



To: TransLink Board of Directors

From: Tom Prendergast, Chief Executive Officer

Date: September 29, 2009

Subject: Chief Executive Officer's Report

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This report has been organized to provide information on the progress to date and future issues that require the board's focus, along four strategic goals identified for 2009:

- Develop the 10-Year Plan for approval;
- Deliver 2009 services and programs efficiently and effectively;
- Prepare for the 2010 Olympics; and
- Ready the organization for post 10-Year Plan approval.

#### **DEVELOP THE 10-YEAR PLAN FOR APPROVAL**

The Base Plan and two Supplements were submitted to the Mayors' Council and the Regional Transportation Commissioner for consideration on July 30<sup>th</sup>. The Commissioner has advised the Mayors' Council that, in his opinion, the parameters and assumptions in the "Funding Stabilization" and "Maintain and Upgrade" plans are reasonable but there are risks involved. The Commissioner has also opined that the "On Track" plan is not a valid Supplement as it is not fully funded. The Mayors' Council has scheduled a meeting on October 23<sup>rd</sup> to approve either the "Funding Stabilization" or "Maintain and Upgrade" plan. If they elect not to approve a Supplement, the "Drastic Cuts" plan takes effect by default.

The issue of whether TransLink can proceed with the construction of the Evergreen Line under the "Funding Stabilization" or "Maintain and Upgrade" plans is the main point of contention between the Mayors' Council, the Province and TransLink.

CLCO is now in its final few months of operations and a successful transition plan concerning real estate and other key matters is underway. Specifically, TransLink will be taking the lead on all real estate matters. Other key issues will be dealt with by BCRTC in administering the overall agreement. A mystery shopping type of program is currently being implemented to assess selective key elements of the contract. The October 9<sup>th</sup> board meeting agenda includes an item on CLCO transitional matters that will require resolution before CLCO is wound down at the end of October.

### Bus Services

The September service changes, including the integration of bus service to the Canada Line Bridgeport Station, were successfully implemented. The September service change was the largest in TransLink's history and included designing new bus loops, restructuring routes and schedules, redesigning overhead catenary systems for trolley buses and communicating the multitude of changes to customers.

### Rail Services

The first thirty of the forty-eight new SkyTrain Mk2 vehicles are now in service with the new cars capable of running as four-car consists. The implementation schedule remains in place to have all the new vehicles in service for the Olympic Games.

The majority of the upgrading of the Expo Line lighting has now been completed. The lighting outside of a few station areas is expected to be completed by the end of October.

The replacement of the West Coast Express ticket vending machines are in the final stages of implementation now that the PIN pad has been successfully developed and tested on the Canada Line. Implementation is expected by the end of Q3 2009.

### **PREPARE FOR THE 2010 OLYMPICS**

The transportation plan for TransLink, which includes the movement of both Spectators and Workforce for the Metro Vancouver region, is being implemented according to schedule. The release of further details of the Integrated Transportation Plan for the 2010 Olympic Winter Games is scheduled for September 28, 2009. This release will contain particular information regarding the Sea to Sky checkpoint, the VANOC spectator bus system for mountain venues, and road closure dates, as well as other details. In addition, there will be reinforcing messages regarding the need for transportation demand management (TDM) to ensure at least a 30% reduction in the number of vehicles travelling into the downtown core during the Games.

Overall Olympic costs are currently tracking below budget. In the event that the Mayors' Council elects not to approve a 10-year plan Supplement or the service is significantly changed from the original assumptions, the incremental costs of the 2010 Olympic Plan may increase. One of the key assumptions in constructing and costing the 2010 Olympic Plan is that the service intended to be implemented in March 2010 will be implemented as planned, according to the Supplement. This results in the existing approved 10 year plan staff and service increases necessary to be in place in time for the 2010 Olympic Winter Games. Therefore, the only incremental Olympic cost would be due to the possible advancement of these resources to deliver the Olympic service. Management has been analyzing the potential increased costs and believes the reduced Olympic budget surplus reflects the impact of possible cost increases. This will be confirmed in the coming weeks.

An additional budget impact may result from a potential delay in the delivery of some of the new NovaBus vehicles in time for deployment during the Olympic Games. If this were to occur, it would result in higher operating costs leading up to the Olympics and also during the Olympics. Meetings have been held with NovaBus to ensure a clear understanding of the importance of on-time delivery of these buses.

A detailed review is underway to ensure staffing, transit police and Olympic Host plans are optimized by key transportation hub and area. This will be an important element in the overall plans for the Games, particularly in the downtown locations. There is debate between the agencies on the responsibility for the management of crowds outside of key transit interchanges. A full understanding and agreement on the resource requirements and the respective role of each agency is critical.

Transit Police have been developing various transit police deployment models for the Olympic Games which consider a number of variables, including funding considerations, for submission of a final deployment plan to the ISU (Integrated Security Unit) by October 15<sup>th</sup>. Meetings with jurisdictional police departments are continuing to ensure coordination of operational plans for policing of the transit system during the Games period.

#### **READY THE ORGANIZATION FOR POST 10-YEAR PLAN APPROVAL**

KPMG has completed the initial phase of the organizational process review and has identified five high priority functions to be included in the initial reviews. Recommendations on synergy opportunities from an organizational, process and systems perspective will be developed by KPMG in the functional areas of infrastructure asset design and delivery, corporate structure and governance, human resource management, procurement and information technology by the end of the year.

Additional functional areas will be reviewed following the completion of the high priority functions.

The Comptroller General has completed the review of TransLink ordered by the Minister of Transportation and Infrastructure on July 28<sup>th</sup>. Several members of the Comptroller General's review team were resident in TransLink's offices for four weeks to interview members of the board and management.

The members of the 2009 Screening Panel have recommended five candidates for the Mayors' Council to consider to fill the vacancies that will be created by the expiration of the terms of three members of the TransLink Board of Directors on December 31, 2009. The Mayors' Council will appoint three directors from the five recommended candidates at an in camera meeting scheduled for October 23<sup>rd</sup>.

### **CONCLUSION**

With the completion of the 2010 10-year plans and the decision on the funding level by the Mayors' Council imminent, management will now turn its focus to preparing to successfully delivering transportation for the 2010 Olympic Games and to becoming a more efficient and effective organization.