through CMBC and various contractors that operate the Community Shuttle routes, West Vancouver Blue Bus, and HandyDART. The Bus operations represent the operating costs and the allocated amortization and interest costs.

(b) Corporate operations:

TransLink corporate is the organization's head office, responsible for organizational leadership and oversight, and the development and undertaking of TransLink's strategic transportation and financial plans. Other functions centralized at the corporate office include capital project management, legal services, information systems, human resources, corporate finance, transportation systems planning, internal audit, marketing, real estate services and the transportation demand management program.

(c) Rail operations:

Automated light rail and commuter train services are provided by BCRTC and WCE, and through the concession agreement for the Canada Line. The Rail operations represent the operating costs and the allocated amortization and interest costs.

(d) Roads and bridges:

TransLink owns and operates the Knight Street Bridge, Pattullo Bridge, Westham Island Bridge, and the Golden Ears Bridge. In partnership with the municipalities, TransLink supports the MRN, a network of major roads throughout Metro Vancouver. The roads within the MRN network are generally owned by municipalities. TransLink provides funding for the operations, maintenance, and rehabilitation of the MRN, and shares in the costs of eligible capital improvements.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

18. Segmented Information (continued):

(e) Transit Police:

The South Coast British Columbia Transportation Authority Police Service (“Transit Police”) maintains order, safety and security on transit facilities and adjacent areas, and is authorized to enforce laws. The Transit Police coordinate its activities with jurisdictional police as well as other transit security staff.

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

18. Segmented Information (continued):

	2021					Total	2020
	Bus operations	Corporate operations	Rail operations	Roads and bridges	Transit Police		
Revenues:							
Taxation	\$ -	\$ 899,448	\$ -	\$ -	\$ -	\$ 899,448	\$ 849,986
Transit	-	413,961	-	-	-	413,961	385,934
Government transfers	-	203,780	-	-	-	203,780	793,771
Amortization of deferred concessionaire credit	-	-	23,273	-	-	23,273	23,337
Investment income	-	52,882	-	-	-	52,882	53,763
Development cost charges	-	44,773	-	-	-	44,773	19,734
Miscellaneous revenue	9,385	10,475	696	-	1,418	21,974	18,394
Gain (loss) on disposal of tangible capital assets	-	560	-	-	-	560	(10)
	9,385	1,625,879	23,969	-	1,418	1,660,651	2,144,909
Expenses:							
Administration	22,063	18,223	5,635	25	2,756	48,702	48,236
Capital infrastructure contributions	-	-	-	72,711	-	72,711	36,611
Contracted services	71,448	14,248	131,731	5,612	-	223,039	215,418
Fuel and power	51,865	-	15,352	-	-	67,217	55,906
Insurance	16,729	323	6,136	1,294	96	24,578	29,327
Maintenance, materials, and utilities	77,030	2,037	54,064	37,595	1,579	172,305	148,470
Professional and legal	1,883	23,544	3,286	1,423	257	30,393	25,443
Rentals, leases, and property tax	16,940	12,534	1,423	296	2,298	33,491	29,230
Salaries, wages and benefits	548,334	54,430	129,071	1,211	37,823	770,869	707,922
Expenses before amortization and interest	806,292	125,339	346,698	120,167	44,809	1,443,305	1,296,563
Amortization of tangible capital assets	114,733	14,710	83,290	20,597	459	233,789	229,450
Interest	57,978	7,322	42,098	74,408	236	182,042	189,339
	172,711	22,032	125,388	95,005	659	415,831	418,789
	979,003	147,371	472,086	215,172	45,504	1,859,136	1,715,352
Surplus (deficit) for the year	\$ (969,618)	\$ 1,478,508	\$ (448,117)	\$ (215,172)	\$ (44,086)	\$ (198,485)	\$ 429,557

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

Notes to Consolidated Financial Statements (continued)

(Tabular amounts expressed in thousands of dollars, unless otherwise indicated)

Year ended December 31, 2021

19. Comparative information:

Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year.

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice President, Financial Services

DATE: February 28, 2022

SUBJECT: Transit Tariff Amendment – effective July 1, 2022

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 146-2022*, attached as Attachment 1 to the February 28, 2022 report titled “Transit Tariff Amendment – effective July 1, 2022”, effective July 1, 2022; and
2. Reconsiders and finally adopts the *South Coast British Columbia Transportation Authority Tariff Bylaw Number 146-2022*.

EXECUTIVE SUMMARY

The Province announced in the *BC Safe Restart Agreement* in September 2020, which included a one-time Senior Government operating relief funding to TransLink of \$644 million. Pursuant to the terms of the Contribution Agreement, a portion of this funding is to support lower fare increases than what was contemplated in the Phase Two Investment Plan over 2021-2024, with annual average fare increases not to exceed 2.3%. These lower fare increases support affordability of fares for TransLink’s customers and Provincial economic recovery objectives. On July 1, 2021, TransLink increased the fare rates with an average increase of 2.3% to all fare products.

It is proposed that the 2022 fares be set at an average rate of 2.3% effective July 1, 2022, consistent with the *BC Safe Restart Agreement*.

PURPOSE

The purpose of this report is to amend and adopt amendments to the *South Coast British Columbia Transportation Authority Transit Tariff* (the “Transit Tariff”) to implement the 2022 fare increase effective July 1, 2022. A housekeeping change is also included in this Transit Tariff amendment.

BACKGROUND

As a result of COVID-19, the transit ridership dropped significantly in 2020 and has recovered to just over 50% of pre-COVID 19 ridership in January 2022. TransLink cancelled the previously planned July 1, 2020 fare increase and lowered the July 1, 2021 fare increase compared to that contemplated in the Phase Two Investment Plan pursuant to the terms of the Province *BC Safe Restart Agreement*. The economic situation and forecast are key considerations for the timing and magnitude of future fare increases.

DISCUSSION

This Transit Tariff amendment incorporates an average 2.3% increase to the regular and discounted fares effective July 1, 2022. There is an exception to West Coast Express (WCE) concession 2 and 3-Zone Stored Value rate which have been increased to align with the conventional system 2 and 3-Zone Stored Value amounts.

The WCE concession 2 and 3-Zone Stored Value rates are less than the equivalent 2 and 3-Zone conventional fares. This is inconsistent with other WCE fare products where the fare rates for travelling across the same number of zones is higher than on conventional transit. In order to correct this inconsistency while minimizing the impact to customers, WCE concession 2 and 3-Zone Stored Value rates will increase by 3.4% and 3.9%, respectively, in 2022. This will result in the WCE concession 2-Zone Stored Value rate being the same as the conventional transit system in 2022, while the 3-Zone Stored Value rate will equal the conventional rate in 2024. The estimated customer and revenue impact is minimal because the usage of these products is extremely low.

The table below illustrates the 2021 fare rate and the proposed 2022 fare rate for the concession 2-Zone and 3-Zone stored value.

Fare Product (Stored Value)	Effective July 1, 2021		Effective July 1, 2022 (proposed)	
	Conventional Transit	WCE	Conventional Transit	WCE
Concession 2-Zone	\$3.00	\$2.95	\$3.05	\$3.05
Concession 3-Zone	\$4.05	\$3.80	\$4.15	\$3.95

Housekeeping

The FARE ZONES listing and Fare Zone maps at the APPENDIX “1” in the Transit Tariff are updated to include Annacis Island into the Corporation of Delta region.

The Transit Tariff amendment set out in Bylaw Amendment 146-2022 included as Attachment 1, is effective July 1, 2022. A blacklined version of the proposed July 1, 2022 Transit Tariff, compared to the current October 1, 2021 Transit Tariff, is included as Attachment 2 for reference.

Transit Fare Rate Summary

REGULAR, SHORT TERM FARE			2021	2022	nominal increase	percentage increase
Conventional Transit						
Cash / Compass Ticket	Adult	1-Zone	\$3.05	\$3.10	\$0.05	1.64%
		2-Zone	\$4.35	\$4.45	\$0.10	2.30%
		3-Zone	\$5.90	\$6.05	\$0.15	2.54%
Daypass	Concession	1-Zone	\$2.00	\$2.05	\$0.05	2.50%
		2-Zone	\$3.00	\$3.05	\$0.05	1.67%
		3-Zone	\$4.05	\$4.15	\$0.10	2.47%
	Adult	All zones	\$10.75	\$11.00	\$0.25	2.33%
	Concession	All zones	\$8.45	\$8.65	\$0.20	2.37%
	Canada Line YVR AddFare		\$5.00	\$5.00	\$0.00	0.00%
Custom Transit¹						
Cash / Compass Ticket	Adult	All Zones	\$3.05	\$3.10	\$0.05	1.64%
	Concession	All Zones	\$2.00	\$2.05	\$0.05	2.50%
Daypass	Adult	All Zones	\$10.75	\$11.00	\$0.25	2.33%
	Concession	All Zones	\$8.45	\$8.65	\$0.20	2.37%
DISCOUNTED, SHORT TERM FARE						
Conventional Transit						
Compass Card Single Trip (Stored Value)	Adult	1-zone	\$2.45	\$2.50	\$0.05	2.04%
		2-zone	\$3.55	\$3.65	\$0.10	2.82%
		3-zone	\$4.60	\$4.70	\$0.10	2.17%
	Concession	1-zone	\$2.00	\$2.05	\$0.05	2.50%
		2-zone	\$3.00	\$3.05	\$0.05	1.67%
		3-zone	\$4.05	\$4.15	\$0.10	2.47%
Custom Transit¹						
Compass Card Single Trip (Stored Value)	Adult	All zones	\$2.45	\$2.50	\$0.05	2.04%
	Concession	All zones	\$2.00	\$2.05	\$0.05	2.50%
NON-SHORT TERM FARES						
Conventional Transit						
Monthly Pass	Adult	1-zone	\$100.25	\$102.55	\$2.30	2.29%
		2-zone	\$134.00	\$137.10	\$3.10	2.31%
		3-zone	\$181.05	\$185.20	\$4.15	2.29%
	Concession	All zones	\$57.30	\$58.60	\$1.30	2.27%
Custom Transit¹						
Monthly Pass	Adult	All zones	\$100.25	\$102.55	\$2.30	2.29%
	Concession	All zones	\$57.30	\$58.60	\$1.30	2.27%

¹ The fares shown in the 2021 column for custom transit are shown effective October 1, 2021, when concession fares became available for youth and seniors 65+, and Daypasses also became available for use on HandyDART.

TRANSIT FARE RATES – WEST COAST EXPRESS

SHORT TERM FARE PRODUCTS			2021	2022	nominal increase	percentage increase
One-Way Compass Ticket (Cash)	Adult	1/2-Zone	\$5.90	\$6.05	\$0.15	2.54%
		3-Zone	\$7.65	\$7.85	\$0.20	2.61%
		4-Zone	\$9.45	\$9.65	\$0.20	2.12%
		5-Zone	\$12.80	\$13.10	\$0.30	2.34%
	Concession	1/2-Zone	\$3.55	3.65	\$0.10	2.82%
		3-Zone	\$4.55	\$4.65	\$0.10	2.20%
		4-Zone	\$5.85	\$6.00	\$0.15	2.56%
		5-Zone	\$7.90	\$8.10	\$0.20	2.53%
Return Compass Ticket (Cash)	Adult	1/2-Zone	\$11.25	\$11.50	\$0.25	2.22%
		3-Zone	\$14.85	\$15.20	\$0.35	2.36%
		4-Zone	\$18.15	\$18.55	\$0.40	2.20%
		5-Zone	\$24.30	\$24.85	\$0.55	2.26%
	Concession	1/2-Zone	\$7.15	\$7.30	\$0.15	2.10%
		3-Zone	\$9.20	\$9.40	\$0.20	2.17%
		4-Zone	\$11.50	\$11.75	\$0.25	2.17%
		5-Zone	\$15.60	\$15.95	\$0.35	2.24%
DISCOUNTED, SHORT TERM FARES						
One-Way Compass Card (Stored Value)	Adult	1/2-Zone	\$5.00	\$5.10	\$0.10	2.00%
		3-zone	\$6.50	\$6.65	\$0.15	2.31%
		4-zone	\$7.95	\$8.15	\$0.20	2.52%
		5-zone	\$10.75	\$11.00	\$0.25	2.33%
	Concession	1/2-zone	\$2.95	\$3.05	\$0.10	3.39%
		3-zone	\$3.80	\$3.95	\$0.15	3.95%
		4-zone	\$4.90	\$5.00	\$0.10	2.04%
		5-zone	\$6.60	\$6.75	\$0.15	2.27%
Return Compass Card (Stored Value)	Adult	1/2-zone	\$11.00	\$11.25	\$0.25	2.27%
		3-zone	\$14.05	\$14.35	\$0.30	2.14%
		4-zone	\$17.40	\$17.80	\$0.40	2.30%
		5-zone	\$23.25	\$23.80	\$0.55	2.37%
	Concession	1/2-zone	\$6.90	\$7.05	\$0.15	2.17%
		3-zone	\$8.70	\$8.90	\$0.20	2.30%
		4-zone	\$11.00	\$11.25	\$0.25	2.27%
		5-zone	\$14.85	\$15.20	\$0.35	2.36%
NON- SHORT TERM FARES						
Monthly Pass	Adult	1/2-zone	\$162.40	\$166.15	\$3.75	2.31%
		3-zone	\$212.80	\$217.70	\$4.90	2.30%
		4-zone	\$256.75	\$262.65	\$5.90	2.30%
		5-zone	\$350.65	\$358.70	\$8.05	2.30%
	Concession	1/2-zone	\$99.25	\$101.55	\$2.30	2.32%
		3-zone	\$131.45	\$134.45	\$3.00	2.28%
		4-zone	\$161.90	\$165.60	\$3.70	2.29%
		5-zone	\$226.35	\$231.55	\$5.20	2.30%

CONCLUSION

It is recommended that the Board approve and adopt the South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number **146-2022**.

ATTACHMENTS

Attachment 1: South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 146-2022

Attachment 2: South Coast British Columbia Transportation Authority Tariff Bylaw (*Blacklined*)

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
BYLAW NUMBER 146-2022

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 146-2022.”
2. The South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 140-2021 is amended as follows:
 - (a) Appendix “1” – FARE ZONES attached to this Bylaw as Schedule 1 replaces the Appendix “1” attached to the South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 140-2021;
 - (b) Appendix “2” – Fare Media: Fares and Proof of Payment attached to this Bylaw as Schedule 2 replaces the Appendix “2” attached to the South Coast British Columbia Transportation Authority 2021 Tariff Bylaw Number 140-2021.
3. This Bylaw comes into force and takes effect on July 1, 2022.

READ A FIRST, SECOND AND THIRD TIME this 24th day of March, 2022.

RECONSIDERED, PASSED AND FINALLY ADOPTED this 24th day of March, 2022.

Lorraine Cunningham, Chair

Jennifer Breeze, General Counsel and Corporate Secretary

TRANSLINK – TRANSIT TARIFF	Date: July 1, 2022
Appendix “1” – Fare Zones	Page: 25

APPENDIX “1”

FARE ZONES

Conventional Transit and Bus Service

Zone 1

City of Vancouver
University Endowment Lands

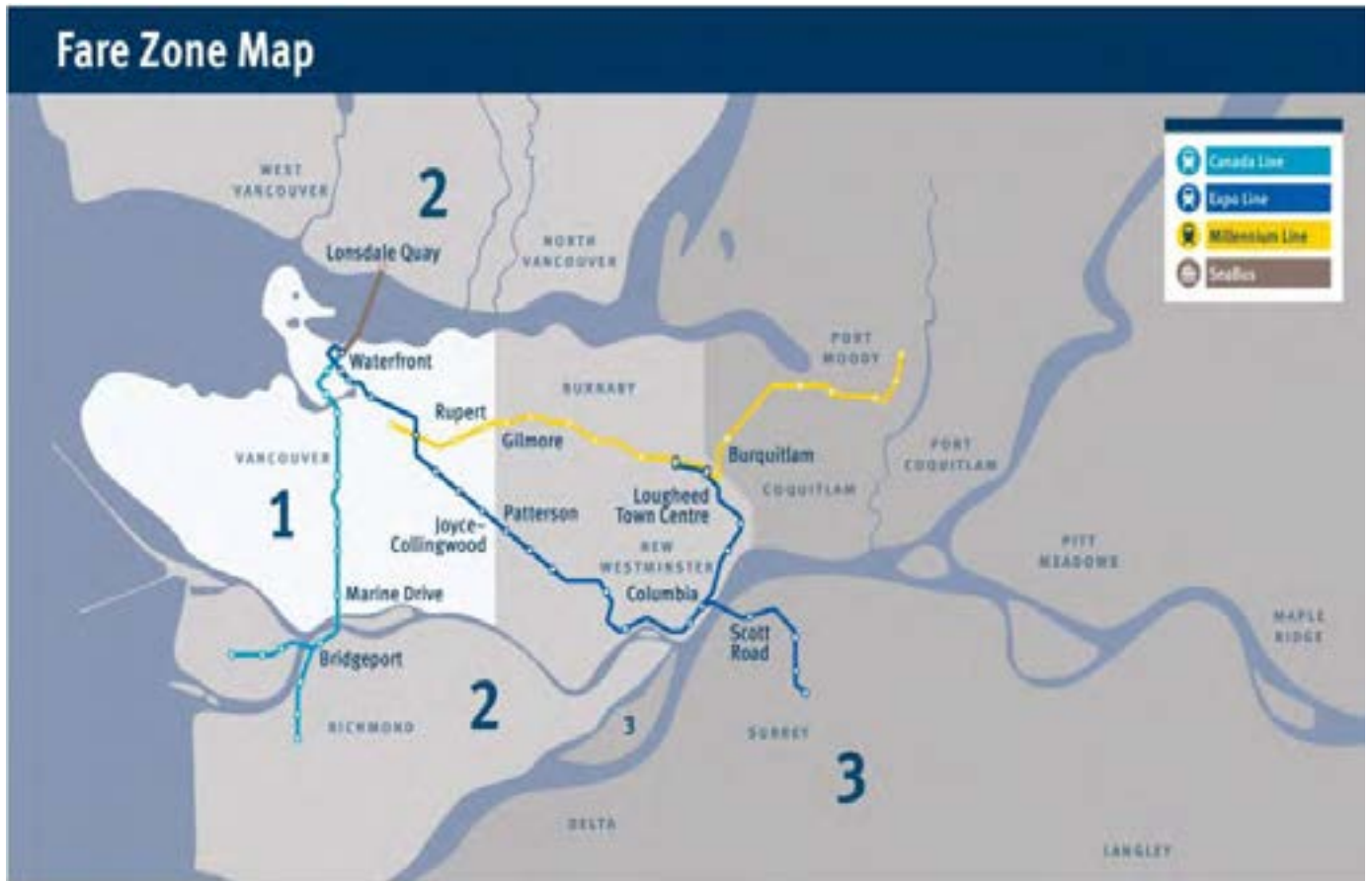
Zone 2

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



APPENDIX “2” – FARE MEDIA: FARES AND PROOF OF PAYMENT

Table “1” – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Trans-fer-ability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
<i>Conventional Transit (3 Zones)</i>								
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, not valid for HandyDART			No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$11.00		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	\$3.10 credit toward WCE applicable fare	Add-Fare required**	
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of \$8.65		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	\$2.05 credit toward WCE applicable fare	Add-Fare required**	
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	\$6.05	\$3.10	No	Valid for unlimited travel on Conventional Transit through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	\$3.10 credit toward WCE applicable fare	Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
FareSaver – Adult FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Bus Service: All Zones 1 Zone FareSaver - 1 yellow ticket (book of 10, \$25.00) 2 Zone FareSaver – 1 red ticket (book of 10, \$36.50) 3 Zone FareSaver – 1 green ticket (book of 10, \$47.00) (No longer available for sale but accepted as valid Proof of Payment on Bus Service)	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not valid****	Not valid****	Not Valid	
FareSaver – Concession FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Bus Service: All Zones – 1 brown ticket (book of 10, \$20.50)	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not valid	Not valid	Not Valid	
Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province	No	Valid for unlimited travel on Conventional Transit through all Zones, not valid for HandyDART		Eligible for WCE Concession fare	No Add-Fare required	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**

GradPass on Compass Ticket* (on specified date between May 1 st and June 30 th)	Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones for the specified date, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Bus Service: All Zones - \$102.55 per month	Bus Service: All Zones - \$102.55 per month	Yes	Valid for unlimited travel on Conventional Bus through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone	\$3.10 credit toward WCE applicable fare	No Add-Fare required
		Conventional SkyTrain and SeaBus: 1 Zone - \$102.55 2 Zones - \$137.10 3 Zones - \$185.20 per month	Conventional SkyTrain and SeaBus: All Zones - \$102.55 per month			Valid for unlimited travel through the number of Zones paid for		
Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$58.60 per month		Yes	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		\$2.05 credit toward WCE applicable fare	No Add-Fare required
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$7.15 per pass (if > 500 passes purchased per day); \$6.15 per pass (if > 5,000 purchased per day)		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		\$3.10 credit toward WCE applicable fare	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
RFID Card	RFID Cardholder who displays valid identification	N/A		No	Not valid	Valid for unlimited travel through all Zones	Not valid	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Compass Card*, Compass Ticket* or Contactless Payment* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Bus Service: Cash or Contactless Payment: All Zones \$3.10	Bus Service: Cash or Contactless Payment: All Zones \$3.10	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone during the Hours paid for	Cash or Contactless Payment: \$3.10 credit toward WCE applicable fare	Bus Service: No Add-Fare required
		Bus Service: Stored Value ¹ : All Zones \$2.50	Bus Service: Stored Value ¹ : All Zones \$2.50				Stored Value: \$2.50 credit toward WCE applicable fare	
		Conventional SkyTrain and SeaBus: Cash or Contactless Payment: 1 Zone \$3.10 2 Zones \$4.45 3 Zones \$6.05	Conventional SkyTrain and SeaBus: Cash or Contactless Payment: All Zones \$3.10			Valid for unlimited travel during the Hours and through the number of Zones paid for	Conventional SkyTrain and SeaBus: Cash and Contactless Payment: Add-Fare required**	
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.50 2 Zones \$3.65 3 Zones \$4.70	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.50				Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Bus Service: Cash: All Zones \$2.05	Bus Service: Cash: All Zones \$2.05	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone during the Hours paid for	Cash: \$2.05 credit toward WCE applicable fare	Bus Service: No Add-Fare required
		Bus Service: Stored Value: All Zones \$2.05	Bus Service: Stored Value: All Zones \$2.05				Stored Value: \$2.05 credit toward WCE applicable fare	
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.05 2 Zones \$3.05 3 Zones \$4.15	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.05				Valid for unlimited travel during the Hours and through the number of Zones paid for	
		Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$2.05 2 Zones \$3.05 3 Zones \$4.15	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$2.05				Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**	
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones \$3.10 (cash only)	All Zones \$3.10 (cash only)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not Valid	Not valid	Not Valid

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones \$2.05 (cash only)	All Zones \$2.05 (cash only)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not Valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel during the Hours and through the number of Zones paid for		Add-Fare required**
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		Valid toward purchase of a WCE Monthly U-Pass or \$3.10 credit toward WCE applicable fare	No Add-Fare required
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
<i>West Coast Express (WCE) Service (5 Zones)</i>								

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$1166.15 ¹ , 3 Zones - \$217.70 ¹ , 4 Zones - \$262.65 ¹ , 5 Zones - \$358.70 ¹	Yes	Valid for unlimited travel on Conventional Bus through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for		No Add-Fare required	
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$101.55 ¹ , 3 Zones - \$134.45 ¹ , 4 Zones - \$165.60 ¹ , 5 Zones - \$231.55 ¹	Yes	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		Valid for unlimited travel through the number of Zones paid for	No Add-Fare required	
WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$104.65 per month ¹ .	No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART		No Add-Fare required		
WCE One-Way Fare (Adult) on Compass Card*, Compass Ticket* or Contactless Payment* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash or Contactless Payment: 1 or 2 Zones - \$6.05 3 Zones - \$7.85 4 Zones - \$9.65 5 Zones - \$13.10 Stored Value ¹ : 1 or 2 Zones: \$5.10 3 Zones: \$6.65 4 Zones: \$8.15 5 Zones: \$11.00	No	Valid for unlimited travel on Conventional Transit through all Zones during the hours paid for, valid for Eligible HandyDART Users on HandyDART		Valid for unlimited travel in one direction through the number of Zones paid for	Add-Fare required**	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$3.65 3 Zones - \$4.65 4 Zones - \$6.00 5 Zones - \$8.10 Stored Value ¹ : 1 or 2 Zones: \$3.05 3 Zones: \$3.95 4 Zones: \$5.00 5 Zones: \$6.75	No	Valid for unlimited travel on Conventional Transit through all Zones during the hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel in one direction through the number of Zones paid for	Add-Fare required**		
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$11.50 3 Zones - \$15.20 4 Zones - \$18.55 5 Zones - \$24.85 Stored Value: 1 or 2 Zones: \$11.25 3 Zones: \$ 14.35 4 Zones: \$17.80 5 Zones: \$23.80	No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for	No Add-Fare required		
WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$7.30 3 Zones - \$9.40 4 Zones - \$11.75 5 Zones - \$15.95 Stored Value: 1 or 2 Zones: \$7.05 3 Zones: \$8.90 4 Zones: \$11.25 5 Zones: \$15.20	No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for	No Add-Fare required		

¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.

* Indicates Proof of Payment.

** Canada Line YVR Add-Fare is a short-term fare premium over the applicable fare in the amount of \$2.50 each way, which will be collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station.

*** For transfers from WCE to Canada Line or Bus Service where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Bus Service.

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child	On Conventional SkyTrain and SeaBus or WCE Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment (i) if travelling on Conventional Bus, or (ii) if travelling on Conventional SkyTrain and SeaBus or WCE if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

**SOUTH COAST BRITISH COLUMBIA
TRANSPORTATION
AUTHORITY**

(TRANSLINK)

TRANSIT TARIFF

Effective ~~October~~ July 1, ~~2021~~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.

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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	Fare required to: <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: October July 1, 2021-2022
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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.

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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.

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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, 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.

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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.

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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”.

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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 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

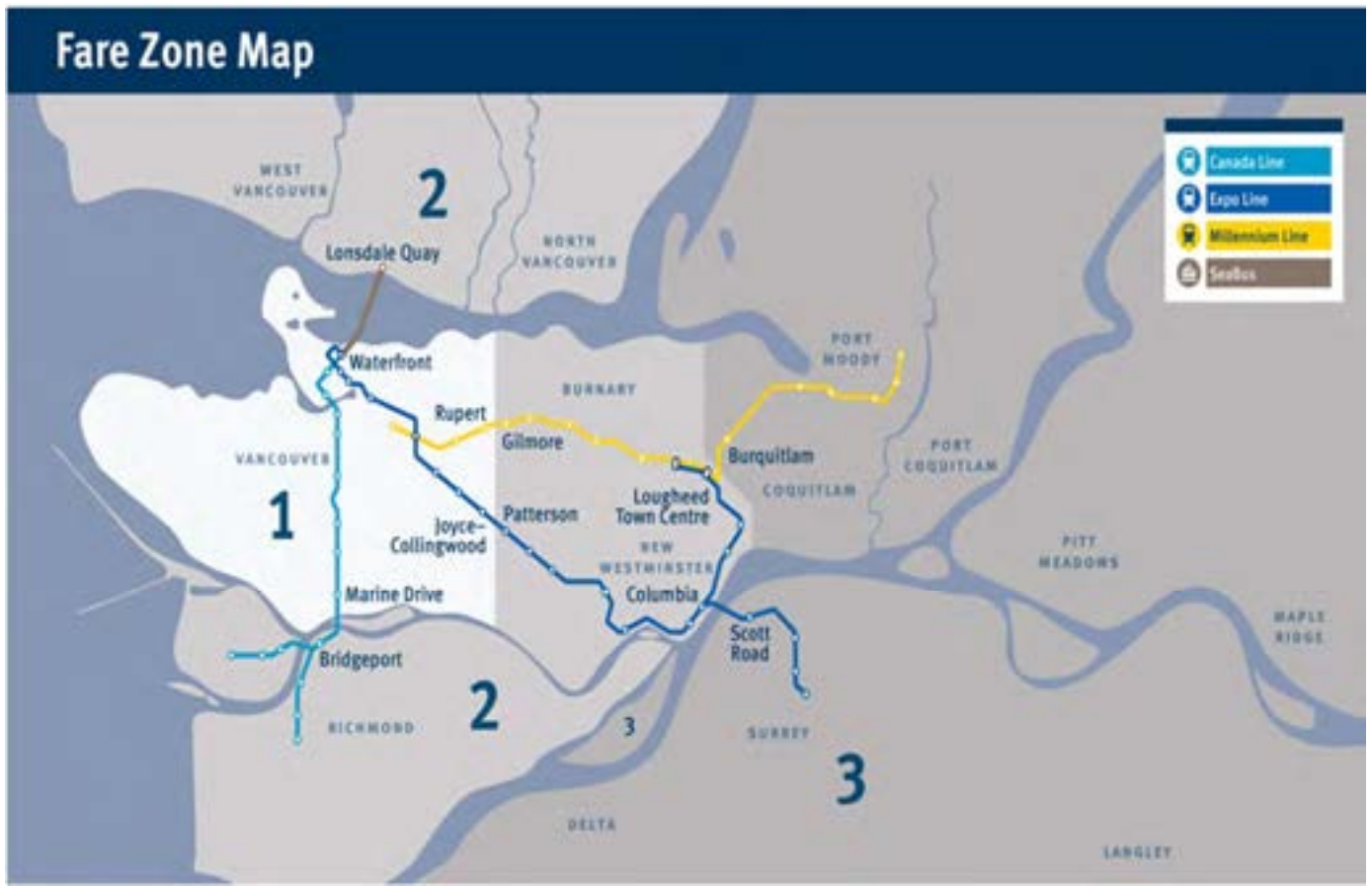
Corporation of Delta, ~~except Anacis Island~~
City of Surrey
City of White Rock
City of Langley
Township of Langley
Village of Belcarra
Village of Anmore
Electoral Area "C" east of Indian Arm
City of Port Moody
City of Coquitlam
City of Port Coquitlam
District of Pitt Meadows
District of Maple Ridge

TRANSLINK – TRANSIT TARIFF	Date: October July 1, 2021 <u>2022</u>
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Conventional Transit and Bus Service – Fare Zone Map

Fare Zone Map





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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





APPENDIX “2” – FARE MEDIA: FARES AND PROOF OF PAYMENT
Table “1” – Cash Fares and Proof of Payment

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Conventional Transit (3 Zones)								
Canadian National Institute for the Blind (CNIB) Pass on Compass Card*	Person with vision impairment who holds a CNIB Pass and displays valid identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, not valid for HandyDART			No Add-Fare required
DayPass (Adult) on Compass Card* or Compass Ticket* (on specified date)	Purchaser who holds a valid DayPass (Adult)	All Zones – fare of \$11.00		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		\$3.10 credit toward WCE applicable fare	Add-Fare required**
DayPass (Concession) on Compass Card* or Compass Ticket* (on specified date)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid DayPass (Concession)	All Zones – fare of <u>\$8.65</u>		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		<u>\$2.002.05</u> credit toward WCE applicable fare	Add-Fare required**
Employee Pass on Compass Card* (until revoked or expired)	Employee Pass Holder who holds a valid Employee Pass	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
Exit Ticket* (45 min. Transfer Time, - 120 min. In-System Time)	Purchaser who holds a valid Exit Ticket to exit a Fare Paid Zone	<u>\$5.906.05</u>	<u>\$3.053.10</u>	No	Valid for unlimited travel on Conventional Transit through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART		<u>\$3.053.10</u> credit toward WCE applicable fare	Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
FareSaver – Adult FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who displays a valid Adult FareSaver that has been validated	Bus Service: All Zones 1 Zone FareSaver - 1 yellow ticket (book of 10, \$2425.5000) <u>2 Zone FareSaver – 1 red ticket (book of 10, \$36.50)</u> <u>3 Zone FareSaver – 1 green ticket (book of 10, \$47.00)</u> <u>(No longer available for sale but accepted as valid Proof of Payment on Bus Service)</u>	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not valid****	Not valid****	Not Valid	
		Bus Service: 2 Zone FareSaver – 1 red ticket (book of 10, \$35.50) 3 Zone FareSaver – 1 green ticket (book of 10, \$46.00) (No longer available for sale to the general public but accepted as valid Proof of Payment on Bus Service)-						
FareSaver – Concession FareSaver* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who displays a valid Concession FareSaver that has been validated	Bus Service: All Zones – 1 brown ticket (book of 10, \$20. 0050)	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not valid	Not valid	Not Valid	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Government Bus Pass on Compass Card*	Eligible person, as determined by the Province of BC, who holds a valid Government Bus Pass issued by TransLink with valid identification	Purchased by the Province of BC from TransLink and sold directly to eligible persons by the Province, at a user cost determined by the Province		No	Valid for unlimited travel on Conventional Transit through all Zones, not valid for HandyDART		Eligible for WCE Concession fare	No Add-Fare required
GradPass on Compass Ticket* (on specified date between May 1 st and June 30 th)	Grade 12 student who is graduating in that year from a secondary school in the Transportation Service Region, who displays a valid GradPass and valid school or government issued photo identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones for the specified date, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid Monthly Pass (Adult)	Bus Service: All Zones - \$100.25-102.55 per month	Bus Service: All Zones - \$100.25-102.55 per month	Yes	Valid for unlimited travel on Conventional Bus through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone	\$3.05-3.10 credit toward WCE applicable fare	No Add-Fare required
		Conventional SkyTrain and SeaBus: 1 Zone - \$100.25-102.55 2 Zones - \$134.00-137.10 3 Zones - \$181.05-185.20 per month	Conventional SkyTrain and SeaBus: All Zones - \$100.25-102.55 per month			Valid for unlimited travel through the number of Zones paid for		
Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid Monthly Pass (Concession)	All Zones - \$57.30 58.60 per month		Yes	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		\$2.00 2.05 credit toward WCE applicable fare	No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
MultiPass on Compass Card* or Compass Ticket* (specified dates)	Members of delegations with a specific business interest in transit matters or officials of other transit agencies, all as approved by the Director, Compass Operations	N/A for officials of other transit agencies \$ 7.00 <u>7.15</u> per pass (if > 500 passes purchased per day); \$ 6.00 <u>15</u> per pass (if > 5,000 purchased per day)	No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		\$ 3.05 <u>3.10</u> credit toward WCE applicable fare	No Add-Fare required	
RFID Card	RFID Cardholder who displays valid identification	N/A	No	Not valid	Valid for unlimited travel through all Zones	Not valid	No Add-Fare required	

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Compass Card*, Compass Ticket* or Contactless Payment* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Purchaser who holds a Single Fare (Adult)	Bus Service: Cash or Contactless Payment: All Zones \$3.053.10	Bus Service: Cash or Contactless Payment: All Zones \$3.053.10	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone during the Hours paid for	Cash or Contactless Payment: \$3.053.10 credit toward WCE applicable fare	Bus Service: No Add-Fare required
		Bus Service: Stored Value ¹ : All Zones \$2.452.50	Bus Service: Stored Value ¹ : All Zones \$2.452.50				Stored Value: \$2.45-50 credit toward WCE applicable fare	
		Conventional SkyTrain and SeaBus: Cash or Contactless Payment: 1 Zone \$3.053.10 2 Zones \$4.354.45 3 Zones \$5.906.05	Conventional SkyTrain and SeaBus: Cash or Contactless Payment: All Zones \$3.053.10			Valid for unlimited travel during the Hours and through the number of Zones paid for	Conventional SkyTrain and SeaBus: Cash and Contactless Payment: Add-Fare required**	
		Conventional SkyTrain and SeaBus: Stored Value ¹ : 1 Zone \$2.452.50 2 Zones \$3.553.65 3 Zones \$4.604.70	Conventional SkyTrain and SeaBus: Stored Value ¹ : All Zones \$2.452.50					

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions				
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**	
Single Fare (Concession) on Compass Card* or Compass Ticket* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time; 120 min. In-System Time on Conventional SkyTrain and SeaBus)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	Bus Service: Cash: All Zones \$2.002.05	Bus Service: Cash: All Zones \$2.002.05	No	Valid for unlimited travel on Conventional Bus through all Zones during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through 1 Zone during the Hours paid for	Cash: \$2.002.05 credit toward WCE applicable fare	Bus Service: No Add-Fare required	
		Bus Service: Stored Value: All Zones \$2.002.05	Bus Service: Stored Value: All Zones \$2.002.05				Stored Value: \$2.002.05 credit toward WCE applicable fare		
		Conventional SkyTrain and SeaBus: Cash: 1 Zone \$2.002.05 2 Zones \$3.003.05 3 Zones \$4.054.15	Conventional SkyTrain and SeaBus: Cash: All Zones \$2.002.05				Valid for unlimited travel during the Hours and through the number of Zones paid for		Conventional SkyTrain and SeaBus: Cash: Add-Fare required**
		Conventional SkyTrain and SeaBus: Stored Value: 1 Zone \$2.002.05 2 Zones \$3.003.05 3 Zones \$4.054.15	Conventional SkyTrain and SeaBus: Stored Value: All Zones \$2.002.05						Conventional SkyTrain and SeaBus: Stored Value: Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
Single Fare (Adult) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Purchaser who holds a Single Fare (Adult)	All Zones <u>\$3.053.10</u> (cash only)	All Zones <u>\$3.053.10</u> (cash only)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not Valid	Not valid	Not Valid
Single Fare (Concession) on Bus Transfer* (90 min. Transfer Time, except travel to Bowen Island 180 min. Transfer Time and travel from Bowen Island 110 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a Single Fare (Concession)	All Zones <u>\$2.002.05</u> (cash only)	All Zones <u>\$2.002.05</u> (cash only)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Not Valid	Not valid	Not Valid
Special Event Ticket on Bus Transfer*, Compass Card* or Compass Ticket* (specified period)	Purchaser	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	Payment of applicable fares, in accordance with fares for Single Fare (Adult) or Single Fare (Concession)	No	Valid for unlimited travel on Conventional Bus during the Hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel during the Hours and through the number of Zones paid for		Add-Fare required**

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
U-Pass BC on Compass Card* (calendar months)	A U-Pass BC Student who displays a valid student card (together with valid government issue photo identification if no photograph on student card) and holds a valid U-Pass BC on a Compass Card	As determined by the agreement between the post-secondary educational institution, its student society, and TransLink		No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART		Valid toward purchase of a WCE Monthly U-Pass or \$3.053.10 credit toward WCE applicable fare	No Add-Fare required
War Amputee Pass on Compass Card* (calendar year)	Veterans of WW1 & WW2 who are members of the War Amputees Association and who holds a valid War Amputee Pass with valid identification	N/A		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
West Coast Express (WCE) Service (5 Zones)								
WCE Monthly Pass (Adult) on Compass Card* (calendar month)	Purchaser who holds a valid WCE Monthly Pass (Adult)	1 or 2 Zones - \$162.40166.15 ¹ , 3 Zones - \$212.80217.70 ¹ , 4 Zones - \$256.75262.65 ¹ , 5 Zones - \$350.65358.70 ¹		Yes	Valid for unlimited travel on Conventional Bus through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for		No Add-Fare required
WCE Monthly Pass (Concession) on Compass Card* (calendar month)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Monthly Pass (Concession)	1 or 2 Zones - \$99.25101.55 ¹ , 3 Zones - \$131.45134.45 ¹ , 4 Zones - \$161.90165.60 ¹ , 5 Zones - \$226.35231.55 ¹		Yes	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for		No Add-Fare required

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE Monthly U-Pass on Compass Card* (calendar month)	Student of an eligible educational institution who holds a valid student card (together with valid government issue photo identification if no photograph on student card), a valid U-Pass BC and a valid WCE Monthly U-Pass	All Zones - \$102.30 <u>\$104.65</u> per month ¹ .		No	Valid for unlimited travel on Conventional Transit and WCE through all Zones, valid for Eligible HandyDART Users on HandyDART			No Add-Fare required
WCE One-Way Fare (Adult) on Compass Card*, Compass Ticket* or Contactless Payment* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Purchaser who holds a valid WCE One-Way Fare (Adult)	Cash or Contactless Payment: 1 or 2 Zones - \$5.90 <u>\$6.05</u> 3 Zones - \$7.65 <u>\$7.85</u> 4 Zones - \$9.45 <u>\$9.65</u> 5 Zones - \$12.80 <u>\$13.10</u>		No	Valid for unlimited travel on Conventional Transit through all Zones during the hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel in one direction through the number of Zones paid for	Add-Fare required**	
		Stored Value! 1 or 2 Zones: \$5.00 <u>\$5.10</u> 3 Zones: \$6.50 <u>\$6.65</u> 4 Zones: \$7.95 <u>\$8.15</u> 5 Zones: \$10.75 <u>\$11.00</u>						
WCE One-Way Fare (Concession) on Compass Card* or Compass Ticket* (120 min. Transfer Time and In-System Time***, except travel to Bowen Island 180 min. Transfer Time)	Child, Youth, Senior or HandyCard Holder with valid identification, who holds a valid WCE One-Way Fare (Concession)	Cash: 1 or 2 Zones - \$3.55 <u>\$3.65</u> 3 Zones - \$4.55 <u>\$4.65</u> 4 Zones - \$5.85 <u>\$6.00</u> 5 Zones - \$7.90 <u>\$8.10</u>		No	Valid for unlimited travel on Conventional Transit through all Zones -during the hours paid for, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel in one direction through the number of Zones paid for	Add-Fare required**	
		Stored Value! 1 or 2 Zones: \$2.95 <u>\$3.05</u> 3 Zones: \$3.80 <u>\$3.95</u> 4 Zones: \$4.90 <u>\$5.00</u> 5 Zones: \$6.60 <u>\$6.75</u>						

Proof of Payment	Eligible Person	Fare or Cost – Regular Hours	Fare or Cost – Off-Peak Hours	Transferability	Validity/Conditions			
					Bus Service (Conventional Bus and HandyDART)	Conventional SkyTrain and SeaBus (3 Zones)	West Coast Express (5 Zones)	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations**
WCE Return Fare (Adult) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Purchaser who holds a valid WCE Return Fare (Adult)	Cash: 1 or 2 Zones - \$11.2511.50 3 Zones - \$14.8515.20 4 Zones - \$18.1518.55 5 Zones - \$24.3024.85	No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for	No Add-Fare required		
		Stored Value: 1 or 2 Zones: \$11.0011.25 3 Zones: \$ 14.0514.35 4 Zones: \$17.4017.80 5 Zones: \$23.2523.80						
WCE Return Fare (Concession) on Compass Card* or Compass Ticket* (until day's end-of-service In-System Time)	Child, Youth, Senior or HandyCard Holder with valid identification who holds a valid WCE Return Fare (Concession)	Cash: 1 or 2 Zones - \$7.157.30 3 Zones - \$9.209.40 4 Zones - \$11.5011.75 5 Zones - \$15.6015.95	No	Valid for unlimited travel on Conventional Transit through all Zones, valid for Eligible HandyDART Users on HandyDART	Valid for unlimited travel through the number of Zones paid for	No Add-Fare required		
		Stored Value: 1 or 2 Zones: \$6.907.05 3 Zones: \$8.708.90 4 Zones: \$11.0011.25 5 Zones: \$14.8515.20						

- ¹ Indicates a discounted fare in effect for an introductory period as part of the introduction of Compass Card fare media, expiring at such time as determined by TransLink, in its sole discretion.
- * Indicates Proof of Payment.
- ** Canada Line YVR Add-Fare is a short term fare premium over the applicable fare in the amount of \$2.50 each way, which will be collected as a return fare premium of \$5.00 payable at YVR-Airport Station, Templeton Station or Sea Island Centre Station.
- *** For transfers from WCE to Canada Line or Bus Service where the Tap In for the transfer to Canada Line or a bus occurs within the initial 120 min. Transfer Time and In-System Time, the passenger will have 90 min. of Transfer Time from the time of Tap In on Canada Line or Bus Service.

Eligible Person	Conditions	Exemption		
		Conventional Transit	West Coast Express	Canada Line YVR Add-Fare – Travel Between Bridgeport and Templeton Stations
Any person	None	Exempt from fare payment while travelling between Canada Line stations located on Sea Island	Not exempt from fare payment	N/A
Attendant	Only one Attendant is eligible for the exemption	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder	Exempt from fare payment, when accompanying HandyCard Holder
Child	On Conventional SkyTrain and SeaBus or WCE Child must be accompanied by a passenger possessing Proof of Payment	Exempt from fare payment (i) if travelling on Conventional Bus, or (ii) if travelling on Conventional SkyTrain and SeaBus or WCE if accompanied by a passenger possessing Proof of Payment who is travelling with fewer than 5 Children		Exempt from Add-Fare
Persons having their regular location of work on Sea Island	Persons must (i) provide proof of eligibility acceptable to TransLink to a dealer as designated by TransLink, and (ii) purchase from such dealer and possess as valid Proof of Payment, a Compass Ticket having the applicable fare	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare
Residents of Burkeville, Richmond	Person who holds and uses as valid Proof of Payment a Sea Island Compass Card, issued to such person by TransLink upon such person providing to TransLink proof of residency acceptable to TransLink, having the applicable fare and with valid identification	Not exempt from fare payment	Not exempt from fare payment	Exempt from Add-Fare

TO: Board of Directors

FROM: Christine Dacre, Chief Financial Officer
Olga Kuznetsova, Vice President Financial Services

DATE: March 1, 2022

SUBJECT: 2022 Property Tax Bylaw and 2022 Replacement Tax Bylaw

PROPOSED RESOLUTION:

Property Tax Bylaw:

- A. That the TransLink Board of Directors introduces and reads a first, second and third time the “South Coast British Columbia Transportation Authority 2022 Property Tax Bylaw Number 144-2022” attached as Attachment 1 to the report dated March 1, 2022 titled “2022 Property Tax Bylaw and 2022 Replacement Tax Bylaw”; and
- B. That the TransLink Board of Directors reconsiders and finally adopts the “South Coast British Columbia Transportation Authority 2022 Property Tax Bylaw Number 144-2022” attached as Attachment 1 to the report dated March 1, 2022 titled “2022 Property Tax Bylaw and 2022 Replacement Tax Bylaw”.

Replacement Tax Bylaw:

- C. That the TransLink Board of Directors introduces and reads a first, second and third time the “South Coast British Columbia Transportation Authority 2022 Replacement Tax Bylaw Number 145-2022” attached as Attachment 2 to the report dated March 1, 2022 titled “2022 Property Tax Bylaw and 2022 Replacement Tax Bylaw”; and
- D. That the TransLink Board of Directors reconsiders and finally adopts the “South Coast British Columbia Transportation Authority 2022 Replacement Tax Bylaw Number 145-2022” attached as Attachment 2 to the report dated March 1, 2022 titled “2022 Property Tax Bylaw and 2022 Replacement Tax Bylaw”.

EXECUTIVE SUMMARY

Property and Replacement tax revenues help fund the investments and services that TransLink provides to the region.

The property and replacement tax rates for 2022 are set based on:

- The contemplated revenue increases set out in TransLink’s approved Phase Two 10-Year Investment Plan which includes an adjustment for development growth.
- Year over year consistency in average taxes assessed – while meeting the prescribed *British Columbia Hospital District Act Regulation* ratio requirements for rate changes.

The target property and replacement tax for 2022 totals \$452.9 million and is broken down as follows:

- Property tax revenue of \$434.9 million – amount is set based on a 4.5% increase (3% annual statutory increase + 1.5% development growth) over previous year’s target property tax revenue.
- Replacement tax revenue of \$18 million – this is a fixed annual amount.

The administration of these two taxes is different and, therefore, separate bylaws are required.

Total assessed property values increased by 19.2%. To achieve current year's target property tax revenue, property tax rates decreased in all property classes.

PURPOSE

The purpose of the attached report is to establish property and replacement tax rates for 2022 and for the Board to enact the bylaws to bring these rates into effect.

BACKGROUND

Property and replacement tax revenues help fund the investments and services that TransLink provides to the region.

For 2022, the approved Phase Two 10-Year Investment Plan ("Investment Plan") includes:

- For property taxes - a 3% increase in property tax revenues plus an estimated maximum development growth rate of 1.5% for the region.
- For replacement taxes – a fixed \$18 million.

The administration of the property tax and replacement tax is different and therefore separate bylaws are required.

DISCUSSION

TransLink has received and reviewed the 2022 completed property tax assessment rolls from BC Assessment.

Property Tax

In accordance with the Investment Plan, the 2022 property tax revenue to be collected through the rate setting process of \$434.9 million increased from previous year's target property tax revenue by 4.5% due to the following factors:

- 3.0% is the annual statutory increase allowable under the *South Coast British Columbia Transportation Authority Act* ("SCBCTA Act"); and
- 1.5% accounts for development growth (including new construction and zoning) to better reflect growth and development in the region.

While the 2022 actual development growth was 1.8%, the maximum amount that TransLink is able to collect is the forecasted 1.5% in the Investment Plan. Compared to the budget, the \$434.9 million is more than the budgeted amount of \$434 million due to the development growth rate (1.5%) in the region being higher than budgeted (1.3%).

Table 1 – Summary of Property Value Changes by Class:

Property Class	2022 Completed Roll (\$ millions)	2021 Revised Roll (\$ millions)	Total Increase/ (Decrease) (\$ millions)	Year over Year		
				Develop- ment Change	Market Change	Total Change
01 Residential	1,156,830	967,303	189,527	1.7%	17.9%	19.6%
02 Utilities	2,201	2,070	131	-1.2%	7.6%	6.3%
04 Major Industry	3,423	3,078	345	2.3%	8.9%	11.2%
05 Light Industry	29,839	23,911	5,928	0.8%	24.0%	24.8%
06 Business and Other	203,005	174,432	28,573	2.3%	14.1%	16.4%
08 Rec/Non-Profit	2,474	1,991	483	6.4%	17.9%	24.2%
09 Farm	100	102	-2	-5.1%	3.3%	-1.7%
Total	\$1,397,872	\$1,172,887	\$224,985	1.8%	17.4%	19.2%

*Some amounts may not add due to rounding

Comparing the 2022 completed roll to the 2021 revised roll, there were increases in value in all property classes except Farm.

The total market value increase over 2021 is 17.4%. Residential being the largest property class was 17.9% and Business & Other was 14.1%.

With regards to development growth, the largest increase of 6.4% was in the Rec/Non-Profit class. The development change for Utilities and Farm property classes showed a decline.

The recommended 2022 property tax rates comply with the requirements of the *SCBCTA Act* relating to changes in tax rates tied to the prescribed *British Columbia Hospital District Act Regulation* ratios. The recommended rates also provide a consistent year-to-year change on property owners' average tax bills.

Table 2 – Property Tax Revenues Summary:

Property Class	2022 Completed Roll (\$000s)	2022 Property Tax Rate (per \$1,000)	2021 Property Tax Rate (per \$1,000)	Increase / (Decrease) in Property Tax Rates	2022 Revenue Forecast (\$000s)	2021 Revenue Invoiced (\$000s)
01 Residential	\$1,156,830,421	\$0.2239	\$0.2563	(\$0.0324)	\$259,037	\$247,920
02 Utilities	\$2,200,766	\$2.1619	\$2.2752	(\$0.1133)	\$4,758	\$4,709
04 Major Industry	\$3,422,831	\$1.3242	\$1.4343	(\$0.1101)	\$4,533	\$4,414
05 Light Industry	\$29,839,383	\$0.7159	\$0.8619	(\$0.1460)	\$21,362	\$20,609
06 Business and	\$203,004,698	\$0.7131	\$0.7924	(\$0.0793)	\$144,756	\$138,220
08 Rec/Non-Profit	\$2,474,176	\$0.1564	\$0.1888	(\$0.0324)	\$387	\$376
09 Farm	\$100,422	\$0.3239	\$0.3563	(\$0.0324)	\$33	\$36
Total					\$434,866	\$416,284

*Some amounts may not add due to rounding
 All Property Classes have a decrease in Property Tax Rates over 2021 rates.

Replacement Tax

The SCBCTA Act permits TransLink to collect up to \$18 million as replacement tax on property classes 1, 2, 4, 5 and 6, in proportions determined by the Authority.

The 2022 replacement tax rates meet the planned target revenue of \$18 million and provide a consistent year-to-year tax impact on property holders' average tax bills.

The 2022 replacement tax rates have been set to minimize the impact on the average tax bills of property owners. In all property classes, the 2022 replacement tax rate is lower than the 2021 rate.

Table 3 – Replacement Tax Revenues Summary:

Property Class	2022 Completed Roll (\$000s)	2022 Repl Tax Rate (per \$1,000)	2021 Repl Tax Rate (per \$1,000)	Increase / (Decrease) in Repl Tax Rates	2022 Revenue Forecast (\$000s)	2021 Revenue Invoiced (\$000s)
01 Residential	\$1,156,830,421	\$0.0020	\$0.0023	(\$0.0003)	\$2,278	\$2,225
02 Utilities	\$2,200,766	\$0.0751	\$0.0877	(\$0.0126)	\$165	\$182
04 Major Industry	\$3,422,831	\$0.0780	\$0.0911	(\$0.0131)	\$267	\$280
05 Light Industry	\$29,839,383	\$0.0663	\$0.0774	(\$0.0111)	\$1,977	\$1,851
06 Business and Other	\$203,004,698	\$0.0656	\$0.0766	(\$0.0110)	\$13,313	\$13,362
Total					\$18,000	\$17,900

*Some amounts may not add due to rounding
 All Property Classes have a decrease in Replacement Tax Rates over 2021.

Table 4 – Summary of Combined Property and Replacement Tax impacts:

Property Class	2022 Average Assessment	2021 Average Assessment	2022 Average Property & Repl Tax	2021 Average Property & Repl Tax	\$ Change In Average Tax	% Change In Average Tax
01 Residential	\$1,368,990	\$1,167,747	\$310	\$302	\$8	3%
02 Utilities	\$1,900,489	\$1,817,297	\$4,252	\$4,294	(\$42)	-1%
04 Major Industry	\$22,667,752	\$20,382,814	\$31,785	\$31,092	\$693	2%
05 Light Industry	\$7,706,452	\$6,191,468	\$6,028	\$5,815	\$213	4%
06 Business and Other	\$4,816,244	\$4,191,371	\$3,750	\$3,642	\$108	3%
08 Rec/Non-Profit	\$3,431,590	\$2,781,359	\$537	\$525	\$12	2%
09 Farm	\$19,591	\$19,447	\$6	\$7	(\$1)	-14%

*Some amounts may not add due to rounding

The average property and replacement taxes have been calculated by multiplying the average assessment values by the corresponding combined tax rates per thousand dollars of assessed values.

The overall impact of the 2022 tax rates (both property tax and replacement tax) for an average residential property will be an increase of approximately \$8 (or 3%) over the prior year. An average business class property will experience an increase of approximately \$108 (or 3%) over the prior year.

RECOMMENDATION

It is recommended that the Board approve and adopt the attached bylaws effective January 1, 2022.

ATTACHMENTS:

Attachment 1: Property Tax Bylaw # 144-2022

Attachment 2: Replacement Bylaw # 145-2022

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 144-2022

A Bylaw imposing Property Tax for the year 2022

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 144-2022

A Bylaw imposing Property Tax for the year 2022

WHEREAS pursuant to the *South Coast British Columbia Transportation Authority Act* the Authority must manage and operate the regional transportation system and generate and manage funds for that purpose.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region, as defined in the Act, other than land and improvements that are taxable for school purposes only by special act.

AND WHEREAS in assessing the tax the Authority must adopt a variable tax rate system in which individual tax rates are determined and imposed for each property class.

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

1. This Bylaw may be cited as the “South Coast British Columbia Transportation Authority 2022 Property Tax Bylaw Number 144-2022.”
2. In this Bylaw, “transportation service region” means all municipalities and rural areas located in the Greater Vancouver Regional District and any area added to the Region pursuant to the South Coast British Columbia Transportation Authority Act.
3. There is assessed and levied on the net taxable value of land and improvements in the transportation service region, other than land and improvements that are taxable for school purposes only by special act, a tax at the variable rates set out in Schedule 1 attached thereto.
4. This Bylaw comes into force and takes effect on January 1, 2022.

READ A FIRST, SECOND AND THIRD TIME this March 24, 2022.

RECONSIDERED, PASSED AND FINALLY ADOPTED this March 24, 2022.

Lorraine Cunningham, Chair

Jennifer Breeze, Corporate Secretary

SCHEDULE 1 attached to and forming part of
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
2022 PROPERTY TAX BYLAW NUMBER 144-2022

<u>PROPERTY CLASS</u>	<u>TAX RATES</u> <u>DOLLARS OF TAX PER \$1,000</u>
01 Residential	0.2239
02 Utilities	2.1619
04 Major Industry	1.3242
05 Light Industry	0.7159
06 Business/Other	0.7131
08 Recreational and Non-Profit	0.1564
09 Farm	0.3239

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 145-2022

A Bylaw imposing Replacement Tax for the year 2022

SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY

BYLAW NUMBER 145-2022

A Bylaw imposing Replacement Tax for the year 2022

WHEREAS pursuant to the *South Coast British Columbia Transportation Authority Act* the Authority must manage and operate the regional transportation system and generate and manage funds for that purpose.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region, as defined in the Act, other than land and improvements that are taxable for school purposes only by special act.

AND WHEREAS the Authority may, by bylaw, assess a tax on the net taxable value of land and improvements in the transportation service region if the additional tax generates property tax revenue that is not more than \$18 million in this fiscal year and the additional tax is collected only from property classes 1, 2, 4, 5 and 6 in whatever proportions the authority may determine.

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

1. This Bylaw may be cited as the “South Coast British Columbia Transportation Authority 2022 Replacement Tax Bylaw Number 145-2022.”
2. In this Bylaw, “transportation service region” means all municipalities and rural areas located in the Greater Vancouver Regional District and any area added to the Region pursuant to the South Coast British Columbia Transportation Authority Act.
3. There is assessed and levied on the net taxable value of land and improvements in the transportation service region, other than land and improvements that are taxable for school purposes only by special act, a tax at the rates set out in Schedule 1 attached thereto.
4. This Bylaw comes into force and takes effect on January 1, 2022.

READ A FIRST, SECOND AND THIRD TIME this March 24, 2022.

RECONSIDERED, PASSED AND FINALLY ADOPTED this March 24, 2022.

Lorraine Cunningham, Chair

Jennifer Breeze, Corporate Secretary

SCHEDULE 1 attached to and forming part of
SOUTH COAST BRITISH COLUMBIA TRANSPORTATION AUTHORITY
2022 REPLACEMENT TAX BYLAW NUMBER 145-2022

<u>PROPERTY CLASS</u>		<u>TAX RATES</u> <u>DOLLARS OF TAX PER \$1,000</u>
01	Residential	0.0020
02	Utilities	0.0751
04	Major Industry	0.0780
05	Light Industry	0.0663
06	Business/Other	0.0656

TO: Board of Directors

FROM: Sarah Ross, Acting VP, Transportation Planning & Policy

DATE: January 4, 2022

SUBJECT: Independent Transit Service Application – *Richmond Discovery Shuttle* (2022)

PROPOSED RESOLUTION

That the TransLink Board of Directors determine that the proposed *Richmond Discovery Shuttle* service would be an Independent Transit Service under Section 5 of the *South Coast British Columbia Transportation Authority Act* and has approval to operate, subject to the conditions outlined in this report.

EXECUTIVE SUMMARY

The City of Richmond is seeking approval to operate an Independent Transit Service (ITS) providing service on summer weekends in Richmond between Lansdowne SkyTrain Station and the historical Steveston area. Management's analysis indicates the service will have negligible impact on the financial viability and effectiveness of the regional transportation system. Management recommends the approval of the proposed *Richmond Discovery Shuttle* to operate as an Independent Transit Service.

PURPOSE

The purpose of this report is to seek a Board decision that the proposed *Richmond Discovery Shuttle* is considered an Independent Transit Service (ITS) and has approval to operate, subject to the conditions outlined in this report.

BACKGROUND

South Coast British Columbia Transportation Authority Act

Under Section 5 of the *South Coast British Columbia Transportation Authority Act (Act)*, TransLink's Board of Directors is authorized to determine whether or not a service should be considered an Independent Transit Service. TransLink's [Independent Transit Service Policy](#) – approved by the Board in December 2012 – provides direction on the process, a definition of ITS, evaluation criteria, and standard terms & conditions required for approval. As outlined in the *Act* and the *Policy*, TransLink may grant approval for an ITS to operate, provided it does not negatively impact the effectiveness or financial viability of the regional transportation system. The ITS policy includes definitional criteria used to determine whether a service should be considered an ITS.

2019 ITS Application

TransLink approved this service, previously called the *Steveston Shuttle*, to operate as an ITS in the summer of 2019. The Tourism Richmond brochure for the 2019 service is provided in Attachment 1. TransLink has also approved a number of other similar, limited-service, and seasonal-only ITS applications, including in White Rock (2014, 2017, 2018) and Port Moody (2018).

DISCUSSION

Service Summary

The City of Richmond, in partnership with Tourism Richmond and the Richmond Hotel Association, is planning the proposed *Richmond Discovery Shuttle* for the summer of 2022. The service would be a mini-bus operating on weekends and holidays between June and September 2022. It is primarily intended to serve tourists by providing a direct connection from Downtown Richmond and the Canada Line to the historical Steveston area in southwest Richmond. The service characteristics are provided in Table 1, and the proposed routing is provided in Figure 1.

Table 1. Service Characteristics

Service Characteristics: <i>Richmond Discovery Shuttle</i>	
Type of Service	Bus
Route	Downtown Richmond to Steveston
Stops	Lansdowne SkyTrain Station, Sheraton Vancouver Airport Hotel, Richmond Oval (optional), Gulf of Georgia Cannery, and Britannia Shipyards
Days and Hours of Operation	Weekends and holidays 10 am – 6 pm. May be extended for special event days (e.g. Canada Day).
Frequency	30-60 minutes
Run Time	50 minutes from Lansdowne to Britannia Shipyards 25 minutes from Britannia Shipyards to Lansdowne (No stops)
Fare	Free
Access to TransLink Infrastructure	No
Length of Service	June 25 – September 9, 2022
Vehicle Type	Minibus
Vehicle Occupancy	34 passengers
Vehicle Accessibility	Unknown/TBD
Partners	City of Richmond, Tourism Richmond, and the Richmond Hotel Association



Figure 1: Proposed Routing

ITS Classification

The first step in the review of an ITS application is to determine if the service fits the definition of an ITS (Table 2). A service is defined as an ITS only if all the definitional criteria are fulfilled.

Table 2. ITS Definition and Determination

Definitional Criteria	Defined as ITS if:	<i>Richmond Discovery Shuttle:</i>
Service is either bus or rail transportation	Yes	Yes
Provided primarily within the transportation service region	Yes	Yes
Provided by a person or municipality other than the authority or its subsidiaries or contractors	Yes	Yes
Does not meet any of the following definitions: carpool vehicle, passenger transportation pool vehicle (e.g. employer-sponsored carpool/vanpool), interregional bus (connecting outside service area), passenger directed vehicle (e.g. taxis), school bus, emergency vehicle	Yes	Yes
The primary purpose of the service is to provide general mobility	Yes	Yes

The proposed *Richmond Discovery Shuttle* fulfills all the definitional criteria of an ITS and is therefore considered an Independent Transit Service per the criteria outlined in Section 2 of the ITS policy.

Service Evaluation

The evaluation of the *Richmond Discovery Shuttle* is summarized in Table 3.

Table 3. Service Evaluation

Evaluation: <i>Richmond Discovery Shuttle</i>		
Evaluation Criteria	Impact	Comments
Impact on effectiveness of regional transportation system	<i>Positive</i>	Departing from Lansdowne SkyTrain Station, the proposed ITS would provide a fast and direct, though infrequent, transit connection between Downtown Richmond and Steveston and would likely have a small positive impact on ridership.
Impact on financial viability of regional transportation system	<i>Negligible</i>	With low-frequency service on weekends and holidays only for 2.5 months, the proposed ITS would have minimal impact on existing TransLink ridership and a negligible impact on the larger regional transportation system.

Impact on the Effectiveness of the Regional Transportation System

TransLink provides regular service to Steveston via the following routes:

- 401 (Richmond-Brighouse Station/No.1 Road)
- 402 (No.2 Road/Brighouse Station)
- 406 (Richmond Brighouse Station/Steveston)
- 407 (Gilbert/Bridgeport Station)

While these routes do provide a connection between the Canada Line and Steveston, none of them serve Lansdowne SkyTrain station, nor do they serve the other destinations that the proposed ITS intends, e.g. Sheraton Vancouver Airport Hotel. The proposed *Richmond Discovery Shuttle* would provide an additional connection between the Canada Line and Steveston and would improve mobility for a market not specifically served by TransLink, i.e. visitors looking to access the historical Steveston area. In general, the proposed *Richmond Discovery Shuttle* would complement the existing TransLink network in Richmond and likely have a minor but positive impact on ridership.

Impact on the Financial Viability of the Regional Transportation System

As noted above, while TransLink does provide regular service to Steveston, it does so via routing that is distinct from what is being proposed for the *Richmond Discovery Shuttle*. Since the proposed ITS intends to provide weekend and holiday service only, it is unlikely that existing transit users would migrate to a less-frequent option. Given this focus, the short window of seasonal operation, and that there are no stops proposed between the Olympic Oval and Steveston, it is unlikely that the proposed ITS would compete with TransLink for existing ridership and would have a negligible impact on the larger financial viability of the regional transportation system.

Terms and Conditions

The recommended terms and conditions for the proposed *Richmond Discover Shuttle* are provided in Attachment 2.

RECOMMENDATION

Management recommends that the Board approve, with the conditions specified, the operation of the *Richmond Discovery Shuttle* as an Independent Transit Service, on the basis that the transit service is not expected to negatively impact the financial viability or effectiveness of the regional transportation system.

ATTACHMENTS

Attachment 1 - Tourism Richmond Brochure for 2019 Service (For reference – Likely to be updated for 2022)

Attachment 2 - Terms and Conditions – *Richmond Discovery Shuttle*



PACIFIC. AUTHENTIC. RICHMONDBC STEVESTON TOURIST SHUTTLE

A free and easy way for your guests to travel to Steveston!

FREE SHUTTLE

During the summer months visitors can get around Richmond on a seasonal tourist shuttle bus that circles around Central Richmond, the Richmond Olympic Oval, and Steveston Village.

The shuttle will be stopping at:

- Lansdowne Skytrain Station (parking lot)
- Sheraton Vancouver Airport
- Richmond Olympic Oval
- Steveston Village - Gulf of Georgia Cannery National Historic Site (parking lot)
- Steveston Village - Britannia Shipyards National Historic Site (parking lot)



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[VISIT RICHMONDBC.COM/SHUTTLE](https://www.visitrichmondbc.com/shuttle)

SCHEDULE

Scheduled route running all day during weekends and select statutory holidays from June 15 to September 2, 2019.

STOP						
Lansdowne Skytrain Station (parking lot adjacent to station)	9:30am	10:45am	12:00pm	3:00pm	4:15pm	5:30pm
Sheraton Vancouver Airport	9:40am	10:55am	12:10pm	3:10pm	4:25pm	5:40pm
Richmond Olympic Oval	9:50am	11:05am	12:20pm	3:20pm	4:35pm	
Steveston Village - Gulf of Georgia Cannery National Historic Site (parking lot)	10:10am	11:25am	12:40pm	3:40pm	4:55pm	6:00pm
Steveston Village - Britannia Shipyards National Historic Site (parking lot)	10:20am	11:35am	12:50pm	3:50pm	5:05pm	
Lansdowne Skytrain Station (parking lot adjacent to station)	10:45am	12:00pm	1:15pm	4:15pm	5:30pm	6:25pm
Sheraton Vancouver Airport						6:35pm

Brought to you by:



TERMS AND CONDITIONS – *Richmond Discovery Shuttle*

The following standard conditions apply to all approved ITS:

1. TransLink reserves the right to review and/or re-evaluate approved services at any point in the future, and revoke approval if deemed appropriate.
2. No financial support will be provided by TransLink or any of its subsidiaries.
3. Approval to operate as an Independent Transit Service does not constitute approval with respect to any other federal, provincial and local transportation regulations, including safety.
4. TransLink may request changes in service provision (including, but not limited to, changes in route, frequency, stops, operating times, passenger access and/or revenue structure). Approval will only be granted if Translink and the ITS provider agree to service terms.
5. Approved ITS must notify TransLink of any substantive, planned changes in service provision (including, but not limited to, changes in route, frequency, stops, operating times, passenger access and/or revenue structure) at least 60 days in advance of a planned change.
6. Each approved ITS must report annually to TransLink to confirm its service plan and report changes.
7. Use of TransLink-owned or operated infrastructure, including transit exchanges or TransLink bus stops, must be negotiated and approved in advance of use by ITS.
8. Use of TransLink or subsidiaries branding, language, or symbols, must be negotiated and approved in advance of use by ITS.
9. Approved ITS may be recognized or communicated by TransLink to improve the effectiveness of the regional transportation system as appropriate, and at TransLink's discretion.

Should the Board approve the *Richmond Discovery Shuttle* to operate as an Independent Transit Service, Management recommends the following additional conditions be applied:

- That approval to operate is given for the summer seasons of 2022-2024.
- That the service provider report ridership figures to TransLink by September 30, 2022.
- That the service operator will not make stops at and/or restrict access to any TransLink bus stops in the service area.
- That any violation to the terms and conditions could result in the suspension or termination of the ITS.

TO: Board of Directors

FROM: Kevin Quinn, Chief Executive Officer

DATE: March 8, 2022

SUBJECT: Public Delegations at the December 2, 2021 Board of Directors Meeting

EXECUTIVE SUMMARY

The Board received three public delegations at its December 2, 2021 public Board meeting.

The Board received three public delegations at its December 2, 2021 public Board meeting on the following topics:

- **HandyDART Fleet Electrification**
 - A public delegate spoke to the Board in favour of electrification of the HandyDART bus fleet as well as installation of supporting infrastructure for an electrified bus fleet. The delegate encouraged TransLink to incorporate this as an objective into its Low Carbon Fleet Strategy for HandyDART and to seek funding from senior government for this initiative.
 - Management followed up in writing to share information about TransLink's commitment to reduce its greenhouse gas emissions by 80% by 2050, and that electrification of the 40ft and 60ft bus fleet is critical to achieve this GHG reduction target. The delegate was advised that although the HandyDART fleet comprises only 4% of TransLink's enterprise GHG emissions, TransLink continues to engage with manufacturers who are making significant progress with battery electric paratransit vehicles. TransLink plans to test zero-emissions vehicles for HandyDART in the next two years and if financially and operationally feasible, phase in zero-emissions vehicles into the fleet before 2030.
- **Safety and Lighting at SkyTrain Stations**
 - The Board received a public delegate who addressed the Board on safety and lighting at and around SkyTrain stations, who noted that lighting in certain areas are not fully functioning and not being quickly repaired. The delegate also acknowledged the work of the Metro Vancouver Transit Police in supporting safety around the system.
 - Management responded to the delegate in writing and confirmed that guideway-mounted lighting from Royal Oak Station to Macpherson Avenue had experienced issues due to an unexpected electrical short. Repairs were partially delayed due to delays in delivery of parts required, but full repairs have now taken place. TransLink also continues to coordinate with City of Burnaby staff on their respective initiatives to continue to improve the safety of pedestrians, cyclists and the community at large.
- **Ridership and Bus Stop Balancing Program**
 - One delegate requested information about trends in ridership on buses in addition to the ridership data available on rail services. As well, the individual also asked that TransLink cancel the bus stop balancing program because of impacts on those reliant on transit.
 - After the meeting, Management followed up with the public delegate in writing to share further information on ridership, the Bus Stop Balancing Program and winter service changes, and also to confirm that staff will be considering his input on the Bus Stop Balancing Program.

TO: Board of Directors

FROM: Sarah Ross, Acting Vice President, Transportation Planning and Policy

DATE: February 21, 2022

SUBJECT: 2021 Annual Reports from Accessibility Advisory Committees

PURPOSE

The purpose of this report is to provide an annual update to the Board from TransLink's two accessibility-related advisory committees, the Access Transit Users' Advisory Committee (UAC) and HandyDART Users' Advisory Committee (HDUAC).

DISCUSSION

TransLink's two accessibility-related advisory committees, the Access Transit Users' Advisory Committee (UAC) and HandyDART Users' Advisory Committee (HDUAC) were established to advise on matters to improve the accessibility of the conventional transit system and to provide advice and guidance on HandyDART plans, programs and other initiatives, respectively. Per each committee's Terms of Reference, they each produce an annual report to the Board of Directors to report on their accomplishments. The UAC's Annual Report to the TransLink Board of Directors is attached as Attachment 1, and the HDUAC's Annual Report is attached as Attachment 2.

Management is very appreciative of the on-going advice provided by the HDUAC and the UAC that ensured that TransLink's COVID-19 response plans continue to consider the unique needs of HandyDART customers and customers with disabilities using the conventional transit system.

The UAC provided key advice to TransLink on several important policies and programs involving all modes of the conventional transit system. The ongoing work of the committee continues to prove to be a crucial part of supporting TransLink's understanding of the evolving accessibility needs of customers with disabilities and is consistent with our commitment in Transport 2050 to include social equity as a strategy lens to all of our work. Some highlights from the past year include:

- Providing accessibility feedback on the next generation of SkyTrain cars. The committee provided input on the location of in-car screens, seat heights, and the use of lean pads directly to the project team. The committee also stressed the importance of clearly marking priority for passengers with mobility aids in flex-spaces on-board.
- Providing ongoing advisory support for the Accessible Bus Stop signage project, including advising on the height and location of the braille and tactile signs.
- Providing advice to assist in ensuring that cycling infrastructure improvements meets the needs of pedestrians with disabilities.
- Giving feedback on Transport 2050 and the equity provisions of the report.
- Providing feedback on Bus Stop Balancing that emphasized the importance that overall accessibility for people with disabilities is maintained, and that impacted customers are aware of the proposed changes and corresponding opportunities for input.

In 2021, The HDUAC continued to work on several key initiatives with Management and staff, most notably HandyDART Modernization. Highlights from the past year include:

- Discussing customer and stakeholder concerns about proposed changes to the HandyDART application process. The resulting proposal will collect more information about applicants' abilities while providing applicants with the option of an in-person consultation or to work with their own medical authority to provide the information.
- Bringing a customer perspective to multiple aspects of launching Compass on HandyDART, including a welcome package and virtual training workshops.
- Providing advice and support to formally open HandyDART applications to children 12 and under.

TransLink staff look forward to continuing to work closely with these valuable advisory resources in 2022.

ATTACHMENTS

Attachment 1: 2021 Access Transit Users' Advisory Committee Annual Report

Attachment 2: 2021 HandyDART Users' Advisory Committee Annual Report

TO: TransLink Board of Directors

FROM: The TransLink Access Transit Users' Advisory Committee

DATE: February 21, 2022

SUBJECT: 2021 Access Transit Users' Advisory Committee Annual Report

EXECUTIVE SUMMARY

In 2021 The Access Transit Users' Advisory Committee (UAC) continued to meet virtually due to the ongoing COVID-19 pandemic. The committee had a productive year, advising TransLink on many key initiatives, including the R6 RapidBus, the next generation SkyTrain cars, new Passenger Information Displays for buses, and the accessibility of the Burrard Chinook. The committee also continued to provide crucial feedback on the Bus Stop Accessibility Program for customers with sight loss. Along with the HandyDART Users' Advisory Committee (HDUAC), the committee participated in the HandyDART Modernization program consultations that occurred in the spring.

PURPOSE

This report is for information purposes only and is to provide the TransLink Board of Directors with an overview of the Access Transit Users' Advisory Committee activities and accessibility priorities throughout 2021.

BACKGROUND

The Access Transit Users' Advisory Committee acts as an ongoing, independent customer voice to provide accessibility-related advice on TransLink plans, programs, and other initiatives.

The UAC was established in 2008 and continues to meet at minimum of six times each year. In 2021 the Committee was composed of 18 members representing a wide range of demographics, including seniors and people with various physical, cognitive, and sensory disabilities, and their representatives. The UAC Terms of Reference call for an Annual Report to the TransLink Board. The report was drafted by the Manager, Access Transit Planning, and approved by the Committee Chair.

DISCUSSION

The Access Transit Users' Advisory Committee's activities for 2021 are detailed below. As in other years, the committee continues to provide feedback to TransLink on a variety of projects, ranging from improving infrastructure to customer engagement and inclusion. The committee is a valuable venue for seniors and people with disabilities and their representatives to provide input to TransLink, which allows TransLink to better apply an accessibility lens to its programs to better reflect community need.

COVID-19

In 2021, The UAC continued to meet virtually with the pandemic restrictions still in place. Despite this, the UAC continued to have a productive year.

As the nature of the pandemic changed, the committee was kept up to date with regular updates on changes in health and safety procedures as the provincial health directives changed. In June, bus operators resumed assisting passengers in mobility devices with forward securement. This permitted the use of both wheelchair positions on conventional busses once again, improving accessibility of conventional busses.

Bus Stop Accessibility for Customers with Sight Loss

The UAC has continued to engage on bus stop accessibility for customers with sight loss. This project includes three main components: braille and tactile information, audio wayfinding, and tactile walking surface indicators (TWSI) on TransLink property.

The UAC's involvement this year has included advising on the layout of information on the signs, and placement of the signs on the poles. Members of the committee continue to provide valuable knowledge on issues like the format of the Braille used and the suitability of the sign material itself.

The committee continued to receive ongoing updates about the installation progress of the TWSIs on TransLink owned or leased properties, along with the work on a regional approach to TWSI installation on municipal sidewalks. The committee is looking forward to this work continuing throughout the next year.

In December the project had the official launch of the braille and tactile signs outside Burrard station, with the installation of the first braille and tactile signs. Members of the committee and long-time supporters of the project were invited to participate, and the committee is pleased to see this milestone reached.

SeaBus Accessibility Improvements

Prior to the launch of the Burrard Chinook, members of the committee had a chance to review the accessibility improvements recommended by the committee during the design phase of the new SeaBus vessel. Overall, members were pleased to see how the committee's feedback had been incorporated to improve accessibility, including yellow guide strips at two sets of doors closest to the accessible seating, and use of yellow on stanchions so they are more visible.

Skytrain Mark V Mock-up Viewing

In November, members of the committee had a chance to visit OMC2 to view the mock-up of the next generation of Skytrain cars. Committee members had the chance to speak directly to the designers and the project team. Much of the feedback related to the style of bike racks, visibility of some of the seats in relation to the control panel at the front of the train, and the importance for lots of open space for people using wheelchairs and mobility devices. Members present also used the opportunity to bring forward ideas to improve onboard communications for passengers who are deaf, particularly to provide information during an emergency. The committee is looking forward to continuing to be involved in the design of the new Skytrain cars and related facilities as TransLink moves to replace the first generation of SkyTrain cars.

Bus Onboard Passenger Displays

During the summer, members of the committee were asked to review new prototype onboard passenger displays for conventional buses. As a result of this review, CMBC was able to choose a preferred vendor and make necessary adjustments to the new displays prior to purchasing them for new coaches. The new displays will be introduced when new busses are purchased and put into service over the next few years.

Broadway Subway Construction

During the year, the committee continued to bring forward emerging issues that were occurring during the construction of the Broadway Subway. As this project is being managed by the province, TransLink does not have direct influence over the project. However, TransLink was able to inform the project team about issues, and shared channels of communication with the project team, who continue to make ongoing adjustments to maintain accessibility during construction.

BC Parkway Improvements

As part of its ongoing interest in the accessibility of biking and pedestrian paths, the committee provided feedback on BC parkway improvements proposed between 22nd St. and New Westminster Stations. The project team was particularly interested in solutions that would allow for clearly identifying the bike lane from the pedestrian path in narrow areas where two separate paths aren't feasible. The committee provided recommendations that will hopefully be useful as work takes place on improving biking infrastructure.

R6 Rapid Bus

In September the committee received a presentation on the proposed R6 RapidBus. As part of this presentation, the committee heard about a south-bound stop that will be part of a centre-island bus stop on Scott Rd at 72nd Ave. This is a new type of bus stop, and the committee provided the project team with guidance to make the stop as safe and accessible as possible.

HandyDART Modernization

Along with the HDUAC, the UAC participated in the consultations on HandyDART Modernization, including an engagement workshop as part of a regular UAC meeting. The committee provided feedback on registration, Compass for HandyDART and age-based discounts during the public consultation phase. The committee is particularly interested in how travel training will encourage people with disabilities to continue to use the conventional transit system and is looking forward to seeing the results as the proposed changes in HandyDART continue to be implemented.

Transport 2050

The UAC continued to play a role in our largest public consultation activity. During the year, the Transport 2050 project team consulted with the committee on the overall plan, and specifically on the diversity and inclusion aspects of the second and third phase of the consultation.

Customer Experience Program

The committee received a report on the Customer Experience program. This was a chance for the committee to hear about the updated customer experience program and how TransLink could receive feedback from people with disabilities. It was pointed out by the committee that a big part of the overall customer experience for people with disabilities are the interactions with the general public. Sometimes, because of a lack of public awareness, these interactions can make people stop using the conventional transit system in favour of HandyDART. It was suggested that ongoing public awareness campaigns should continue to be part of the overall customer experience program.

Bus Stop Balancing and Amenities

The committee engaged with staff multiple times on Bus Stop Balancing, with a discussion on the results of the Route 2 exercise, and to provide input on the plans for Routes 4, 7, 17, and 25. In particular, the committee relayed to staff the importance that a high level of access to transit and to amenities be

maintained. Concern was expressed that bus stops continue to be in areas where the sidewalks are also in good condition, that people were aware of how to be involved in the consultations that happen when balancing occurs on new routes, and be given enough time to provide feedback.

As a result of these discussions, the committee has expressed interest in broader discussions of other amenities at bus stops, and how to ensure those amenities don't decrease accessibility of bus stops. This is a topic that the committee is interested in continuing to pursue over the next year to find ways to support TransLink's work with municipal partners to maintain and improve overall bus stop accessibility.

TransLink Customer Access to Washrooms

Access to public washrooms remains a key interest for the UAC, given the important role that access to washrooms plays in the accessibility of the transit system. The committee is supportive of TransLink's policy to have washrooms at key transfer stations, relatively evenly spaced on the network, and is eager to see funding approved to advance implementation.

CONCLUSION

Despite the COVID-19 pandemic causing some changes to the regular operations of the Access Transit Users' Advisory Committee, the UAC was able to continue to work with TransLink staff in a virtual manner that has proven to have some benefits over meeting in person. The UAC meeting schedule for the year continued to reflect a schedule that is like when the committee is meeting in person. Members provided accessibility-related advice on a wide variety of ongoing projects, as well as the future of meetings.

The UAC is continuing to meet virtually and looks forward to its work in 2022.

TO: Board of Directors

FROM: HandyDART Users' Advisory Committee

DATE: February 21, 2022

SUBJECT: 2021 HandyDART Users' Advisory Committee Annual Report

EXECUTIVE SUMMARY

With the ongoing challenges and risks presented by the COVID-19 pandemic over the past year, the HandyDART Users' Advisory Committee (HDUAC) continued on a virtual meeting platform, which continued to allow members to provide unique insight on the HandyDART customer experience and comfort level during the pandemic.

HDUAC also provided guidance on ongoing projects such as HandyDART Modernization (proposed changes to the registration process, introduction of Compass for HandyDART, and aged-based discounts), the HandyDART Service Performance Report, and the impacts of the cyber attack on Committee members and on TaxiSaver customers.

PURPOSE

To inform the TransLink Board of Directors of the HandyDART Users' Advisory Committee activities throughout 2021.

BACKGROUND

The HandyDART Users' Advisory Committee was established in 2019, at the direction of the TransLink Board, with the purpose of providing advice and guidance on HandyDART plans, programs and other initiatives and advise TransLink on matters to improve HandyDART service for customers. This also offers a forum for the exchange of ideas that allows TransLink, CMBC and service contractors to hear directly from HandyDART stakeholders and customers regarding systemic concerns about the service.

The committee includes 11 HandyDART customers and those representing organizations that work with customers, the Chair of the Access Transit Users' Advisory Committee, and a representative from the HandyDART Riders' Alliance. The HandyDART Users' Advisory Committee terms of reference calls for an annual report to the TransLink Board of Directors. The report was drafted by the Manager, Access Transit Planning, and approved by the Committee Chair and Vice-Chair.

DISCUSSION

The HandyDART Users' Advisory Committee's activities for 2021 are detailed below. During the past year, the committee continued to provide the views of HandyDART customers, identifying issues and providing input on a range of topics relevant to HandyDART service.

HandyDART Modernization

In 2021, The HDUAC continued to be deeply involved in the HandyDART Modernization project, in particular providing advice on making Compass available for HandyDART and proposed changes to registration.

Compass on HandyDART

Overall, the committee is supportive and enthusiastic about the introduction of Compass for HandyDART as it will bring HandyDART closer to the conventional transit system for fare payments and products.

The committee received updates on the progress of Compass implementation over the course of the year and provided input on materials to support HandyDART customers using Compass. This included input on information provided through a 'Welcome package', online training, and additional information to clarify payment options for different customer groups.

Age-based discounts on HandyDART

Along with the introduction of Compass for HandyDART, TransLink introduced age-based discounts for customers, which the committee supported. This allows a majority of HandyDART customers to reduce the cost of their trips on HandyDART.

Proposed changes to HandyDART registration

The committee had concerns about the proposal for changing the registration system for HandyDART and worked closely with staff to work through those concerns. Members of the committee participated in online community engagement sessions and an additional committee workshop to provide input in the HandyDART Modernization engagement:

- In person registration is seen by many to be as a barrier to accessing HandyDART, particularly if it were mandatory.
- People wanted an option of working with the medical professionals they are comfortable with, and who are familiar with their disability.
- There was support for increased travel training to support understanding and skills development to use conventional transit.

At their June meeting, the committee passed the following motion, with unanimous support from members:

The HandyDART Users' Advisory Committee requests that TransLink

1. ensures that applying for HandyDART is a dignified and customer-centric experience that provides a more complete picture of applicants' needs and abilities, and that any in-person component is not mandatory;
2. continues to expand HandyDART service, and requests that the provincial government increase funding for HandyDART, in recognition that 2/3 of trips are to access medical services; and
3. continues to improve the accessibility of the conventional system and supports customers to use conventional transit when they are able.

This input from the committee was reflected in the proposal presented to the TransLink Board in June, and the committee is looking forward to continuing to work with staff on the development and implementation of the new application process.

COVID-19 – HandyDART Recovery Planning

Staff continued to keep the committee informed about ongoing changes in procedures as provincial health orders change and evolve. The committee worked with staff to distribute updates to the community on

how changes in public health orders continue to effect HandyDART services. From the ongoing committee discussions, staff were made aware of a potential issue of many customers moving to 'inactive' status as a result of not using HandyDART during the pandemic, and staff were able to proactively extend customer accounts from 12 months to 24 months of inactivity to minimize impacts.

Children 12 and Under on HandyDART

In September, TransLink made two changes to HandyDART that impacted children 12 and under: formally opening applications to allow children under 12 who cannot travel on conventional transit due to disability to use HandyDART, and the introduction of free fares for children 12 and under, including on HandyDART. The committee has been supportive of both of these changes and has suggested that staff monitor the impact on overall services to customers. To date, staff have not reported any impact on overall service with this change.

HandyDART Service Performance Review

At the December meeting, the HDUAC received a presentation on the results of the 2020 HandyDART Service Performance Review. Overall, demand decreased in 2020 because of the pandemic, resulting in improved on-time performance and decreased wait times. Phone wait times were reduced as well. Demand for HandyDART is increasing in 2021. The next report, for 2021, will include information about Compass and children 12 and under and how this will impact service delivery.

Travel Training

The committee worked with staff to develop Compass travel training for HandyDART customers, including members providing input on content and delivery of online workshops for HandyDART customers.

The committee is interested in being involved in further development of travel training to support customers in better understanding and developing skills to use conventional transit, including the potential for one-on-one travel training.

CONCLUSION

In 2022, the HandyDART Users' Advisory Committee looks forward to continuing their work to provide insights and advice to TransLink, CMBC, and the HandyDART contractor.

TO: Board of Directors

FROM: Sarah Ross, Vice President, Transportation Planning and Policy

DATE: February 25, 2022

SUBJECT: 2022 Update on the Implementation of the Custom Transit Service Delivery Review

EXECUTIVE SUMMARY

TransLink and CMBC have substantially completed or advanced most of the recommendations from the 2017 Board-endorsed Custom Transit Service Delivery Review (CTSDR). After policy direction from the Board of Directors to change the HandyDART registration process, staff are now pursuing a significant update to the HandyDART registration process and the introduction of conditional eligibility as an initial step towards a Family of Services strategy. Recommendations related to software systems from the 2017 CTSDR have experienced delays due to the 2020 cyber incident and the transfer of Trapeze software hosting services.

PURPOSE

The purpose of this report is to update the TransLink Board of Directors on the implementation status of the Custom Transit Service Delivery Review (CTSDR) recommendations.

BACKGROUND

In June 2016, the TransLink Board committed to undertake a review of the policies and delivery model for HandyDART, TransLink's custom transit service. On March 30, 2017, the Board endorsed recommendations on both HandyDART policies and the service delivery model, with a focus on improving customer experience and increasing the availability of service. Progress reports on the implementation of the CTSDR recommendations are provided to the Board annually.

DISCUSSION

Sixteen of nineteen recommendations are complete or recommend continuous improvements that are now operationalized. The appendix to this report contains tables that provide updates on the implementation status of all policy recommendations from the CTSDR. This discussion focuses on the remaining recommendations, which relate to either managing demand and implementation of a Family of Services model or to updates to software systems.

Updating the application process is a key step towards a Family of Services approach for HandyDART

Two of recommendations with work underway are critical to ensuring HandyDART trips are available to customers, and ensuring the long-term sustainability of a high-quality service:

- Deliver sufficient HandyDART trips to meet customer demand, and
- Develop an implementation strategy for the Family of Services approach and include a phased, multi-year rollout.

In June 2021, the TransLink Board approved management proposed updates to the application process and eligibility for HandyDART. Staff are now initiating work to implement these updates to the process, including the introduction of an in-person meeting and a longer application form to collect more substantive information about applicants. This will enable the introduction of conditional eligibility for HandyDART.

During 2022, staff will be working across multiple workstreams – policy, operations, and technology services – to develop and implement a new application process. The work will also include engagement, planned for in mid-2022 with community members to further refine this process.

A Family of Services approach to HandyDART is contingent upon the introduction of conditional eligibility and a new application process. Paired with travel training and continuous improvement to accessibility of conventional transit services, this new application process and conditional eligibility will allow for a Family of Services approach to service delivery, as recommended in the 2017 CTSDR.

Staff will seek future Board direction and approvals as this project moves forward, with completion anticipated in 2023.

Software-related recommendations are delayed

Delays in upgrading software systems and installing new software modules has impacted the full delivery of the following objectives for the CTSDR:

- Continue to pursue online booking options and determine the financial implications.
- Complete a feasibility assessment by end of 2017 for the implementation of a policy where trips take no longer than 1.5x the duration of the same trip on the conventional bus system.

These delays stem from the cyber incident in late 2020, delays in the Trapeze software hosting transition to First Canada, and upgrades to Trapeze registration and scheduling software. These include the implementation of web booking to improve reservation convenience, software to reduce trip wait times, and scheduling software that can identify excessively long HandyDART trips to reduce travel times. While the transition of software hosting services from TransLink to First Canada was completed in late 2021, the upgrade to version 18 of the Trapeze software system from version 14 is still underway by First Transit. This upgrade is expected to be complete by March 2022. The delay has had downstream impacts to the contractor installing the software modules that would enable the recommendations listed above. While these modules are funded, a schedule for installation has yet to be finalized. It is expected that installation of all modules will be completed by the end of 2023.

Stakeholder and Customer Engagement

We continue to maintain several outreach initiatives to hear directly from customers regarding HandyDART service. Examples include:

- The HandyDART Users' Advisory Committee continued to provide advice and guidance on HandyDART plans, programs and other initiatives.
- Travel training virtual sessions were held with stakeholders and business partners
- The HandyDART newsletter is distributed quarterly and is made available digitally and onboard HandyDART vehicles to provide updates and information to customers.
- The annual HandyDART Customer Service Performance study was completed in late October, providing insights from a sample group of customers who have recently used the service.

TransLink undertook extensive engagement with HandyDART customers and stakeholders in Spring 2021 on the HandyDART Modernization program, which has shaped continuing work to update the application process. Additional engagement on further details of the HandyDART application process is anticipated to be undertaken in 2022.

CONCLUSION

Implementation of the Custom Transit Service Delivery Review has been underway since 2017. The majority of recommendations are either completed or incorporated into ongoing operations and planning work.

Outstanding recommendations are primarily longer-term initiatives, such as implementation of a Family of Services approach, or software related. Management will continue regular updates to the Board on the progress of individual project updates over the longer term.

ATTACHMENTS

Appendix 1: Status of all CTSDR Recommendations

Appendix 1: Status of all CTSDR Recommendations

OBJECTIVE: Improve Customer Experience by Improving Reservation Convenience

Action	Progress
Extend the HandyDART booking reservation window to 4 p.m. by mid 2017.	<i>Completed in 2017 (see November 2017 Board report for further details)</i>
Continue to pursue online booking options and determine the financial implications.	Due to the cyber incident in late 2020, delays in hosting transition to First Canada and upgrades to Trapeze registration and scheduling software, online booking implementation has been delayed. Implementation of basic features anticipated in Q4 2022, with full implementation in 2023.

OBJECTIVE: Improve Customer Experience by Reducing Wait Times

Action	Progress
Develop strategies to improve the performance of the 10-minute advance warning of vehicle arrival, for completion by the end of 2017.	<i>Completed in 2017 (see November 2017 Board report for further details)</i>
Add wait times to the TransLink Accountability Dashboard by end of 2017.	<i>Completed in 2017 (see November 2017 Board report for further details)</i>
Complete a feasibility assessment to reduce wait times by end of 2017.	<i>Feasibility assessment completed in 2017</i>

OBJECTIVE: Improve Customer Experience by Reducing Travel Times

Action	Progress
Complete a feasibility assessment by end of 2017 for the implementation of a policy where trips take no longer than 1.5x the duration of the same trip on the conventional bus system.	<i>Feasibility assessment completed in 2017</i> In November 2019, the Capital Management Committee approved the funds to acquire new Trapeze scheduling software that can identify trips that exceed 1.5 times the duration of the same trip on the conventional bus system. This work has been delayed due to the cyber incident in late 2020, delays in hosting transition to First Canada, and delayed upgrades to Trapeze registration and scheduling software. This software module is now scheduled for release in late 2023.
Continuing improvements to dispatching.	<i>Completed in 2020 (see March 2020 Board Report for details)</i>
Engage a specialist to review all parameter settings in the scheduling software by the end of 2017.	<i>Completed in 2018 (see February 2021 Board Report for details)</i>

OBJECTIVE: Improve Customer Experience by continuing to use and enhancing HandyDART taxi service

Action	Progress
Develop an implementation plan by the end of 2017 for a taxi driver training program.	<p><i>Completed in 2017</i></p> <p>Training for taxi drivers has been offered for free by the HandyDART contractor First Canada to all Metro Vancouver taxi companies since completion of the implementation plan in 2017.</p>
At the conclusion of the current contract cycle, taxi service agreements be transferred to TransLink (from MVT) to improve oversight and build in performance levers. Other mechanisms to achieve customer service standards from taxis and new opportunities for customer feedback on taxis will also be investigated.	<p><i>Completed in 2018 (see February 2021 Board Report for details)</i></p>
Exploration of technical solutions to integrate HandyDART and taxi scheduling software for tracking customer pick-up/drop-off information be completed by early 2018.	<p><i>Completed</i></p> <p>Despite efforts by TransLink, CMBC and First Transit, no suitable software or technical solution has been found to integrate the different scheduling software.</p>
Implement policy by end of 2017 making high-visibility signage mandatory for all taxis performing HandyDART trips.	<p><i>Completed in 2017</i></p> <p>Thirteen of twenty-one local taxi companies use high visibility vests that are made available to them. In addition, taxi-driver training offered through First Canada contains protocols to help taxi drivers better identify themselves to HandyDART customers.</p>

OBJECTIVE: Ensure HandyDART trips are Available for Customers When They Need to use the HandyDART System

Action	Progress
Deliver sufficient HandyDART trips to meet customer demand.	<p>The most recent service increase was approved through the Phase 2 Investment Plan and included an additional 7% increase in service hours for 2020 and 2021. This represents a total funded increase in HandyDART service of 22% over 2016 budgeted levels.</p> <p>HandyDART demand in 2021 was approximately 50% lower compared to 2019 due to the impacts of COVID-19. Since the start of the pandemic, the already low trip denial rates have fallen even further compared to pre-pandemic levels: 0.08% in 2019 and 0.01% in 2021.</p>

	<p>Planned updates to the HandyDART application process and the introduction of conditional eligibility will further support TransLink’s ability to meet customer demand over the long term. This work is currently underway.</p>
<p>Develop an implementation strategy for the Family of Services approach and include a phased, multi-year rollout.</p>	<p>Family of services is delivered through: 1) Maximizing the accessibility of the conventional system 2) Implementing an eligibility process that provides substantive information about registrant’s abilities 3) Establishing protocols for intermodal service; and 4) Creating a travel training program. Work on these individual initiatives is underway, including the creation of a new registration process that includes the collection of substantial information on their abilities (See <i>HandyDART Modernization – Registration Board Report, May 25 2021</i> for further details)</p>
<p>Develop an implementation plan for a Travel Training program in 2017 and implement the program in 2018.</p>	<p><i>Completed</i></p> <p>Demand for travel training continued to be reduced by COVID-19 in 2021, with majority of the workshops delivered in online format. Despite reduced interest, Travel Training delivered 23 accessible transit workshops online for seniors and persons with disabilities, and offered 27 online workshops to assist HandyDART customers transition to using Compass on HandyDART.</p> <p>The online travel training tools sustained healthy usage. The 360 virtual tour of TransLink’s conventional bus recorded over 500 unique user visits, and the multilingual travel training videos recorded over 7000 views in 2021.</p> <p>Travel Training continues to explore options for introducing additional forms of in-person and virtual travel training, with the goal to accommodate possible needs resulting from an updated registration process.</p>
<p>Continue to make improvements to the accessibility of the conventional system through established guidelines and policies, and with the support of the Access Transit Users’ Advisory Committee.</p>	<p><i>Ongoing</i></p> <p>TransLink continues making improvements to conventional services on an ongoing basis. Recent initiatives include:</p> <ul style="list-style-type: none"> • Receiving ongoing advice from the Access Transit Users’ Advisory Committee on TransLink’s plans and policies. • Braille & tactile signage installation at all bus stops (anticipated completion January 1, 2023).

	<ul style="list-style-type: none"> • Tactile Walking Surface Indicators (TWSI) at bus stops on TransLink owned/leased property (anticipated completion January 1, 2023). • Regional coordination with municipalities to implement a consistent approach to TWSI at bus stops on municipal property regionwide.
Immediately establish a working group with customers, stakeholders and staff to develop an implementation strategy for an eligibility process that provides substantive information on registrants' abilities by end of 2017 that includes a phased, multi-year rollout.	<i>Completed in 2019 (see March 2020 Board report for further details)</i>

OBJECTIVE: Ensure that HandyDART is appropriately funded.

Action	Progress
Continue to advance analysis on how best to forecast demand for HandyDART service.	<i>Completed in 2019 (See February 2021 Board report for further details)</i>
Work with senior government and agencies and develop opportunities for funding solutions for HandyDART and other accessibility improvements.	<i>Completed in 2018 (see March 2019 Board report for further details)</i>

TO: Board of Directors

FROM: Jeffrey Busby, Vice President, Engineering

DATE: February 11, 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; and
- *Winter Monitoring Survey* by Northwest Hydraulic Consultants.

PURPOSE

This report is a recurring status report that provides an information update on condition monitoring activities on the Pattullo Bridge. The previous report was issued in December 2021.

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: December 2021 to February 2022 Pattullo Bridge Ongoing Inspections and Monitoring

REFERENCE	ACTIVITY	CONSULTANTS / PARTNERS	STATUS
1	Condition Inspection	Mott MacDonald – engineering consultant	On-Foot Inspection – completed in July 2021 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 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 Q1 2022 Pothole repairs – to be scheduled
4	Freshet Monitoring Survey	Northwest Hydraulic Consultants	Monthly monitoring – ongoing Winter Survey – completed in January 2022

1. Condition Inspection

Annually, TransLink retains the services of Mott Macdonald (structural consultants) to conduct both a visual and snooper inspection 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.

In January 2022, the snooper inspection was scheduled as soon as a routine survey and continuous monitoring over 7 days confirmed that the peregrine falcons were no longer present. Similar to previous inspections, attention was given to select structural components to ensure previously observed areas of deterioration remain stable.

Based on findings and trends of past annual inspections, there are generally no areas of immediate concern; the progression of deteriorations has remained stable. While the bridge structure generally does not require near-term repairs, Mott identified one location – a corbel at Pier 26 - that appears to have unfinished repairs. Based on the inspection, it appears the corbel was previously prepped for repairs by removing all the concrete over the rebars. As the rebars are now completely exposed, Mott recommends that the previously contemplated repairs be completed. TransLink will work with Mainroad and Mott to complete the repairs in 2022.

To take advantage of the snooper truck, TransLink also retained deck consultants from WSP to complete inspections of selected areas below the deck (see item #3).

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 will work with Mainroad to complete these repairs throughout 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 the recent surveys, WSP has identified the formation of several potholes between Pier 9 and Pier 29. The disruption to the driving surface is currently considered minimal, but the potholes are expected to increase in size over time. WSP has recommended that repairs be conducted in the near-term. TransLink will work with Mainroad and WSP to complete these repairs in Q2 2022.

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, including the railway tracks, 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. (see also Item 1). A small area of new deterioration and some fallen concrete in the debris netting were identified during the survey. However, as the deterioration does not pose a safety hazard nor compromises the structural integrity of the Bridge, WSP recommends that ongoing monitoring with a snooper truck be continued on an annual basis until the bridge is replaced.

4. Freshet 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).

The 2021/2022 winter monitoring survey was undertaken from January 19-21, 2022. The survey results show that bed lowering continues to occur. However, there are no immediate concerns as scour protection around the Pattullo bridge piers have not shown evidence of displacement. For the time being, NHC recommends continued monitoring of the areas of continued bed lowering.

Due to in-river works required for the Pattullo Bridge Replacement Project and improvements to the CN Rail Bridge, NHC has conducted monthly bathymetric surveys since February 2019 in the vicinity of the existing bridge and will continue to closely monitor the river hydraulics throughout construction of the Pattullo Replacement Bridge. Any issues of concern, including any substantive changes to the riverbed conditions, will be reported to TransLink.

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 manages impacts on assets, infrastructure and customers.

Financial Impact

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

TO: Board of Directors

FROM: Jeffrey Busby, Vice President, Engineering

DATE: February 22, 2022

SUBJECT: Surrey Langley SkyTrain Project Update

EXECUTIVE SUMMARY

In January 2020, the Board and the Mayors' Council endorsed a draft business case for a SkyTrain extension along Fraser Highway. Since December 2020, Management is working to transition project delivery to the Province. 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

Surrey Langley SkyTrain Project key timeline:

- December 2018 - the Board and Mayors' Council directed Management to develop the Surrey Langley SkyTrain project, and to initiate a planning process to refresh the overall South of Fraser Rapid Transit Plan. A budget of \$30 million was approved for this purpose in January 2019.
- January 2020 - the Board and Mayors' Council endorsed a draft business case and directed Management to submit it to senior government for approval. The draft business case describes the full Surrey to Langley project, and recommends construction in stages consistent within available funding. Stage 1 would extend SkyTrain approximately 7 kilometers from King George to Fleetwood with four new stations at a cost of \$1.63 billion to be delivered using a Design Build Finance procurement model.
- 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.
- 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. This decision supersedes the recommendations in the January 2020 business case. Management 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.

- Since the last update report, The Ministry of Transportation and Infrastructure has been directed to proceed with advance works and to develop a full business case for the project.

Management continues to work closely with provincial staff to support the development and pending implementation of the project. This includes supporting the province in developing technical requirements, reference concept design, funding shares, governance structures, and roles and responsibilities.

DISCUSSION

SLS Project Development Activities

Activities completed since the previous reporting period include providing input on SLS reference concept design and business case. Coordination with provincial staff focused on confirming supporting facility requirements, including OMC5, and project governance. Staff will finalize an SLS Memorandum of Understanding with Province. Draft Supportive Policies Agreements with the City and Township of Langley are now undergoing final content revisions with the SPA parties and their legal advisors. The Supportive Policies Agreement with the City of Surrey is complete.

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 of the project. Parallel projects being delivered in the Expo and Millennium Line Upgrade Program (EMUP) and the Broadway Subway Project are being coordinated through a recently established Rail Expansion Program Office.

Communications

Project related communications and engagement is being led by the Province with TransLink providing support as appropriate. Provincial staff provided project status briefings for Langley Township Council on January 24, 2022, Langley City Council on January 25, 2022, and City of Surrey Council on January 31, 2022. TransLink staff attended to address questions related to operations, maintenance and other matters.