

TO: MEMBERS OF COUNCIL 2002 June 19

FROM: MAYOR DRUMMOND Our File: 08.109

SUBJECT: GVTA (TRANSLINK) GOVERNANCE

PURPOSE: To respond to Council's request for the Mayor to prepare a report on GVTA (TransLink) accountability and governance.

RECOMMENDATION:

1. **THAT** Council forward copies of this report to the TransLink GVTA Governance Task Force and all municipal Councils of the GVRD.

REPORT

1.0 BACKGROUND

The GVTA's (TransLink's) mandate is to plan and finance an integrated transportation system that moves people and goods effectively and efficiently. The GVTA (TransLink) Board is responsible for the management of an annual budget which is in excess of \$620 million for 2002 related to the key program areas of public transit (bus, SeaBus, SkyTrain, West Coast Express, and HandiDart), the regions Major Road Network, Transportation Demand Management, AirCare and Intelligent Transportation Systems. As such the role and responsibilities of a GVTA (TransLink) Director are significant. For comparative purposes it should be noted that the estimated 2002 expenditures for the GVRD is about \$360 million or about 60% of the GVTA (TransLink) expenditures.

In 2000, the Greater Vancouver Regional District (GVRD) established a task force to review the governance structure of the Greater Vancouver Transportation Authority (GVTA) which has become known as TransLink. At its regular meeting of 2000 October 30, Council adopted and forwarded a report containing specific directions and recommendations to the GVTA Governance Task Force for consideration of legislative change to the GVTA Act as required. These specific recommendations related to the GVRD/GVTA (TransLink) relationship and GVTA (TransLink) Board representation are contained within *Attachment "A"* for reference.

The original GVTA Task Force report which was adopted by the GVTA (TransLink) Board on 2000 November 22 incorporated a number of the directions put forward by the City of Burnaby. The GVTA Task Force recommended that: the number of municipal representatives on the GVTA (TransLink) board be increased from 12 to 20¹; each director position have one alternate; that the three (3) voting Provincial members be reduced to one (1) non-voting Provincial liaison position; and the members votes be weighted by population in a way similar to that used by the GVRD Board.

Subsequent to the GVTA Task force report being ratified by both the GVTA (TransLink) Board, discussions between the Province and the region were initiated concerning the Task Force's recommendations. However, these discussions were suspended as a result of the Auditor General's review of the GVTA, initiated in early 2001. The Auditor General of British Columbia released the findings of his review of governance and agreements originally made between the Province and GVTA (TransLink) on 2001 August 09. The Auditor General's report takes a direction contrary to the GVTA Governance Task Force and recommends consideration be given to a number of changes including: that the size of the GVTA (TransLink) board should be reviewed and perhaps reduced; eliminating the need for the Provincially appointed board members; and possibly including non-elected members on the board.

In the fall of 2001, the GVTA (TransLink) conducted an extensive public consultation process on sustainable funding options for the GVTA. During these meetings on financing options, municipal councils and various stakeholders expressed concern regarding the GVTA's current governance structure. Subsequently, the GVTA (TransLink) Board requested that the Task Force conduct a review of transportation governance and produce a proposal for the consideration of the GVTA (TransLink) Board, the GVRD Board and the Province.

In response to this initiative the GVTA Task Force was reconvened in March, 2002 to reconsider the governance issue, in view of the Auditor General's recommendations and the information gathered during the GVTA's fall consultation process. Consultation with municipalities is planned as part of the upcoming process to be undertaken by the Task Force.

At its regular meeting of 2002 May 27, Council requested a report assessing the various GVTA (TransLink) governance options. The purpose of this technical discussion report is to present a comparative review of a full range of both appointed and elected governance models which have been suggested by various groups for consideration by the GVTA Governance Task Force.

¹ Limited to GVRD directors, alternates or mayors of the municipalities

2.0 THE RECONVENED GVTA TASK FORCE

2.1 TASK FORCE MEMBERSHIP

The current membership of the Task Force is as follows:

- Mayor Marlene Grinnell, *Chair, Task Force and GVTA Director*
- Mayor Ralph Drew, *GVRD Director*
- Mayor Doug McCallum, *Chair, GVTA and GVRD Director*
- Councillor Gordon Price, *GVRD and GVTA Director*
- Councillor George Puil, *Chair, GVRD and GVTA Director*
- Mayor Barbara Sharp, *GVRD and GVTA Director*
- Mayor Helen Sparkes, *GVRD Director*
- Johnny Carline, *CAO, GVRD ex officio*²
- Dan Doyle, *Deputy Minister, Ministry of Transportation ex officio*
- Pat Jacobsen, *CEO, GVTA ex officio*

2.2 TIMING

According to correspondence recently received from the Task Force, they intend to meet with key stakeholders on the issue of governance through June and July of 2002. Input will be solicited from the Province, GVRD and GVTA boards, municipal transportation committees, the Gateway Council, other transportation stakeholders (such as B.E.S.T., BC Automobile Association, and BC Trucking Association), and senior municipal and regional administrators. A specific invitation to a June 26th roundtable discussion was issued to the members of Burnaby's, "*transportation committee, or other committee formed to deal with transportation matters*", although any interested Councillor(s) are also welcome to attend. The purpose stated for this session is for the municipalities in the GVRD to provide input directly to the Governance Task Force, and to participate in a dialogue on the current GVTA structure and processes. The invitation also places emphasis on the need to identify benefits and challenges of the current GVTA governance structure.

Following these input sessions, the Task Force will consider various governance options and be in a position to consult with stakeholders on specific models in the fall of 2002.

²

By virtue of the office or position.

3.0 BURNABY EVALUATION PROCESS

3.1 DECISION TREE

Figure 1 (attached), has been developed as a framework to allow the issues of appointed, elected and the size of the GVTA Board to be evaluated.

- Step "A" Evaluate all of the options which involve *appointed board members*. As these options range in size from 13 to 20, this first step of the evaluation will also yield a recommendation on the preferred *size of the board*.
- Step "B" Evaluate the range of *elected boards* using the "preferred" size of the Board identified in Step "A".
- Step "C" Then compare the strongest appointed Board option from Step "A" with the strongest elected Board option from Step "B" to recommend the *overall preferred composition and size* of the Board.

3.2 EVALUATION PRINCIPLES

To ensure that each step of the evaluation completed is sensitive to the concerns which have been voiced in relation to the existing GVTA Board, the following evaluation principles have been developed to serve as the major elements of the evaluation criteria.

- ◆ **Accountability** - The Board should be accountable to the regional electorate and responsive to local Councils.
- ◆ **Local Representation** - The composition of the Board should include representation from across the region.
- ◆ **Regional Land Use/Transportation Planning** - Land use planning and transportation planning should result in coordinated decision making and this regional decision making should be in step with Provincial investments in the Lower Mainland.
- ◆ **Operational Effectiveness** - The Board should streamline not compound jurisdictional complexity and remain efficient in the performance of their duties.

3.3 SUPPORTING EVALUATION CRITERIA AND THEIR MEASUREMENT

The detailed criteria used to support each principle and its measurement are listed in **Table 1**. It should be noted that the evaluation criteria can in some cases be in direct competition with each other and therefore satisfying all of the criteria completely is difficult.

Table 1
Supporting Evaluation Criteria
and Their Measurement

CRITERIA	MEASUREMENT
Principle: Accountability	
to the regional electorate	degree of direct representation
	degree of public acceptance
to the municipal Council and local citizens	responsiveness to local plans and issues
Principle: Local Representation	
equitable municipal representation across the region	number of member municipalities with a direct voice
	larger municipalities (including Burnaby) having a permanent seat
	size of voice should be weighted by population and other factors (eg. transit, lane kilometres of MRN roads and location within growth concentration area)
Principle: Regional Land Use / Transportation Planning	
coordinated decision making process (LRSP and supporting transportation decisions)	degree of policy and implementation interaction between GVRD and GVTA
	ability of both Boards to coordinate directions and understand the regional implications of each others' actions
coordination with Provincial investments	degree of policy and implementation interaction between GVRD/GVTA and the Province
Principle: Operational Effectiveness	
jurisdictional complexity	ease of public understanding of the roles (GVRD, GVTA and operating subs)
Board efficiency	ability to make timely decisions
	ability to achieve regional objectives in the face of differing local values
	Board members' (Directors') work load

4.0 EVALUATION OF THE OPTIONS

4.1 Step “A” - Appointed Board Options

The top half of **Figure 2 (attached)** outlines the characteristics of each appointed board option.

- ◆ The *existing* governance option uses 15 Directors (12 municipal representatives and 3 Provincial representatives) which results in a “sub-regional” level of representation (larger municipalities have direct representation while smaller municipalities have indirect representation). Burnaby, in particular will have a representative on the Board approximately four out of every five years. Currently the Directors are appointed by the GVRD Board and membership is limited to GVTA Board of Directors with no alternates. Currently Director voting is not weighted by population although the municipalities with largest population currently have more than one Director (i.e. Vancouver and Surrey). This governance structure presents a number of challenges including:
 - ☞ small municipalities have no direct representation;
 - ☞ public acceptance of this structure is low;
 - ☞ it is not responsive to local issues;
 - ☞ size of voice or votes is not weighted by population;
 - ☞ moderate degree of policy interaction between GVRD and GVTA;
 - ☞ with Provincial seats vacant there is little policy and implementation coordination between GVRD/GVTA and the Province;
 - ☞ the public is confused by the current roles, responsibilities and reporting relationships;
 - ☞ there is some public frustration with the lack of direct accountability of the GVTA Directors; and
 - ☞ limited membership to the current GVTA Board (GVRD Directors or Mayors) means a heavy workload for these individuals.
- ◆ The “*smaller*” governance option put forward by the Auditor General proposes a reduction in the number of Directors and the elimination of the Provincial Directors. This would result in regional representation on the Board with municipalities no longer having direct representation. Burnaby would have no guarantee of a voice on the Board. Directors would continue

to be appointed by the GVRD Board but eligibility could be opened to non-elected representatives but alternates would likely not be permitted. Voting would not be weighted by population. As shown in **Figure 2 (attached)**, *this option would likely increase the operational effectiveness of the GVTA Board at the expense of regional and local accountability, severely decrease or eliminate local representation and potentially disconnect land use and transportation planning.*

- ◆ The “**modified**” governance option originally proposed by the City of Burnaby in the fall of 2000, proposed the number of municipal Directors be increased from 12 to 13 representatives and distributed by population. In the “modified” option the Provincial Directors would also be eliminated. Directors would be directly appointed by their Councils and Directors would be limited to Councillors from their representative municipality. Votes of the Directors would be weighted by population and potentially other factors including growth concentration area, transit service hours and lane km’s of Major Road Network (MRN). As shown in **Figure 2 (attached)**, *this “modified” option would result in enhanced sub-regional representation when compared to the existing GVTA Board. The degree of policy and implementation interaction between GVRD and GVTA would also be strengthened through increased local elected representation on the GVTA Board. Directors could be dedicated to GVTA Board instead of being strained by serving “double duty” on both Boards.*
- ◆ The “**larger**” option goes one step further than the “modified” option and increases the number of municipal Directors to 20 and retains one Provincial non-voting liaison Director. Directors would be directly appointed by their Councils and members would be limited to GVRD Directors, Mayors or alternates). Burnaby would be guaranteed a permanent Director under this option. Votes of the Directors would be weighted by population resulting in 102 votes being cast by the 20 voting Directors. As shown in **Figure 2 (attached)**, *this “larger” option would result in enhanced municipal level representation and would significantly increase local representation and accountability when compared to the existing GVTA Board. The degree of policy and implementation interaction between GVRD and GVTA would also be strengthened through increased local elected representation on the GVTA Board. This “larger” option would also be easier for the public to understand and increase accountability through increased local representation.*

Overall the benefits associated with increased accountability and increased local representation of the larger GVTA Board options (“modified” and “larger”) appear to significantly out weight the benefit of either the “existing” option or the “smaller” option put forward by the Auditor General. On balance the impact of the Board becoming more cumbersome as a function of becoming “larger” should be out weighed by the additional benefits of increased accountability through a Board which increases public acceptance by virtue of its being similar to the structure of the GVRD Board and increases direct municipal representation. Therefore it is recommended that the GVTA Board size be increased to 20 municipal representatives and that the “larger” option be brought forward to be compared with the strongest elected board in Step “C” of the evaluation. Moreover, it is also recommended that the “larger” Board option expand the pool of potential Directors to include all Councillors from their representative municipality to allow for dedicated GVTA Directors instead of Directors being strained under the “double duty” of serving on both the GVTA Board and the GVRD Board.

4.2 Step “B” - Elected Board Options

Based on the evaluation undertaken in Step “A” above, all elected Board options presented in **Figure 3 (attached)** have the same increased size of 20 Directors. This would result in representation being at the municipal level with Burnaby securing a permanent Director on the GVTA Board in all elected options, with the potential exception of the “Council-of-Councils” option. Voting would be weighted by population in all elected options with consideration being given to other factors as well (growth concentration area, transit service hours and lane km’s of Major Road Network (MRN)).

- ◆ The “*dual-duty*” option would see GVTA Directors elected at the time of each municipal election. The Mayor in each representative municipality would automatically be appointed to the GVTA Board. In this option the members of the GVTA Board would elect GVTA Chair. As shown in **Figure 3 (attached)**, *this “dual-duty” option would likely increase the local representation on the GVTA Board and the regional land use planning / transportation planning coordination by the GVTA Board and may marginally increase the ease of understanding of the roles on the GVTA Board by the public.*
- ◆ The “*Council-of-Councils*” option would see Directors and the Chair appointed annually by a caucus of elected officials. As shown in **Figure 3 (attached)**, *this option has the potential to decrease the amount of direct local representation on the Board and there is the risk that Burnaby may have no representative among the Directors elected by Council-of-Councils. This could result in a disconnect between local views and regional decisions*

made by the GVTA Board. Due to this potential pit-fall combined with no other significant benefit being identified over other elected options, it is recommended that the “Council-of-Councils” option be excluded from further consideration.

- ◆ The “**designated municipal representative**” option would see the electorate designate which successful municipal candidate should be their representative GVTA Director. The GVTA Chair would then in turn be elected by the GVTA Directors. As shown in **Figure 3 (attached)**, *this option would offer the electorate increased accountability as they would be electing their GVTA Director. This in turn has the potential to increase local representation, voter acceptance and their ease of understanding the roles and responsibilities of GVTA Director.*
- ◆ The “**directly elected municipal representative**” option would see the electorate vote for their GVTA Director from a separate ballot of candidates at the time of each municipal election. The GVTA Chair would then in turn be elected by the GVTA Directors. As shown in **Figure 3 (attached)**, *this option has the risk of there being a complete disconnect between Council desires and the actions taken on behalf of the municipality by the directly elected GVTA Director from the same jurisdiction. Moreover, there is a great potential for a significant divergency in regional land use planning and transportation planning with the increased independence afforded to the directly elected GVTA Director.*

Both the “designated municipal representative” option and the “directly elected municipal representative” option increase the amount of accountability over the “dual-duty” option as the electorate now casts a vote for their preferred GVTA Director at the time of municipal elections. The “designated municipal representative” offers all of the additional benefits of the “directly elected municipal representative” in increased accountability and increased local representation while still remaining linked to Burnaby Council. For this reason the “designated municipal representative” option offers superior local accountability and superior land use/transportation planning coordination and therefore is recommended as the strongest elected GVTA Board option.

4.3 Step “C” - Best Elected Board Option versus Best Appointed Board Option

As shown in **Figure 4 (attached)** the strongest appointed Board option (“larger” GVTA Board) and the strongest elected option (“designated municipal representative”) have been advanced to this stage of the assessment for a comparison in pairs. The primary difference between these two options is that the “larger” appointed Board option

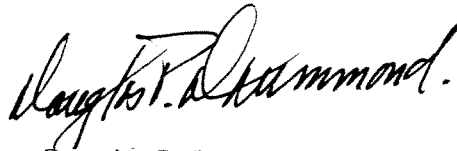
recommended by the GVTA Task Force would appear to offer stronger coordination between land use and transportation planning while the “designated municipal represented” elected Board option would appear to offer greater operational effectiveness. Moreover, the “larger” appointed Board option would ensure that the individual selected by Council as the municipalities GVTA Director has the requisite knowledge, expertise, interest and availability to fulfill the responsibilities of this role. Therefore, the “larger” appointed Board option is being recommended as the strongest overall GVTA governance option of the eight reviewed in detail.

There is also the potential for a hybrid option which would use a combination of both appointed and elected representatives. This option could involve 19 Directors with 14 Directors being appointed (13 municipal appointments by their respective Councils and one (1) non-voting Provincial liaison) and five (5) Directors being elected at large at the time of municipal elections. The Chair would be elected by the Directors. The voting of the Directors could be weighted by population and potentially other factors including growth concentration area, transit service hours and lane km's of Major Road Network (MRN). *The benefits of the hybrid appointed/elected Board option would be a blend of the appointed and elected options. The Directors appointed by their respective municipalities would be responsive to local issues and offer strong coordination between land use and transportation planning. While the Directors elected at large would benefit the Board by expanding the pool of potential Directors to broaden the skills, expertise and experience of the Board, reducing the potential for Directors to act in the best interest of their municipality rather than in the best interest of the GVTA and reducing the amount of turnover in the Board. Moreover, the Directors elected at large would potentially increase the accountability and public acceptance of the Board. Directors could be dedicated to the GVTA Board instead of being strained by serving “double duty” on both Boards. Although not explored in detail within this report, the “appointed/elected” Board option is worthy of further consideration and it is recommended that this option be advanced in parallel with the “larger” appointed Board option to the GVTA Task Force for their review of feasibility and advisability as GVTA governance options.*

5.0 CONCLUSION

This technical discussion paper was prepared for the benefit of Council in advance of the initial meetings called by the Task Force in June of 2002 to identify the benefits and challenges associated with the current GVTA governance structure. A number of these benefits and challenges have been identified in Section 4.1 of this report. The preliminary recommendation based on the exploration of the options presented in this report is that both the “larger” appointed Board recommended by the GVTA Task Force and the “appointed/elected” Board option be advanced to the GVTA Task Force for their review of

feasibility and advisability as GVTA governance options. Recognizing that the Task Force has yet to develop their own set of options and analysis of these options, staff are recommending that Council reserve its final recommendation to the Task Force at this time. Once the stakeholder meetings have been completed, staff intend to develop a final report for the consideration of Council in the Fall of 2002, which will include reference to the additional material on options developed by the Task Force, as a final submission to the Task Force.



Douglas P. Drummond
MAYOR

Attachments (5)

cc: City Manager
Director Planning and Building
Director Finance
Director Engineering

MAP TO GOVERNANCE DECISION

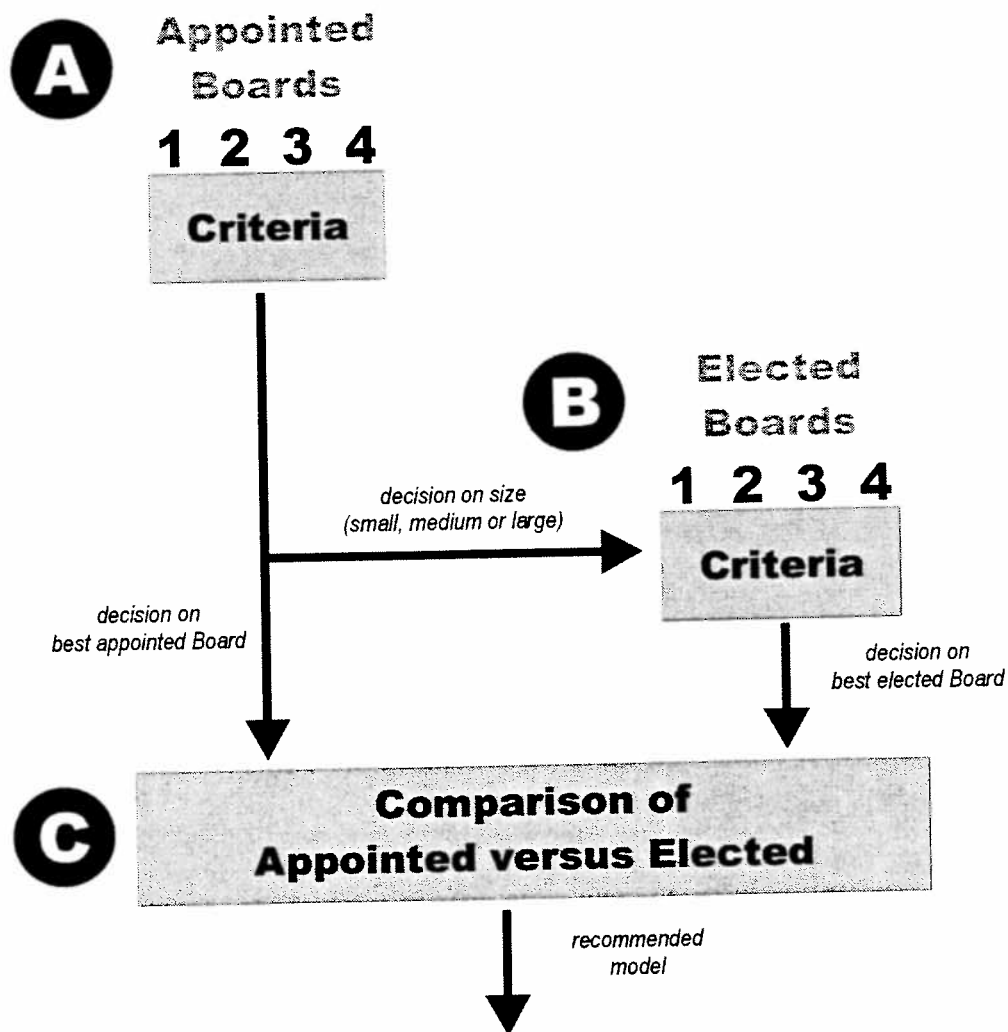


Figure 1
The Decision Tree

Step "A" APPOINTED BOARDS

		EXISTING	SMALLER Auditor General	MODIFIED City of Burnaby	LARGER GVTA Task Force
	Number of Directors	15 (12 municipal & 3 Provincial)	reduced and eliminate Provincial representatives	13 (distributed by population)	20 (20 municipal & 1 Provincial ¹)
	Representation	sub-regional (1 at-large)	regional	sub-regional	municipal
	Degree of local municipal representation	medium	low-none	medium	high
	Burnaby representative	approximately four out of every five years	no guarantee	permanent	permanent
	How are they appointed or elected?	appointed by the GVRD Board (limited to GVRD Directors or Mayors)	appointed by the GVRD Board (include non-elected members on the TransLink Board)	directly appointed by Council (limited to members of Council)	appointed by municipal councils (limited to GVRD Directors, alternates or Mayors)
	Who appoints Chair	member selected by members of the TransLink Board of Directors	member selected by the GVRD Board of Directors *	member selected by members of the TransLink Board of Directors *	member selected by members of the TransLink Board of Directors
	Voting weighted by population	No (15 votes)	No	Yes - by other factors including growth concentration area, transit service hours and lane km's of MRN)	Yes - by population (102 votes)
	Alternates permitted	No	No	Yes	Yes
CRITERIA	MEASUREMENT	↓	↓	↓	↓
Principle: Accountability					
to the regional electorate	degree of direct representation				
	degree of public acceptance				
to the municipal Council and local citizens	responsiveness to local plans and issues				
Principle: Local Representation					
equitable municipal representation across the region	number of member municipalities with a direct voice				
	larger municipalities (including Burnaby) having a permanent seat				
	size of voice should be weighted by population and other factors (eg. transit, lane kilometers of MRN roads and location within growth concentration area)				
Principle: Regional Land Use / Transportation Planning					
coordinated decision making process (LRSP and supporting transportation decisions)	degree of policy and implementation interaction between GVRD and TransLink				
	ability of both Boards to coordinate directions and understand the regional implications of each others' actions				
coordination with Provincial investments	degree of policy and implementation interaction between GVRD/TransLink and the Province				
Principle: Operational Effectiveness					
jurisdictional complexity	ease of public understanding of the roles (GVRD, TransLink and operating subs)				
board efficiency	ability to make timely decisions				
	ability to achieve regional objectives in the face of differing local values				
	board members' work load				

LEGEND: = Strong = Neutral = Weak

1. Non-voting liaison

* assumption

version: 2002 June 17 (671)

Step "B" ELECTED BOARDS		DUAL DUTY	COUNCIL of COUNCILS	DESIGNATED MUNICIPAL REP	DIRECT REP
Number of Directors		20 (19 municipal & 1 Provincial ¹)			
Representation		municipal			
Degree of local municipal representation		high			
Burnaby representative		permanent			
Voting weighted by population		Yes - by other factors including growth concentration area, transit service hours and lane km's of MRN)			
Alternates permitted		Yes			
Timing of Election		municipal election	annually	municipal election	municipal election
How are they appointed or elected?		Mayor elected in each representative municipality is automatically TransLink Board member	elected by caucus of municipal officials each year	electorate designates which municipal candidate should be their representative Board member	electorate votes for their representative Board member from a separate slate of candidates
Who appoints Chair		member selected by members of the TransLink Board of Directors	member selected by the Council of Councils	member selected by members of the TransLink Board of Directors	member selected by members of the TransLink Board of Directors
CRITERIA	MEASUREMENT	↓	↓	↓	↓
Principle: Accountability					
to the regional electorate	degree of direct representation				
	degree of public acceptance				
to the municipal Council and local citizens	responsiveness to local plans and issues				
Principle: Local Representation					
equitable municipal representation across the region	number of member municipalities with a direct voice				
	larger municipalities (including Burnaby) having a permanent seat				
	size of voice should be weighted by population and other factors (eg. transit, lane kilometers of MRN roads and location within growth concentration area)				
Principle: Regional Land Use / Transportation Planning					
coordinated decision making process (LRSP and supporting transportation decisions)	degree of policy and implementation interaction between GVRD and TransLink				
	ability of both Boards to coordinate directions and understand the regional implications of each others' actions				
coordination with Provincial investments	degree of policy and implementation interaction between GVRD/ TransLink and the Province				
Principle: Operational Effectiveness					
jurisdictional complexity	ease of public understanding of the roles (GVRD, TransLink and operating subs)				
board efficiency	ability to make timely decisions				
	ability to achieve regional objectives in the face of differing local values				
	board members' work load				

LEGEND: = Strong = Neutral = Weak

1. Non-voting liaison

* assumption

version: 2002 June 17 (679)

Step "C"
COMPARISON OF
STRONGEST APPOINTED BOARD
VERSUS STRONGEST ELECTED BOARD

STRONGEST APPOINTED BOARD OPTION

"LARGER" GVTA Task Force

STRONGEST ELECTED BOARD OPTION

DESIGNATED MUNICIPAL REP

Number of Directors		20 (19 municipal & 1 Provincial ¹)	
Representation		municipal	
Degree of local municipal representation		high	
Burnaby representative		permanent	
Voting weighted by population		Yes - by other factors including growth concentration area, transit service hours and lane km's of MRN)	
Alternates permitted		Yes	
Timing of Appointment or Election		annually	municipal election
How are they appointed or elected?		appointed by municipal councils (limited to members of Council)	electorate designates which municipal candidate should be their representative Board member
Who appoints Chair		member selected by members of the TransLink Board of Directors	member selected by members of the TransLink Board of Directors
CRITERIA	MEASUREMENT	↓	↓
Principle: Accountability			
to the regional electorate	degree of direct representation	●	●
	degree of public acceptance	●	●
to the municipal Council and local citizens	responsiveness to local plans and issues	●	●
Principle: Local Representation			
equitable municipal representation across the region	number of member municipalities with a direct voice	●	●
	larger municipalities (including Burnaby) having a permanent seat	●	●
	size of voice should be weighted by population and other factors (eg. transit, lane kilometers of MRN roads and location within growth concentration area)	●	●
Principle: Regional Land Use / Transportation Planning			
coordinated decision making process (LRSP and supporting transportation decisions)	degree of policy and implementation interaction between GVRD and TransLink	●	◐
	ability of both Boards to coordinate directions and understand the regional implications of each others' actions	●	◐
coordination with Provincial investments	degree of policy and implementation interaction between GVRD/ TransLink and the Province	◐	◐
Principle: Operational Effectiveness			
jurisdictional complexity	ease of public understanding of the roles (GVRD, TransLink and operating subs)	●	●
board efficiency	ability to make timely decisions	○	◐
	ability to achieve regional objectives in the face of differing local values	◐	●
	board members' work load	●	●

LEGEND: ● = Strong ◐ = Neutral ○ = Weak

1. Non-voting liaison

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Attachment "A"

Key Recommendations from the City of Burnaby Submission to the GVTA Governance Task Force

adopted by Council 2000 October 30

GVRD/GVTA (TransLink) Relationship

- ◆ the intended relationship between the GVRD and GVTA (TransLink) Boards as prescribed in the legislation is generally being achieved, while recognizing that local land use authority (within an approved regional context) is a fundamental premise;
- ◆ notwithstanding the above and without encouraging further growth in government and bureaucracy, the Task Force should identify specific ways to help improve and reinforce the two agency's review, promotion and implementation of the objectives of the Livable Region Strategic Plan; and
- ◆ the GVRD and GVTA (TransLink) should closely cooperate in the upcoming review of the Livable Region Strategic Plan so there is common agreement and understanding on the directions underlying new strategic growth management and related transportation policies.

GVTA (TransLink) Board Representation

- ◆ the issue of representation on the GVTA (TransLink) Board needs to be opened to provide for major municipalities (including the City of Burnaby) to have permanent representation on the Board;
- ◆ the criteria for representation on the Board should be altered to provide for a population based system (e.g. one seat for every 150,000) or a combination of criteria based on population, geographic location within the Growth Concentration Area, and degree of transit ridership and designated lane kilometres within the Major Road network;
- ◆ the necessary amendment should be made to provide for the designation of GVTA (TransLink) Board members by the local jurisdiction(s) that would enable Councillors currently not on the GVRD Board to be eligible for GVTA (TransLink) Board membership; and
- ◆ Provincial membership on the GVTA (TransLink) Board should be removed allowing for additional municipal representation and to avoid a possible conflict of interest when the Board is negotiating sensitive matters with the Province.

