



J. Douglas Kelsey

PROFESSIONAL EXPERIENCE

A Chief Executive Officer, President, General Manager and Chief Operating Officer with extensive experience leading large, complex, capital intensive transit organizations through rapid change and growth. Most currently as the Chief Operating Officer of TriMet.

A visionary transportation and transit senior executive with a diverse background in executive management and a demonstrated track record of developing long-term strategic and urban plans which ensure high levels of customer satisfaction, safety, and innovation. This is supported by a proven record of successfully collaborating with senior levels of municipal, regional, national and international governments, businesses, and stakeholders.

CAREER EXPERIENCE

TRIMET

2015-Present

Chief Operating Officer

Accountable for operating performance of the organization including oversight of information technology, operations, business strategy, safety and security, and maintenance of a fleet of over 150 rail vehicles and 640 buses.

As a key executive member reporting to TriMet's General Manager, initiated, designed, and implemented TriMet's first five-year integrated business plan while delivering the following strategic outcomes:

- Stabilized and improved the MAX system rail On-Time Performance from 75% to over 87%.
- Improved overall bus system On-Time Performance from 81% to 86% in one year.
- As Chair of the organization's Capital Committee, initiated a capital process to review and improve capital performance. Initiated the industry's first capital benchmarking.
- Reduced bus and rail per operator performance incidents from 2.65 to 0.5 in two years.
- Developed organization's first maintenance facility and IT strategies, including multiple department reorganizations.
- Designed and implemented rail public safety review and reduced rail safety violations by over 200% in one year.

TransLink, created in 1999 for metropolitan Vancouver, British Columbia, delivers both transit and regional roads and bridges services through contractors as well as operating companies and subsidiaries like Coast Mountain Bus Company, British Columbia Rapid Transit Company, Ltd. (Sky Train) and West Coast Express, Ltd.

President and General Manager, British Columbia Rapid Transit Company Limited (2014-2015)

British Columbia Rapid Transit Company, Ltd. (BCRTC) maintains and operates two of Metro Vancouver's three Sky Train lines on behalf of TransLink, the regional transportation authority. Managed the third rail line as a full public, private partnership and operated the regional community rail services.

Reported to two Boards of Directors and was accountable for all strategy, business planning and operating results for the organization. BCRTC serves over 135 million customers annually, and deploys and operating budget of \$240 million.

As an active member of the TransLink executive team, contributed to the development and implementation of critical policies and strategy across the organization.

Accountable for the efficient oversight of \$5+ billion in passenger rail assets and the operational implementation of a \$1.4 billion additional rail and bus service extension; effectively delivered the following initiatives:

- Accountable for the contract oversight of a \$2 billion rail, public, private partnership;
- Developed and initiated the upgrading and new construction of over \$600 million in facilities and new assets for the existing rail stations and services;
- Delivered one of the elite North American operating cost recoveries in excess of 90%;
- Improved service levels by developing a five year, \$70 million operating and critical asset modernizing strategy which included a complete business practices review;
- Improved On-Time Performance from 92% to 96.7% in six months, including conducting monthly major disruption response exercises and altering staff deployment to enhance safety, visibility and responses;
- Achieved a top tier performing fleet spare ratio of 5-8%;
- Achieved commuter rail On-Time Performance of 98.6% by developing stronger performance protocols with the freight railway; and
- Initiated a coalition of national commuter rail C.E.O.'s and delivered lead testimony at the Canadian Transportation Act Review to enhance the rights of commuter rail operations in dealing with freight railways.

Chief Operating Officer, TransLink (2010-2014)

Accountable for overall operating leadership of the rail, bus, and police operating subsidiaries and all customer facing programs with \$1.5 billion in annual revenues, over \$10 billion in assets,

6,900 employees, and 1.2 million customer daily boardings. Responsible for all infrastructure engineering, major capital, TransLink roads/bridges, implementation planning, marketing, technology, transit policing, safety/security and the successful integration of all initiatives, services and programs.

- Led the successful hiring and building of a team of key executive personnel including the President of Coast Mountain Bus Company, Transit Chief of Police, Vice President of Engineering, Capital and Infrastructure and other key strategic positions to ensure efficient performance and succession planning.
- Optimized financial and service efficiencies to increase ridership and customer satisfaction by reallocating existing assets and infrastructure to increase fleet utilization and increase ridership. This supported TransLink's long-term goals and objectives for the regional transportation system. Specific initiatives included:
 - Supported the regional transit strategy by designing/delivering collaborative municipal Area Transit Plans and a comprehensive paratransit strategy that significantly increased efficiency/service levels with no increase in pricing.
 - Designed and delivered marketing and wayfinding network standards which are now the adopted standard for all regional and network facility and service upgrades.
 - Developed a corporate comprehensive five year resiliency strategy.
 - Delivered bus service optimization which resulted in approximately 4% improved bus route effectiveness, including Chairing the Service Optimization Committee.
 - Chair of the TransLink Capital Committee overseeing all capital requests with an annual operating budget ranging from \$350-\$450 million, in addition to major capital projects.
 - Collaborated with municipalities to deliver complete infrastructure plans for the modernization of key rail stations and bus loops, which included enhancing Transit Oriented Development. This was achieved by leveraging adjacent real estate for upgrading and investments from the private sector to minimize capital and increase station areas densities and livability.
- Delivered transit policing more effectively with a new police force including replacing the Chief Officer and developing more optimized deployment based on crimes and incident analysis.
- Accountable executive public spokesperson on numerous highly public facing service and policy issues.

President, Coast Mountain Bus Company (2010-2011)

Accountable for all bus and marine operations with an annual operating budget of over \$640 million and a fleet comprised of up to 1,800 buses. Oversaw the delivery of both contracted and internally delivered bus services with over 5,500 employees. Key initiatives included:

- Achieved global top tier performance status in numerous performance categories, amongst the International Bus Benchmarking Group (IBBG).
- Reorganized the executive team and related roles.
- Developed strategy to reduce bus spare ratios by 25% for some fleet types by retiring buses early and reducing planned capital expenditures.
- Achieved top employer award for the province of British Columbia

President and Chief Executive Officer, British Columbia Rapid Transit Company (2002-2010)

Accountable for all transit passenger rail delivery and multi-billion dollar infrastructure oversight within the Metropolitan Vancouver area. Includes the operational readiness and integration of new lines and third party contract management for the delivery of both commuter and automated light rail services. Significant achievements include:

- Successfully developed and opened the \$2 billion Millennium Line extension with no service disruptions to the existing automated rail line.
- Delivered extensive planning, project management and ongoing contract oversight for the startup and operational phase of the \$2 billion+ Canada Line Public Private Partnership. Implemented a highly effective bus integration plan commensurate with the rail line opening.
- Designed and implemented the performance Balanced Scorecards for TransLink, British Columbia Rapid Transit Company and West Coast Express. Consistently produced On-Time Performance of 95% and an operating cost recovery of 90%.
- Testified as the lead witness for the Canadian commuter rail interests at the federal Standing Committee on Transportation (SCOT) of Parliament, as well as before the Canadian Transportation Act Review Panel hearings. This led to North America's first passenger rail legislation dealing with commercial terms and service levels.
- Initiated and led national rapid transit CEO's to obtain \$115 million in safety and security funding, interacting directly with the Federal Minister of Public Safety and Minister of Transportation.
- Senior Executive accountable for the strategic development and successful delivery of Canada's 2010 Olympic and Paralympic Bid comprehensive transportation plan. One of three elite senior national transportation leaders selected to present and defend Canada's successful plan for the Olympic Games to the International Olympic Committee. Key media spokesperson with the international and national press.
- Achieved special recognition by the disabilities communities for both SkyTrain and West Coast Express as a result of special training programs and community involvement.
- Invited to participate with an elite group of global executives on security matters related to transit and regional livability related to Dubai's urban planning.
- Awarded the provincial government's top safety performance achievement.

President and Chief Executive Officer, West Coast Express (1999-2010)

- Built extensive regional mayors' and other stakeholder support and delivered a successful business, media and legal strategy concerning commercial rate charges by the freight railways. Reduced the host freight railway track rates by \$27.8 million.
- Initiated and led a local and national political coalition to write federal legislation and stewarded through the federal parliamentary process, including all political parties. Resulted in North America's first federal legislation for commuter passenger rail services and commercial rates.
- Improved operating cost recovery from 37.5% to over 90%; delivered top annual On-Time Performance consistently of 98% plus; delivered highest customer approval ratings

of all TransLink services; and achieved exceptional safety results with no in-service rail accidents.

- Developed and implemented Canada's first commuter rail Safety Management System.

Prior to 1999

Executive, managerial and technical roles within the transportation, tourism, multi-unit retail, waste management and oil industries. Includes: Shell, Starbucks Coffee, Laidlaw and Rocky Mountaineer Railtours. Held leadership roles such as:

Vice President, Operations
Manager, Western Canada
Atlantic Canada Division Manager

Manager, National Retail Policy and Strategy
Manager, Sales and Marketing

PROFESSIONAL DEVELOPMENT AND LEADERSHIP

Board of Directors, Western Transportation Advisory Committee	2013-2015
Independent Corporate Directors (ICD)-Enterprise Risk Oversight	2014
Board of Directors, Transit Security Management Limited	2013-2015
CEO Rail Committee (APTA) American Public Transportation Association	2000-2014
Board of Directors, Coast Mountain Bus Company, British Columbia Rapid Transit Company, West Coast Express Limited	2011-2014
APTA top transit system awards selection committee	2011-2013
MIT global invitational executive transit forum	2012
Senior executive experience with five Olympic Games (i.e., Vancouver, London, Sochi, Torino, and Salt Lake).	
Artificial Intelligence knowledge engineering training	
Managing the media, including linguistics training	multiple years

EDUCATION

Chief Executive Officer Development Program Kellogg School of Management, Illinois, USA	2007
Bachelor of Business Administration Principia College, Illinois, USA	1981

COMMUNITY INVOLVEMENT

Canadian National Football League Grey Cup Executive Organizing Committee	2012-2014
Co-Founder, President and Chief Executive Officer, HSBC Basketball Classic	2000-2014
KPMG, CPA Class and Individual Mentoring	