AGENDA

1. Project Overview
2. Construction
   - Downtown
   - Cambie Corridor
   - Richmond Section
   - Airport Section
3. Operations & Maintenance
4. Financing and Contractual Network
5. Collaboration for Better Results
1. PROJECT OVERVIEW
CANADA LINE IN SHORT

- Automated Light Metro System
- 19 km
- 16 stations
- 3 water crossings
- Approximately 100,000 riders daily by 2010
- Equivalent to 10 road lanes
- Approximately $2 billion to build
- A partnership between the public and private sectors
OVERVIEW CANADA LINE CORRIDOR

- 1/3 of the region’s jobs
- 20% of its population
- Greater Vancouver will grow by one million people by 2035
Canada Line - A Transportation Link

- Vancouver City Centre
- Yaletown - Roundhouse
- Broadway - City Hall
- Olympic Village
- King Edward
- Langara - 49th Ave.
- Oakridge - 41st Ave.
- Marine Drive
- Templeton
- YVR - Airport
- Sea Island Centre
- Lansdowne
- Bridgeport
- Aberdeen
- Richmond - Brighouse

Legend:
- Purple: Tunnel
- Turquoise: Elevated
- Yellow: At-grade
- Red Circle: Station
PERFORMANCE SPECIFICATIONS

- Waterfront to Airport in 25 minutes
- Waterfront to Richmond Centre 25 minutes
- Peak hour service (after 3 years of revenue service)
  - To Airport about every 6 minutes
  - To Richmond about every 6 minutes
  - Through Vancouver about every 3 minutes
PROJECT TIMELINE

Proposals Submitted

- **AUG 2003**: Proposals Requested
- **MAR 2004**: 2 Teams Short-listed
- **JUL 2004**: Final Offers Invited
- **SEP 2004**: Preferred Team Selection
- **NOV 2004**: Final Offers Submitted
- **AUG 2005**: Contract Signing
- **NOV 2009**: Opening Day
- **FEB 2010**: Winter Olympics

COMPETITION | NEGOTIATION | CONSTRUCTION | START OF SERVICE
2. CONSTRUCTION - DOWNTOWN
TBM ENTRY PIT (2ND AVENUE)

TUNNEL BORING MACHINE CUTTING HEAD
TBM BREAKTHROUGH APRIL 2007

TBM EXIT PIT ON GRANVILLE STREET AT WEST PENDER STREET
BORED TUNNEL
VANCOUVER CITY CENTRE STATION

STATION CONSTRUCTION ON GRANVILLE STREET NORTH OF ROBSON STREET
2. CONSTRUCTION – CAMBIE CORRIDOR
CUT-AND-COVER TUNNEL CONSTRUCTION
BROADWAY-CITY HALL STATION

STATION CONSTRUCTION ON CAMBIE AT BROADWAY
RESTORATION WORK

ON CAMBIE STREET AT 17TH AVENUE
2. CONSTRUCTION – RICHMOND SECTION
RICHMOND NO. 3 ROAD GUIDEWAY

SUPERSTRUCTURE WORK ON NO. 3 ROAD AT CAMBIE ROAD
2. CONSTRUCTION – AIRPORT SECTION
MIDDLE ARM BRIDGE

BRIDGE CONSTRUCTION

CANADA LINE

TRANSIT BC
AIRPORT/RICHMOND ELEVATED GUIDEWAY
AT-GRADE SECTION

AT-GRADE SECTION TRACKWORK - YVR AIRPORT
3. OPERATIONS & MAINTENANCE
CANADA LINE VEHICLE
CANADA LINE VEHICLE

INTERIOR VIEW
Staff moved into the Canada Line Operations & Maintenance Facility (OMC) in the late spring of 2008.

Set up of the facility for operations and admin of the Canada Line is largely complete.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

SERVICES TO BE PROVIDED BY THE OPERATING COMPANY

Operations
- Train and station operations and all associated control and activities
- Customer Service and Safety

Maintenance
- Maintenance of all facilities, vehicles and systems
- System cleanliness
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE
KEY MOBILIZATION REQUIREMENTS

- Staff Recruitment
- Training
- Facilities Set Up
- Maintenance Equipment, Tools, and Test Equipment
- Spare Parts and Consumables
- Business Systems
- Support Contracts
- Plans and Documentation
Under the accelerated staffing plan, the Operator is expected to have 118 employees by February 2009 and 202 employees by May 2009 (full staffing).

As of the beginning of February, PROTRANS had 110 employees working. We will have 124 working by the end of February, 60% of the total required at SCD.

PROTRANS currently has 60 full time equivalent employees assigned to support the EPC Contractor for Testing & Commissioning and system maintenance.

Our current recruitment and hiring plan is to have a total staff compliment of 215 employees in place by May 2009 which includes 28 part-time employees giving the total of 202 full time equivalents.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

STAFF RECRUITMENT / TRAINING

- The operation will be fully staffed (202 employees) by the end of May.
- Training of control room operators is ongoing.
- Recruitment for Canada Line Attendants targeted individuals with previous customer service experience and mechanical aptitude. An extensive in-house training program has been developed and is currently being executed.
- Recruitment for maintenance technicians targeted journeyman tradesman in various crafts. The majority of vendor training has been completed and system familiarization for technicians is ongoing.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

MAINTENANCE EQUIPMENT, TOOLS AND TEST EQUIPMENT

- The majority of major maintenance equipment has been procured and all will be delivered prior to service commencement.
- The majority of shop equipment has been delivered and is in place at the OMC.
- The majority of small tools and test equipment has been procured and is on hand at the OMC.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

SPARE PARTS AND CONSUMABLES

- Spares for the Canada Line vehicles have been procured and are presently being delivered.
- Spares for other systems are presently being identified and procured and are expected to be available for service commencement.
- The OMC has been set up with appropriate inventory storerooms and shelving, and is ready to commence receipt and organization of parts inventories.
The integrated Enterprise Resource Planning system (Oracle’s JD Edwards E1 application) for business support is now live.

Document management, Training Records, and all non-conformance reporting will be accomplished using MS Sharepoint which has now been implemented. A handover plan for all required transfer documentation is in place with the EPC Contractor.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

SUPPORT CONTRACTS

- We intend to subcontract many specialized services in the maintenance and operation of the Canada Line.
- The elevator/escalator maintenance contract has been awarded.
- The cleaning contract has been awarded.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

DOCUMENTATION AND REQUIRED PLANS

Safety Management System
- Regulatory requirement for a Safety Management System (SMS).
- The SMS has been developed and is being reviewed with the BC Safety Authority.

Quality Management
- Contractual requirement for a Plan and ISO 9001 Registration of a Quality Management System (QMS).
- A QMS has been developed and the registration process has started.

Environmental Management Plan
- The plan is completed.
- An environmental management system will be registered to ISO 14001.
MOBILIZATION STATUS – OPERATIONS AND MAINTENANCE

DOCUMENTATION AND REQUIRED PLANS

Security Management
- A Terrorism Security Risk Assessment has been completed.
- A Security Management System (SeMS) is being finalized following the Security Risk Assessment report.

Five Year and Initial Operations and Maintenance Plans
- These plans are presently being developed and are targeted for completion by the end of May 2009.
Mobilization Status – Operations and Maintenance

Documentation and Required Plans

Failure Management Plan
- An initial draft plan has been prepared and is being revised as information about system performance and function becomes available.

Standard Operating Procedures
- All Canada Line Operating and Maintenance Rules have been developed and reviewed by the BCSA.
- Standard Operating Procedures (SOP) have been developed to:
  - underpin all training
  - satisfy the SMS and QMS;
Validation process is on-going for critical procedures.
4. FINANCING AND CONTRACTUAL NETWORK
CORPORATE AND CONTRACTUAL NETWORK

Cities
Richmond & Vancouver

CLCO
Concession Agreement

Intransit BC

EPC Contractor
SNC-Lavalin Inc.

Operating Contract
(fixed price with performance incentives and penalties)

ProTrans BC Operations Ltd.

Design / Build Contract
(lump sum turnkey contract)

Federal Government
Province of BC
TransLink
YVRAA

SNC-Lavalin 33%
bcIMC 33%
CDPQ 33%

Debt Providers

Shareholders’ Agreement

Loan Agreements
FINANCE OVERVIEW

$2003 – millions of dollars)

- Federal: $657
- Province: $419
- YVR: $321
- GVTA (TransLink): $245
- City of Vancouver: $27
- Private Sector: $235

TRANSIT BC
FINANCE DETAILS

- Equity - $120 million
- Facility
  - Term – 28 years
  - Amount - $600 million
  - Hedged over the full term of the facility
## RISK ALLOCATION

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<thead>
<tr>
<th>Risk</th>
<th>Allocation</th>
<th>Phase</th>
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<tbody>
<tr>
<td>Land acquisition cost and schedule</td>
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<td>Construction</td>
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<tr>
<td>Municipal and regulatory permitting, cost</td>
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<td>Construction</td>
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<tr>
<td>Municipal and regulatory permitting, delay</td>
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<td>Construction</td>
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<tr>
<td>Undisclosed environmental or archaeological liabilities</td>
<td>Public</td>
<td>Construction</td>
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<tr>
<td>Cost of design build</td>
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<td>Inflation</td>
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<tr>
<td>Construction delay</td>
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<tr>
<td>Utility relocation cost/delay</td>
<td>Public/Private</td>
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<tr>
<td>Changed ground condition</td>
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<td>Design Integration</td>
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# Risk Allocation

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<tbody>
<tr>
<td>Integration between civil works and systems</td>
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<td>Construction</td>
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<td>Public protest, legal action, embargo or blockade</td>
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<td>Construction/Operating</td>
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<td>Reasonableness of behavior of Agencies and Cities</td>
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<td>Force Majeure</td>
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<td>Insurance costs</td>
<td>Public/Private</td>
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<td>Condition of civil assets</td>
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<td>Operating performance</td>
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<td>Operating costs</td>
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<tr>
<td>Maintenance costs</td>
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<td>Operating</td>
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<td>Useful life of trains and other systems</td>
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<tr>
<td>Ridership Revenues</td>
<td>Public/Private</td>
<td>Operating</td>
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Public – CLCO/GVTA; Private – InTransit BC
5. COLLABORATION FOR BETTER RESULTS
STRENGTHS OF THE ORGANIZATION

- One single entity representing the public sector
- A lump sum turnkey contract with one single entity
- One Independent Engineer acting on behalf of each party
- Risk allocation is based on the best party able to manage the risk
POSITIVE RESULTS

- On time
- On budget
- New vision for No. 3 Road in Richmond
- New vision for the corridor in Vancouver
- Wireless network inside the tunnel
- A private/public network of Optic Fibre
- Retail and Art Program
- Advertising and public information
“The panel applauds all the partners for their professionalism, diligence, and commitment in bringing the Canada Line to reality and for crossing a new transit frontier in public-private partnership.

The peer review panel was very impressed with the experience, credentials, and teamwork exhibited by the entire staff structure of CLCO, the concessionaire, and TransLink employees and contractors working on this project. The remaining tasks on the project are under control and are being effectively managed. The panel has utmost confidence in the ability of the contractors and management to overcome any challenges of the remaining work to meet an advanced revenue start date.”