One Vision
One Mission
One Customer

TransLink’s Journey to Alignment

Bob Paddon, Vice President Customer and Public Engagement
Introducing TransLink

Metro Vancouver: 2,977 km² – Population: 2.3 million

- South Coast British Columbia Transportation Authority – known as TransLink
- Responsible for planning, financing and operating an integrated transportation system
- Legislatively mandated to provide public transit within Metro Vancouver
Operations and Mandate

**Bus Services**
More than 220 bus routes with a fleet of over 1,525 vehicles

**Ferry Services**
SeaBus, three passenger-only ferries linking Downtown Vancouver and North Vancouver

**Cycling**
Contributions to new bike paths and locker facilities

**HandyDART**
A custom transit service for people with disabilities, there are 338 vehicles in the fleet

**Light Rail Services**
Expo, Millennium and Canada SkyTrain Lines

**Commuter Rail Services**
West Coast Express

**Roads**
Operation and maintenance of the 2,400 km major road network

**Bridges**
Owns the Pattullo, Knight Street, Golden Ears and Westham Island Bridges

**Transit Police Force**
Own integrated transit system

**AirCare**
Vehicle emission testing and inspection
Previous Alignment

Board of Directors

TransLink

BCRTC (rail operations)

CMBC (bus operations)

Transit Police
Alignment Challenges

• Four distinct cultures
• Lack of collaboration
• Communication silos
• Competing priorities
Vision, Mission and Values

**Vision**
A better place to live built on transportation excellence

**Mission**
Together we connect the region and enhance its livability by providing a sustainable transportation network embraced by our communities and people.

- Safety
- Excellence
- Inclusiveness
- People

- Sustainability
- Customer Service
- Accountability
- Integrity
Organizational Change

- Human Resources
  - Centralization
  - Role profiling
  - Recognition programs

- Enterprise-wide internal communication strategy

- Enterprise-wide collaboration
  - Planning
  - Bus/Rail service
Example: @translink

TransLink BC
@translink Burnaby, BC
As Metro Vancouver's transportation agency, we're tweeting all things public transportation, including service updates, helpful tips, news and information.
http://www.translink.ca

translink TransLink BC
@josiejose Hi, yes I agree, would you like to leave the driver a commendation http://ow.ly/5enKL .^jd
38 minutes ago

translink TransLink BC
@florencekarn You're welcome, they are open from 6am - 4pm Monday to Friday.^jd
41 minutes ago

translink TransLink BC
Attn Skytrain riders, the debit/credit function at the skytrain ticket machines has been fixed.^jd
1 hour ago

translink TransLink BC
@florencekarn Hi, sorry for the long delay, I suggest contacting Translink at 804-453-4500 .^jd
1 hour ago
Number of tweets increased 10-fold thanks to:

- Dedicated resources
- Direct access to operations information
- Cultivating relationships with customers
@translink audience

- October 31: 3,883 followers
- June 7: 10,278 followers
- Reach: more than 350,000
Example: TravelSmart
Example: Compass card
New Alignment

Board of Directors

TransLink

BCRTC (rail operations)

CMBC (bus operations)

Transit Police
Challenges

• Maintaining momentum
• Drilling deeper to the front line level
• Integrating private sector operators
• Defining metrics and measuring
• Overcoming the “car vs. transit” divide
Lessons Learned

• CEO and executive leadership is essential
• Prepare senior managers for change
• Build goodwill with key leaders before instituting change
• Be willing to make tough decisions – and follow through on them
Questions?

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