



**To:** Public Works and Transportation Committee      **Date:** April 18, 2006  
**From:** Victor Wei, P. Eng.  
Acting Director, Transportation      **File:** 01-0154-00/Vol 01  
**Re:** **TRANSLINK GOVERNANCE REVIEW PANEL – SUBMISSION FROM CITY OF RICHMOND**

**Staff Recommendation**

1. That the TransLink Governance Review Panel be advised that the City supports the incorporation of the following key principles into its recommendations to the Province:
  - (a) ensure continued integration of regional land use and transportation planning by providing TransLink with greater independence to support the liveability of the region and economic development of the province;
  - (b) increase sustainable and equitable funding to TransLink from both federal and provincial governments; and
  - (c) maintain a majority of local government representation on the TransLink Board to ensure accountability and a continued collaborative municipal approach to regional transportation planning.
  
2. That a copy of this report be forwarded to the TransLink Governance Review Panel for their consideration in developing recommendations to the Province.

Victor Wei, P. Eng.  
Acting Director, Transportation (4131)

<b>FOR ORIGINATING DIVISION USE ONLY</b>		
<b>CONCURRENCE OF GENERAL MANAGER</b>		
<b>REVIEWED BY TAG</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>
<b>REVIEWED BY CAO</b>	YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>

## Staff Report

### Origin

On March 8, 2006, the provincial Minister of Transportation announced the appointment of a three-person panel to conduct a review of the Greater Vancouver Transportation Authority (GVTA or TransLink) governance structure. The Mayor subsequently received correspondence from the TransLink Governance Review Panel offering the City the opportunity to provide a brief to the panel on this issue (see **Attachment 1**). This report proposes a submission from the City for Council endorsement.

### Analysis

#### 1. TransLink Governance Review Panel

The independent panel will review TransLink's existing governance model to determine if Translink is as effective as it could be in meeting the transportation needs of the Lower Mainland and the Province. The panel will review past recommendations on TransLink governance (Auditor General, 2001 and GVRD Board, 2005) and review input from interested members of the public. The panel will be invited to make recommendations on the appropriate division of roles and responsibilities between TransLink, the GVRD, and the Province over local transportation-related matters, including revenue-raising measures. It will also make recommendations from those discussions on the appropriate size, composition, and appointment processes for TransLink's Board. Specifically, the terms of reference of the panel include:

- the appropriate division of responsibility and control between the Province and TransLink for transportation matters in Greater Vancouver;
- the appropriate size, composition and appointment processes for the Board of Directors of TransLink;
- the appropriate responsibilities, authorities and powers of the GVRD in relation to TransLink under the *GVTA Act*;
- the appropriate responsibilities, authorities and powers of TransLink to institute revenue measures for funding service delivery and capital projects; and
- how to ensure the Province will have effective input into, and oversight of, TransLink activities and decisions as they affect provincial interests.

Final recommendations will be submitted by the panel to the minister by this fall.

#### 2. Response to TransLink Governance Review Panel

This section of the report briefly discusses each of the above topics with proposed responses to the panel for consideration and summarizes three key principles to underlie the responses.

##### 2.1 Division of Responsibility and Control between Province and TransLink

Consistent with the intent of the *GVTA Act* (i.e., enable greater local decision-making), TransLink should remain and be able to operate as the regional transportation authority. Local input and control of the development, operation and maintenance of the regional transportation system ensures continued co-ordination of local land use and transportation plans. However, in

the current structure, TransLink still requires provincial legislation/authorization to implement certain initiatives.

Response

- *Maintain TransLink as the region's transportation authority and provide the agency with greater independence, particularly on funding decision-making and execution.*
- *Provide TransLink with greater powers to implement regional transportation initiatives, including ensuring that various provincial agencies undertake any necessary administrative procedures to support the initiative (e.g., mechanisms to collect tolls).*

## 2.2 Input and Oversight of Province

As the Province has not filled its seats on the GVTA Board, there is no direct representation of provincial interests in the approval process of regional transportation projects that may have impacts on provincial/national transportation. In addition, as the senior government, the Province can consider granting TransLink greater independence in making key decisions on regional funding initiatives as well as their execution.

Response

- *Fill the existing three vacancies on the Board for provincially appointed members to provide provincial oversight.*
- *Maintain TransLink as the region's transportation authority and provide the agency with greater independence, particularly in decision-making on regional transportation improvements and related funding matters.*

## 2.3 Revenue Measures of TransLink

TransLink requires increased, long-term, sustainable, and equitable funding sources from both provincial and federal governments. With respect to existing funding sources, the *GVTA Act* provides TransLink with authority to raise revenues but some of these measures still require provincial and/or regional government legislation/authorization to collect or increase the revenues. This lack of independence and broader options with respect to raising and collecting revenues constrains TransLink's ability to undertake long-term capital and financial planning. In that regard, TransLink should be able to operate consistent with the purpose of a regional transportation authority and the intent of the *GVTA Act* (i.e., greater local decision-making).

Response

- *Provide TransLink with a greater ability to raise and collect revenues from funding sources identified in the *GVTA Act* without the need for provincial government action/approval.*
- *Province to provide increased on-going funding to TransLink and act as lead role to seek sustainable federal government funding for TransLink.*

## 2.4 Composition of Board of Directors

Given that TransLink has significant regional taxation authority, the GVTA Board should be comprised of a majority of local government representatives with provincial government Board representation maintained as a mechanism for provincial oversight and input. With respect to Board member terms, the one-year term of appointment can result in steep learning curve for new directors. Increasing the term of appointment from one year to three years to coincide with the municipal election cycle would allow board members to better develop knowledge and expertise commensurate with their responsibilities.

### Response

- *Maintain a majority of municipal representation on the TransLink Board.*
- *Fill the existing vacancies for provincially appointed Board members.*
- *Increase the term of appointment of board members from one year to three years to coincide with the municipal election cycle.*

## 2.5 Relationship of GVRD to TransLink

Under the current structure, GVTA operates fairly independently but requires GVRD Board ratification for key decisions to ensure that regional land use and transportation planning is coordinated.

### Response

- *Maintain mutual and collaborative oversight of key land use and transportation initiatives by GVRD and TransLink*
- *Allow GVTA greater independence with respect to regional transportation funding decisions and their execution.*
- *Continue to require mutual ratification of GVRD land use and GVTA transportation plans to ensure co-ordination of regional planning functions.*

## 3. Summary of Key Principles

Given that the GVTA was created to oversee the planning, development, maintenance, and funding of regional transportation infrastructure, three key principles are proposed to support the above responses for consideration by the panel:

- (i) continued integration of regional land use and transportation planning by providing TransLink with greater independence to support the liveability of the region and economic development of the province;
- (ii) increased sustainable and equitable funding to TransLink from both federal and provincial governments; and
- (iii) maintain a majority of local government representation on the TransLink Board to ensure accountability and a continued collaborative municipal approach to regional transportation planning.

**Financial Impact**

None to the City at this time.

**Conclusion**

The TransLink Governance Review Panel has offered the City the opportunity to provide a brief on governance-related issues within the panel's scope of review. This report proposes that three key principles should underlie this review and offers a number of responses that flow from these principles for the consideration of the panel with the intent of continually enhancing the coordination of local, regional and provincial land use and transportation plans and projects.



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[www.th.gov.bc.ca/translinkreview](http://www.th.gov.bc.ca/translinkreview)

## TransLink Governance Review Panel

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March 21, 2006

Mayor Malcolm Brodie  
City of Richmond  
6911 No. 3 Road  
Richmond, BC V6Y 2C1

Dear Mayor Brodie:

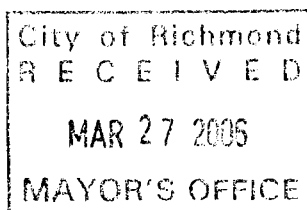
### Re: TransLink Governance Review Panel

As you are likely aware, the Minister of Transportation has appointed a three-person panel to review the governance of the Greater Vancouver Transportation Authority (TransLink).

The panel has been directed to prepare and submit a report, with recommendations, to the Minister on the following matters:

- The appropriate division of responsibility and control between the Province and TransLink for transportation matters in Greater Vancouver.
- The appropriate size, composition, and appointment processes for the Board of Directors of TransLink.
- The appropriate responsibilities, authorities, and powers of the GVRD in relation to TransLink under the GVTA Act.
- The appropriate responsibilities, authorities, and powers of TransLink to institute revenue measures for funding service delivery and capital projects.
- How to ensure the Province will have effective input into, and oversight of, TransLink activities and decisions as they affect provincial interests.

The panel would appreciate receiving a brief from your organization on these matters. Once we have had an opportunity to review the submission, we will be in touch with you.

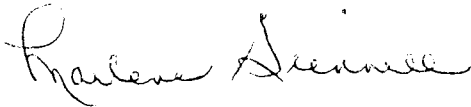


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Please send your submission to the panel, care of the address below. I look forward to receiving your organization's response, not later than April 30<sup>th</sup>, 2006.

Sincerely,



Marlene Grinnell, Chair  
TransLink Governance Review Panel

Attention: Joyce Vaillancourt  
TransLink Governance Review  
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Vancouver, BC, V6E 4M3