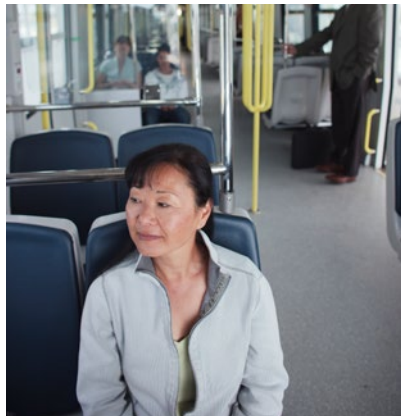


Regional Transportation Investments

a Vision for Metro Vancouver



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On Regional Transportation

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Purpose

In February 2014, the Minister of Transportation and Infrastructure asked the Metro Vancouver Mayors' Council on Regional Transportation to confirm its transportation vision and to clarify the costs, priorities and phasing for investments and actions. In response, the Mayors' Council established a Subcommittee on Transportation Investment, which has been working with support from TransLink, from Metro Vancouver and from staff from municipalities around the region to define this Vision, to establish spending priorities, and recommend new funding mechanisms capable of supporting those priorities.

This document flows from those deliberations and is offered as a solution for our region moving forward.

A message from the Mayors' Council

As residents and leaders of Metro Vancouver, we have an opportunity and a responsibility to make one of the world's most beautiful, livable and sustainable regions even better — economically, socially and environmentally. We also face a risk that if we do not address the growth-related congestion and transportation challenges before us, things could soon get much worse.

Metro Vancouver boasts an integrated transportation network, and through our regional transportation authority, TransLink, we have consistently expanded service to meet growing demand. We have added a new rapid transit line every decade since the 1980s and have continued to invest in bus services that link all parts of the region. Recent bridge and highway projects have also created major capacity increases, especially for goods movement in and out of the increasingly busy Port Metro Vancouver.

But time does not stand still. Metro Vancouver is expected to welcome one million new residents and 600,000 new jobs by 2040, adding a potential three million automobile trips per day. Imagine the impact on congestion, on economic capacity and on environmental quality if we fail to meet that new demand with adequate new service and infrastructure. Even at current population and traffic levels, we lack funding to meet regional needs and desires for new transportation infrastructure — from road upgrades to transit investments.

In the face of this challenge, the Mayors' Council on Regional Transportation has created an ambitious but practical Vision for the next 30 years — and an urgent, equitable and affordable investment and management plan for the

next decade. Firmly founded on years of planning by Metro Vancouver and TransLink, this Vision clearly identifies the new services we will need and the mechanisms by which we will pay for their construction. It also commits to demand-management policies, like mobility pricing, and to transit-supportive land-use changes that are necessary to ensure we get the most value out of every dollar we spend on transportation infrastructure.

The Mayors' Council is calling on the Provincial Government, once again, to make additional amendments to the TransLink governance structure. The changes made to the South Coast British Columbia Transportation Authority do not go far enough to instil public confidence in the operation of TransLink. It has always been, and continues to be, the Mayors' Council request that the Provincial Government amend the legislation to provide our Council with oversight of TransLink's operating budget. If this does not occur, we are not at all confident that our Vision or Investment Plan will be realized.

We hope that you will take the time to read this Vision document. We have worked hard to identify an investment package that is both necessary and affordable, and to identify the fairest and most efficient options to pay for these improvements. The result is a path forward that can work to everyone's advantage — safeguarding our economy, invigorating our quality of life and protecting our health and environment. We look forward to hearing your feedback and hope that this Vision will earn your support.

Highlights

Metro Vancouver is known for its livability, including a highly functional, integrated transportation network. But our region faces challenges, including 1 million more Metro Vancouver residents expected over the next 30 years.

To meet the challenges of growth and congestion in a way that is affordable and fair, the Mayors' Council on Regional Transportation, representing 23 local elected governments has developed a common Vision for our transportation system and proposed funding to pay for them.

The outcome, whether you choose to travel by car, train, bus, bike, or by foot, will be to get you to your destinations quickly, safely, and affordably with much improved transportation choices that support a competitive economy, a clean environment and a high quality of life.

The Mayors' Council proposes **3 key strategies** to achieve the necessary improvements to our transportation system:

1. Invest

This Vision includes the highest priority transportation improvements. These are neither everything we want nor all that we ultimately need, but as the elected oversight, the Mayors must consider what we can achieve — prioritizing the most urgent and effective investments.

2. Manage

The Mayors also recognize that we cannot solve congestion by investment alone: we need new tools to manage the system more effectively. Of these, the most effective tool is the same one we use to allocate scarce resources everywhere else in the economy: pricing. A more consistent approach to pricing transit and roads is the single most cost-effective way to reduce congestion and overcrowding.

3. Partner

Successfully delivering this Vision also requires closer coordination between all partners in order to ensure that the supportive conditions are in place for these investments to succeed — especially ensuring that land-use plans and transportation investments are well aligned.

TRANSPORTATION PRIORITIES

A list of transportation investments, upgrades and services that are required to keep Metro Vancouver moving:

ROADS

- **A new 4-lane Pattullo Bridge to replace this aging but vital connection**
- **Maintaining and upgrading the 2,300 lane kilometres of Major Road Network** to keep people and goods moving, enhance safety, and connect our communities

RAIL TRANSIT

- **Expand capacity of existing rail lines:** more train cars and expanded stations and systems to meet the growing needs on the **Expo, Millennium and Canada Lines and the West Coast Express**
- **Light rail transit (LRT) in Surrey and the Langleys** to meet the needs of these rapidly growing communities. LRT service connecting Guildford, Surrey City Centre and Newton. And LRT service connecting Surrey City Centre and Langley Centre along Fraser Highway

- **A Millennium Line extension from VCC-Clark to Arbutus Street along the Broadway corridor** to serve current and future demand along the region's busiest bus corridor

BUS & SEABUS SERVICE

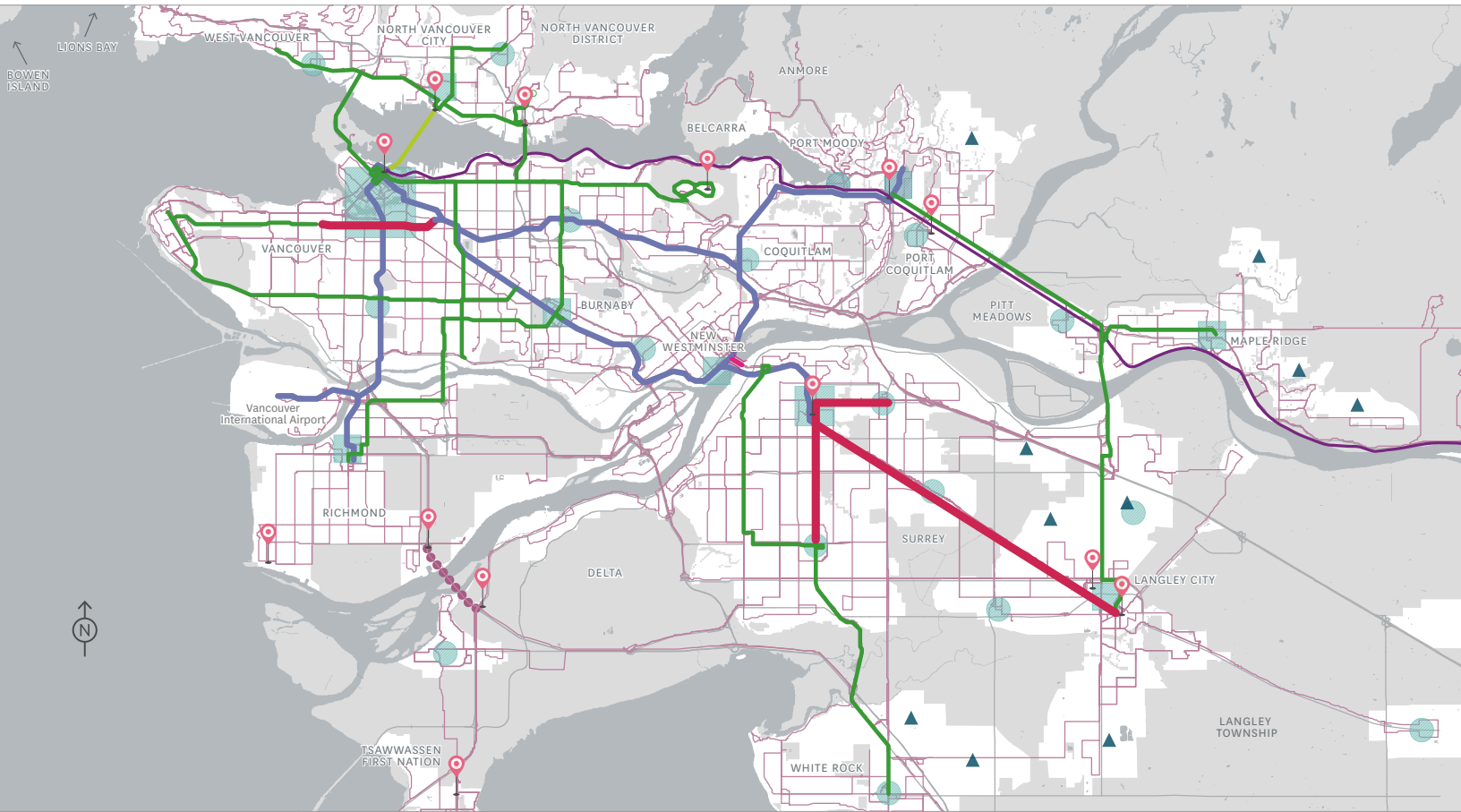
- **25% increase in bus service across the region.** This increase adds 400 more buses to the existing fleet of 1830
- **200 more kilometres of B-Line or Better routes:** 11 new fast, frequent, reliable limited stop services across the region
- **More frequent all-day service:** significant expansion of the network of high frequency services with service every 15 minutes or better, all day, 7 days a week
- **More frequent peak-hour service:** so that commuters spend less time waiting in the morning and afternoon rushes
- **50% more SeaBus service:** every 15 minutes all day and every day, increasing to 10 minutes during the morning and afternoon rushes
- **Service to new and growing lower-density neighbourhoods** across the region
- **80% more NightBus:** Increased service for those who need to get around late at night
- **30% more HandyDART service:** Improved service for those who cannot use transit without assistance and to meet the growing needs of our aging population
- **13 new or expanded transit exchanges** across the region to serve growing demand, support new transit service, and make the system easier to use

CYCLING AND WALKING

- **2,700 kilometres of bikeways,** including 300 km of fully traffic-separated routes: Making cycling a safer choice for both cyclists and motorists
- Better connections to transit through **improved walking and waiting facilities** at or near transit stops and stations

SYSTEM MANAGEMENT


















- **Expanded customer service programs** (e.g. information, incentives, and integrated payment systems) to make the system easier to use and more efficient
- **Investment in transit priority** to move more people, faster along busy corridors



MAP OF 10-YEAR INVESTMENTS

Specific investments identified for implementation in the first decade of this Vision

LEGEND

	Upgrades to Existing Rapid Transit		New Pattullo Bridge		Conservation, Recreation, Agricultural & Rural Areas
	New Rapid Transit		Planned Provincial Massey Bridge		Metropolitan Core
	New or Upgraded B-Line		Existing Major Road Network and Provincial Highways		Surrey Metro Centre
	Upgrades to Existing Bus Network		Facility Upgrades		Regional City Centres
	Improved SeaBus		New Service Areas		Municipal Town Centres
	Improved West Coast Express		Designated Urban Area		

Note: Urban Centres are shown as symbols in approximate locations, based on the Metro Vancouver Regional Growth Strategy

Current revenue sources are not keeping up with a growing population and even faster growing demand for transit service.

HOW MUCH WILL IT COST?

This Vision includes plans for \$7.5 billion in new capital spending. Total annual operating and financing costs would increase TransLink's annual budget from \$1.4 to \$2.2 billion.

HOW DO WE PAY?

The following funding sources are required to deliver this Vision:

1. Senior Government Contributions

- Federal and Provincial partners to contribute one-third each to the eligible costs of major infrastructure projects
- On-going application of the federal gas tax funds, in-line with historical levels of \$122 million per year
- Total Federal, Provincial and partner government contributions would be \$3.95 billion

2. Increased Ridership Revenue

- \$500 million in new transit fare revenue as a result of increased ridership

3. Pattullo Bridge Toll

- Toll to cover cost of new bridge over time
- Toll to be reduced or replaced upon introduction to the more consistent region-wide approach to pricing road usage called for in this Vision

4. Proposed New Funding Sources

- Approximately \$110 million per year initially, eventually increasing to approximately \$390 million per year (in 2015 dollars)

The following are proposed new funding sources in the near term and longer term, to fund the transportation priorities in the Vision.

NEAR TERM: Use BC Carbon Tax revenues collected in Metro Vancouver to reallocate towards transportation in this region

The BC Carbon Tax is recognized as an effective way to reduce carbon emissions and improve economic efficiency. The benefits of this tax would be greatly increased by directing the revenues towards regional transportation improvements that reduce greenhouse gas emissions. The Vision calls for \$250 million of the BC Carbon Tax currently paid by Metro

Vancouver residents and businesses to be reallocated to transportation investment in this region.

If the Government of British Columbia chooses not to pursue this approach, another option is to increase the existing BC Carbon Tax rate for the Metro Vancouver region to support transportation investment.

LONGER TERM: Staged introduction of mobility pricing on the road network

The Mayors' Council is committed to implementing a more consistent region-wide approach to pricing road usage as the most fair and effective way to reduce congestion. This approach will:

- Fund the remainder of this Vision and also allow us to reduce the fuel sales tax by \$0.06 per litre
- Require careful study and consultation and take 5 to 8 years to implement in a way that is cost-effective and fair

This Vision holds the greatest promise to keep Metro Vancouver moving, getting people to work and goods to market. It will preserve a high quality of life for some and improve it for many, many others, reducing the time and money we all spend travelling and creating choice for those who want to shift to transit, cycling or walking.

EVERYONE BENEFITS

The Vision will:

- Provide 70% of Metro Vancouver residents, or 1.5 million more people, with transit service so frequent throughout the day a schedule is not needed. This makes giving up one car a more realistic option for many, with savings over \$10,000 a year
- Reduce traffic congestion, allowing drivers and transit users to save 20–30 minutes per day on many of the region's most congested corridors
- Save about 200 lives and prevent about 4000 serious injuries every year
- Keep our economy competitive with faster and more reliable travel and better access to more jobs, workers and markets
- Maintain our current carbon footprint even as we grow by more than 1 million people

THE TRANSPORTATION SYSTEM TODAY



PEOPLE WHO LIVE WITHIN WALKING DISTANCE OF A BUS STOP OR SKYTRAIN STATION

9 out of 10

PERCENTAGE OF JOBS LOCATED WITHIN WALKING DISTANCE OF FREQUENT TRANSIT NETWORK (FTN)

Two-thirds

NUMBER OF MAJOR ROAD NETWORK (MRN) KILOMETRES KEEPING PEOPLE & GOODS MOVING

2,300 km

Where we are today

Transportation is one of the prime obstacles, or best vehicles, to achieving a high quality of life. Everyone needs access to work, to home, to shopping and to places for rest and recreation. No one wants to spend precious time stuck in traffic. And the economy depends upon the efficient movement of goods and services, around the region and through the critically important Port Metro Vancouver.

To date — and with some obvious exceptions — we have done very well. The Canada Line, the Expo Line, the Millennium Line and, soon, the Evergreen Line to Coquitlam provide the fast, efficient core service in a transit system that moved 234 million passengers around the region in 2013. An extensive bus network moves people to and from destinations throughout the region. More than half of all dwellings and two-thirds of jobs are located within walking distance of the Frequent Transit Network (FTN), a network of buses and trains that run at least every 15 minutes, seven days a week. Newly completed road and bridge projects can now whisk you more quickly than ever from the Fraser Valley to downtown Vancouver or to Deltaport, to the Tsawwassen ferry terminal or the Peace Arch Crossing into the United States.

The news is not as good for those idling on the approach to the aging Pattullo Bridge; waiting on Broadway in Vancouver as overcrowded buses drive by without stopping; or standing in newly developed neighbourhoods and communities where no bus is expected to pass by at all. Metro Vancouver is also in a global competition for business and for the talent that businesses require to succeed. People need to get to their jobs; employers need to connect with workers; and producers need to get raw materials or deliver their goods to market, affordably and reliably. But as our population increases and our roads become more congested, we also risk our time with family, our links with community, and the safety and environmental health of our region. Socially, environmentally and economically, this issue demands our attention.

Metro Vancouver long ago set a goal to make this region one of the best places in the world to live. The Metro Vancouver Mayors' Council on Regional Transportation is committed to taking action in the next decade to support that objective. In preparing this Vision, the Council has taken a hard look at the transportation challenges and a close look at the region's finances and has come up with a Vision, a short list of projects

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

- Provide sustainable transportation choices
- Support a compact urban area

PEOPLE

Foster safe, healthy and complete communities

ECONOMY

Enable a sustainable economy

ENVIRONMENT

Protect the environment

Headline Targets

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

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

Strategy Areas

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:

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

Figure 1: MAJOR FEATURES OF THE REGIONAL TRANSPORTATION STRATEGY STRATEGIC FRAMEWORK

The building blocks for this Vision.

and a set of funding options designed to achieve the greatest result in the most affordable way.

PLANNING FRAMEWORK

For more than 20 years, Metro Vancouver has been regarded as a continental leader in planning for regional growth and transportation efficiency — from the 1996 Livable Region Strategic Plan to the creation of TransLink as an integrated regional transportation planning and management authority. This document builds on that foundation and especially on the following two documents:

Regional Growth Strategy: An Overarching Direction

The 2011 Metro Vancouver Regional Growth Strategy (RGS) focuses on land-use policies to guide development and to support the efficient provision of transportation, regional infrastructure and community services, as well as to protect air quality and reduce greenhouse gas emissions.

Regional Transportation Strategy

As the regional authority for transportation planning and service delivery, TransLink is required to prepare a Regional

Transportation Strategy (RTS) that outlines the region’s 30-year long-term vision for transportation in support of the Regional Growth Strategy and provincial and regional economic and environmental objectives. The Metro Vancouver Board of Directors and the Mayors’ Council received the most recent RTS in 2013. The Mayors’ Council has adopted the RTS as a framework to guide development of our Vision for investments and actions to pursue over the first 10 years of the longer-term RTS 30-year timeline. Figure 1 provides an overview of the major features of the RTS.

Headline Targets: The RTS includes two *headline targets* that are designed to measure performance. The first headline target is a challenge to arrange homes, roads, workplaces and transit options in such a way as to make it possible for drivers to reduce their total driving distances by one-third, saving time personally and relieving congestion regionally. The second headline target calls for an increase in transportation efficiency and choice, such that it will become easy and convenient to make half of all trips by walking, cycling and transit. If we are making progress on these two targets, then

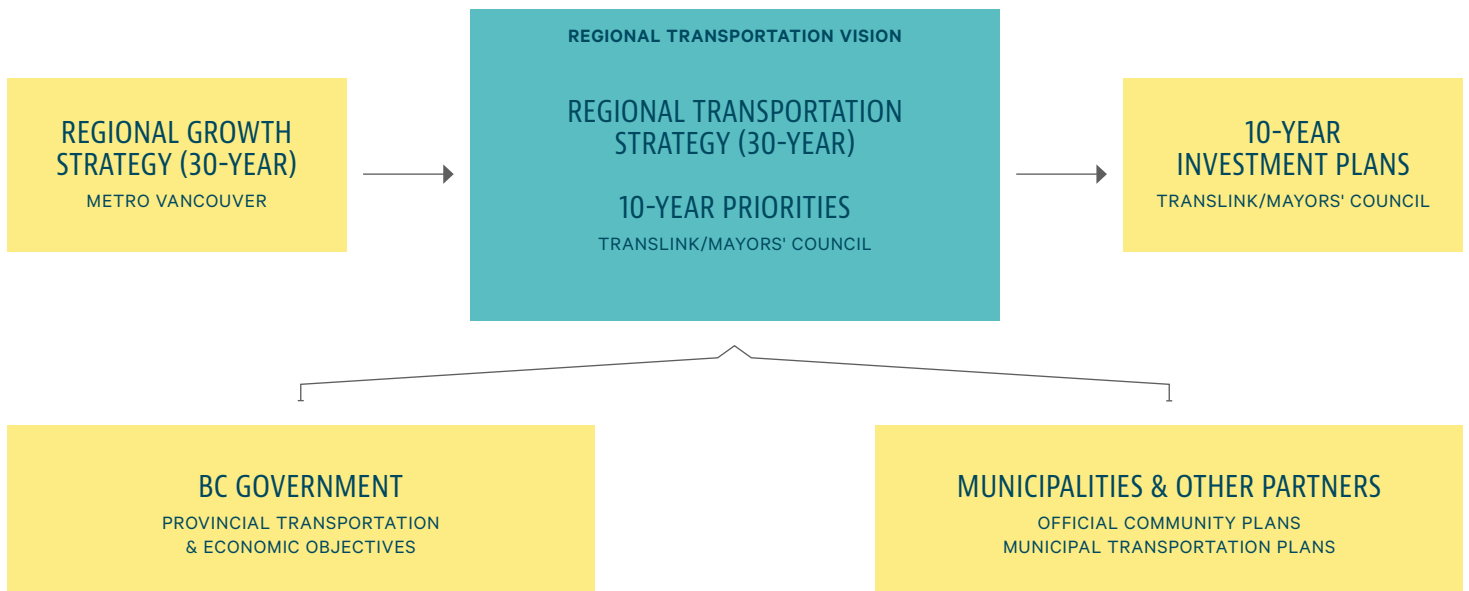


Figure 2: THE REGIONAL TRANSPORTATION VISION IN CONTEXT

Relationship of this Vision to other plans, consistent with proposed changes to TransLink's governing legislation.

we are most likely also making progress on fostering safe and healthy communities, enabling a sustainable economy and protecting the environment.

Additional Context

In addition to the RGS and RTS, this Mayors' Council Vision is shaped by provincial objectives and municipal plans. In turn, this Vision will influence and inform future updates to municipal plans.

A primary purpose of this Vision is to inform future 10-Year Investment Plans developed by TransLink and approved by the Mayors' Council, as required by legislation. Any new 10-Year Investment Plans need to identify sufficient funding to support implementation.

Value for Money

All of the investment and actions in this document have been weighed on the basis of their performance towards achieving the headline targets — how much they:

- Reduce the distances people need to drive
- Increase the convenience of walking, cycling and transit

The investments and actions in this document were also assessed on how much they:

- Improve access to jobs and to markets
- Reduce congestion and improve travel time reliability on roads and transit

- Improve public health and safety
- Reduce greenhouse gas emissions

A wide range of candidate investments were considered for inclusion in this Vision. The aim, in every instance, has been to identify the most cost-effective approach to achieve our shared vision of a transportation network that moves people and goods in a way that enhances the health of our people and communities, the economy and the environment. The result is a vetted package of investments and other actions that represent what's needed to move us forward in a cost-effective and affordable way.

Health Matters

This Vision has also been shaped by the increasing recognition that transportation decisions impact our personal health. Collaboration between TransLink, Vancouver Coastal Health, and Fraser Health has identified impacts such as air pollution, noise, road accidents, physical activity, and personal wellbeing. Reducing car dependency by providing travel choices can have a positive impact on many of these health outcomes. The active transportation and transit investments considered in this Vision offer the possibility of prevention and even treatment through increased physical activity and reduced exposure to health risks. We know that health matters and health care costs matter. We accept our responsibility to make decisions on neighbourhood design and transportation choice that can improve public health.



A Line of Cars to Regina

Over the next 30 years, we are expecting that another one million people will make the region home, putting about 460,000 new cars on our already congested roads — the equivalent to a line of cars stretching from Horseshoe Bay to Regina, Saskatchewan. One million people won't just show up all at once; we need to start investing in transportation today to accommodate the tens of thousands of people who arrive here every year.

What path are we going to take?

ACT NOW, OR FALL BEHIND

The region is growing rapidly, but our transportation system is not. The Regional Growth Strategy sets out a framework for the region to grow in a compact and sustainable manner that supports less driving and more walking, cycling and transit trips. However, there is currently no funding to provide the concurrent investments needed to realize this potential increase in walking, cycling and transit that will come from more compact land use. For the time being, transit investment is limited to committed projects (e.g. Evergreen Line) and to maintaining existing services. Current funding allows for no significant new investment in the Major Road Network — the over 2,300 lane kilometres of regionally significant roads for people and goods that TransLink manages jointly with municipalities. At this funding level, we will fall behind and:

- The number of cars on the road will continue to increase, leading to more traffic fatalities, more air pollution, more greenhouse gas emissions and more congestion
- As congestion worsens, trips will be longer and less predictable for both people and goods

- Transit overcrowding will worsen and additional routes will reach capacity limits
- There will be more transit passengers being passed up by overcrowded buses and trains
- There will be no new or expanded transit service for growing communities
- There will be much slower progress in growing the region's network of safe, traffic-protected bikeways that make cycling a viable option for people of all ages and abilities
- There will be no new regionally supported investments in pedestrian connectivity, safety, or community access to transit stops/stations

We are keen to implement better demand management measures to make best use of the investments we have already made; however, we are reluctant to do so without being able to introduce, at the same time, new transit capacity to provide people with viable alternatives. Ultimately, as discussed in the final section of this document, new revenue

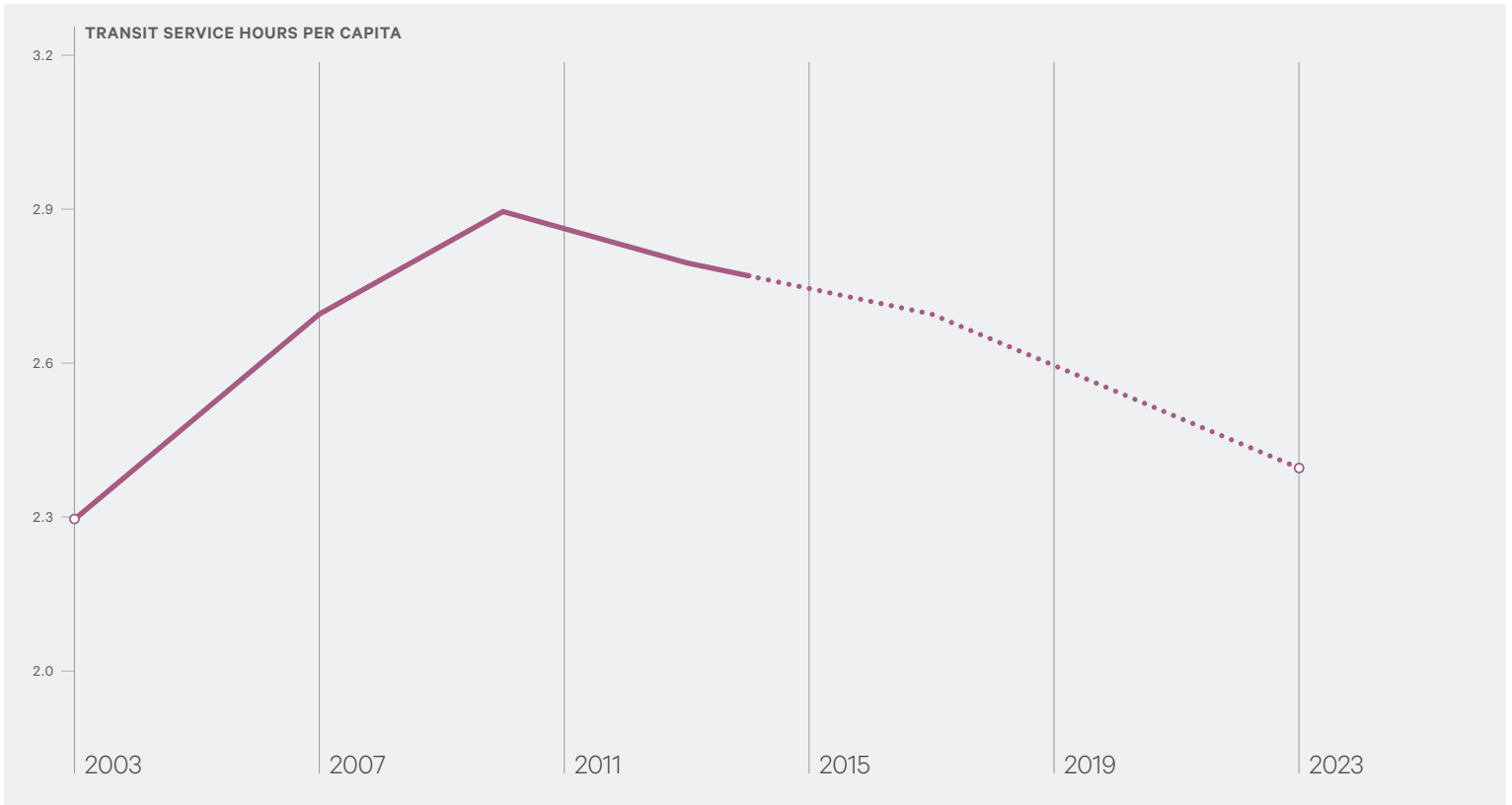


Figure 3: WITHOUT NEW INVESTMENT, WE WILL FALL BEHIND

Transit service levels per capita will continue to decline so that by 2015 we'd be at 2008 levels, leading to more crowding, more pass-ups and a worsening of the overall transit experience.

tools are required for us to realize this Vision and avoid falling further behind.

MAINTAINING WHAT WE HAVE

Our first priority is to maintain the current transportation system. We took this objective to be our starting point for building the Vision — a reference point by which we can understand what is needed just to keep the existing system running smoothly. Within 10 years we will need an additional \$140 million (2015 \$) per year just to maintain the quality of service and infrastructure as our population grows, and ensure that our assets remain in safe working condition. This level of investment would add 6% more bus service, 10% more rail service, and restore historical cost-sharing funding for road and bikeway infrastructure. Even with this level of investment:

- Only limited new transit service could be added in growing areas of the region
- Bus overcrowding and pass-up conditions would stay about the same
- Rail overcrowding and pass-up conditions would likely still worsen

- Road investment would be limited to basic safety upgrades
- Expansion of the bikeway network would continue at a slow pace
- Significant crowding and pass-up problems would remain in areas that have transit capacity needs that can't be resolved by adding more buses, such as the Broadway corridor

WE CAN AND MUST DO MORE

Simply maintaining what we have today is not good enough. With strategic new investment and targeted policies and actions, we can continue to provide a regional transportation network that will sustain our economy, support our quality of life and protect our environment.



Building the region we will want to live in over the next 30 years will require meeting our transportation needs in a way that simultaneously enhances the health of our residents and communities, our economy and our environment.

Defining the Vision

THE 30-YEAR VISION

We have a vision for the future in which we firm up our 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 residents and communities, our economy, and our environment. This long-term vision is based on the Regional Transportation Strategy, which we have adopted as the foundation upon which to build a plan for near-term investment. Achieving this long-term vision requires action to:

- Maintain what is needed in a state of good repair
- Invest in the road network to improve safety, local access and goods movement
- Expand our transit system to increase ridership in high-demand areas and provide basic coverage in low-demand neighbourhoods
- Develop safe and convenient walking connections to transit and pursue early investments to complete the bikeway network, making it possible for more people to travel by these healthy, low-cost, and emission-free modes
- Manage our transportation system more effectively: with safety and passenger comfort improvements, new personalized incentive programs, advanced technology

and infrastructure management solutions, efficient and fair mobility pricing, and better parking management

- Partner to make it happen: with explicit implementation agreements and processes that support concurrent decisions on land-use and transportation investments, stable and sufficient long-term funding solutions, and better monitoring of progress

THE FIRST 10 YEARS

Together, the Regional Growth Strategy and the Regional Transportation Strategy define the region's agreed-upon 30-year vision for land use and transportation. This document defines the first 10 years of transportation investments and actions that we need to make that longer-term vision possible. Accordingly, this document includes:

- Investments and actions to be pursued over the next 10 years, in response to both their urgency and their capacity to provide an appropriate foundation for future growth
- Information on how these investments and actions will make progress toward our regional goals
- Costs and potential funding sources that are fair and affordable

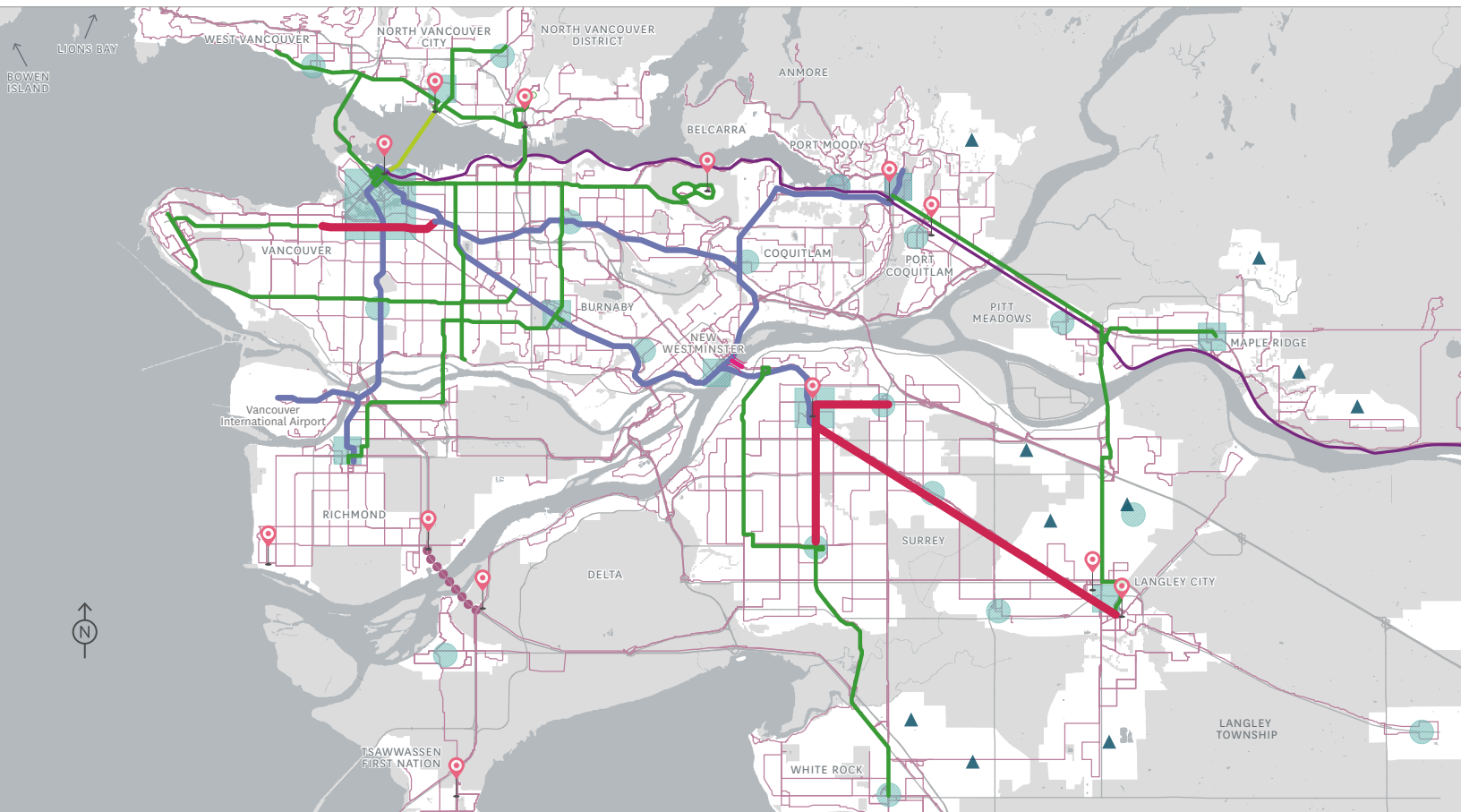


Figure 4: MAP OF 10-YEAR INVESTMENTS

Specific investments identified for implementation in the first decade of this Vision.

LEGEND		TRANSIT	ROADS
Upgrades to Existing Rapid Transit	New Service Areas	B-LINE OR BETTER	PATTULLO BRIDGE
New Rapid Transit	Designated Urban Area	1 upgraded B-Line and 11 new B-Lines plus transit priority on some corridors.	Replacement of the Pattullo Bridge.
New or Upgraded B-Line	Conservation, Recreation, Agricultural & Rural Areas	OTHER BUS TRANSIT	MRN UPGRADES
Upgrades to Existing Bus Network	Metropolitan Core	25% service hour increase over today, including frequent bus and SeaBus service, new coverage areas and additional HandyDART and NightBus service.	Capital for minor MRN upgrades. Allowance for MRN additions. Increased funding for MRN operations, maintenance and rehabilitation.
Improved SeaBus	Surrey Metro Centre	BUS FACILITY UPGRADES	CYCLING
Improved West Coast Express	Regional City Centres	13 new/expanded bus facilities to support expanded transit service.	Program funding to build cycling routes and bicycle parking.
New Pattullo Bridge	Municipal Town Centres	UPGRADE EXISTING RAPID TRANSIT	WALKING ACCESS
Planned Provincial Massey Bridge	Note: Urban Centres are shown as symbols in approximate locations, based on the Metro Vancouver Regional Growth Strategy	Fleet, station and system upgrades for Expo, Millennium, and Canada Lines and West Coast Express.	Funding to support access to transit in Urban Centres and areas with high frequency transit.
Existing Major Road Network and Provincial Highways		SURREY RAPID TRANSIT	SYSTEM MANAGEMENT
Facility Upgrades		LRT on 104 Avenue, King George Boulevard and Fraser Highway.	Expanded demand management programs (e.g. information, incentives, and integrated payments)
		BROADWAY RAPID TRANSIT	
		Rapid transit along Vancouver's Broadway corridor to Arbutus.	

INVEST, MANAGE & PARTNER ACTIONS

We will pursue the 30-year Vision by focusing on the following Invest, Manage, and Partner actions in the first 10 years. We recognize that Investment alone cannot solve Metro Vancouver's transportation challenge. Additional steps are needed to Manage the system more effectively and to establish stronger Partnerships to ensure that supportive policies and land uses are in place to get the most value out of our substantial transportation investments.

Invest strategically to maintain & grow the transportation system

As elected custodians of taxpayer dollars, members of the Mayors' Council are committed to making sure that we get the most value from every dollar we invest. This means taking a more performance-based planning approach where all initiatives are evaluated equally against a common set of goals and then giving priority to the most effective combination of solutions.

The result is more efficient use of taxpayer dollars; improved transparency and accountability; and investment choices that are most likely to help the region achieve its goals. Figure 4 provides a snapshot of the proposed investments over the first 10 years of the Vision.



This Vision increases the frequency of transit service in communities across the region, and provides new transit coverage for developing areas.

INVEST: TRANSIT

An attractive and robust transit network will provide Metro Vancouver residents with a range of convenient and accessible mobility options, and is an essential element of any competitive, 21st-century regional economy. This Vision increases the frequency of transit service in most communities, adds regional transit connections, and provides new transit coverage for developing areas. This Vision also recognizes that supportive measures — such as transit-oriented land use, transit priority measures, better parking management, and walking and cycling investments — will be critical to the business case for major new transit investments and ensure appropriate demand exists or will develop to match improved transit service levels.

This Vision will add new transit services and increase service hours throughout the region — adding a total of over 400 conventional buses and mini-buses to our existing fleet of 1,830 buses, and adding a total of 1.45 million annual bus service hours by the end of the first decade of the Vision — a 25% increase over today's bus levels. Expansion of rail services will be even greater. In total transit hours, bus and rail service will expand by more than one-third over the first 10 years

of the Vision. As a result, many more people will be able to rely on transit as a convenient and competitive travel option, whether they live in higher-density, transit-oriented centres and can now count on transit for most of their trips, or whether they live in lower-density neighbourhoods and can now more reliably count on transit for their commute. This increase will provide better service to respond to existing and growing demand, building ridership and reducing overcrowding and pass-ups. It will also support long-term growth in transit usage by introducing service in newly developing areas.

The type of bus service increase will vary depending on the nature of demand, ranging from frequent all day service, which provides users with dependable service throughout the day in areas with major destinations, higher density and a diversity of land uses, to coverage service which provides a basic level of service and access to the system in lower density areas. Figure 5 describes the spectrum of service types.

Upgrades to transit service hours will include:

Introduce 11 new B-line or Better routes: Like other bus routes on the Frequent Transit Network (FTN), B-Lines

INVEST: TRANSIT



Figure 5: SPECTRUM OF TRANSIT SERVICE IN THE REGION

Transit service changes as land use changes, with transit in lower-density areas focused on providing basic coverage and transit in higher density areas with diverse land uses and many destinations focused on increasing ridership through frequent service.

provide frequent and reliable service throughout the day and across the week. Because they are limited-stop services, they have the added bonus of being fast — which can be faster than the same trip by automobile. This Vision would add more than 450,000 annual service hours and 200 kilometres of B-Line services, creating a grid network of fast, frequent and reliable B-Lines connecting regional centres across Metro Vancouver. The sequence of the B-Line introduction will be based on demand and may change based on zoned land use, rates of growth, commitment to transit priority measures and designated green space. Additionally, as rapid transit is implemented on the Broadway corridor, upgrades to existing B-Line service will be pursued on segments not included in the first phase of rapid transit expansion (e.g. Arbutus Street to UBC).

Transit priority measures on B-Line corridors will also be explored to further improve speed and reliability. Measures may include priority traffic signals, and queue jumper lanes and/or bus lanes. On some corridors or sections, B-Line services may be upgraded to levels similar to bus rapid transit (BRT) through the construction of fully separated rights-of-

way and enhanced passenger amenities — making travel even faster, more comfortable, and more reliable.

Improve and expand all-day frequent transit service (Frequent Transit Network): Providing all-day frequent service allows people to rely on transit for most of their trips. In addition to the B-Lines described above, this Vision would add 425,000 annual service hours to other FTN corridors, thereby: 1) increasing frequency in some existing all-day frequent corridors, and 2) expanding the all-day frequent network to new corridors.

Improve and expand peak frequent transit service: In some parts of the region that are primarily residential and don't need frequent service all day, frequent service will be expanded during rush hours to help more people use transit to get to school or work. This Vision would add 290,000 annual service hours to peak frequent service, thereby: 1) increasing frequency on existing peak frequent corridors, and 2) expanding the peak frequent network along new corridors.

Increase frequencies on the SeaBus: The SeaBus is one of three critical transportation links between the North Shore and the rest of the region. This Vision would add 5,200 annual SeaBus service

INVEST: TRANSIT

hours (about a 50% increase), increasing SeaBus frequency to FTN levels (every 15 minutes, all day, 7 days a week) and establishing 10-minute frequency during weekday a.m. and p.m. peak periods. A third SeaBus vessel would be put into operation during peak periods to achieve 10-minute frequency. This increase would attract riders and reduce pressure on crowded buses and traffic on the Lions Gate and Ironworkers Memorial bridges.

Expand coverage network: People need access to a basic level of transit service. In neighbourhoods with lower densities, where frequent service is not feasible, some basic level of service is still required to provide people with access to the rest of the transit system — in particular those people with few mobility options. This service requires higher levels of subsidy but serves an important social function, ensuring that no one is left behind. This Vision would add 60,000 annual coverage service hours in lower-density areas across the region where there is a need for basic service coverage and where the area meets minimum service guidelines. Examples of expansion areas include: Burke Mountain/Paddington Creek in Coquitlam; Clayton, Morgan Creek and Anniedale in Surrey; Willoughby and Brookwood in Langley; and Silver Valley and Albion/Thornhill in Maple Ridge.

Increase Custom Transit service and resources: Our population is aging and we need to ensure that travel options continue to be accessible to all residents of the region. Custom Transit (branded as HandyDART) is the region's door-to-door shared ride service for people who are unable to use public transit without assistance. This Vision would add 190,000 annual Custom Transit service hours, a service increase of approximately 30%. Given the proportion of HandyDART trips that are focused on health care and social services, we feel that this type of service should be delivered in a 50/50 cost-sharing partnership with the provincial government. This partnership approach will be pursued as part of this Vision.

Increase frequency and span of service on the NightBus network: Not everyone's mobility needs stop at 1 a.m. To ensure that night-shift workers, late-night entertainment goers, and other night owls can get home safely and affordably, this Vision would increase service frequency and extend the span of service on high-demand NightBus routes such as the N9, N17, N19, and N20 by adding 20,000 annual service hours (about an 80% increase).

Upgrade capacity and customer amenities at key transit facilities: New transit service requires upgraded and new supporting infrastructure. The service increases outlined in this Vision depend upon new and expanded transit facilities across the region. These upgrades will meet capacity needs, improve accessibility and enhance comfort, safety and community integration through enhanced wayfinding and

The Frequent Transit Network

The Frequent Transit Network (FTN) includes bus and rapid transit corridors that provide users with reliable service at least every 15 minutes and as often as every 5 minutes throughout the day and over the entire week — so frequent that you don't need to rely on a schedule and can really start to count on transit for most of your trips. It provides a network of routes around which municipalities can focus population and job growth.

About 54% of the region's dwellings and 65% of jobs are currently within walking distance of the FTN. This Vision would put FTN service at the front doors of 60% of the region's residents by 2030.

amenities, including lighting, weather protection, furniture, and landscaping. The 13 proposed bus and SeaBus facility upgrades are shown on the map at the beginning of this section. These include exchanges and/or layover facilities at Phibbs, Surrey Central, SFU, Langley, Willowbrook, Coquitlam Central, Port Coquitlam Station, South Delta, Steveston and downtown Vancouver as well as new rapid bus stations on Highway 99 at Steveston Highway and Highway 17A. An upgrade to the Lonsdale Quay floating SeaBus terminal and associated bus exchange is also included.

This program would allow for facility improvements like a new downtown Langley Exchange, where a larger transit exchange will support future transit expansion in the South of Fraser area. The new exchange, adjacent to a mixed-use, transit-oriented development, will include a transit plaza to provide waiting space and amenities for passengers including weather protection, seating, and bicycle storage.

Upgrade capacity and customer amenities on existing rail transit: The existing rapid transit lines are critical network arteries — especially the Expo Line that runs through the geographic centre of the region and that will continue to carry the most riders of any line. As population and demand grows on both bus and rail, significant upgrades to existing rapid transit lines are needed. This Vision calls for new rail fleet, upgraded stations, and upgraded facilities to meet capacity needs and improve the customer experience on all lines: the Expo Line, the Millennium Line and the Canada Line. In recent years, TransLink has been making station upgrades to improve capacity, accessibility, and customer amenities, and to install fare gates. Seven Expo Line stations are already being upgraded, including Main Street-Science World, Scott Road, New Westminster, Commercial-Broadway, Metrotown, Joyce-Collingwood and Surrey Central. This Vision would see similar improvements at additional Expo, Millennium and Canada Line stations, for example, Burrard, Edmonds and Waterfront. Specific scopes of individual station upgrade projects would

INVEST: TRANSIT

be confirmed through additional planning and coordination with project partners.

Upgrades to West Coast Express have also been identified to meet future demand. These upgrade needs will be reviewed once the Evergreen Line opens in 2016 and there is a better understanding of the relationship between demand on these two services.

Implement Surrey LRT lines: The City of Surrey and surrounding communities are among the fastest growing parts of the region, forecast to attract more than 25% of new residents and jobs over the next 30 years. This Vision would introduce light rail transit (LRT) on three corridors: 104 Avenue, King George Boulevard and Fraser Highway. While detailed design work is needed to determine optimal alignments and station locations and funding approach, the objective is to build and bring into service the first two lines — 104 Avenue and King George Boulevard — in the first 7 years of the Vision. Design and construction on the Fraser Highway line will commence within the first 8 years and go into service within the first 12 years.

The objectives of these lines are to shape land use; shape travel demand; increase ridership; and reduce emissions. As a result, the business case depends upon the concurrent implementation of land-use policies, and other supporting actions such as transit priority measures, parking management and walking and cycling investments that optimize the potential for the lines' success. Achieving these objectives requires partnerships. The Partner section that follows later in this Vision document outlines the basis by which the region and municipalities will formalize Partnership Agreements. The Mayors' Council is committed to work with municipalities to have Partnership Agreements on land-use assumptions and actions, investment in connecting municipal infrastructure, and direct financial contributions in place as these projects are approved and rolled out in future 10-Year Investment Plans.

Implement Broadway corridor rail extension to Arbutus: Broadway is one of the region's busiest transit corridors and features major population, job and institutional centres. Rapid transit will help to support this regional economic centre, and improve capacity and transportation reliability both along this corridor and on the connecting regional network. It will give all users more choices and will clear road space for more efficient use by automobiles and cyclists.

This Vision calls for rapid transit between Commercial Drive and the University of British Columbia. The first 10 years of the Vision targets implementing the first phase: extending the Millennium Line westward from its current terminus at VCC-Clark to Arbutus, with frequent B-Line bus connections continuing to UBC from Arbutus. This project will also result

Major Studies

TransLink has undertaken a significant amount of technical work to assess options for potential major investments, including:

- UBC Line Rapid Transit
- Surrey Rapid Transit
- High capacity rapid transit to Burnaby Mountain
- Pattullo Bridge Review

This technical work is available for further review on TransLink's website: translink.ca/rts

in greater frequency on the Millennium and Evergreen Line (2016), which will benefit riders from across the region. During the design process for the first phase, all stakeholders will work together to conclude how and when to complete the next phase of rail to the Point Grey campus.

This line will bring provincial, regional and local value. The region is committed to constructing and operating the extension as a tunnelled alignment along Broadway, contingent upon a Partnership Agreement being established with the City of Vancouver. The City of Vancouver will be responsible for the incremental cost associated with any additional tunnelling beyond technical or functional requirements consistent with operational capacity for other rapid transit systems within TransLink. The Partnership section of this Vision outlines the basis by which the region and municipalities will formalize these partnerships. This Agreement will outline the reciprocal commitments by TransLink and the City of Vancouver in respect to land-use assumptions and actions, investment in connecting municipal infrastructure, and direct financial contributions.

This project also depends upon funding partnerships from other governments and the private sector. This funding will also be pursued as a matter of priority to ensure early implementation can occur.

Burnaby Mountain connection: There are currently 25,000 daily bus trips to and from Burnaby Mountain, and demand is expected to grow by 60% in the next 20 years. This may require a high-capacity connection from the mountain to the nearest SkyTrain station. This initiative requires further investigation and consultation, and could be advanced subject to the business case, funding, partner contributions and achievement of other initiatives contained in this Vision.



The Golden Ears Bridge is an example where mobility pricing, in the form of a bridge toll, has been implemented to finance the cost of new infrastructure.

INVEST: ROADS

The region's roads play a central role in the region's transportation system — 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. While no major road capacity increases are needed, we still require ongoing maintenance and new investment in streets, roads, and bridges to improve safety, increase local and regional connectivity, and improve goods movement. Primarily, the approach for roads will be to use the existing network that we have today to meet regional objectives.

Pattullo Bridge replacement

The Pattullo Bridge provides a critical connection between Surrey and New Westminster, as well as to neighbouring municipalities. Yet the 76-year-old structure is in considerably worse condition than was known when it was transferred from the Province of BC to TransLink in 1999. Subsequent investigations have revealed that it is at risk in the event of a moderate earthquake or ship collision, the piers are being undermined by river scour and many components have surpassed their useful lives. On the strength of two years of careful study and consideration by TransLink, the Province and the cities of Surrey and New Westminster, this Vision proposes to replace the Pattullo as soon as possible with

a new four-lane bridge. Road usage charges will fund the majority of its cost. These charges can take several forms from bridge specific point tolls to broader time-and-distance based road tolls; see the “Price the Transportation System” section later in this document for more detail.

A new bridge, with modern lane widths, better connections, a centre barrier and high-quality cycling and pedestrian facilities, would improve traffic flow, enhance safety and satisfy demand (for drivers and goods movers) for the foreseeable future. A resilient four-lane option would minimize the immediate cost (freeing up resources for other urgent transportation investments). We will design the new bridge to not foreclose the possibility of future expansion to six lanes. This possible expansion may be considered if need arises, for example if demand increases beyond forecasts and/or the surrounding network changes. Future consideration of expansion would require all-party agreement and Mayors' Council approval.

The replacement of the Pattullo Bridge will also deliver value to users and taxpayers. As with mobility pricing on the transit system (i.e. fares), mobility pricing on the road network (i.e. bridge or road tolls) will ensure that those who benefit most directly pay for its use and use it when they need to. And because the replacement bridge is sized for the needs of the foreseeable future, and not more, less money is tied up in capacity that is not needed, saving money for bridge users.



This Vision calls for the replacement of the aging Pattullo Bridge with a new 4-lane bridge that will be funded by usage charges and contributions from the provincial and federal governments.

INVEST: ROADS

This approach, coupled with substantial investments in rail and bus services, sets us on the a course to achieve the transit-oriented future that the Cities of New Westminster, Surrey and the region as a whole are committed to building.

The Provincial government has pledged a contribution towards the replacement of the Pattullo Bridge and to seek Federal support on behalf of the region. As a priced facility, this Vision contemplates a modest contribution to the costs of a new facility, as well as participation in funding of the costly work to keep the existing structure in a state of good repair until a new bridge is completed. This full bridge replacement will significantly reduce the need for much of the costly rehabilitation work underway on the existing bridge. To ensure that public dollars are not wasted, we will move to implement a new bridge funded by usage charges at the earliest possible date.

Most of our residents feel that the current tolling reality in the region is not fair. It is essential that the Province of BC addresses this issue by bringing in a consistent approach to tolling across the region that is fair and efficient. The Province of BC has indicated an openness to revisiting its tolling policy. We are asking them to complete this work immediately as it will be an essential step in developing a rational and fair system for paying for infrastructure and managing the network. This work is particularly important as we work

together on implementing region-wide mobility pricing on the road network which would reduce or replace the existing bridge tolls in the region and support demand management on the Pattullo Bridge and other parts of the regional road network.

Major Road Network

Given the fundamental importance of the road network, especially to goods movement, this Vision includes increased funding for operations, maintenance and rehabilitation, including seismic safety and rehabilitation for pavement and structures (e.g. bridges, culverts). In addition, funding will be available for cost-sharing of potential minor capital upgrades to the Major Road Network, as well as an allocation for expanding the amount of roadway that is within this network. Ongoing review of candidate projects will prioritize upgrades for safety, connectivity in newly growing areas, and goods movement enhancements such as grade-separated rail crossings. In addition, a long-term solution to goods movement on the north shore of the Fraser River is still required.



Photo: Paul Krueger

This Vision calls for funding for high quality bikeways — 2,700km of bikeways, including 300km of traffic-separated routes — to help make cycling a real transportation option for people of all ages and abilities.

INVEST: WALKING & CYCLING

Walking and cycling are the investment areas where the region can make the greatest progress toward its goals — reducing congestion and improving public and environmental health — at the lowest net cost. Walking and cycling are inexpensive, time-competitive options for short journeys. They are healthy, emissions-free, energy-efficient, space-efficient, and are the least expensive ways to accommodate trips, deferring or avoiding expensive investment in roads and transit. Every person who chooses to make a trip on foot or by bicycle also opens up transit or road space for those who have no option but to take transit or drive. As well, every transit trip and most car trips start and end with a short walk, so good pedestrian access enhances the efficiency of the whole system.

The region's climate and setting make it ideal for walking and cycling. Our own experience, and that of regions around the world, finds that the key to unlocking cycling's potential is to invest in traffic-protected bikeways that provide the safety and comfort needed to support cycling by people of all ages and abilities. And improved sidewalks, street crossings and other walking infrastructure are needed to remove barriers

and expand walking access to transit, in order to make better use of the transit system we have and ensure we get full value from any new investments. Regions that have delivered on these kinds of initiatives are reaping the benefits, and we are seeing real successes with these approaches in Metro Vancouver.

Cycling

Many of the region's municipalities are working to develop a network of high-quality bikeways. TransLink has a role to play in helping to: catalyze and accelerate further investment; coordinate network development across municipal boundaries; coordinate integration with transit; and leverage additional funding not available to municipalities. This Vision calls for cost-sharing to support the region's bikeway network and fully funding a program to develop secure bicycle parking at TransLink-owned facilities region-wide, as envisioned in the Regional Cycling Strategy.

Walking access to transit

In many places in the region, poor walking connectivity to the Frequent Transit Network and rapid transit stations



This Vision improves access to transit through cost-share funding for pedestrian upgrades near frequent transit stops and stations.

INVEST: WALKING & CYCLING

is deterring ridership and making those investments less productive than they could otherwise be. To make the most of this region's substantial transit investment, the Vision calls for TransLink to play a catalyst role in a cost-sharing program for pedestrian facility upgrades within walking distance of frequent transit stops, stations and exchanges, making possible the ridership and fare revenues on which this Vision depends. In partnership with municipalities, the program will promote the seamless integration of cycling and walking with transit in the areas adjacent to transit stops, stations and exchanges through both minor improvements and more comprehensive land-use and station/exchange area plans. Walking is also an important mode in its own right, accounting for 11% of trips in the region in 2011. This program has the additional benefit of supporting trips made entirely by walking in centres and around transit.

Longer-term candidates within the 30-year vision

There are limits to how much new investment we can advance in the first 10 years, and we know that as the region grows, new needs will emerge. We have already identified major outstanding needs: new B-Line corridors; finishing

construction of the third Surrey LRT line; and the second phase of rapid transit to UBC. We're committed to completing the bikeway network over the next 25 years, and to improving goods movement on the north side of the Fraser River and to maintain and possibly expand our low- and zero-emissions transit fleet. We will also take steps to preserve future transit corridors and rights-of-way needed for implementation of this Vision in the near-term as well as to protect these rights-of-way for expansion in future generations.

MANAGE

Manage the transportation system to be more efficient & user-focused

This region has already made and will continue to make substantial investments in transportation infrastructure. To ensure that we are getting the most value out of our investments, we need to better manage what we have — by using everything from information and incentives programs to mobility pricing to encourage drivers and transit users to choose the route, time and mode that works best for them and is most efficient for the system.

Supply-management initiatives can make use of infrastructure changes and technology, like signal timing, to make the system more space and energy efficient. We also want to manage for safety, security, and improving the customer experience — using enforcement, education and design to protect transportation users from collisions and crime and to make travel easy and attractive for people of all ages and abilities.

Specific actions to pursue over the next 10 years include:

Price the transportation system more effectively: Whether you are being passed up by an overcrowded bus or train or stuck in a traffic jam, congestion is a costly, frustrating and growing problem in this region. Building more roads will only make the problem worse. True, at first the extra lanes or new highway does reduce congestion and shorten travel times. But reducing the “price” of driving in this way only stimulates demand and, very soon, more people are making more trips and travelling further — leading again to clogged up roads. Even substantial new investment in transit can’t solve the congestion problem on its own. To tackle congestion and to

make sure that the significant new road capacity we have added in this region doesn’t soon get swallowed up in traffic jams, there is only one tool that has a proven track record. It’s the tool that we use to allocate scarce resources everywhere else in the economy: pricing.

By pricing roads and transit so that users pay less to travel on less busy routes and during less busy times of day, drivers and transit riders who have more flexibility can change when or where they decide to travel and free up valuable space for those who have no option but to travel at that time or on that route. A basic level of mobility pricing is already in place in Metro Vancouver in the form of transit fares, parking fees and bridge tolls. More refined time- and distance-based mobility pricing for both transit and roads would greatly enhance system efficiency and fairness. Revenue generated can be used to reinvest back in the transportation system.

A more comprehensive approach to mobility pricing on the region’s road system has long been supported by local governments in Metro Vancouver — having been a central plank of the region’s transportation strategy in 1993 (Transport

MANAGE

Goods Movement Management

Regional economic prosperity depends on the efficient movement of goods within the region — an objective which TransLink has a clear mandate to support. However, to date the region has lacked a cohesive goods movement strategy — largely because of the complexities and shared responsibilities of freight-related planning and governance. TransLink is currently working with its partners and stakeholders to develop and adopt that long-overdue strategy.

It should be noted that this region also plays an important role in national and international goods movement as a gateway between Canada and Asia-Pacific where goods are loaded and unloaded between ships, planes, trains and trucks. This trans-shipment of goods between the Port and intermodal facilities, accounting for approximately 36% of heavy truck movements in the region, is the responsibility of the Provincial and

Federal governments and should occur primarily on Provincial highways to minimize negative impacts on local communities. TransLink and local governments will continue to coordinate under senior government leadership on these issues.

Even within the domain of goods movement serving local markets, TransLink has limited authority; and so, to make progress, increased collaboration with partners is required. To support goods movement, this Vision commits TransLink and its partners to further investments in safety improvements for rail and trucks, work towards streamlining and harmonizing goods movement regulations, introduce mobility pricing on the road network to reduce congestion and make room for high-value commercial trips, and further coordination on regional data collection, analysis and planning.

2021). At that time, the strategy was to introduce more comprehensive road usage charges only after significantly better alternatives to solo driving were made available. Twenty years later, this region has made recognized progress in expanding walking, cycling, and transit options. More investment is yet needed to avoid falling behind and to make walking, cycling and transit viable options in more parts of the region — as outlined in this Vision. However, instead of putting it off to yet another day, we are now firmly committed to staging the introduction of more comprehensive mobility pricing on the road network in tandem with these investments. In this way, we'll see more immediate benefits in terms of reducing congestion, improving fairness by asking people to pay for what they actually use, and generating revenue to support needed investments across the transportation system.

For roads, this Vision proposes to implement more comprehensive mobility pricing within the first 5 to 10 years. An important early step before launching such a complex program is to undertake a major field study and consultation, beginning immediately, and undertake the necessary technical, implementation, and alternatives analysis together with our

partners to understand how best to make this transition. For transit, we will be leveraging Compass Card technology to work towards a more refined time-and-distance based transit fare system.

Improve parking management: Parking is a functional and economic necessity, but providing plentiful and free parking is an invitation to drive for even the shortest trip. This Vision will engage municipalities, parking providers, carsharing providers, and other partners to collaborate on automobile parking strategies that both support regional land-use and transportation goals and improve convenience and reliability for motorists.

Expand personal travel planning & incentives program: To make travel choices that work best for both themselves and for the system, sometimes people and businesses just need better information about their options and have the right incentives to use them. This Vision will broaden the reach of the existing TravelSmart program with in-person travel planning consultations at the workplace, school and neighbourhood levels, and will develop technology-based



This Vision calls for managing the transportation system to be more efficient, fair and user-focused, including implementing time- and distance-based mobility pricing over the longer term for roads and transit, to keep people and goods moving.

solutions, such as Compass Card add-ons, smartphone apps, and online portals that will both improve the customer experience and promote behaviour that maximizes the productivity and cost-effectiveness of our system.

Implement integrated information & payment system: This Vision includes development of a single online and in-person hub that provides on-demand travel and goods movement information within the region, irrespective of mode or operating agency. The Vision will also work towards a single integrated payment platform — based on Compass Card — that works across all modes of transportation, including services not delivered by TransLink such as car-sharing, bicycle-sharing, taxis, ferries, neighbouring transit services, auto and bicycle parking, and road user charges.

Implement transit priority measures: This Vision provides for investment in transit priority as a highly efficient way to move passengers along the region's busiest routes. Some key transit investments, especially Frequent Transit and B-Line service, will require municipal collaboration on signal priority, dedicated transit lanes, queue jumpers and other measures

that will result in a faster, more efficient, more reliable and more cost-effective transit service.

Improve road system management: Partnerships will be sought to deliver traffic management projects including system monitoring, adaptive signal control, traffic signal pre-emption, rapid incident response, roadwork permit and scheduling, and jurisdictional coordination to improve the performance of the road network and mitigate the impact of incidents on travel time reliability for people and goods. Expanded road user information through web-based channels and dynamic information signs will allow system users to make informed route choices.

Streamline and harmonize goods movement regulations: In addition to all of the other goods movement supportive investment and management actions already described above (e.g. road and transit investment, ITS, mobility pricing), this Vision commits TransLink to working with its partners to streamline and harmonize freight-related regulations and policies across the region, including truck route designation, truck permitting, and truck size/weight/noise regulations.

PARTNER

Partner to make it happen

We firmly believe in the need for the investments and initiatives contained in this Vision and also recognize that strong partnerships will be necessary to achieve the intended objectives of these investments and management actions. In particular, the location of jobs and housing affects where and how much people, goods and services need to travel.

TransLink, which is responsible for providing the regional transportation system that moves people and goods, along with Metro Vancouver and the municipalities, which are responsible for developing land-use plans, must Partner to ensure that land-use plans and transportation investments are well aligned. There are two key issues here: one is to arrange homes and workplaces and industrial land in such a way that people and goods don't have to travel so far — no matter which mode they choose. The other is to provide road and transit investments appropriate to the land-use context — investing in transit along corridors where the conditions are in place to make it cost-effective and investing in goods movement-related road improvements to connect industrial land that is protected.

Support the region's land use vision: A primary objective of this Vision is to deliver the transportation initiatives necessary to realize Metro Vancouver's Regional Growth Strategy, which emphasizes the importance of creating a compact urban area that places affordable housing, industrial land, jobs, and major destinations in the right locations, so that walking, cycling,

and transit are convenient transportation choices and goods movement trips are efficient.

Land-use planning and transportation investment decisions need to be brought forward in tandem. An efficient transportation system that gets the most value out of the investments outlined in this Vision will leverage relationships to:

- Ensure that planned land use supports regional transportation investments, including through the introduction of a more formal process for TransLink to review major development proposals, as required in its legislation
- Facilitate municipal infrastructure projects that support efficient transit service, including walking and cycling connections to transit
- Establish partnership agreements and plans in advance or concurrent with transportation investment decisions to provide more certainty around the scope and timing of agreed-upon land-use changes, policy changes (e.g. parking management) and new transportation investments

PARTNER

Ensure effective regional coordination through strong partnerships: The complexities and shared responsibilities of regional transportation require a coordinated effort from many partners including municipalities, Metro Vancouver, TransLink, provincial and federal agencies, Port Metro Vancouver, the Vancouver International Airport, private sector businesses, and community organizations. Through this Vision, the Mayors' Council charges TransLink to take a more direct role as a convener of multi-partner dialogue and transportation planning.

Establish funding that is stable, sufficient, appropriate and influences travel choices: The investments in this Vision require stable, sufficient, and appropriate funding that is both affordable and equitable for the people of the region. Finding the right mix of funding sources in both the short and long term requires partnerships — including contributions from federal, provincial and local levels of government.

Monitor progress towards our desired outcomes: Performance-based decisions require good information and rigorous monitoring of what is happening on the system and tracking the initiatives contained in this Vision. This Vision commits to coordinating with all partners to develop and continuously improve a regionally consistent system of monitoring, evaluation, and transparent reporting that also enables third-party analysis and facilitates the appropriate updating of strategies in future investment plans.

Partnerships are essential for major capital projects: Major capital initiatives, including rapid transit and the Pattullo Bridge, are essential for connecting the region, supporting the economy and creating sustainable communities. These are generational projects that produce local, regional, provincial and national benefits. And their significant costs also mean that all levels of government need to contribute financially in order to make them a reality.

As a region, we believe these are critical initiatives to advance immediately and, through this Vision, we are committing the region to fund up to one-third of the capital costs and to assume the long-term responsibility for operating and maintaining these services. We are counting on senior governments to match our commitment to capital and provide at least two-thirds of capital funding, reflecting the national and provincial significance of this infrastructure and their contribution to achieving provincial and national goals. We recognize current programs will need to be expanded and we will continue the dialogue with senior governments to advocate for near-term funding to realize this Vision.

As a region, we recognize host municipalities carry a substantial responsibility to integrate regional transportation infrastructure into local streets and communities. This can be a challenge in established communities, and can sometimes stretch the capacity of existing programs. To address this, TransLink will partner financially with host municipalities and large institutions to ensure this support infrastructure is put in place concurrent with the delivery of major capital projects.

PARTNER AGREEMENTS

Local communities also benefit tremendously from major capital investment, which generates higher land values, brings incremental tax revenue and supports city building objectives. We recognize that the business case for these investments depends upon host communities putting into place the conditions for success and are committed to ensuring formal partnerships are in place. As a demonstration of this commitment, and to provide surety that the full benefits will be realized, the Mayors' Council, TransLink and host municipalities will develop Partnership Agreements. These Agreements will be brought forward for approval by the Mayors' Council before or with project approval and funding by the Mayors' Council in a 10-Year Investment Plan.

PARTNER

Local Contributions

Major investments will require financial contributions from all levels of government. Through more detailed work, TransLink will work with host municipalities to design these projects to meet regional needs and fit local community visions. We recognize the role that host municipalities play in bringing these investments to life through financial contributions that reflect the local benefits and also in meeting community objectives. These project contributions will be established concurrent with project funding agreements and approvals.

1. Financial contributions:

- A.** Any municipal financial contribution is intended to cost-share for a specific project providing both regional and local impact. These may be one-time, ongoing or property contributions towards direct construction costs. These contributions may also be sourced from developer or development-related mechanisms.
- B.** Local financial contributions may take the form of in-kind contributions such as:
- The infrastructure
 - Additional or future stations, or station exchange upgrades or relocations
 - Required roadway infrastructure, for transit infrastructure or connections to new bridges
 - Contributions from developers and development activity towards stations (new or major upgrades)
 - Lump sums or ongoing contributions towards funding the construction of the project
 - Transit priority measures and municipally provided transit infrastructure (e.g. bus shelters)

2. Land use and densities around stations and corridors:

- A.** Ensuring that the appropriate regulatory, zoning, development and parking policies are brought forward concurrent with project approvals to create certainty around development intentions and financial performance of the investment.
- B.** Commitments to supportive plans and policies to be developed for neighbourhood, station area, corridor or other land-use designations to facilitate the conditions for successful implementation.

3. Investment and supportive actions in station areas:

- A.** Constructing the connecting infrastructure and establishing management policies necessary to deliver transportation performance.
- B.** Support frameworks for developer contributions for stations and corridor upgrades.
- C.** Collaborate on potential transit-priority measures.

TRANSLINK CONTRIBUTIONS

Municipalities require reciprocal certainty on the commitments and actions that will be undertaken by TransLink. The Partner Agreements will define TransLink's:

- Planning and process commitments including ensuring direct municipal involvement
- Project investment commitments: capital, operating and phasing
- Related investment commitments: transportation service and system integration
- Policies and actions: service level expectations and thresholds
- Funding

Similar models have been used successfully in other regions, and their use in Metro Vancouver will help fully realize the benefits of these facilities and provide value to residents and taxpayers.



Some expansion can proceed quickly given existing fleet and project readiness. Timing of major service and infrastructure advancement will require procurement and design and will take longer to implement.

TIMING AND COST

The investments and actions that we pursue in the first 10 years will lay the foundation for the full 30-year Vision. In the following pages, we outline the projects and program areas that will be delivered in those first 10 years, including detailed information on cost and indications of potential timing. Actual timing will depend upon the approvals of funding, availability of existing or new fleet, facilities and supporting infrastructure.

The timing of investments will be influenced by factors such as readiness, availability and cost of labour and construction materials, the ability to secure fleet, funding certainty and financing considerations. Some expansion can proceed quickly given existing fleet and project readiness. Timing of major service and infrastructure advancement will require procurement and design and will take longer to implement. Near-term investment opportunities and priorities include accommodating expansion within existing fleet and early investment in walking access to transit and cycling followed by new fleet transit expansion in high-demand corridors.

In bringing this Vision to the region, we have assumed that the necessary funding will be approved at the earliest possible time. Funding delays will likely result in timeline changes. If full funding does not become available, projects will be prioritized based on their performance towards achieving the goals and targets outlined in the Regional Transportation Strategy.

Table 1: TIMING AND COST

AREA	PROJECT	TOTAL CAPITAL COST (2015 \$)	ANNUAL OPERATING COST (2015 \$)	TIMING YRS 0-5	TIMING YRS 6-10
TRANSIT					
Burnaby	New B-Line: Metrotown to Capilano University via Willingdon Avenue	\$11.2 million	\$5.8 million		•
North Shore	New B-Line: Dundarave to Phibbs Exchange via Marine Drive/3rd Street	\$9.4 million	\$4.6 million	•	
North Shore	New B-Line: Lynn Valley Centre to Downtown Vancouver via 29th Street, Lonsdale Avenue and Marine Drive	\$12.5 million	\$6.3 million		•
Northeast Sector	New B-Line: Coquitlam Centre to Maple Ridge via Lougheed Highway and Dewdney Trunk Road or Coquitlam Centre to Langley via Lougheed Highway and 200th Street	\$9.4 million	\$4.9 million		•
Richmond/ Burnaby	New B-Line: Richmond-Brighouse Station to Metrotown via Knight Street, Bridgeport Road and Garden City	\$3.1 million	\$1.7 million	•	
South of Fraser	Extend 96 B-Line to White Rock Centre via King George Boulevard and 152 Street	\$3.7 million	\$1.9 million		•
South of Fraser	New B-Line: Scott Road Station to Newton Exchange via Scott Road and 72 Avenue	\$8.7 million	\$4.4 million	•	
South of Fraser	New B-Line: Surrey Centre to Langley via Fraser Highway	\$11.9 million	\$6.1 million	•	
Vancouver	New B-Line: Downtown Vancouver to SE Marine Drive via Victoria Drive/Commercial Drive	\$7.5 million	\$3.9 million		•
Vancouver/ Burnaby	New B-Line: Downtown Vancouver to SFU Burnaby via Hastings Street	\$4.4 million	\$2.1 million	•	
Vancouver/UEL	New B-Line: Joyce-Collingwood to UBC via 41st Avenue	\$10.0 million	\$5.1 million	•	
Region-wide	Improve and expand Frequent All-Day Service	\$84.9 million	\$43.6 million	•	•
Region-wide	Improve and expand Frequent Peak Service	\$44.7 million	\$23.6 million	•	•
North Shore	Increase peak frequency of SeaBus to every 10 minutes	\$31.2 million	\$4.7 million	•	
Region-wide	Improve and expand Basic Coverage Network	\$7.2 million	\$4.4 million	•	•
Region-wide	Increase HandyDART service and resources	\$19.9 million	\$14.7 million	•	•
Region-wide	Increase NightBus service	no capital cost	\$2.1 million	•	•
Region-wide	New bus depot to accommodate service growth	\$150 million	\$15.9 million		•
Region-wide	Transit facilities upgrade/expansion and new facilities programs (\$5.2M capital per annum for 10 years)	\$52 million	\$2.2 million	•	•
North Shore	Lonsdale Quay facility improvements	\$10.4 million	\$0.2 million	•	
Region-wide	Expo Line and Millennium Line upgrades	\$765 million	\$53.5 million	•	•
Region-wide	Canada Line upgrades	\$52.4 million	\$16.2 million	•	•

Table 1: TIMING AND COST CONTINUED

AREA	PROJECT	TOTAL CAPITAL COST (2015 \$)	ANNUAL OPERATING COST (2015 \$)	TIMING YRS 0-5	TIMING YRS 6-10
TRANSIT					
Region-wide	West Coast Express upgrades	\$36.4 million	\$5.0 million	•	•
Surrey	Rapid transit in Surrey	\$2,140 million	\$23.2 million		•
Vancouver	Rapid transit along Vancouver's Broadway corridor to Arbutus	\$1,980 million	\$22.3 million		•
ROADS					
New Westminster/Surrey	Replacement of Pattullo Bridge (4-Lane expandable option)	\$980 million	no net new operating costs		•
Region-wide	Program: Allowance for MRN additions	—	\$4.7 million	•	•
	Additional operations & maintenance Additional pavement rehabilitation (\$3.6M per annum by Year 10)	\$26.3 million	—	•	•
Region-wide	Program: Capital for minor MRN upgrades (\$20M capital per annum for 10 years)	\$200 million	—	•	•
Region-wide	Program: Capital for seismic investments on MRN (\$13M capital per annum for 10 years)	\$130 million	—	•	•
CYCLING					
Region-wide	Investments in cycling network/routes and secure bicycle parking (\$16.5M capital per annum by Year 6)	\$131 million	\$1.5 million	•	•
WALKING					
Region-wide	Pedestrian improvements: access to transit (\$5M capital per annum by Year 6)	\$35.0 million	—	•	•
SYSTEM MANAGEMENT					
Region-wide	Expanded demand management programs (e.g. information, incentives, and integrated payments)	\$28.6 million	\$8.7 million	•	•
Region-wide	Investments in transit priority	\$193 million	no net new operating costs	•	•

Notes:

1. Capital costs do not reflect impact of partner government contributions. Capital costs are 10-year totals, with the exception of rapid transit in Surrey, which reflects capital costs through Year 12. B-Line capital costs reflect savings associated with replacement of some existing services with new B-Line or Better service.

2. Operating costs are per-annum figures following full project implementation. B-Line operating costs reflect savings associated with replacement of some existing services with new B-Line or Better service. Operating costs do not reflect impact of incremental fare or toll revenues.

Table 2: SUMMARY OF INVESTMENTS AND ANNUALIZED NET COST

INVESTMENT AREA	DESCRIPTION	ESTIMATED ANNUALIZED NET COST TO THE REGION (2015 \$)
TRANSIT		
B-Line or Better Investment	11 B-Lines	\$28 million
Other Bus Transit Service	Approx. 25% service hour increase over today, including more frequent bus and SeaBus service, new coverage areas, and additional HandyDART and NightBus service; new depot to serve bus fleet growth (including B-Lines)	\$59 million
Transit Facilities	13 new facilities to support expanded transit service	\$4 million
Upgrades to Existing Rapid Transit	Fleet, station, and system upgrades for Expo, Millennium, and Canada Lines and West Coast Express	\$75 million
Surrey Rapid Transit	LRT: 104 Avenue and King George Boulevard LRT: Fraser Highway	\$83 million
Broadway Rapid Transit	Rapid transit along Vancouver's Broadway corridor to Arbutus	\$43 million
ROAD INVESTMENT		
Pattullo Bridge	Replacement of Pattullo Bridge	Cost of Pattullo replacement is offset by user fees and provincial contribution to debt service cost
Major Road Network (MRN)	Capital for minor MRN upgrades, allowance for MRN additions, increased funding for operations, maintenance and rehabilitation	\$36 million
CYCLING	Program funding for cycling routes and bicycle parking	\$13 million
WALKING ACCESS TO TRANSIT	Funding to support pedestrian access to transit	\$3 million
SYSTEM MANAGEMENT	Expanded demand management programs (e.g. information, incentives, and integrated payments)	\$11 million
	Investment in transit priority (e.g. B-Line or Better)	\$7 million

Note: New regional funding would respond to the net costs of operating and financing new investments — after accounting for partner government contributions and user revenues (fares, tolls). Estimated annualized net cost to the region is the approximate amount of additional annual revenue ultimately required to deliver, operate, and maintain each project or category of investment. The figure reflects annual costs following full implementation of each project/program. Total revenue requirements include other costs associated with an expanding and aging system, for example additional costs associated with maintaining the system in a state of good repair.

Table 3: INVESTMENTS BY SUB AREA

	Regionally significant infrastructure	Burnaby, New Westminster	Langley's	North Shore	Northeast Sector	Richmond	South of Fraser	Vancouver, UBC, Electoral Area A
TRANSIT								
B-Line or Better		•	•	•	•	•	•	•
More frequent bus service		•	•	•	•	•	•	•
New bus coverage areas			•		•		•	
SeaBus: Increase peak frequency to every 10 minutes				•				•
Increase NightBus service		•	•	•	•	•	•	•
Increase HandyDART service and resources		•	•	•	•	•	•	•
Transit facilities		•	•	•	•	•	•	•
Upgrades to existing rapid transit	•	•			•	•	•	•
Surrey Rapid Transit	•		•				•	
Rapid transit along Vancouver's Broadway corridor	•	•			•			•
ROADS								
New Pattullo Bridge	•	•				•	•	
Capital for minor MRN upgrades, allowance for MRN additions, increased funding for operations, maintenance and rehabilitation		•	•	•	•	•	•	•
CYCLING								
Build the bike network over 20 years, fund cycle routes, and expand bike parking		•	•	•	•	•	•	•
WALKING ACCESS TO TRANSIT								
Funding to support access to transit		•	•	•	•	•	•	•
SYSTEM MANAGEMENT								
Expanded demand management programs (e.g. information, incentives, and integrated payments)		•	•	•	•	•	•	•

Langley's: City of Langley, Township of Langley

North Shore: Bowen Island, City of North Vancouver, District of North Vancouver, District of West Vancouver, Lions Bay

Northeast Sector: Anmore, Belcarra, Coquitlam, Maple Ridge, Pitt Meadows, Port Coquitlam, Port Moody

South of Fraser: Surrey, White Rock, Delta, Tsawwassen First Nation

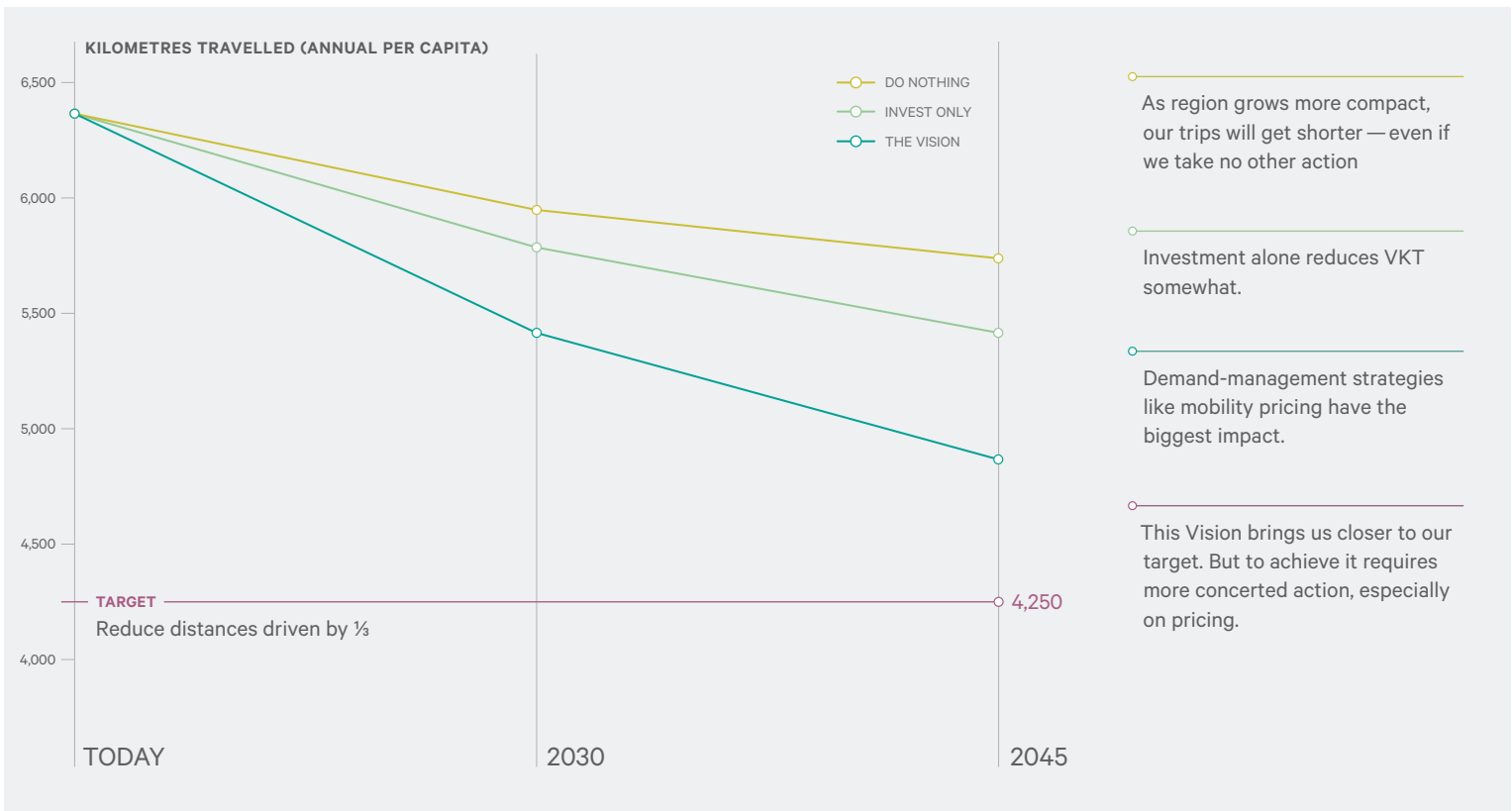


Figure 6: STEADY PROGRESS TOWARDS REDUCING PER CAPITA VEHICLE KILOMETRES TRAVELLED (VKT)

This Vision will make significant progress towards our 2045 target of making it possible to reduce the distance we drive by one-third.

OUTCOMES

The Metro Vancouver Regional Growth Strategy and the Regional Transportation Strategy set out clear goals for the region including: a sustainable economy; healthy people and communities; and a clean environment. This Vision sets out key investments and actions that will help to achieve those goals and ensure that people and goods spend less time stuck in traffic and more time doing what they really set out to do. To evaluate our progress, we have identified two headline targets that are key to our success:

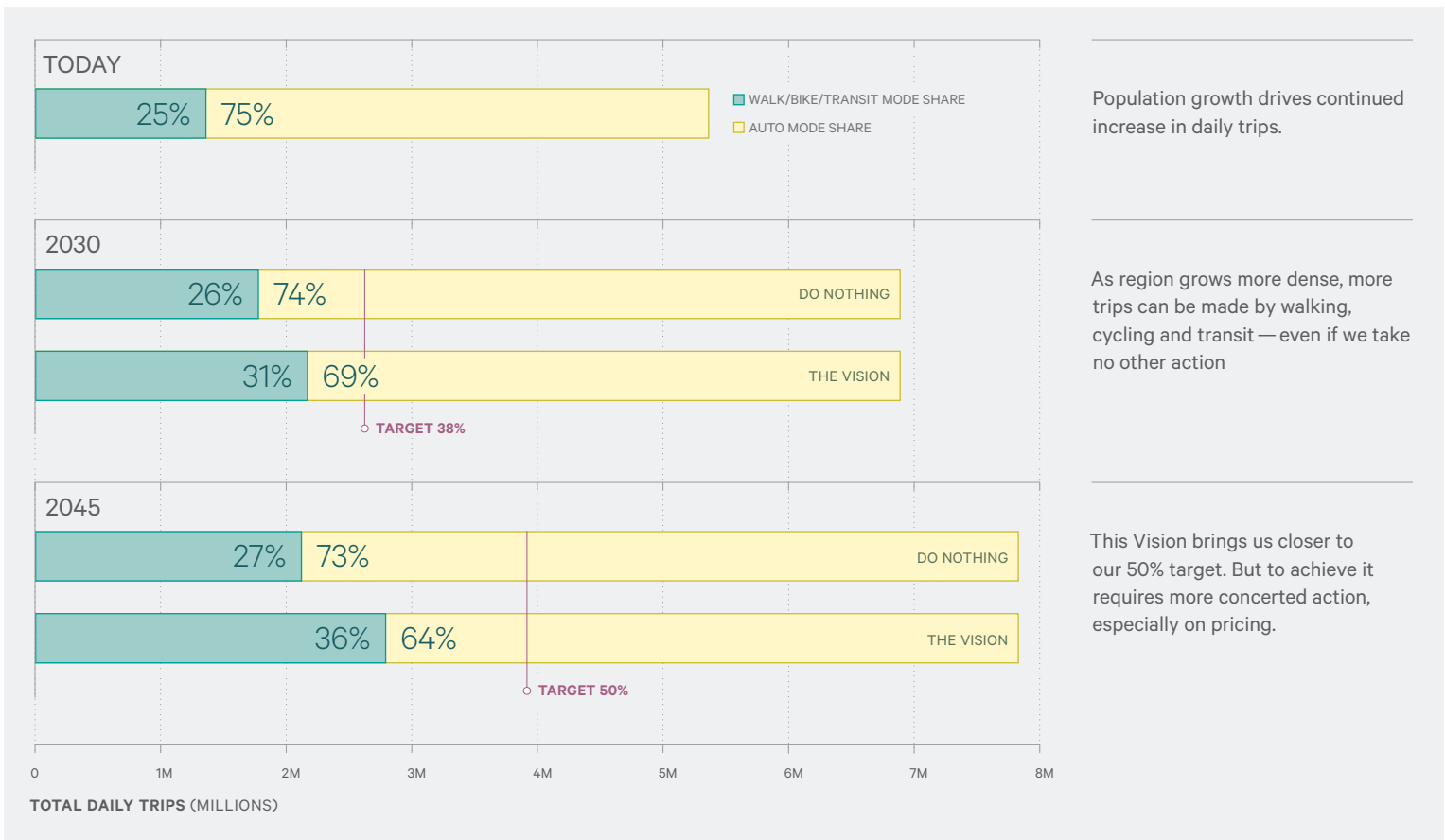
1. Make it possible to reduce the distances people drive by one-third
2. Make it possible to make half of all trips by walking, cycling and transit

Because these metrics do a good job of capturing all of the region’s goals and aspirations, the Mayors’ Council evaluated each of the projects and program areas in this Vision against their ability to help reach those targets. We also weighed the entire package for its impact on:

- Access to jobs
- Roadway congestion

- Transit overcrowding
- Travel time reliability for people and goods
- The need to own a car (and access to jobs and services for people without a car)
- Public health and safety, including air pollution, traffic collisions and physical activity
- Greenhouse gas emissions
- Land consumption

By 2045, the actions in this Vision will reduce the distances that people drive by 24% — about three-quarters of the way to our target of 33% (Figure 6). This progress comes partly through the investment in alternatives to driving, but fully three-quarters of that progress is from the introduction of time- and distance-based road tolls. Clearly, to make further progress on this target, pricing will need to play a pivotal role. We should note that, although the amount driven per person is going down, we’re still adding more than a million people to the region over the next 30 years. As a result, the total amount of driving will still increase somewhat, but not by nearly as much as it would have if we had taken no action.



Population growth drives continued increase in daily trips.

As region grows more dense, more trips can be made by walking, cycling and transit — even if we take no other action

This Vision brings us closer to our 50% target. But to achieve it requires more concerted action, especially on pricing.

Figure 7: STEADY PROGRESS TOWARDS OUR WALK, BIKE AND TRANSIT MODE SHARE TARGET

This Vision will make significant progress towards our 2045 target of making half of all trips by walking, cycling or transit.

The actions in this Vision will bring the walking, cycling and transit mode share from 25% today to 36% by 2045 — representing more than 1 million new trips by these modes and about half of the way to our target of 50% (Figure 7). Again, while we are making good progress towards this target, we need to redouble our efforts if we hope to achieve it by 2045.

With fewer cars, less driving, and more walking, cycling and transit, this Vision will generate a host of other benefits. With more affordable travel choices, we’ll save money — on average, about \$500 per household every year. Households who are able to give up one car because of much improved transportation choices will save almost \$10,000 every year. We’ll also save time — reducing congestion on the roads by 10%, reducing commute times by 20 to 30 minutes in some of the region’s most congested corridors, and coming close to eliminating the problem of leaving people behind on the curb by buses that are too full to pick up any more passengers. These transportation improvements provide strong support for the economy, as people gain new access to tens of thousands of jobs, and businesses gain new access to tens of thousands of new workers. We’ll make progress on

provincial and regional climate protection targets — keeping transportation emissions at today’s levels even as we grow by more than a million people. And we’ll see major health gains with about 200 lives saved every year due to the health benefits of more walking and cycling and fewer traffic fatalities as a result of less driving. These substantial public health, safety and wellness benefits have been recognized by the two regional health authorities — Vancouver Coastal Health and Fraser Health — both of which indicate strong support for transportation investment.

Thus, this Vision constitutes a significant advance toward our collectively held regional goals, resulting in positive outcomes that we can continue to build upon later by completing projects we cannot afford in the first 10 years and, critically, by continuing to manage and price the system for efficiency and fairness, and working closely with our partners to support the creation of compact, transit-oriented communities that support efficient and sustainable travel choices.

EVERYONE BENEFITS

Once the region implements this 10-Year Vision, we will...

Save Time 

SPEND LESS TIME STUCK IN TRAFFIC

This Vision will almost eliminate transit pass-ups and reduce traffic congestion by 10% allowing you to save 20–30 min per day in travel time on some of the region’s most congested corridors.

EXAMPLE TRANSIT TRAVEL TIME SAVINGS (RETURN TRIPS)

- 30min →
- Surrey Centre to Coquitlam
 - Ladner to Langley

- 20min →
- Lynn Valley to New Westminister
 - Central Broadway to North Surrey

EXAMPLE AUTO TRAVEL TIME SAVINGS (RETURN TRIPS)

- 20min →
- Steveston to North Surrey
 - Metrotown to the Langleys

- 15min →
- Surrey Centre to Vancouver
 - North Shore to Tsawwassen

Save Money 

SPEND LESS MONEY GETTING AROUND

If your family drives to work most days, this Vision will put more than \$500 back in your hands every year.

Save \$200 → on things like gas and maintenance by spending less time idling in traffic

Save \$300 → in wasted time by moving faster

If your family takes transit to work most days, this Vision will save you \$1000 every year by cutting the cost of wasted time.

Families can save more than \$10,000 per year by giving up one car and taking transit. By building the Vision, this will be a realistic option for 70% of the population — or 1.5 million more residents — who can now walk to frequent transit.

% OF RESIDENTS WITHIN WALKING DISTANCE OF FREQUENT TRANSIT

	TODAY	2045
ALL-DAY FREQUENT TRANSIT	50%	70%
B-LINE	5%	25%
RAPID TRANSIT	15%	30%

Be Safer & Healthier 

SAVE LIVES AND PREVENT INJURIES

With less traffic, fewer serious collisions and more opportunities for active travel, this Vision will save about 200 lives and prevent about 4000 serious injuries every year.

A Sustainable Environment 

REDUCE CLIMATE CHANGING EMISSIONS

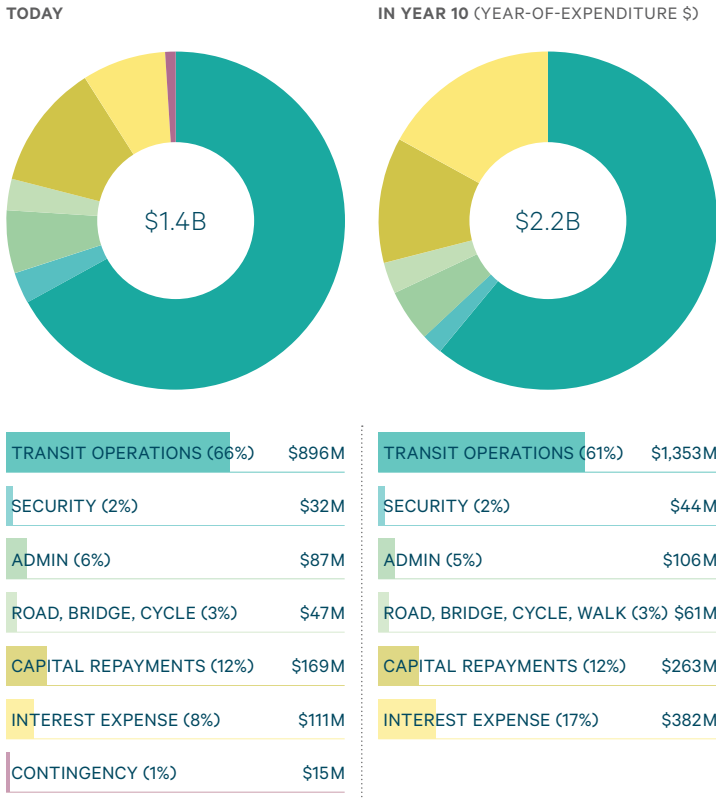
Protect our most valuable asset with a transportation system that maintains our current carbon footprint even as we grow by more than 1 million people.

Enable a Sustainable Economy \$

IMPROVE ACCESS TO JOBS AND MARKETS

Keep our businesses competitive by moving goods and delivering services faster and more reliably and providing access to 10% more potential workers, more jobs, and more markets.

EXPENSES



REVENUE SOURCES

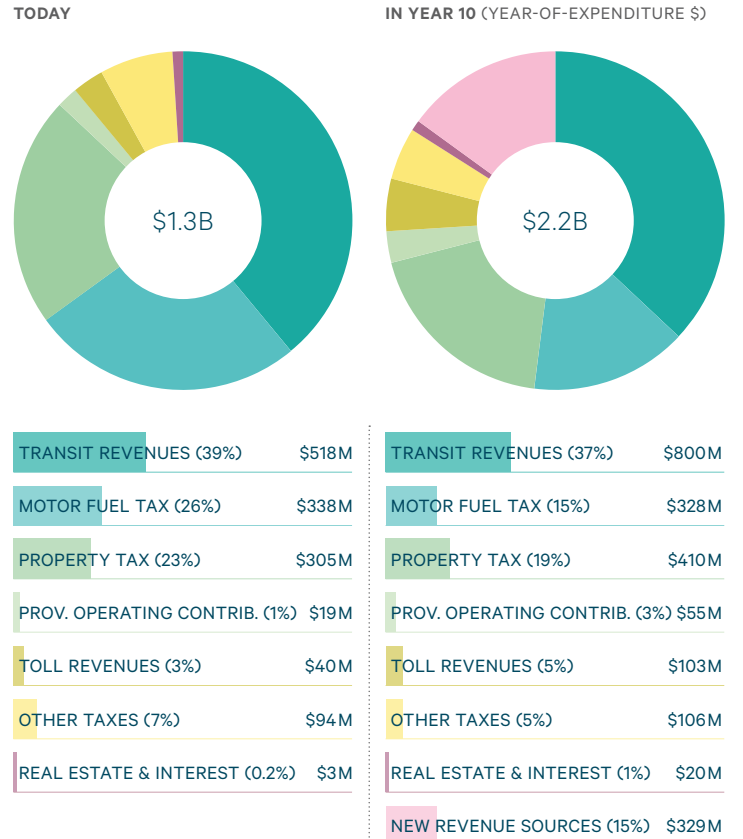


Figure 9: FINANCIAL IMPACTS

Implementation of this Vision over the next 10 years will increase expenditures and will require the use of new revenue sources. New revenue of \$329M in Year 10 is shown in year-of-expenditure dollars; this figure is equivalent to the 2015 \$ amount of \$275M, as shown in Figure 10.

Note: Total revenues and total expenses are not equal in some years, reflecting modest deficits or surpluses (depending on the year) within allowable limits.

FINANCIAL IMPACT

This Vision includes plans for \$7.5 billion in new capital spending, the financing and operation of which would increase TransLink’s annual budget from \$1.4 billion (2014) to \$2.2 billion — representing an average annual increase of approximately 5% (including inflation).

The gap between TransLink’s current revenues and what is necessary to pay for this program is estimated at \$1.9 billion (in inflated, year-of-expenditure dollars) over the 10-year period — after counting anticipated revenue from new transit services and from tolls on a new Pattullo Bridge. This gap must be filled with operational savings, with revenue from new sources, and/or with increases in existing sources. Given project phasing, revenue requirements (in 2015 dollars) would step up in three stages (see Figure 10): starting at \$110 million per year by Year 2; rising to \$275 million per year by Year 7; and to \$390 million per year by Year 12. The new revenue amounts presented here would be sufficient to fund all investments and programs in this Vision. Further expansion would depend upon the availability of additional funding.

Success of this program rests on the following assumptions:

- New funding sources are approved in time to permit new revenue to flow by the start of 2016. (Funding delays might also delay implementation, which could increase costs.)
- Partner governments provide a total of \$3.5 billion (year-of-expenditure dollars) in capital contributions to new rapid transit investments and upgrades to existing rapid transit, including contributions of one-third of eligible expenditures from both the provincial and federal governments. (Any shortfall could reduce the scope or delay the completion of this Vision.)
- Federal gas tax funds continue to support regional transit capital investments, in line with historical levels of \$122 million per year, increasing annually with inflation.
- Tolls (i.e. bridge tolls or region-wide road tolls) are available to finance the Pattullo Bridge replacement, with the Province offsetting (during initial years of operation) any debt service costs in excess of toll revenues.

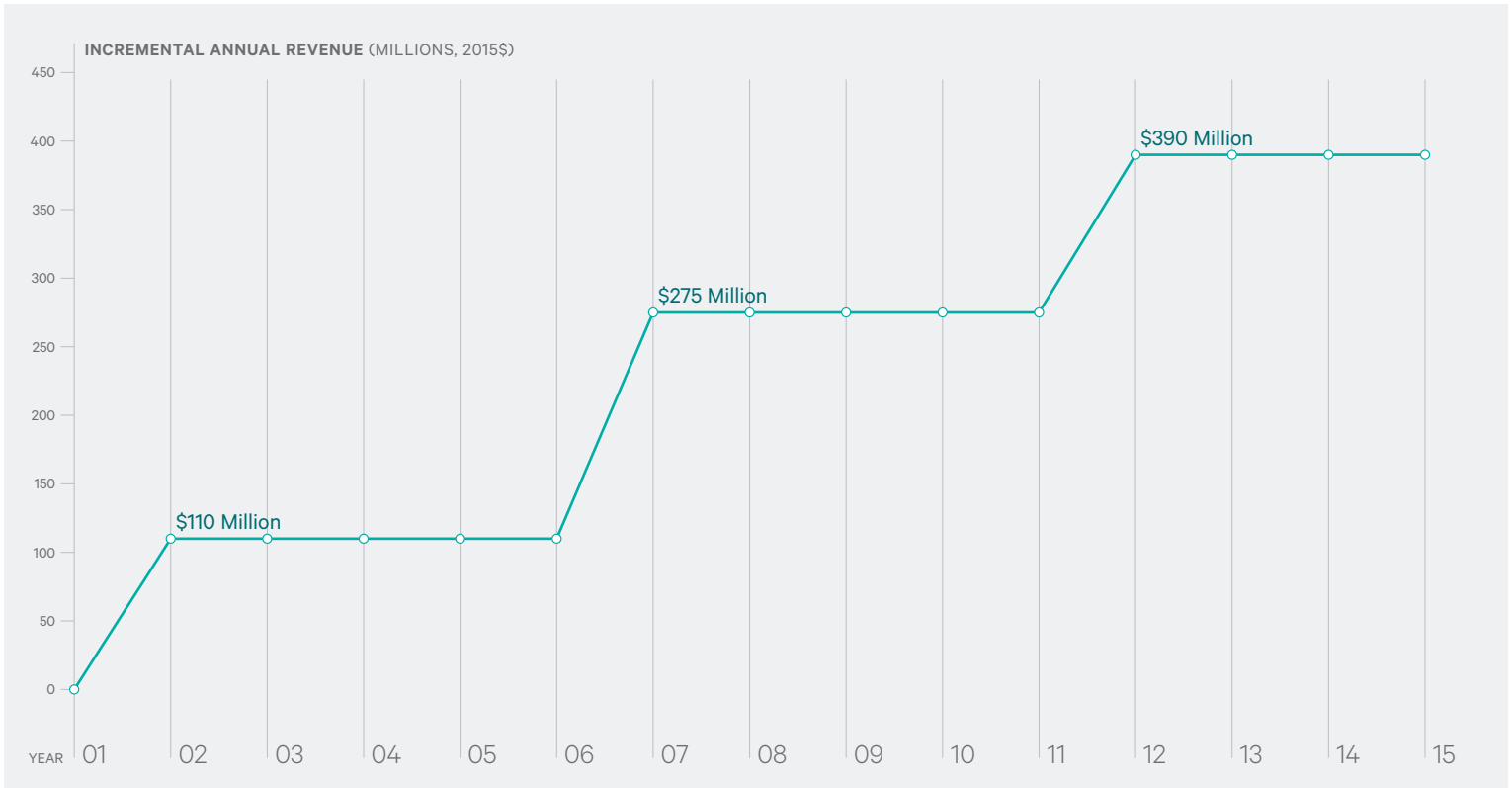


Figure 10: INCREMENTAL REVENUE REQUIREMENTS

The projects outlined in this Vision will be phased, with revenue requirements growing over time as new investments are implemented.

A range of factors could affect the 10-year implementation schedule for this Vision, including labour and material costs, timing of other major investments in the region, and financing considerations. In particular, we must continue to manage our fiscal affairs in a way that ensures ongoing and affordable access to capital from financial markets. By policy (consistent with governing legislation), TransLink maintains a cumulative funded surplus of at least 10% (12% in Years 1 through 3) of its operating budget to protect against unanticipated financial challenges. Failure to honour this policy or maintain TransLink’s credit rating could also drive up costs and affect project timing. With these considerations in mind, the Mayors’ Council is committed to this Vision; the 10-year timeline, while ambitious, is achievable and practical.

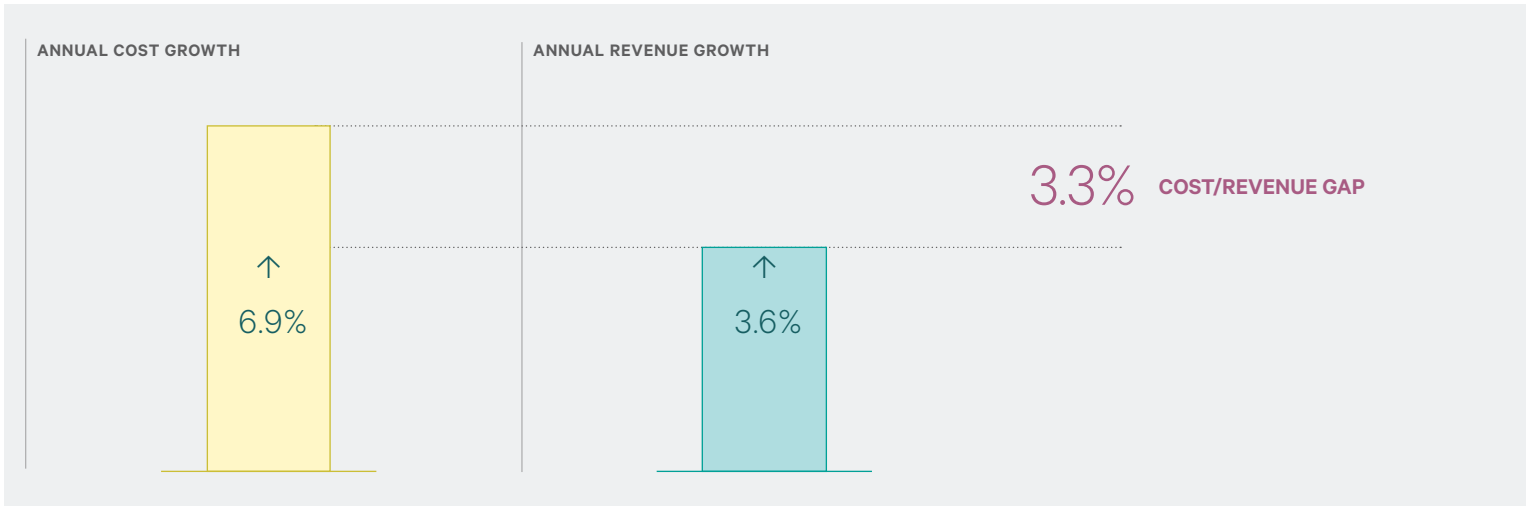


Figure 11: RECENT TRENDS IN COSTS AND REVENUES: OUR MOUNTING CHALLENGE

Rapid population growth and inflation mean that costs are growing every year. And, while we're seeing some growth in transit fare revenue, fuel sales tax revenue is declining every year because of less driving and more fuel efficient vehicles. Ultimately, the growth in current revenue sources is not keeping up with the growing need, meaning that the cost/revenue gap continues to grow every year.

How do we pay?

In 2010, the Province and Mayors' Council signed a Memorandum of Understanding to work together on solutions to fund needed transportation investments over the long term. In the time since, the Mayors' Council has been unwavering in its efforts to resolve this difficult and complex challenge. Of the options available, we have laid out our preferred approach below.

WHY NEW FUNDING SOURCES ARE NEEDED

Three factors contribute to the regional need for new transportation funding sources. First, current funding sources are capped at their maximum legislated rate or, in the case of the gas tax, the revenue levels are in decline, so TransLink is losing ground against inflation. Second, more people are choosing to take transit, creating additional demand on transit service and infrastructure. And third, the regional population is expanding. Figure 11 demonstrates the current relationships between revenues, costs and demand.

Transit users in Metro Vancouver currently pay for about 52% of transit operating costs (not including capital costs), which is a high cost-recovery ratio by industry standards.

Fare increases are generally limited by legislation to 2% per year. These annual increases are already assumed in the base revenue projections. Routine increases beyond 2% per year may be feasible if legislation is amended, but increased fares have the effect of reducing ridership.

Fuel taxes provide TransLink's second-largest revenue source after fares. But as fuel prices have gone up, people have driven less, bought more fuel-efficient vehicles, and/or taken advantage of improved transit service. As a result, fuel tax revenues are declining, a trend that is forecast to continue.

Property taxes are TransLink's third-largest revenue source. By legislation, the total amount of TransLink property tax collected region-wide can regularly increase by a maximum of 3% per year. This, however, does not mean that property taxes increase by 3% for every property. For example, for property tax from residential properties, the growth in dwellings over the past decade averaged about 2% per year, while the property tax rate increase per household for regional transportation has been about 1%. In real terms, the purchasing power of property tax contributions per capita are decreasing

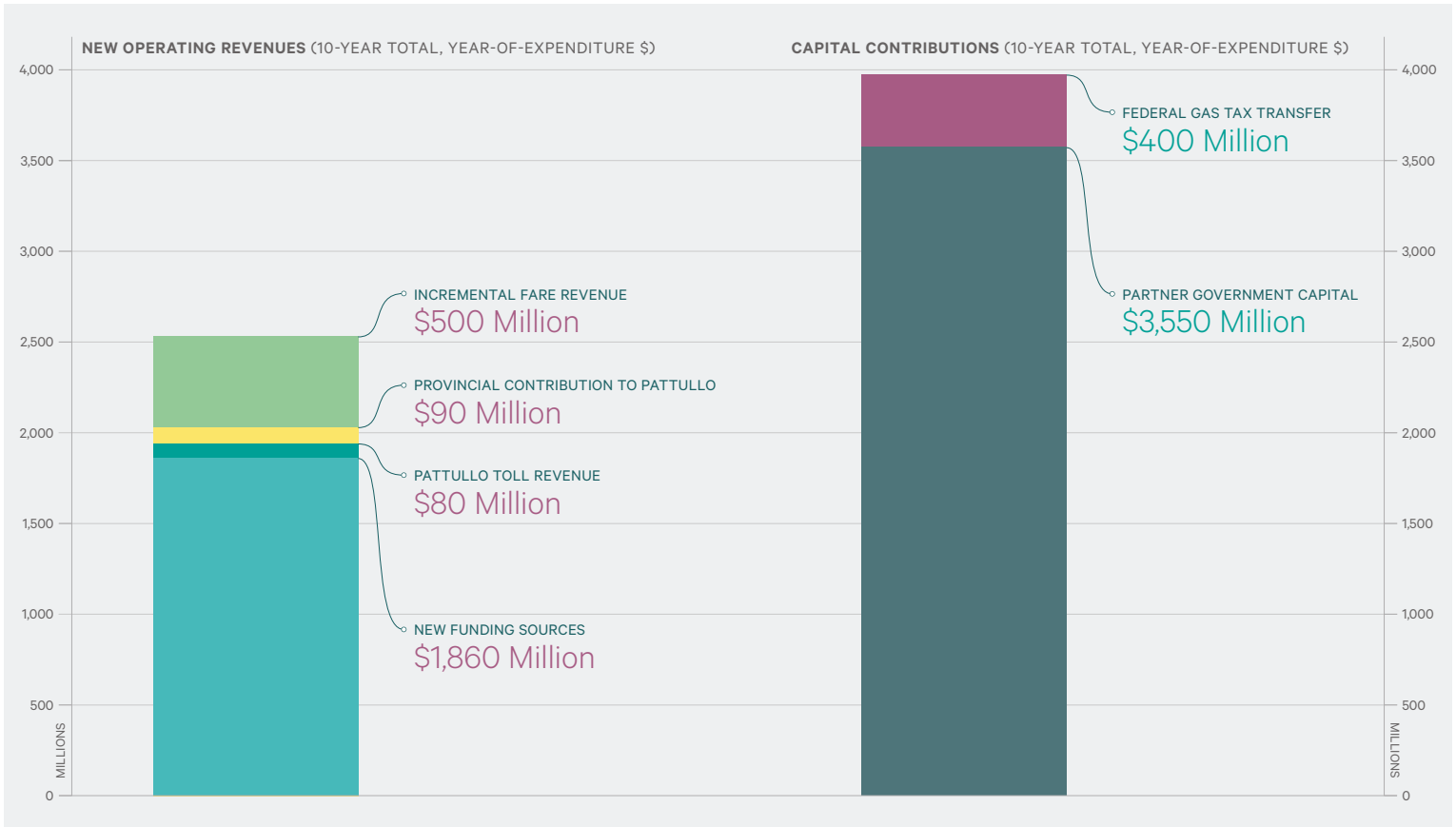


Figure 12: SOURCES OF OPERATING REVENUE AND CAPITAL CONTRIBUTIONS

This Vision depends on significant partner government contributions, increased revenues from fares and tolls, and new funding sources. New funding sources would support both operating expenses and debt service for capital investments.

as the combination of population growth and inflation exceed the 3% annual growth rate.

THE WAY FORWARD ON FUNDING

This Vision counts on significant capital contributions from senior government, additional ridership revenue from new services. After taking these revenues into account, the region will have to raise additional funding, as presented in Figure 10. As discussed in the Financial Impact section, required additional funding would grow over time to \$390 million per year (in 2015 dollars) by Year 12. These incremental increases in funding are a substantial increase, but are not out of line with historic population growth rates and continuing growth in our rapidly growing region.

Members of the Mayors’ Council are committed to exhausting all available options before asking households and businesses to increase the amount that they pay in fees or taxes. The first step is always to seek savings within our current funding envelope, and we are pleased that TransLink has succeeded this year in generating a \$47.9 million funded surplus in 2013. Multiple audits, including one in 2012, confirm that TransLink

is an efficient and well-run organization and that further cost-cutting measures would have a more substantial impact on customer service. In addition, TransLink continues its effort to reduce fare evasion on the transit system by stepping up enforcement.

While a good start, cost-cutting measures alone can’t begin to cover the needs of this rapidly growing region over the coming decades.

In 2011 and 2012, the Mayors’ Council, in conjunction with the Province and TransLink, oversaw the development of a list of potential funding sources for regional transportation, a set of objectives for evaluating them, and an assessment of their potential effectiveness for our region. In early 2013, the Mayors’ Council identified five new revenue tools that we believe are the best candidates for generating necessary new revenues: a regional carbon tax, a vehicle registration fee, a regional sales tax, land value capture and mobility pricing on the road system. Appendix F provides more detail on these five sources as well as the proposed funding framework outlined below.

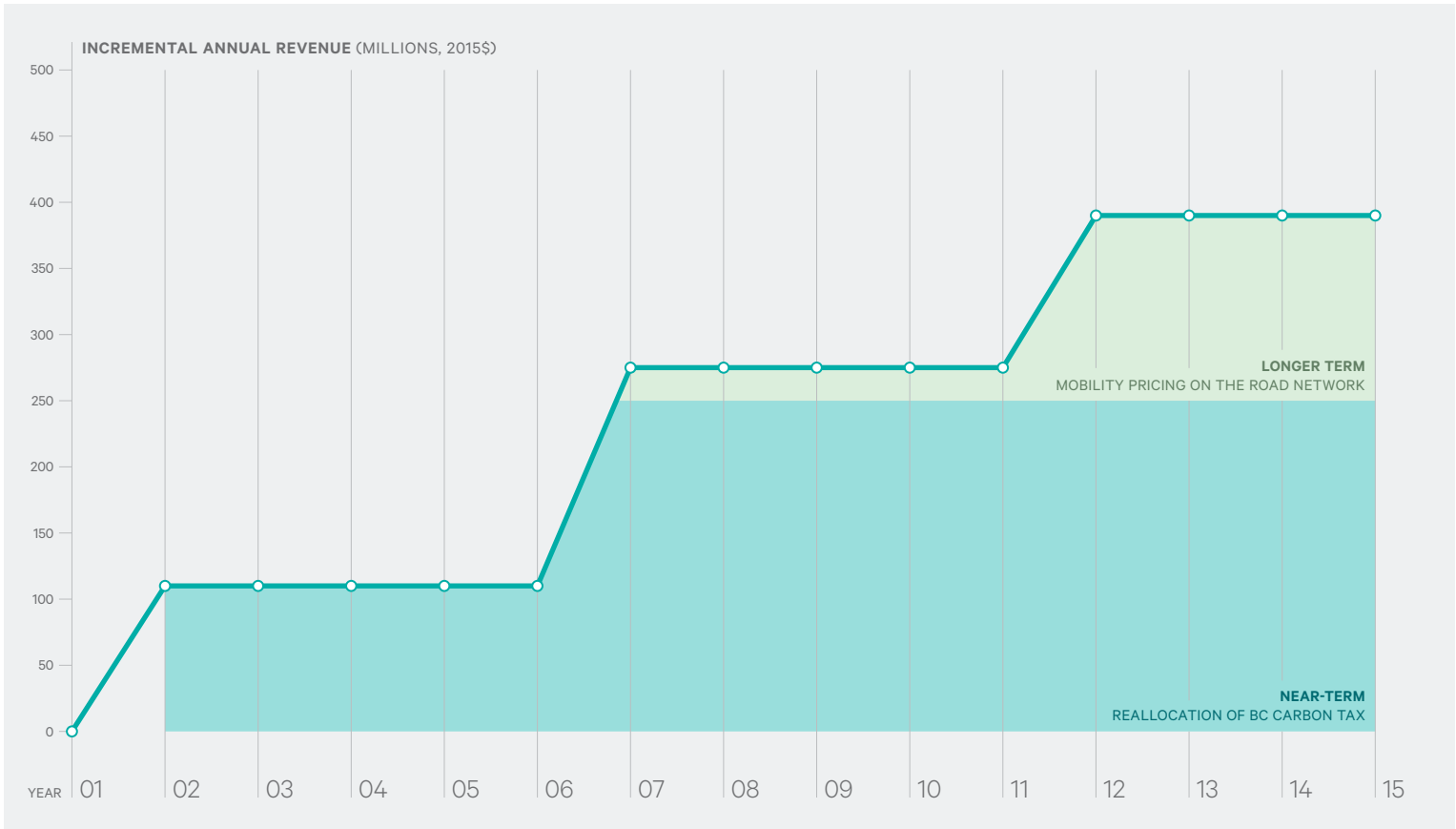


Figure 13: ILLUSTRATIVE PHASING OF INCREMENTAL REVENUE

The near-term period will be funded through BC Carbon Tax and supplementary sources, including land value capture. By Year 7 a more consistent, region-wide approach to pricing road usage will be implemented to provide the further revenues required to deliver the Vision, as well as to provide additional replacement revenues to allow a \$0.06 per litre reduction in the fuel sales tax.

In recent months we have examined how best to draw from this short list to fund the first 10 years of this Vision. We expect that the Vision will rely heavily on one or two of these revenue tools, although other smaller funding sources may also be needed. We also expect that sources will shift over time; some sources may be readily available while others, like mobility pricing on the road system, require much more time to implement. All of these considerations are described in more detail in the draft funding framework in Appendix F.

From an assessment of multiple funding options, we have developed a preferred approach that:

- Performs well against sets of criteria established by both the Mayors’ Council and the Province (described in the Funding Framework in the Appendix)
- Is balanced between different sectors of the economy/ society
- Grows in size over time to keep pace with growth
- Is relatively stable and resilient over time

The Government of British Columbia is the ultimate decision-maker for major new or expanded funding sources for regional transportation in Metro Vancouver. In the section below, the Mayors’ Council has identified our preferred approach to funding for consideration by the Province and we look forward to further discussion on this important subject.

NEAR TERM: Reallocate carbon tax revenues from the region to transportation

In the near term, our preferred approach is to generate approximately \$250 million per year by redirecting to regional transportation a portion of the BC Carbon Tax paid to the Province by Metro Vancouver residents and businesses. This funding source could be implemented all at once or phased in by the end of the decade to correspond with the regional funding need. The BC Carbon Tax is lauded by experts and governments around the world as an effective way to reduce carbon emissions. The positive greenhouse gas reduction benefits of this tax would be greatly increased if the revenues were directed to investments in transit, cycling and walking that provide residents with more alternatives to the private automobile. This approach would better support the original

Mayors' Council Guiding Principles for Funding Regional Transportation

1. System expansion should not occur at the expense of maintaining existing or future system performance and the ongoing state of good repair of infrastructure.
2. Transportation projects will undergo a rigorous alternatives review including full life cycle cost analysis prior to approval.
3. Capital projects expanding or improving the network will be evaluated on impact to the overall network's ability to move goods and people and support land use objectives.
4. Revenue sources should provide pricing signals to link desired user behaviour to overall transportation objectives.
5. Funding should be generated from the goods movement sector to offset costs attributed to the transportation of goods throughout Metro Vancouver, recognizing its role as a gateway to the Province and the nation.
6. Collectively, funding sources should be reliable and predictable, but adjustable against each other as revenue levels change over time.
7. Funding options should be economically efficient in their administration and collection.
8. Transit fare rates should be sensitive to public affordability.
9. Historically, property taxes have been a foundational funding source that reflect the broad benefits of the transportation system but should not increase.
10. As newer more effective revenue sources are introduced, reductions should be considered for funding sources that make the funding mix inconsistent with the principles stated herein.
11. As the Metro Vancouver Region is a key conduit within the provincial and national goods movement strategy, senior levels of government should provide continuing funding to support the transportation needs of the region and the country.
12. Collaboration should exist between TransLink, the Province and Metro Vancouver to ensure alignment with the Regional Growth Strategy and the stated outcomes of regional transportation funding and investment.
13. Funding sources chosen should support sound environmental policy, including legislated reduction of greenhouse gases, and manage demand efficiently.

Approved by resolution of the Mayors' Council on Regional Transportation on May 3rd, 2011

intent of the BC Carbon Tax which is to contribute to the Province's target of reducing greenhouse gas emissions in BC by one-third by 2020 (over 2007 levels).

If the Government of British Columbia chooses not to pursue a reallocation of the existing BC Carbon Tax, another option is to increase the existing BC Carbon Tax rate (currently at \$30/tonne since 2012), for the Metro Vancouver Region specifically to support regional transportation investment. If the Government of British Columbia chooses to increase the BC Carbon Tax for the Metro Vancouver region, it should consider a province-wide increase to also deliver funds to other regions for greenhouse gas reduction initiatives as identified by each region.

LONGER TERM: Staged introduction of mobility pricing on the road network

Over the longer term, the Mayors' Council is committed to implementing time-and-distance based mobility pricing on the road network as an efficient, fair and sustainable method of helping to pay for the transportation system. There are many real-world examples of this approach: numerous highways

across Europe and North America, including Ontario's Hwy 407; variably priced toll lanes in the United States, including Minneapolis and Los Angeles, and more comprehensive city-wide time-and-distance-based road tolls in Singapore. These places have implemented pricing on their roads to manage congestion, support strong economies and fund the transportation alternatives that residents and businesses desire. Developing and implementing a system that meets the needs of this region and province will likely take five to eight years, a schedule that aligns with the roll-out of the majority of the transit expansion in this Vision. Mobility pricing on the road network would help generate funding to implement the remainder of this Vision and shift taxation away from the fuel sales tax — which is a declining revenue source due to increased vehicle efficiency and leakage to areas outside of the region. By generating \$250 million per year from a fair, region-wide approach to mobility pricing on the road network, we will be able to fund the remainder of this Vision and at the same time reduce the price paid at the pump by about \$0.06 per litre.

We are committed to undertaking the necessary technical, implementation, and consultation work with the Province and our partner agencies to understand how best to make this transition to a more effective, fair and consistent approach to mobility pricing on the road network. An important early step is for TransLink to launch a mobility pricing field study in the next year that will help us identify the most promising approaches for implementation that will maximize the benefits for road users and help to minimize any negative impacts.

This Vision calls for usage charges to help pay for the capital cost of the new Pattullo Bridge and to manage demand. A regional introduction of comprehensive time-and-distance based road tolls would lead to a significant reduction or replacement of the existing bridge tolls on the region's currently tolled crossings, including the Pattullo. In this regard, we are particularly pleased that the Province has indicated a willingness to revise its current tolling policy. We look forward to working together on a new policy that will protect the Province's own income expectations while also providing a fair and effective system for funding new investments and managing transportation demand in a rapidly growing and congested urban region.

SUPPORTING SOURCES: Land Value Capture

Land Value Capture mechanisms can also help offset the costs of major transit infrastructure. These could be used as a source of funding for local financial contributions as discussed in the Partner section. These mechanisms function by capturing a portion of the increased land value derived from improved accessibility to new, high-value transit infrastructure. Although it doesn't have the revenue potential of other sources, it could allow municipalities or TransLink to recapture some of the benefit that accrues to land developers and/or property owners and to use that revenue to support new regional transportation infrastructure. Legislative changes

may be needed to apply these mechanisms, but it is at the discretion of municipalities on how best to generate agreed-upon local financial contributions.

THE BIG PICTURE

Investment of this duration and scale will require contributions from all levels of government, as well as from businesses, users and residents. Figure 12 demonstrates this reality. Senior governments, who reap significant tax revenue from our successful region, are best able to muster the resources to finance these necessary capital investments. Transit users will also contribute substantially, paying fares on new transit services. Municipalities and developers will contribute more for transit investment through local financial contributions specified in partnership agreements. The remaining funding needs rest upon the region's residents, through a combination of user fees and taxes. This final piece is often the most difficult but we are confident that the proposed funding solution presented here will successfully deliver the transportation investments needed over the long term while adhering to the funding principles established by the Mayors' Council and the Government of British Columbia.

Making it happen

The investments and management strategies identified in this document constitute a practical, affordable and necessary workplan for the next 10 years and a Vision for the next 30. Perhaps even more critically, this Vision presents a resolution to more than a decade of struggle over regional transportation financing. The measures proposed here will be sufficient, finally, to put the integrated transportation system on firm financial footing, for the next decade and beyond. With this Vision, Metro Vancouver residents can be confident that they will get the transportation choices they need for a price they can afford, and that the wrangling over money will be ended. This Vision also results in a more fair and equitable transportation system, ensuring that there is a better match between how much drivers and transit users pay and how much they use the road and transit networks.

In building this Vision, we as members of the Mayors' Council on Regional Transportation have worked hard to identify the most urgent and necessary improvements. We are sharply aware of the high cost of living in this region and deeply reticent to propose any increase to those costs. But with a growing congestion problem already apparent — and with a million new residents expected over the next 30 years — we recognize that failing to act would exact a much higher cost. Without these investments, congestion will worsen. Buses and SkyTrains will overfill. Commerce will slow. New transportation investments — when they are made at all — will go exclusively to resolving the worst choke points, leaving little or nothing for the necessary and transformative infrastructure to provide many more residents with sustainable transportation choices and to support the livability of the region.

We can do better. Our economy, our quality of life and our region's health and its economic and environmental security depend upon it. We cannot afford to miss this opportunity: to protect *and* build on the successes we already enjoy in this bountiful and beautiful region.

Within the region, we are committed to raising the revenue to support the Vision; we will also work together to ensure that regional transportation investments roll out in lockstep with land-use management decisions that will give those investments the best chance of success. This cooperation is key to building the compact, walkable, livable and healthy network of communities that we want and need. We now must reach out to our federal and provincial governing partners. We have identified an important role for all levels of government to make this Vision a reality. We trust that provincial and federal leaders will recognize the vital role that efficient transportation must continue to play in Canada's most important Pacific port and most popular tourist destination. And we ask that they allocate resources and enable the region to leverage our own resources in support of the Vision.

We must also reach out to the public to understand whether this is a Vision that has broad support, and if not, we must adapt it, quickly, in the coming months.

Beyond public support, a number of factors need to align in order for this Vision to be delivered at once, including funding, labour availability for construction and operation, and others. As we move ahead, we may discover it is not possible to achieve the entire Vision at once. If this is so, we will scale the Vision to the resources available, prioritizing those actions that most effectively contribute to the region's goals. The established prioritization framework used to build this Vision will be a good starting point for those decisions.

With this document, we envision a region that is even more efficient, more livable, more beautiful and more prosperous than the one we all enjoy today. We now must come together with the federal and provincial governments and the public to make sure that we've got this right. Our future, together, depends upon it.