



To: TransLink Board of Directors

From: Fred Cummings, Acting Chief Executive Officer

Date: July 18, 2008

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 major strategic themes:

- Make early and major investments in transit expansion;
- Optimize our current road and transit system;
- Improve transit customer service;
- Secure consensus on long term funding; and
- Build a capable and engaged team.

#### **MAKE EARLY AND MAJOR INVESTMENTS IN TRANSIT EXPANSION**

##### Canada Line Status

WorkSafe BC conducted an investigation to determine the cause of the tragic fatal accident that occurred earlier this year on the project. On July 16<sup>th</sup>, WorkSafe BC issued a summary report to the contractor. The summary report indicated that 8 orders have been written against the contractor. InTransitBC released the summary report along with a statement to the media in which it noted that the RSL/SNC joint venture (InTransitBC's design-build contractor) will be seeking clarification from WorkSafe BC on a number of findings in the report. TransLink management, with Canada Line Rapid Transit Ltd., will continue to actively monitor that discussion.

Work advanced on all fronts in May 2008, including construction at all stations. Cut-and-cover tunnel structure work along Cambie Street is complete, and most of Cambie Street is now restored and traffic lanes returned. Elevated guideway trackwork along No. 3 Road and in Vancouver is nearing completion. The Project remains generally on schedule for completion by November 2009.

Three new bus loops will be constructed to improve bus integration with the Canada Line at the Marine Drive, Bridgeport and Richmond-Brighouse stations. These improvements will support ridership for the Canada Line.

The Business Liaison Committees continue to function well, although their current programs are winding down as construction approaches completion. Remaining program funds are being used to sponsor summer festivals in downtown Vancouver and Yaletown. In May, Yaletown hosted the New West Music Festival, a large music industry event. Some additional funding for marketing programs may be available from TransLink.

The Project remains on budget. InTransitBC's Milestone Payments as of May 31, 2008 were \$12.7 million higher than budgeted, compared to \$25.1m higher than budgeted at the end of April 2008. The higher than budgeted payments are due to timing differences in the Concessionaire's contribution.

CLCO and TransLink continue to prepare for service commencement. A detailed plan is being developed to allow for the transition from construction to operations. Discussions with TransLink, VANOC, and the Province continue on transportation planning for the 2010 Olympic Games that will identify any impacts or affects of the games on Canada Line operations.

In general terms, ongoing challenges include the following:

- Processing and documenting changes with InTransitBC while protecting against future delay and/or compensation claims.
- Timely road restoration and return of traffic above completed cut-and-cover tunnels.
- Critical path activities, including in particular, progress of the stations and electrical equipment rooms.
- Monitoring of construction impacts on businesses and residents; this is now focused on station areas and the North Cambie area.

#### Golden Ears Bridge Status

With one year remaining to complete the project, the Golden Ears Bridge (GEB) reached 70% of its design and construction timeline by the end of the second quarter of 2008.

The contractor's schedule continues to show completion of the project on or before June 2009.

The design work for the GEB facility is very near complete and continues to be reported as 99% complete. The tolling gantry design has been completed and construction on the tolling hub building is nearing completion.

The contractor's safety record tracks at 5.3 claims per 200,000 person hours. As was reported in the previous quarter, a tragic and fatal accident occurred on the north side of the project in early May involving a subcontractor employee. Investigations of the accident were launched by the BC Coroners office and WorkSafeBC. No reports have been made public to date.

TransLink expenditures continue to remain on budget. The \$166 million approved budget includes expenditures relating to property acquisition and tolling infrastructure as well a \$10 million contingency for project scope change. TransLink management continues to review the Contractor's change requests and the cost implications to the current \$10 million contingency fund.

The archaeological fieldwork within the previously unknown archaeological site on the Abernethy Connector was completed mid March 2008. A subsequent alteration permit was issued on May 15, 2008, allowing roadwork to continue through the site. Efforts are now focused on the analysis and cataloguing of the artifacts found during the investigation, preparing a final report, and the removal of archaeological materials from the site and onto an approved storage location.

The term "QuickPass" has been identified as the official branding name of the Golden Ears Bridge Electronic Tolling System. Upcoming efforts will be focused on selecting a location for the customer service center and on raising public awareness of the project and the QuickPass brand.

#### Evergreen Line Status

TransLink and the Province have concluded a Memorandum of Understanding (MoU) that outlines the governance structure and some of the essential elements that will help define the scope of the Evergreen Line Rapid Transit Project. The MoU acts as a place holder that allows the early activities of the project to proceed at the same time a funding agreement is being negotiated between the Province and TransLink. While the search for a full time project director continues, an interim project director has been named by the Province. The project board is responsible for confirming the best candidate for the position.

A search for a project office continues with the objective of establishing a presence in the corridor.

A Request for Proposal for owner's engineer closed at the end of July. A preferred proponent will be selected in August that will permit technical input into the risk assessment of delivery options.

Requests for Proposals for communications, environmental, property acquisition agents, and systems advisors will be issued to complete the project team in the coming weeks.

### Critical Road Projects

#### **Pattullo Bridge**

The Pattullo Bridge Corridor Study has now concluded the examination of the various conceptual alignment alternatives for a new bridge structure, the feasibility of constructing a combined road/rail bridge and assessing whether the existing structure should be rehabilitated as part of a long term (50 year) solution. The board will receive management's report with recommendations at the July 31<sup>st</sup> board meeting.

The consultant's report includes the following findings:

- A preferred conceptual alignment and alternative have been recommended for further development, selected from an analysis of four bridge alignments with a matrix of road network connections.
- A combined road and rail bridge structure is technically feasible, and further work is needed to develop the rail crossing concepts and associated costs in order to evaluate the benefits to TransLink and potential partners of a combined bridge.
- Retaining the existing bridge structure does not add benefit or give advantage to future crossing alignment options.

With this endorsement, management will recommend that the Board direct the initiation of the next phase of the project which is the planning and functional design of the two bridge alignment options, the optimal configuration of the integrating road network in the adjacent municipalities, and, the financing and project development analysis. While the completed phase of the project included representation from municipalities, senior governments, and stakeholders on a project steering committee, the next phase will include considerable consultation and development of partnership agreements. Approval of this direction will also be sought from the Board.

Finally, the Board will be asked to approve preparation of a maintenance and rehabilitation plan for the existing bridge to maintain the service life for an interim period of 10 years which, in management's experience, is the time frame required for the development and construction of a new structure.

### **Murray-Clarke Connector**

In December 2007, the previous board approved an increase in TransLink's budget allocation for the Murray-Clarke Connector from \$25 million to \$46 million, with the City of Port Moody verbally committing to provide \$4 million plus any costs over \$50 million. Based on that commitment, the previous board directed management to initiate design immediately and start construction of a four-lane connector in 2008.

In spring 2008, the Province of British Columbia announced its funding commitment to the proposed Evergreen Line based on a new technology and alignment through Port Moody. The rapid transit alignment will now cross the Murray-Clarke Connector, causing the City of Port Moody to believe the Connector's cost will escalate beyond their ability to pay.

### **OPTIMIZE OUR CURRENT ROAD AND TRANSIT SYSTEM**

The Board will receive a report at the July 31<sup>st</sup> meeting summarizing the findings from the Public Bicycle System (PBS) Feasibility Study initiated in 2007 in response to the direction received from the previous board.

Public Bicycle Systems are innovative schemes providing a fleet of public-use bicycles from self-service docking stations located within public streets. Subscribers pay an initiation fee, and then utilization charges through a smart card or credit card at station kiosks. The goal of these systems is to provide fast and easy self-serve access to a large volume of bicycles within a short walk of any point within a network, extending the reach of traditional transit systems. Successful systems are in service in Europe, with many North American cities investigating the potential for implementations.

Management has concluded that Public Bicycle Systems are a promising concept that TransLink should develop further with municipalities and senior levels of government, particularly regarding the potential roles, funding and delivery models. Presently no capital allocation exists for TransLink's participation in a PBS program, and this should be considered in the development of a 2010 Ten-Year Supplemental Plan.

### **Bus Services**

TransLink and Coast Mountain Bus Company completed a number of open houses in Vancouver, Richmond, Delta, Ladner, White Rock, and Tsawwassen in May/June highlighting the proposed integration of bus routes with the Canada Line in 2009. Feedback from these open houses will be used to finalize the bus service changes which will be taken out to the public again in the spring 2009.

In July, an additional 22 buses were put into service on the North Shore, with a total of 62 new buses be planned for Fall 2008. In addition, the #3 Main Street route has been

converted to solely utilize articulated buses as part of the Urban Showcase Project. This development will reduce the overcrowding on this heavily utilized route.

Service improvements to universities will be implemented in September, including a new route on 33<sup>rd</sup> Avenue and 16<sup>th</sup> Avenue between SkyTrain and the UBC campus. In September, bus service to universities that were reduced during the summer months will be reinstated and service improvements on numerous routes will be implemented.

### Rail Services

Management has initiated the first phase of upgrades to the Broadway SkyTrain Station to improve customer access and circulation in the station. The major works include replacement of the existing elevator at a new location, the addition of a new entrance at the south end of 10<sup>th</sup> Avenue, the addition of a new public staircase, and the addition of a third escalator. The approved budget is \$13.2 million.

Physical security enhancements are being made to the CCTV monitoring and image recording for intruder detection from non-platform areas on SkyTrain and West Coast Express. This work received federal funding of \$1.6 million from the Transit Secure Program towards the total project budget of \$2.9 million.

Construction work continues at the Operations and Maintenance Centre to expand the shops and storage tracks for the new SkyTrain cars due to arrive in late 2009 and early 2010. The Operations and Maintenance Centre expansion is scheduled to be completed at the end of 2009. Management has implemented plans to ensure the construction work does not impact customer services or the management of the fleet.

### Road Network

The repaving of the Pattullo Bridge to remove asbestos asphalt pavement, assess the underlying concrete deck for short term rehabilitation requirements, and repaving to improve the surface riding quality on the bridge has been initiated and is scheduled for completion by the end of September.

A capital allocation of \$20 million has been made to the 2008 Minor Capital Program, the cost-sharing program with municipalities for Major Road Network improvements. Under this program, municipalities submit projects that improve the functioning of the MRN by providing additional capacity, safety, roadway infrastructure, or rehabilitation and seismic upgrading of major MRN structures. The total eligible projects approved to date in 2008 have resulted in \$18 million of this fund being earmarked. The remaining \$2 million in the fund is available for applications that may come forward from the municipalities during the remainder of the year.

## **IMPROVING TRANSIT CUSTOMER SERVICE**

### **Bus Service**

Evaluation of the responses to the Request for Proposals to deliver HandyDart service has completed. On July 31<sup>st</sup>, the board will be asked to consider management's recommendation to finalize a contract with MVT Canadian Bus to provide service for all three service areas specified in the RFP, commencing January 1, 2009. The MVT proposal is considered by management to provide best value to TransLink.

In response to customer requests, the September service changes will include the introduction of a midday service between Maple Ridge / Pitt Meadows and the Braid Street SkyTrain Station and improvements to numerous routes in the South of the Fraser sub-region, mostly during the midday and on weekends.

### **Rail Service**

The upgrade of the digital video recording system will be complete by the end of July. Additionally, a cross functional committee has been reviewing SkyTrain customer safety and security, including conducting customer focus groups. The Committee's findings will be issued at the end of September with some early recommendations being implemented prior to the conclusion of the Committee's work.

Major construction efforts continue to put pressure on staff to ensure minimal system disruption to our customers. These include such projects as: upgrading lighting on the Expo Line, public announcement system upgrading, station platform monitors, the upgrading of Broadway station beginning in October, rail replacement, security enhancement and target hardening program.

### **Other Services**

The recruitment for the Police Service Chief Officer was completed, with Ward Clapham, a former senior member of the RCMP accepting employment beginning July 21, 2008.

## **CONSENSUS ON LONG TERM FUNDING**

The *South Coast British Columbia Transportation Authority Act* requires the Board to develop and approve a long-term (30 year) transportation strategy as a framework for the Ten-Year Transportation and Financial Plans. The first Ten-Year Transportation and Financial Plan must be approved and submitted to the Commissioner and Mayors' Council by August 1, 2008. Management began work on Transport 2040 in August of 2007 in anticipation of the new legislation. Over the last year, consultation with

stakeholders, government officials and politicians (local, regional and provincial) and the public has occurred to both develop and review the document.

The TransLink Board endorsed a final draft document in May for the last round of review by the public, government representatives, stakeholders and TransLink and subsidiary staff. The commentary has resulted in some refinements to Transport 2040 to strengthen the vision and provide clarity to the goals, strategies and initiatives. The board will receive a report with the final draft document and proposed changes for approval at the July 31<sup>st</sup> meeting.

Communications and consultation on the 2009 – 2018 Ten-Year Plan has highlighted the need for additional revenues to fund our current service commitments. The stage has been set to commence the work required to gain consensus on the funding package required to sustain the system and implement services and programs required to meet the objectives outlined in Transport 2040. With the first Ten-Year Plan complete, management will now focus its efforts on the identification and analysis of options for additional funding for future plans.

Concerns over climate change and the high cost of fuel are increasing the saliency of sustainable transportation modes and present an opportunity to TransLink to gain recognition for the many plans and programs that are already in place, but have not been marketed expressly under the sustainability umbrella. Management is proposing to develop a communications plan that outlines a comprehensive approach to promoting and capitalizing on TransLink's role in the region as a sustainability enabler. More effective communication of TransLink services will enable people in the region to take personal action on climate change through smarter travel choices.

### **BUILD A CAPABLE AND ENGAGED TEAM**

The Director, Human Resources, along with the Police Chief vacancies have now been filled, with external hires commencing employment July 23<sup>rd</sup> and July 21<sup>st</sup> respectively.

In anticipation of the arrival of TransLink's new CEO, management held a workshop to not only identify the key factors contributing to our success, but to identify the issues that require attention to ensure both the short and long term effectiveness of the organization. The short term objectives will help guide discussions, upon the arrival of Mr. Prendergast, as he develops his first 90 day agenda.

Good progress has been made on actions following the receipt of the results of the Employment Engagement Survey results. Each divisional Vice President personally communicated the results to their exempt employees, and with their staff identified the top three issues to be addressed. Collectively, TransLink is now creating Action Teams to address improving "Managing Performance", "Enhancing our Work Processes" and

addressing the issues around "Pay". The Action Teams will be making recommendations on causes and strategies in by the end of the summer.

Coast Mountain Bus Company and TransLink, along with the BC Road Builders & Heavy Construction Association, BC Trucking Association, the Council of Marine Carriers, the Canadian Automobile Workers (CAW), Teamsters, and the International Union of Operating Engineers formed a Transportation Industry Training Organization in July 2008, and the first Board meeting was held on July 3<sup>rd</sup>. This is a positive step forward to improving existing trade programs, along with creating new training programs in the transportation sector.

Coast Mountain Bus Company and the Canadian Autoworkers' Union Local 2200 received recognition and an award for their innovations and contribution to workplace safety, training and the promotion of careers in the trades. In addition, Coast Mountain Bus Company received recognition from the Canadian Autoworkers' National Union, government agencies and local newspapers for its support of women in the trades.

## **CONCLUSION**

The Board's main focus for the remainder of the year will be to identify and analyze options to fund the additional transportation infrastructure and services to meet public demand and to increase transit modal share, contributing to the Province's objective of reducing greenhouse gas emissions. In addition, with TransLink's new CEO assuming his responsibilities on July 28<sup>th</sup>, the board and management should consider convening a strategic planning session in the fall to refresh the organization's mission and to set the strategic direction for the next few years.