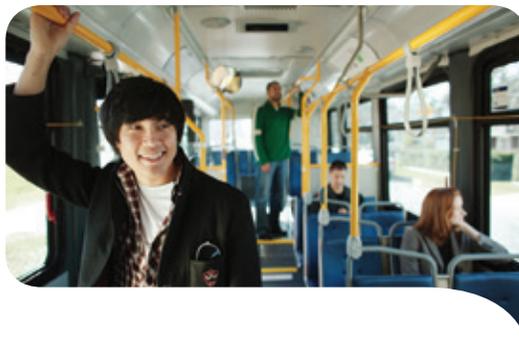




REGIONAL TRANSPORTATION STRATEGY

Strategic Framework

July 2013





A MESSAGE FROM THE BOARD CHAIR

Over the next 30 years, our region will grow by one million more people, placing greater demand on our transportation system. As the region's transportation authority, our job is to develop a transportation plan, in concert with federal, provincial, regional and local government authorities, stakeholders and the public that will address this transportation challenge.

After 18 months of extensive collaboration and consultation, I am pleased to present the first component of a 30-year transportation strategy that strongly supports the vision we all share for a healthy, prosperous and sustainable region for future generations.

We heard from people across the region that they value the high quality of life here, but are concerned that it will deteriorate if we do not take action especially on the key issues of affordability, housing and transportation. We heard support for an approach that does not simply aim to invest our way out of congestion; but that also takes steps to manage demand, give people more travel choices, and put more housing and jobs closer to transit. Taken together, these actions will go a long way to making this region both more livable and more affordable.

As a result of the transportation and land use planning decisions this region has made over the past several decades, we live in one of the most desirable places in the world. In this document, we have laid the groundwork for an updated strategy that will ensure we maintain this high quality of life while we continue to welcome substantial numbers of new residents to the region.

We have a lot of work to do to translate this vision into action. Through the rest of this year and into early next year, we will work with governments, stakeholders and the people of the region to craft a plan to implement this vision. Through this process we will identify specific actions to give people and business more choice by better integrating land use and transportation. We will also identify actions to make our transportation network more efficient and effective including pricing demand fairly. We will collectively define what transportation investments we need, how much we can afford, and how we will pay for them. I am looking forward to this dialogue – I hope you will join us.

Nancy Olewiler | Board Chair



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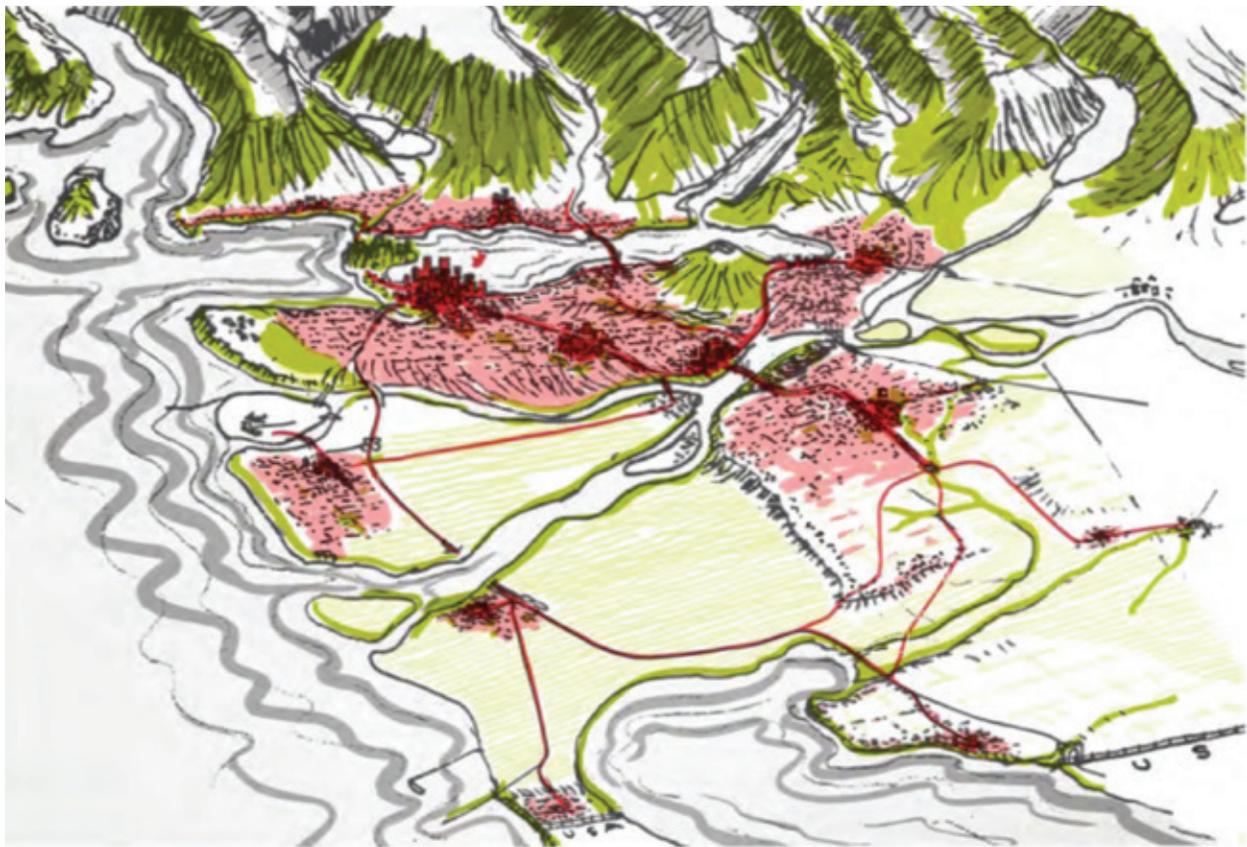


A SHARED VISION

Metro Vancouver is one of the most livable regions in the world. It is beautiful, prosperous and, by global urban standards, environmentally pristine.

One of the region's enduring strengths is its consistent vision for regional growth management, supported and reinforced by an effective transportation system. Metro Vancouver introduced its first "Livable Region Plan" in 1975, setting out an urban development pattern that would serve the people and save the land. Given the region's limited land base and its rapidly growing population, the leaders of the day – and all those since – resolved to focus growth and development in a series of compact centres that would be easy to get around and would allow for preservation of the parks, natural spaces and agricultural lands that enhance our quality of life.

1975 Livable Region Plan





To help realize this vision, TransLink was founded in 1999 as an integrated, regional transportation authority to provide a multi-modal regional transportation system that moves people and goods and supports:

- 1 the goals of the Regional Growth Strategy (successors to the Livable Region Plan);
- 2 regional economic development; and
- 3 regional and provincial environmental objectives.

In service to these goals, TransLink is updating the current long-range plan, Transport 2040. Over the coming year, and working in collaboration with its partners and the public, TransLink will reconsider, refine and seek broad agreement on a transportation action plan that will help maintain Metro Vancouver's position as one of the best places in the world to live.

1 A region that is vibrant and sustainable

In 2011, Metro Vancouver adopted a new Regional Growth Strategy (RGS) articulating five growth management goals:

- i create a compact urban area;
- ii support a sustainable economy;
- iii protect the environment and respond to climate change impacts;
- iv develop complete communities; and
- v support sustainable transportation choices.

The RGS also emphasizes the importance of coordinating land use and transportation, recognizing that the location of jobs and housing fundamentally determines where and how much people, goods and services need to travel. In seeking to reduce those travel distances and to increase the likelihood that trips can be made by walking, cycling or transit, TransLink will work to align transportation infrastructure and services more closely with land use decisions that are the responsibility of Metro Vancouver, member municipalities, treaty first nations, electoral areas, and the Port and Airport authorities.



2 A region where people and businesses prosper

Economic activity depends upon the transportation system to bring people, goods, and services together at the right time and in the right place. An efficient system ensures that: employers can recruit and retain skilled workers from across the region; students can make it to class; manufacturers and distributors can be confident of “just-in-time” deliveries, within the region and around the world; families can get to the store; and service providers can reach client sites, reliably, each day. TransLink recognizes that when our transportation system performs well, individuals and businesses reap direct economic benefits; when it falls short, we all incur costs—through lost productivity, foregone transactions and lost opportunities for personal fulfillment.

3 A region where air is clean and the land and people are healthy

Transportation is a major source of greenhouse gas (GHG) emissions in BC. The BC Climate Action Plan aims to reduce GHGs by 33% by 2020 and by 80% by 2050, from 2007 levels. Motor vehicle traffic is also a significant regional source of hazardous air contaminants. Metro Vancouver’s Integrated Air Quality and Greenhouse Gas Management Plan set goals to protect public health and the environment; improve visual air quality; and minimize the contribution to global climate change. The Regional Transportation Strategy can help achieve these objectives by creating and supporting a cleaner, more efficient transportation system.



THE REGION IS MAKING PROGRESS

Thanks to the support from local, provincial and federal governments, we have made sweeping changes to regional transportation infrastructure in the last three decades. We built three rapid transit lines since 1986, with another now under construction; increased bus service by 50% since 2002; built strategic links in the road network; and added, rebuilt or replaced bridges. The result is a transportation system that supports the local economy, connects the region to the rest of Canada, connects Canada to the rest of the world, and is frequently held up as a North American model of integrated, multi-modal planning.

A challenge ...

Over the next 30 years, Metro Vancouver is expected to welcome one million additional residents, adding 500,000 jobs and three million more passenger trips every day. Yet in a region locked between mountains, an ocean, an international border and a protected agricultural zone, there is little room to expand outwards or accommodate additional automobile infrastructure. At the same time, our population is aging, energy prices are rising and while vehicle technology is evolving, we face a gathering shortage in conventional energy supplies. The economic reality has also changed. The 2008 recession was not so much a bump in the road as a shift in gears. The new economy can still be healthy. It will still expand. There are promising signs that senior levels of government are committed to supporting public transportation. But in general, individuals, businesses and governments are all watching their budgets closely. Our challenge – as we work to improve our quality of life even as we increase our population – is to make our communities and transportation system work better, at a cost that taxpayers find affordable.

... and an opportunity

We have reason to believe this is possible. Metro Vancouver is a continental leader in building compact, complete communities that enable people to live closer to their work, to the services they need and the amenities they want. And residents have an increasing amount of choice in how they get around. More than 90% of the places where people live and work in Metro Vancouver can be reached by public transit – a much higher level than most comparably sized regions in North America.

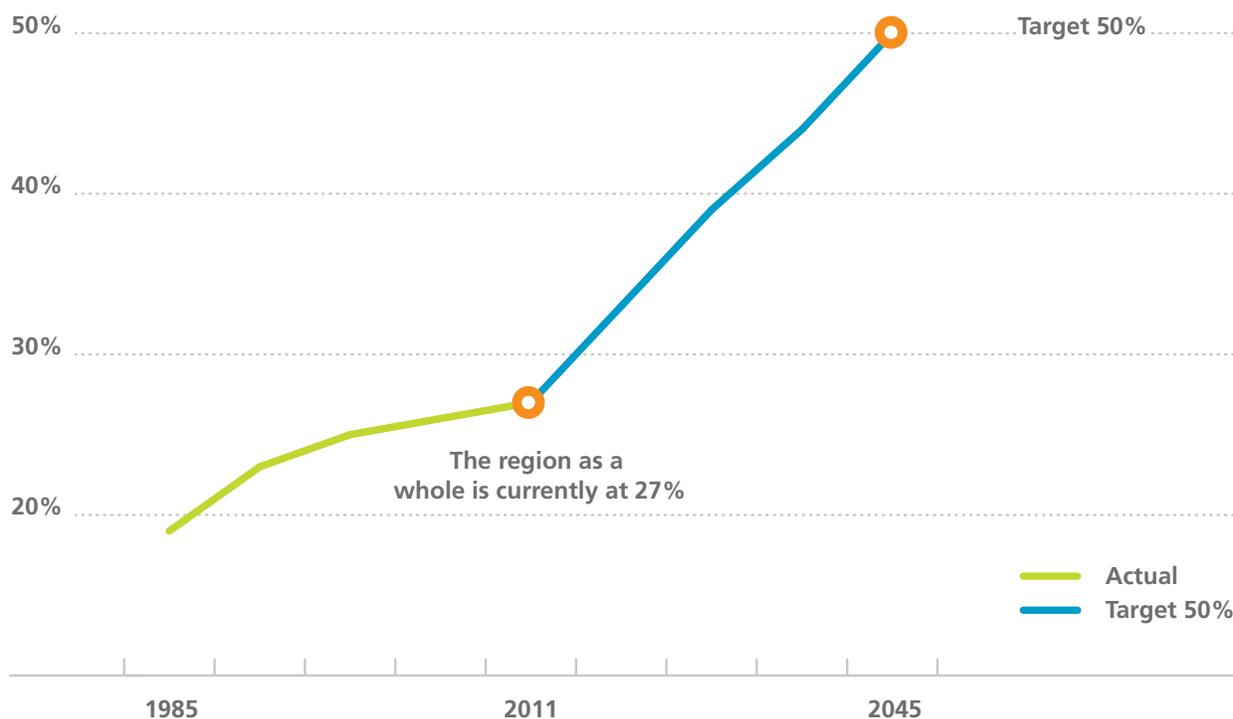
Now we need to raise the bar – and to set clear and measurable “headline targets” that we can use to track our progress.



The first target was identified in Transport 2040, which estimated that the most affordable and efficient way of achieving our livability, environmental and economic goals would be to make it possible for **half of all trips to be made by walking, cycling, and transit.**

Figure 1 – Percentage of all trips by walking, cycling, and transit

Clearly our current trajectory will not bring us to the 50% target – every year that goes by without action will make the ultimate climb steeper and more expensive.



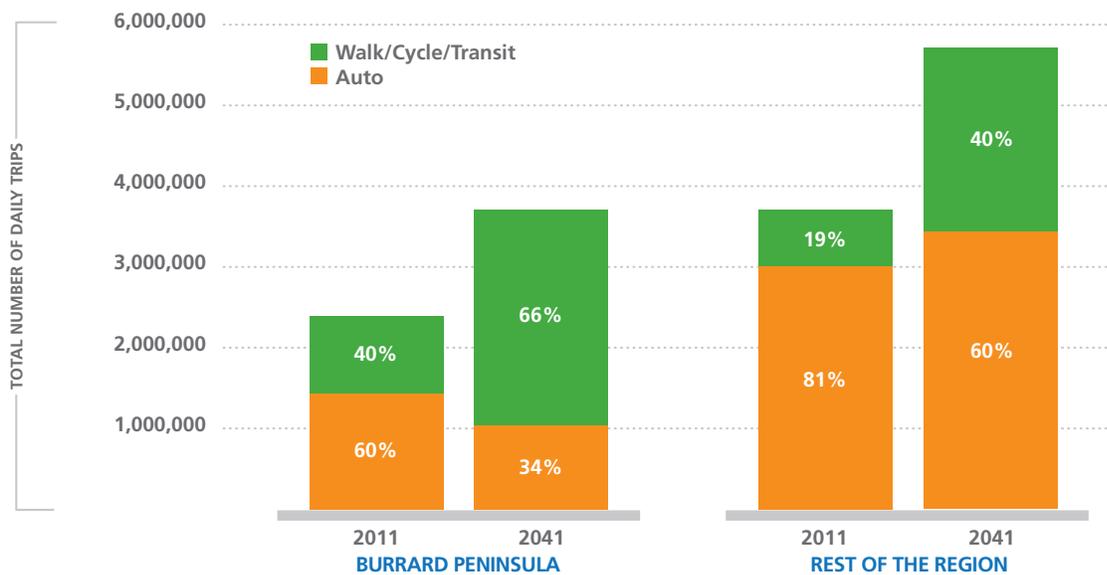
Walking, cycling, and transit are the lowest-cost and lowest-impact forms of transportation. They require the least amount of land, inflict the least environmental impact, have the greatest economic payback, and they promote the active lifestyles that contribute to good health. If, together, we can achieve this target by 2045, we will be able to accommodate population growth and maintain or improve travel-time reliability for commuters and for goods movement on the regional road system, even in the face of physical and economic constraints.

This target describes a regional average and is not intended to demand an unattainable change from any particular municipality or neighbourhood. Each part of the region is unique and will be able to support different levels of walking, cycling, and transit based on its context, location, and stage of development.



For example, older, more established communities on the Burrard Peninsula already have: higher densities; finer-grained street networks; more nearby employers and services; limited and/or priced parking; and, often, excellent transit options. Accordingly, 40% of trips are already made by walking, cycling, and transit, a number that could easily rise to two-thirds with bold and coordinated effort. For the balance of the region, with greater numbers of low density and newly-developing communities, 19% of trips are made by walking, cycling and transit, a number that could rise perhaps to 40% with ambitious policy changes and transportation investments. Ultimately, each community will contribute what it can, reflecting its own unique context, to help reach the ambitious regional target.

Figure 2 – Conceptual mode splits for 2041 for the Burrard Peninsula and the Rest of the Region



The second headline target is to **reduce the distance people drive by one-third**.

This target depends on the region’s success in getting people closer to jobs and services – thereby ensuring the smooth flow of traffic and the efficient movement of goods by minimizing the distance and time that people and goods have to spend travelling. If our homes, workplaces and services are closer together, it will be easier and more convenient for people to walk, cycle, take transit and arrange carpooling and car sharing. In many cases, it might reduce the need to buy an extra household vehicle – sometimes even to buy an automobile, at all.

If we achieve both these targets, people, goods and services will all spend less time and energy moving around, reducing cost and inconvenience, improving quality of life, protecting the environment, and supporting a more prosperous economy.



RETHINKING TRANSPORTATION

A better transportation system is not an end in itself; the goal is to support a vibrant, sustainable, prosperous and healthy region. The services TransLink provides are essential, but they are just one part of a region-wide collaboration. TransLink can build roads, bridges and rapid transit lines. It can buy and operate buses, trains and SeaBuses. It can provide funding to build walkways, bikeways and roadways. It can help promote, coordinate, and organize. But others have the responsibility and authority to make decisions about land use, to manage and direct development, to raise or assign funds for transportation investments and to establish some of the pricing mechanisms that will make those investments pay bigger dividends.

In an era of fiscal constraint, the best opportunities will be found in cooperation. **We must make commitments to Invest, Manage and Partner concurrently.** We can't do any one of these in isolation.

Invest – get the most out of every dollar

Times are tight. In addition to an array of operating and maintenance demands, many communities have reasonable and pressing ambitions to expand the transportation system, to keep pace with growth and to achieve our shared goals for livability and economic prosperity.

In that context, TransLink must ensure that it provides maximum value with our existing assets while working with our partners to make future investment decisions in a more integrated way, considering all possible solutions on an equal footing. For example, when seeking to resolve a traffic chokepoint, we may consider whether the best strategy is to increase capacity or to smooth out traffic flow by implementing peak time road pricing. The planning process will give equal consideration to all of the modes, and will assess capital budget decisions along with operating budget decisions.

What this means for the region

TransLink began using this “performance-based” planning approach in its Moving Forward plan, evaluating cycling, road and transit initiatives against a common set of goals, and then giving priority to the most effective combination of solutions. The result has been more efficient use of taxpayer resources; improved transparency in decision-making; and investment choices that are most likely to help the region achieve its goals.



Manage – give people tools to make smart choices

There are several tools to help people make travel choices that work best for them and for the transportation system:

- Regulation, such as parking management and traffic laws;
- Information, such as wayfinding and real-time travel alerts; and
- Pricing, including usage fees for transit, roads, and parking.

With respect to transportation pricing, government subsidy of roads and transit tends to skew usage. It makes it difficult or impossible for individuals to understand the true costs of their travel choices. For example, if the roads are “free” to use, people are more likely to drive their cars – sometimes very long distances – even though the cost of building and maintaining highway infrastructure might ultimately be much higher than transit alternatives.

Similarly, if transit is free or inexpensive in certain places or times, people may hop on a bus when they otherwise would have walked or cycled. And if travelling costs the same amount at all times of the day and week, there are no incentives for people to avoid peak periods. Yet it is always the last user at the busiest time that finally clogs the system.

In these circumstances, building a bigger system may encourage indiscriminate usage and can’t guarantee that the new infrastructure won’t also become congested at peak times. On the other hand, regulations, pricing or information campaigns could help manage demand – to encourage the most efficient use of the existing system.

With this in mind, Metro Vancouver adopted a strategy in 1993 that endorsed the use of road pricing to give people a clearer understanding of the true costs of their transportation choices. This policy was reaffirmed in Transport 2040 and the Regional Growth Strategy, and in 2013, the Mayors’ Council confirmed support for road pricing in the long term.

The current proposal is to implement or expand three kinds of price signals: road pricing; transit pricing with time-of-day, location or distance-travelled variations; and parking pricing. All of these pricing strategies would be designed to manage demand, for example by giving drivers or transit riders off-peak discounts to help unplug choke points at busy times of the day, or by finding a price point that ensures parking is always available to those who need it, and not clogged by those with a convenient and more affordable alternative.

What this means for the region

Traffic congestion and overcrowding during peak hours will be reduced, improving reliability for people who can’t avoid peak-period travel and for high-value commercial traffic. Those who choose to forego trips, bundle trips together, travel at less busy times, use less busy routes, or travel by another mode will save money and time. A challenge that needs to be addressed will be increased costs for some users who are not able to change their travel patterns.



Partner – work together to make plans a reality

It is often said that the best transportation plan is a good land use plan, and for good reason: the location of jobs and housing fundamentally determines where and how much people, goods and services need to travel. Ultimately, land use has as great an impact on transportation outcomes as most transportation decisions.

Metro Vancouver has consistently crafted Regional Growth Strategies that encourage the development of compact and complete communities that recognize the region's geographic and political boundaries and preserve our natural and agricultural spaces.

Achieving these goals is a highly collaborative process. Local government authorities exercise a great deal of exclusive control over their own land use decisions; Metro Vancouver plays an important coordinating role; and TransLink has the responsibility and authority to provide the most efficient connections – the ones that make compact and complete communities not just possible, but highly functional. The development community also plays a critical role, translating good (or bad) policies into a built reality that can last half a century or more.

A core issue is the desire of local government authorities, TransLink and developers for greater certainty on both land use and investment commitments. Metro Vancouver's record of inter-governmental coordination is already widely admired. The closer the cooperation, the greater the potential for success. It is particularly critical when TransLink is making decisions about major capital projects that it can rely on its partners to conceive and follow through on policies that promote complete and compact communities. When these commitments are in place, it's easier for TransLink to be confident about how it sets priorities within a limited budget.

What this means for the region

Well-managed development around new and existing transportation infrastructure will maximize the affordability and usefulness of the transportation system. Well-planned and delivered transportation services will also maximize the functionality of the compact and complete communities envisioned in the Regional Growth Strategy. If half of all trips can be made by walking, cycling and transit, people and goods will move more freely, at the least cost and with the least environmental impact. It is a recipe for maintaining and improving livability.

Total certainty is not realistic. For example, resources may not be available to expand service and zoning changes don't necessarily lead to desired development. However, stronger planning partnerships between TransLink, local government authorities and developers and more formal agreements in advance of investment can help to increase the level of certainty that we all need to plan effectively.



INVESTMENT PRIORITIES

In 2008, Transport 2040 displayed existing and committed road network projects and laid out a 30-year conceptual network for transit, as shown in the maps on the next pages.

- Thanks, in part, to billions of dollars in recent investment, the regional road network is largely complete. In 30 years, regional automobile traffic is targeted to be at today's levels. Our focus now is to deal with a few major upgrades or infill projects – for example, a long-term solution for the Pattullo Bridge and select connections for goods movement – in a way that does not increase general purpose traffic. The Province has identified the Massey Tunnel as a priority, and substantial investments will be required to complete local networks in developing areas and to improve road safety.
- The transit network concept shows increased levels of service and investment on many new corridors. In further studies since Transport 2040, TransLink has confirmed the case for rapid transit investment to support regional growth management and transportation goals on a number of key corridors: Expo Line upgrades, Surrey (104th Ave, Fraser Hwy, and King George Blvd), Broadway-UBC corridor, and Burnaby Mountain/SFU. Other corridors connecting Regional City Centres (e.g. Marine Drive on the North Shore, 200 St in Langley, Lougheed corridor into Maple Ridge) need higher levels of service to support regional growth management objectives. These corridors require further study to determine scope and will be discussed as part of this update to the Regional Transportation Strategy.
- For decades, the region has called for priority for walking and cycling, but the level of investment has not always reflected that commitment. Early and significant investment will now be required to complete walkway and bikeway networks with a particular focus on traffic-protected bikeways in Urban Centres and other areas of high cycling potential.

Metro Vancouver's current transportation network – including the roads, bridges, sidewalks, cycling and transit infrastructure – is extensive and expensive. Major new investment, including the priorities described above, will require substantially more funds.

Consider these numbers:

- **\$5 billion** – the currently unfunded cost to keep the system in a state of good repair and to maintain existing service levels over the next 30 years.
- **\$18 billion** – the additional cost for the various projects identified by TransLink and our partners to support regional objectives could extend into this range.



These are big numbers, representing a significant increase in regional transportation spending and a significant increase in TransLink’s annual revenue requirements, at a time when the economy is strained and senior governments are cutting budgets.

Ultimately, this range of possible funding need presents a challenge to the citizens and leaders in the region – to agree upon how much they want to spend on transportation and how they want to spend it.

To come to this agreement, TransLink will facilitate a dialogue on implementation options over the rest of 2013. In 2014, TransLink will bring forward a Regional Transportation Strategy that includes this 30-year Strategy Framework as well as an Implementation Plan identifying initiatives and priorities for the next 15 years.

Figure 3 – Range of possible funding need over the next 30 years

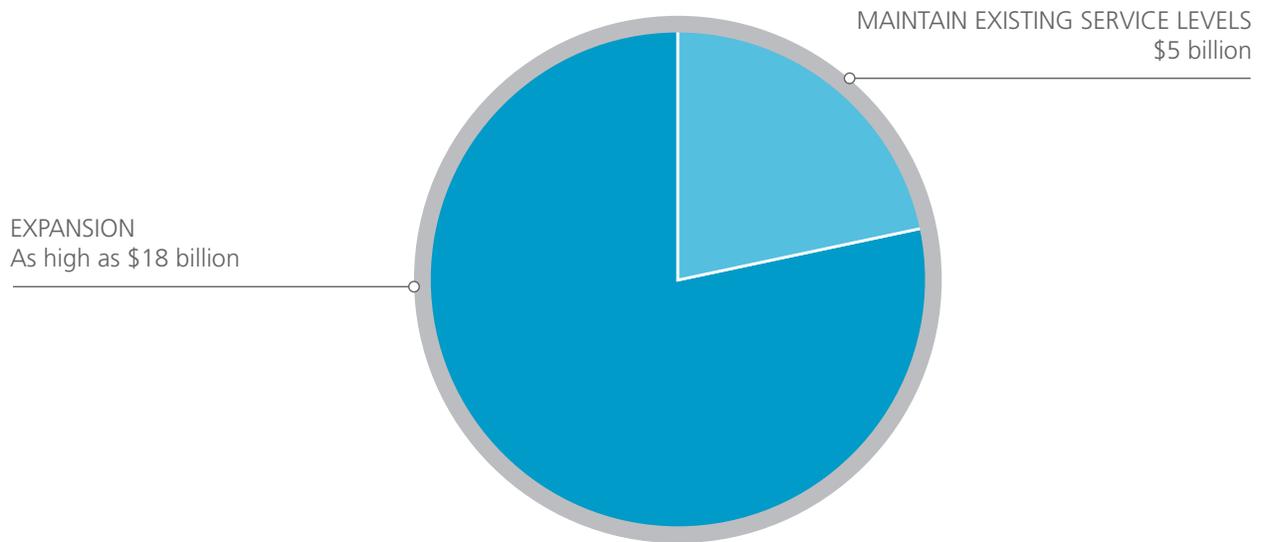
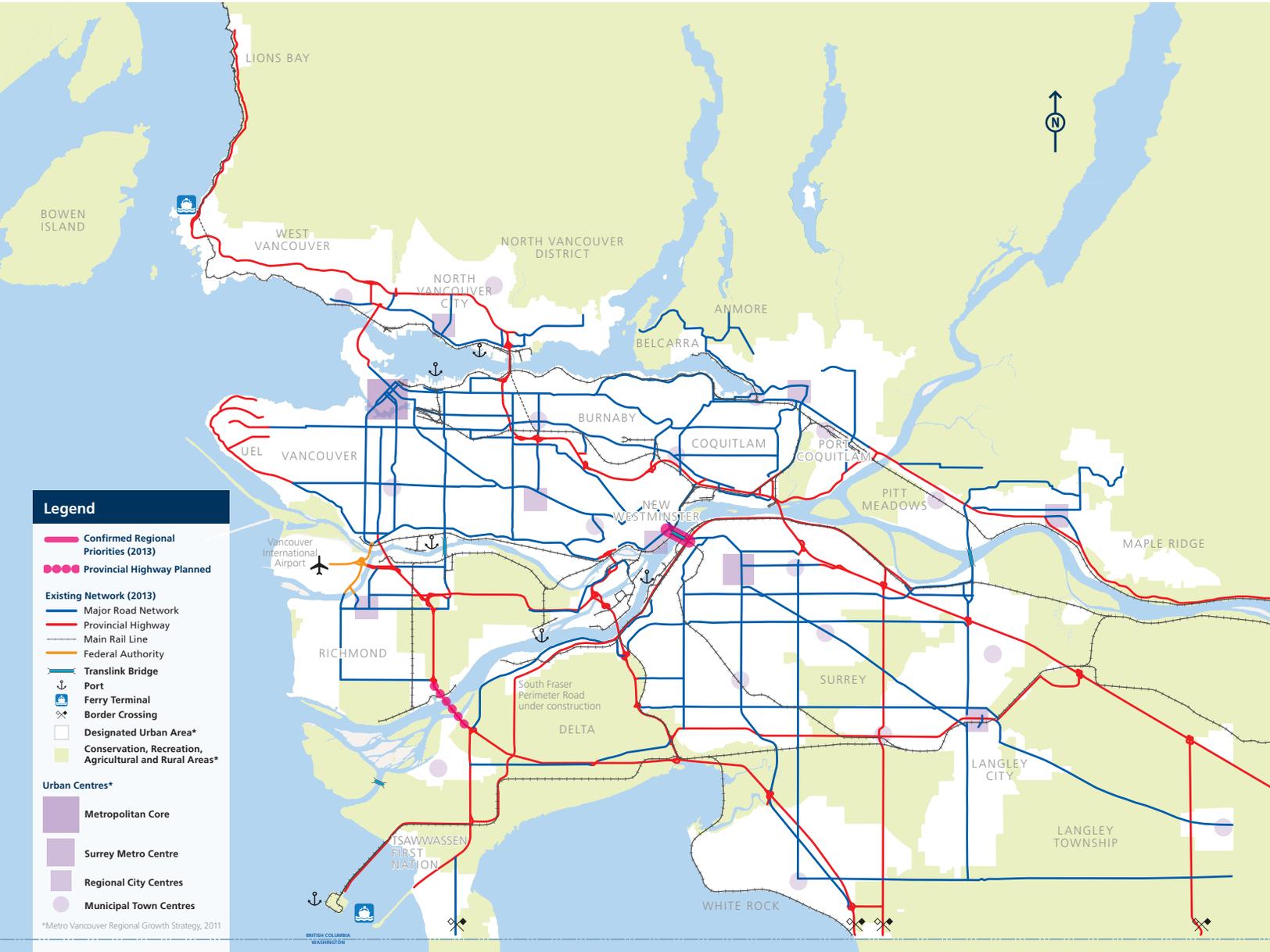




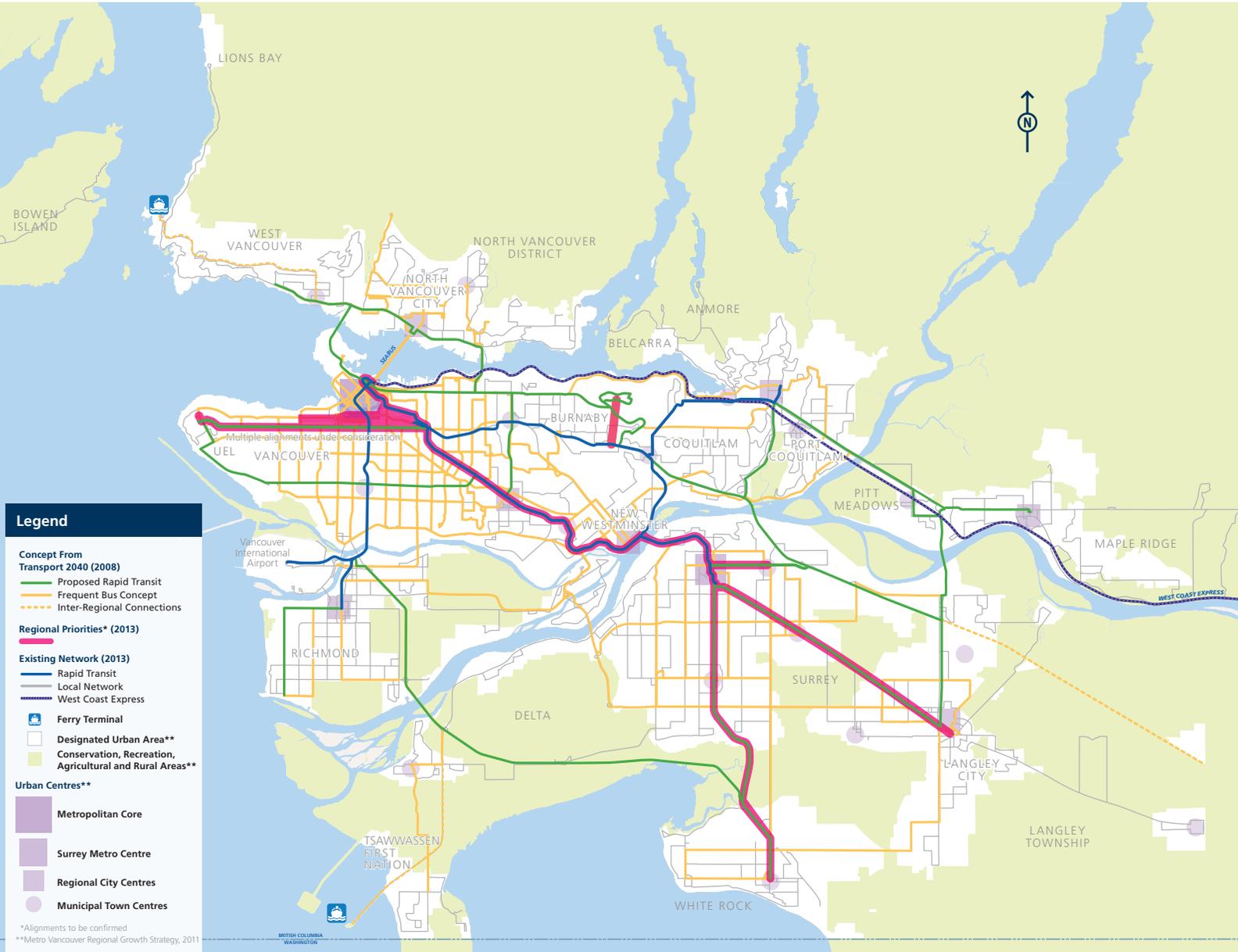
Figure 4 – Existing major roads and highways, with confirmed regional priorities (2013)



Note: Following completion of the Implementation Plan, these investment maps will be updated to show additional agreed-upon regional priorities.



Figure 5 – Regional transit network, 30-year concept from Transport 2040 (2008) with regional priorities (2013) to be confirmed in the RTS Implementation Plan



Note: Following completion of the Implementation Plan, these investment maps will be updated to show additional agreed-upon regional priorities.



STRATEGIC FRAMEWORK

Transportation Vision, Goals & Targets

Vision

As a region, we maintain our global position as one of the best places in the world to live because we meet our transportation needs in a way that simultaneously enhances the health of our people and communities, economy, and environment.

Goals

Make transportation decisions that:



Choice

- 1 Provide Sustainable Transportation Choices
- 2 Support a Compact Urban Area



People

- 3 Foster Safe, Healthy, and Complete Communities



Economy

- 4 Enable a Sustainable Economy



Environment

- 5 Protect the Environment

Headline targets

As a region, we can best achieve these goals by designing our communities and transportation system in a way that:

- makes it possible to make half of all trips by walking, cycling and transit; and
- makes it possible to reduce the distances people drive by one-third

Achieving these targets will benefit everyone by:

- Making travel more reliable
- Increasing transportation options
- Making it easier and less stressful to get to work and school
- Giving us more time for doing the things we love
- Ensuring businesses continue to prosper with better access to more workers and more markets



- Making living, working and doing business in this region more affordable
- Giving people better access to more jobs and more opportunities
- Making our roads safer
- Helping us live healthier and more active lives, reducing the burden on the healthcare system
- Helping us get out on the sidewalk to meet our neighbours and deter crime
- Making the air we breathe cleaner
- Protecting our climate by reducing our greenhouse gas emissions

Principles

We commit to advancing transportation solutions that are:

1 Outcome-driven

In planning and decision-making, TransLink and its regional partners will take a more explicitly performance-based approach – setting priorities together and making spending and policy decisions based on an assessment of the best ways to achieve the outcomes we all agree that we want. In this assessment, we will consider all solutions on an equal footing. For example, we will compare the price of proposed capacity expansions to the options of managing demand with new pricing strategies. We will give equal consideration to different modes – walking, cycling, driving and all forms of transit. And we will assess capital budget decisions along with operating budget decisions against our long term goals.

2 Seamless

The regional transportation system is a quilt of components managed by different jurisdictions, and changes in transportation infrastructure or land use in one part of the region can affect the entire system. Users have a right to expect that the system will be managed seamlessly, efficiently and responsibly.

3 Resilient

We will recognize our vulnerability to forces beyond our control (e.g. global economy, natural disasters, technological change, energy prices), seeking out and prioritizing solutions that best prepare us for a range of possible futures and not just the future we think is most likely today.

4 Affordable

We will continue to invest over the long term to meet the diverse needs of all parts of the region. As we implement initiatives, we will be mindful of other needs – regional priorities such as water, sewer and parks, and broader ones such as health and education. There are limited dollars and only one taxpayer. We will design investment plans that can be implemented in a timely way and that have public support for both the level and sources of funding.



Transportation Strategies & Actions

There are three key transportation levers the region can use to achieve our overarching goal of getting people and goods where they need to go as reliably, safely, efficiently, and cleanly as possible. We can:

- 1 INVEST** strategically to maintain and expand the transportation system;
- 2 MANAGE** the transportation system to be more efficient and user-focused; and
- 3 PARTNER** to make it happen.

Actions on each lever will require everyone to do their part, with specific roles and responsibilities to be identified in the Implementation Plan. Each of these levers has implications for the entire transportation system, relating to the movement of both people and goods. For example, if more people ride their bicycles, they free up more road space for car commuters and trucks moving goods. If car drivers change their hours, they can reduce peak-hour congestion, thereby delaying the need to build new infrastructure, or removing the need altogether.

MOVING PEOPLE

By helping to reduce trip distances and increase the opportunities for people to walk, cycle and take transit, transportation investments can support growth in Urban Centres and along frequent transit corridors. Accurate pricing for transit and driving can also help reduce congestion and increase fairness. The goal is a system that enables people to walk, cycle, take transit or drive safely, comfortably and without major congestion, crowding or delays. Ultimately, we need to take an integrated approach to mobility - recognizing that everyone is multi-modal and that each mode has a role to play in keeping the region moving and helping to achieve our outcomes.

MOVING GOODS

Given the critical nature of goods movement to the local economy and to Metro Vancouver's function as Canada's Pacific Gateway, it is critical to protect industrial land, support safety improvements for rail and trucks, help to streamline regulations, support pricing to reduce congestion on the road network and make room for high-value commercial vehicle trips, and work together to coordinate regional planning. TransLink can provide new road capacity where necessary to ensure that goods can move in a timely and reliable way, around and through Metro Vancouver.

ACHIEVING REGIONAL OBJECTIVES

The ease, convenience and affordability of transportation affects every aspect of Metro Vancouverites' quality of life. It is TransLink's responsibility to maintain and expand the system, to manage the assets optimally and work closely with partners to maximize its effectiveness. In doing so, together, we will reinforce Regional Growth Strategy goals, even while supporting the economy and safeguarding the environment - helping to ensure that this remains one of the most livable regions in the world.



1 INVEST STRATEGICALLY TO MAINTAIN AND GROW THE TRANSPORTATION SYSTEM

TransLink will maintain the regional transportation system to ensure its safety, reliability and resilience. Where basic networks are incomplete or supply is insufficient to meet demand, we will consider expansion that promotes regional goals as cost-effectively as possible. Experience has shown – in Metro Vancouver as in other parts of the world – that investment alone cannot resolve transportation problems, especially if new infrastructure acts to encourage people to travel farther or more frequently. Accordingly, TransLink will make investment decisions in tandem with decisions on land use and demand management.

In an effort to ensure that new projects enhance goods movement and travel time reliability without increasing general purpose traffic, TransLink will base investment decisions on as full as possible an understanding of what land uses and demand-management measures are in place and anticipated for the future.

TransLink recognizes that the Agricultural Land Reserve (ALR) is an important regional asset that requires protection. There are a number of communities in this region that are surrounded by large areas of protected agricultural land, reducing potential population density and increasing the cost of transit services. TransLink will consider the shared value of this land and endeavour to provide appropriate service levels such that no community is unfairly disadvantaged by the presence of protected agricultural land.

1.1 Maintain what is needed in a state of good repair

Maintenance costs will continue to grow as the system ages and expands. It is important to use strategic asset management principles to keep infrastructure in a safe and functional condition.

Key actions include working with partners to:

- Evaluate an asset's condition, vulnerability and importance to the performance of the transportation system when balancing state-of-good-repair funding against other investment priorities.
- Upgrade infrastructure to respond to climate and seismic risks.

1.2 Make early investments to complete the walkway and bikeway networks

Walking and cycling are low cost, emission free, energy efficient, and space efficient. Walking and cycling also lead to better public health and safer roads for all users. Parts of this region still have major gaps in the walkway network. The region was also late to invest in cycling infrastructure, so there is a shortage of traffic-protected bikeways, which are needed to support cycling by people of all ages and abilities. While walkways and bikeways are predominantly on municipal networks, TransLink can play an important role by coordinating and supporting municipal investments.



Key actions include working with partners to:

- As a near-term regional priority, invest in the walkway network to improve connectivity, especially connecting to and within the Frequent Transit Network.
- Make significant and early investments to complete the bikeway network, as outlined in the Regional Cycling Strategy, with a focus on Class 1 facilities in Urban Centres and other high cycling potential areas.

1.3 Invest in the road network to improve safety, local access and goods movement

The region's roads form the foundation of the transportation network, carrying people, goods and services by foot, bicycle, bus, car and truck. The road network is also the most mature part of our transportation system, having benefited from many decades of high and consistent investment. Meeting our long-term goals means that the regional road network we have today is largely the same road network we'll need in 30 years. Assuming this Strategic Framework is followed, further major road capacity expansion will not be required. What is needed is ongoing maintenance and investment in streets, roads, and bridges to improve safety, increase local and regional connectivity, and improve goods movement.

Key actions include working with partners to:

- Ensure the effectiveness of road investments by making concurrent commitments to appropriate optimization actions (see Strategy 2.3), pricing measures (see Strategy 2.4); and land use measures (see Strategy 3.1).
- Increase road connectivity in support of better local access, especially in Urban Centres and Frequent Transit Development Areas.
- Make infrastructure changes that improve road safety.
- Provide additional capacity where needed to improve travel-time reliability on key goods movement corridors in a way that does not increase general purpose traffic.
- Find and implement a long-term solution for the Pattullo Bridge.
- Find and implement a long-term solution to address goods movement along the north shore of the Fraser River.
- Work with the Province to ensure a replacement to the Massey Tunnel is integrated with the regional network in a way that is consistent with the Regional Growth Strategy and the Regional Transportation Strategy.

1.4 Make investments in the transit network to increase ridership

The cost-effectiveness of transit routes varies depending on usage, which is generally a factor of nearby land use. The highest and most-balanced transit demand exists on major routes that are within or connect communities that are more transit-oriented. These high-demand areas tend



to have a finer-grained network of well-connected streets, higher densities, diverse land uses, pedestrian- and bicycle-friendly design, and priced or managed parking. Sparsely populated communities, on the other hand, generate little demand and are more costly to service.

In 2008, TransLink identified a Frequent Transit Network within which it could more affordably provide service every 15 minutes or less, throughout the day, seven days a week. Further, by shifting resources from high-cost, low-ridership routes to the FTN, TransLink was able to increase ridership for the same or less investment. TransLink proposes to continue directing resources to the FTN to increase ridership; and to expand the FTN level of service to areas where demand has increased adequately or where commitments to a level of development can be expected to generate such demand.

Key actions include working with partners to:

- Ensure the effectiveness of transit investments by making concurrent commitments to appropriate optimization actions (see Strategy 2.3), pricing measures (see Strategy 2.4); and land use measures (see Strategy 3.1).
- Invest in transit service to maximize ridership where possible while maintaining coverage service in neighbourhoods that meet minimum ridership criteria.
- For ridership-focused service, focus on matching service levels with current transit demand.
- Set priorities and provide higher service levels in advance of demand in areas where demand is predicted to grow in the future based on committed plans and a reasonable level of certainty.
- Develop and communicate meaningful, manageable, and measurable transit service performance guidelines in order to clarify the conditions under which different levels of transit will be provided.
- Use development review process to align expectations for transit in planned communities with service standards.
- Complete high-priority rapid transit projects including: Expo Line upgrades, Surrey (104th Ave, Fraser Hwy, and King George Blvd), Broadway-UBC corridor, and Burnaby Mountain/SFU.

1.5 Ensure the continued provision of coverage transit services in low-demand neighbourhoods

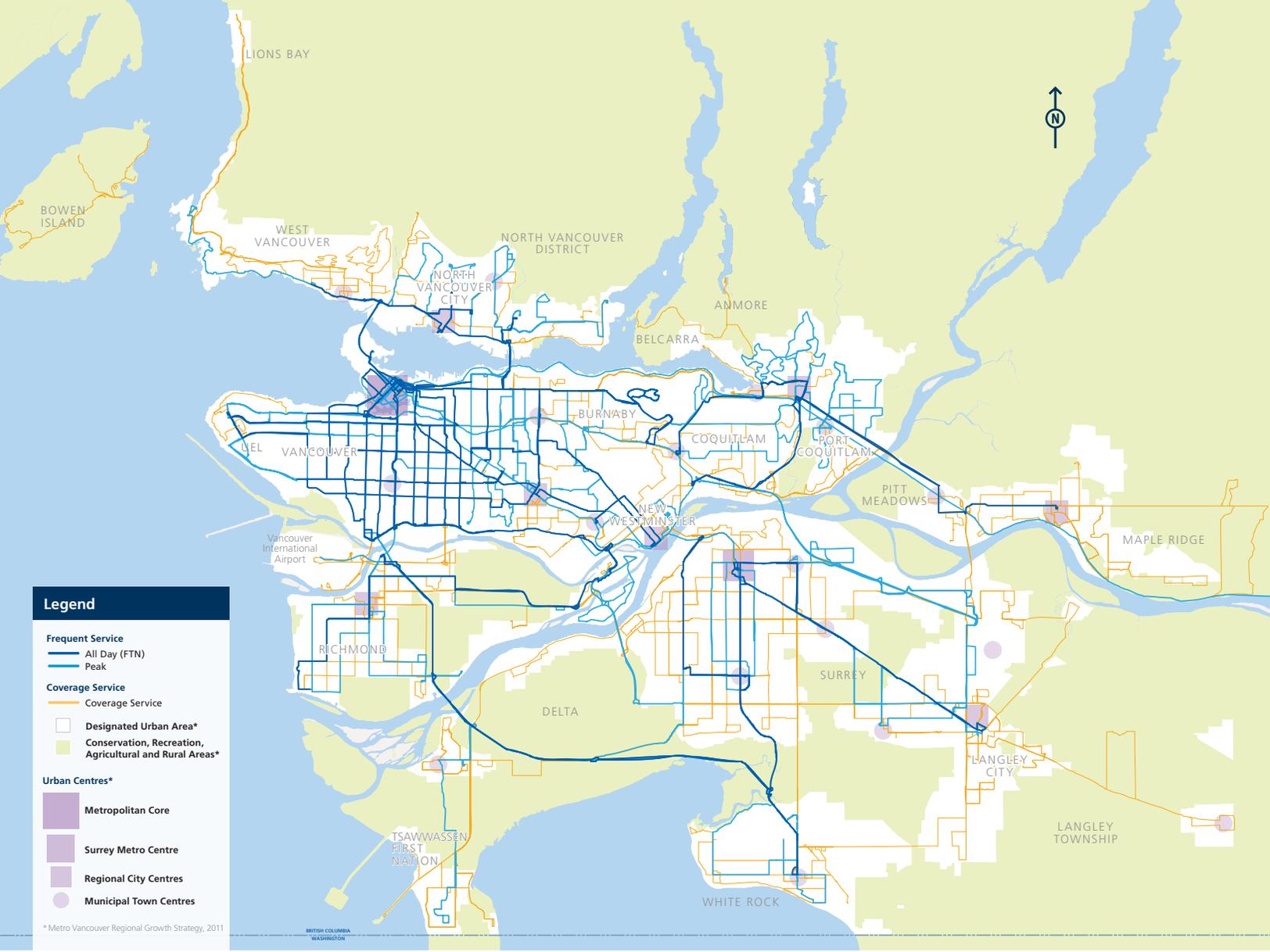
While working to maximize ridership and, therefore, the value and affordability of existing infrastructure, TransLink will maintain coverage services in low-demand neighbourhoods for those with few mobility options.

Key actions include working with partners to:

- Maintain coverage services in stable, low-demand areas where use stays above a critical threshold, based on meaningful, manageable, and measurable transit service performance guidelines.



Figure 6 – Existing transit network (2013)

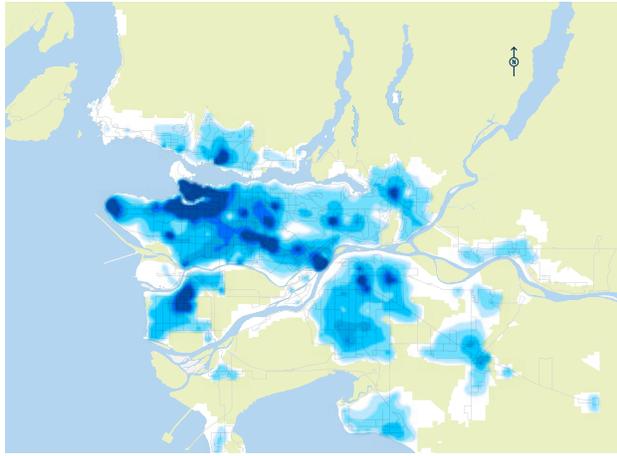


* Metro Vancouver Regional Growth Strategy, 2011

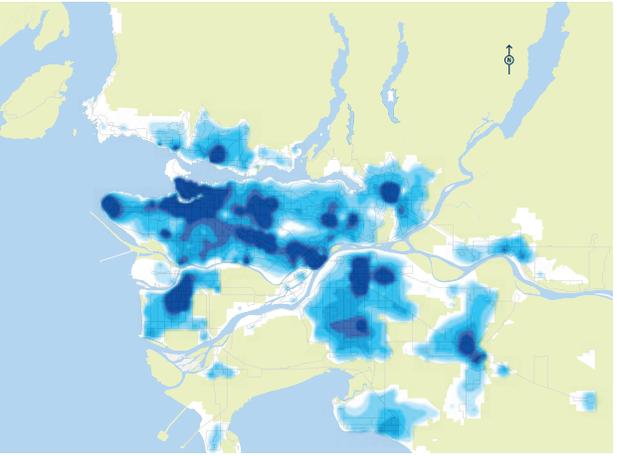


Figure 7 – Existing and future projected population & employment density, indicating areas where transit demand is expected to grow

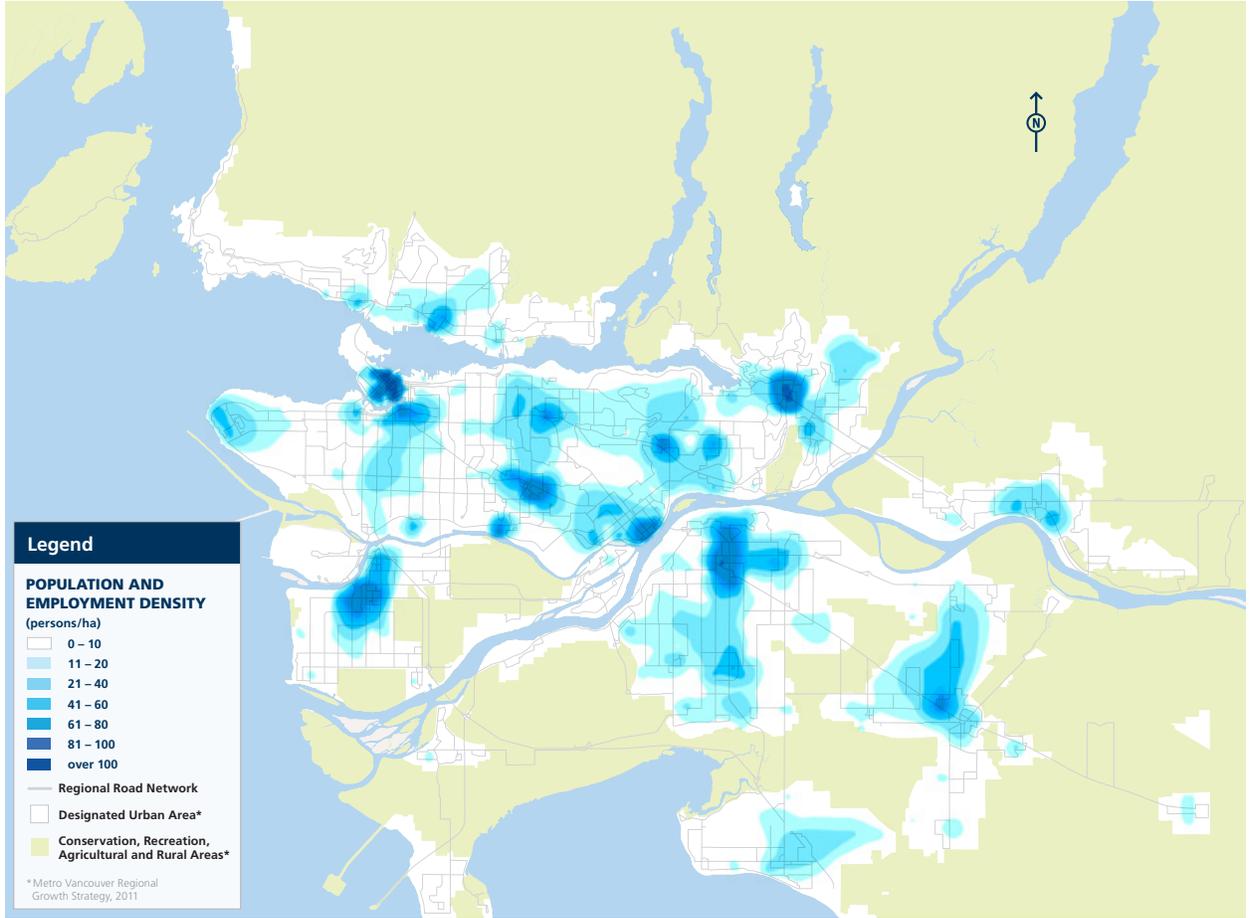
2011 POPULATION AND EMPLOYMENT DENSITY



2041 POPULATION AND EMPLOYMENT DENSITY



2011 – 2041 POPULATION AND EMPLOYMENT DENSITY CHANGES



Note: Population and employment maps were developed by TransLink, based on forecasts from Metro Vancouver's adopted Regional Growth Strategy, July 2011. Maps will be updated with current data through development of the Implementation Plan.



2 MANAGE THE TRANSPORTATION SYSTEM TO BE MORE EFFICIENT AND USER-FOCUSED

Metro Vancouver's integrated transportation system offers users a complex array of choices for every trip. To help people and businesses make choices that are best for them and for the transportation system requires excellence in design, regulation and pricing – and in making available the information that will help individuals and businesses make efficient travel choices and provide a better travel experience. Technology and supply-management solutions can also make the transportation system more space and energy efficient.

2.1 Make travel safe and secure for all users

The transportation system should be designed for safety and security, such that users can be free of fear from harm. TransLink is committed to making travel less stressful, more comfortable and, whenever possible, enjoyable.

Key actions include working with partners to:

- Support laws, enforcement, skills, training and designs that improve road safety and protect the vulnerable.
- Use physical design and enforcement to deter crime.
- Be prepared to respond effectively in the event of natural disasters and other emergencies.

2.2 Make travel easy and attractive for all users

The transportation system should be as accommodating as possible, so that people of all ages and abilities can move about independently, with confidence and in comfort.

Key actions include working with partners to:

- Design to maximize accessibility for people of all ages and abilities.
- Make it easy to share – by supporting carsharing, ridesharing, bikesharing and taxis including undertaking research on how best to increase trips by multiple-occupancy vehicles.
- Work towards developing regional and sub-regional targets for multiple-occupancy vehicle trips.
- Provide incentives, marketing, information, and support programs to help make travel easier for people and for businesses moving goods and services.
- Offer protection from the elements and provide places to rest.
- Provide on-demand access to a full range of transportation services with the Compass Card.
- Make the transportation system easy to understand and navigate, with a consistent region-wide wayfinding system and real-time travel information for all modes.



2.3 Optimize roads and transit for efficiency, safety and reliability

System optimization is about using technology and management solutions to operate the road and transit networks efficiently, safely and reliably, making the most of existing assets before pursuing major investment in expansion.

Key actions include working with partners to:

- Integrate Intelligent Transportation Systems, incident management, road works management, lane management, and signal priority for goods and transit.
- Explore opportunities and potential impacts of new vehicle technologies including low-carbon, connected, and self-driving automobiles.
- Reallocate road space where appropriate to improve capacity, safety and reliability for walking, cycling, transit and goods movement.
- Continue to reallocate savings from system efficiency measures into initiatives that most cost-effectively achieve regional transportation goals.

2.4 Use integrated mobility pricing for fairness, efficiency and revenue

The cost of a trip influences the choices people make: how they travel, how far they travel, the route and the time. Using an integrated and consistent approach to pricing different parts of the system, such as transit, private automobile, taxis, carsharing, bikesharing, and parking, result in a regional transportation system that is more fair, reliable and affordable.

Aligning the pricing of transportation with the full cost of providing it makes the system fairer since people pay more closely for what they use. Pricing can also make the system more efficient and reliable by spreading demand to less busy times, routes, and modes. For example, free or underpriced parking can incentivize vehicle trips that would more efficiently be made by other modes.

TransLink can institute pricing changes directly on transit fares and work with partners to administer and fine-tune other aspects of mobility pricing – on roads, parking, and other modes of travel. Municipal governments exercise authority over parking management. TransLink can play a role with the pricing of park and ride facilities and supporting pricing incentives around carpooling and carsharing.

The main reason to establish effective mobility pricing is to make the system more fair and efficient. However, we could also use pricing tools to offset other revenue sources or to raise new revenues to pay for maintenance and expansion of the transportation system.

TransLink recognizes that the transportation system, and transit in particular, is essential to providing access to opportunity and essential services for the most economically vulnerable in our society. More can be done by TransLink and all levels of government to make mobility more affordable for those most in need and with the least means.



Key actions include working with partners to:

- Adopt a mobility pricing strategy that commits to making transport pricing decisions in an integrated fashion considering all modes of travel.
- Link pricing decisions to investment commitments and introduce changes in mobility pricing in tandem with the introduction of major transportation investments (e.g. opening of a new bridge or rapid transit line).
- As a priority, consistently apply mobility pricing to the transit system and to the road system to allow for more fine-grained variation in prices based on time, distance travelled or location.
- Undertake a near-term study and supporting technical work to understand the impacts and implementation requirements of applying mobility pricing to the road system.
- As a near-term priority, work with governments and community and service organizations to develop a multi-agency strategy to improve affordable access to transportation for the economically vulnerable.
- Monitor and, where necessary, adjust pricing implementation to protect system access for those who have no options to change their transportation behaviours.

2.5 Manage parking for fairness, efficiency and revenue

Bicycles and cars both need places to park at the beginning and ends of their trips. While the shortage of bicycle parking across the region discourages some people from cycling, abundant and frequently free automobile parking is often an invitation to drive for even the shortest trip. Actively managing, pricing, and right-sizing parking can improve convenience and reliability by ensuring parking is available when and where you need it, thereby reducing congestion in Urban Centres from cars circling for parking, improving housing affordability, and supporting more compact transit-oriented communities. Municipal governments exercise exclusive authority over most of these matters. TransLink can play a role in providing and pricing park-and-ride facilities, by advocating and implementing pricing options and by supporting municipal efforts.

Key actions include working with partners to:

- Install sufficient bicycle parking in Urban Centres and Frequent Transit Development Areas.
- Ensure that automobile parking requirements are not excessive and reflect availability of walking, cycling, transit, taxi, carsharing, and carpooling options, local demographics and housing tenure type.
- Help developers and building owners charge for parking spaces separately from the cost of the unit so that people and businesses have an opportunity to save money if they don't need the parking space.
- Use pricing and/or time limits to make most efficient use of on-street and off-street parking in Urban Centres and Frequent Transit Development Areas.
- Facilitate area-wide parking management and other opportunities for shared parking.



3 PARTNER TO MAKE IT HAPPEN

A successful Regional Transportation Strategy will require sufficient funding and strong partnerships. Consistent monitoring and evaluation will also maximize the effectiveness of collective actions.

3.1 Support regional land use objectives

As outlined in Metro Vancouver's Regional Growth Strategy (RGS), it is important to create a compact urban area and to get jobs, housing and major trip generators in the right locations to facilitate shorter trips and more trips by walking, cycling, and transit. This is principally a matter for local government authorities, who are responsible for local land use planning, consistent with the RGS.

TransLink is also mandated to support these regional land use objectives, including policies to focus growth in Urban Centres, Frequent Transit Development Areas and along the Frequent Transit Network within a compact urban area clearly defined by the Urban Containment Boundary. The Regional Growth Strategy also contains policies to protect industrial-zoned land for industrial uses. Through investing, managing and partnering to deliver the regional transportation system, TransLink can reinforce these regional land use objectives.

Key actions include working with partners to:

- Continue to support and implement transportation-related actions contained in the Regional Growth Strategy, including to connect Regional City Centres with the Frequent Transit Network.
- Make transportation investment decisions concurrent with partner mandated (and supportive) land use decisions.
- Establish mechanisms such as partnership agreements and joint planning to provide greater certainty around expected and agreed-upon land use, policies and investments.
- Develop corridor and area plans, and provide supportive funding, to improve access to and within frequent transit areas.
- Ensure that siting of major port, airport, gateway and industrial facilities allow for safe and efficient regional goods movement.
- Encourage affordable and rental housing along the Frequent Transit Network.
- Continue to develop and communicate resources to help support local governments and the development community in the implementation of transit-oriented communities.

3.2 Ensure effective coordination through strong partnerships

The complexities and shared responsibilities of regional transportation require coordinated effort from many partners, including governments, the private sector, labour, community organizations and residents. TransLink is uniquely positioned to help coordinate efforts to establish stronger partnerships and to promote and support reciprocal commitments to deliver the policy measures, land use changes and investments needed to get the best performance from our



shared system. This coordination will provide greater certainty about who will do what and under what conditions.

Key actions include working with partners to:

- Convene and facilitate ongoing regional dialogue through stakeholder forums, standing advisory committees, and a goods movement council.
- Advocate for a regional economic development strategy that clearly addresses transportation priorities.
- Develop strategies to ensure that a skilled and qualified labour force is available to plan, build, operate and maintain the transportation system.

3.3 Establish funding that is stable, sufficient, appropriate and influences travel choices

Major roads, transit expansion and ongoing operations require stable and predictable funding over the long term. This will require a mix of revenue tools and the public support to use this capacity.

- The Mayors' Council on Regional Transportation has set forth transportation funding principles, including:
 - Transportation should be priced more accurately to better align behaviour and transportation objectives.
 - Transit fare rates should be sensitive to public affordability.
 - Funding should be generated from the goods movement sector to recognize the costs.
 - The proportion of funding from property taxes should not increase.
 - Collectively, funding sources should be reliable and predictable, but adjustable against each other.
 - Funding options should be economically efficient in their administration and collection.
 - As newer, more effective revenue sources are introduced, reductions should be considered for funding sources that are less consistent with these principles.
- The Government of British Columbia has specified that new transportation funding mechanisms should take into account the following considerations:
 - Affordability for families;
 - Effects on the provincial economy;
 - Revenue generation across the region;
 - Ability for TransLink to share in the local benefit of transit investments.



TransLink supports the principles laid out by the Mayors' Council and Government of British Columbia. On land use, on most pricing decisions and on any substantive changes to the funding sources and amounts, TransLink relies upon its local government authority partners and on senior levels of government for support and cooperation.

Key actions include working with partners to:

- Advocate and advance immediate and longer-term transportation funding solutions that reflect the principles set forth by the Mayors' Council and the Province.
- Develop a sustainable funding strategy that responds to the trends affecting TransLink's existing revenue sources, and supports goals for managing transportation demand.
- Balance contributions from system users and from broad-based sources, to ensure stable and resilient revenue.
- Enable policy-based adjustments to funding rates and sources over time, to account for changes in travel patterns and other trends.
- Advocate for regional transportation funding at the provincial and national level.
- Continue to broaden TransLink's non-transportation revenue base – from real estate, advertising, and commercial partnerships.

3.4 Monitor progress towards our desired outcomes

Performance-based decisions require good data. Monitoring and evaluation are essential to assess progress towards our goals, and to help understand how initiatives are performing and how different options might perform in the future.

Key actions include working with partners to:

- Establish a robust and coordinated system of monitoring, evaluation, and reporting, including feedback loops to adjust course as necessary.
- Build into funding framework the ability to adjust the mix and rates of different revenue tools to respond to changes in behaviour.
- Collaborate with partners to continuously improve data collection and evaluation tools.
- Make transportation data available in an open format whenever possible to enable third-party analysis and tool development.



BE PART OF THE PLAN

This Strategic Framework has laid out a transportation vision for this region where destinations are more accessible; where half of all trips are made by walking, cycling, and transit; where travel is easier, more reliable and less stressful; where goods move efficiently; where people and businesses have more transportation choices; where the roads are safer, the air is cleaner, the climate is protected; and where we lead healthier, more active lives.

This vision can only be achieved by coordinating our efforts to get the necessary investment along with commitments to the pricing and land use policies that will ensure best value out of every transportation dollar spent. Working together and refocusing our efforts, we can achieve this vision.

The dialogue is just getting started. We invite you to join the conversation at www.translink.ca/rts



