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To: Public Works & Transportation Committee      Date: July 9, 2008  
From: Victor Wei, P. Eng.      File: 01-0154-04/2008-Vol 01  
Director, Transportation  
Re: **TRANSLINK'S DRAFT *TRANSPORT 2040* AND *2009 10-YEAR BASE PLAN*:  
COMMENTS FROM THE CITY OF RICHMOND**

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**Staff Recommendation**

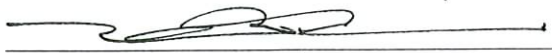


1. That TransLink be advised that while the six goals and four strategies proposed in the draft *Transport 2040* dated June 12, 2008 can be supported, the City of Richmond's endorsement of the entire document is conditional to the following revisions being made prior to final approval by its Board:
  - (a) inclusion of a clearly articulated guiding vision for transportation in the region;
  - (b) clarification on what specific long-term provincial transportation plans were used as the basis for developing the draft *Transport 2040* to ensure cohesiveness between the provincial and regional visions;
  - (c) inclusion of specific strategies to ensure that regional transportation planning (TransLink's *Transport 2040*) and regional land use planning (Metro Vancouver's *Regional Growth Strategy*) are fully integrated;
  - (d) any maps illustrating future rapid transit lines or frequent bus network concepts should indicate only a broad desire line linking the destinations rather than fixed routes along existing streets to ensure that sufficient municipal consultation occurs when developing the future preferred route alignments;
  - (e) more in-depth strategies with respect to the goals and strategies regarding:
    - (i) cycling and walking; and
    - (ii) goods movement corridors that link regional gateway destinations including the Port Metro Vancouver lands in Richmond; and
  - (f) inclusion of the installation of system-wide electronic gates on the entire rapid transit network along with the introduction of a Smart Card system.
2. That TransLink be advised that the City supports the draft *2009 10-Year Base Plan* on condition that the upcoming development of the *2009 10-Year Supplemental Plan* incorporates the following commitments and measures:

- (a) a sustainable funding strategy that explicitly identifies any new revenue sources required and includes an aggressive approach of seeking stable, long-term funding from senior levels of government without having to rely on further increases of property taxes;
- (b) the following key Richmond transportation infrastructure and transit service improvements:
  - (i) installation of electronic gates in all rapid transit stations;
  - (ii) implementation of the Canada Line-bus integration plan and the updated Richmond Area Transit Plan service improvements;
  - (iii) completion of Capstan Station on the Canada Line;
  - (iv) construction of the Nelson Road interchange with Highway 91 and associated roadworks; and
  - (v) planning of Blundell Road improvements and related Highway 99 corridor improvements to be co-ordinated with the Ministry of Transportation;
- (c) more comprehensive consultation, both in terms of the depth of material presented and sufficient opportunity to provide meaningful feedback, with the public and municipalities on the proposed projects and funding sources;
- (d) more flexibility in TransLink's cost-sharing programs with municipalities for improvements on walking, cycling, and other transit-oriented development related streetscape enhancements to encourage the increased use of sustainable transportation; and
- (e) stronger collaboration between TransLink and Metro Vancouver to ensure that a joint regional land use and transportation plan is developed and presented, consistent with the proposed *Transport 2040* strategies as noted in Recommendation 1(c).

3. That the attached report be forwarded to TransLink for its consideration in the finalization of *Transport 2040* and the *2009 10-Year Base Plan*.



Victor Wei, P. Eng.  
 Director, Transportation (4131)  
 Att. 4

FOR ORIGINATING DEPARTMENT USE ONLY					
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Policy Planning .....		Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
<b>REVIEWED BY TAG</b>		YES <input checked="" type="checkbox"/>	NO <input type="checkbox"/>	<b>REVIEWED BY CAO</b>	
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## Staff Report

### Origin

In 2006, the Minister of Transportation appointed a panel to review the existing mandate, funding and governance structure of TransLink. Following completion of the panel's report, the provincial government passed the *Greater Vancouver Transportation Authority Amendment Act* in November 2007, which implemented many of the panel's recommendations including the requirement for TransLink to develop a 30-year transportation vision with associated rolling 10-year plans. In anticipation of the passage of the Act, TransLink staff initiated the development of this vision, now known as *Transport 2040*, in October 2007.

TransLink has now released the draft *Transport 2040* and *2009 10-Year Base Plan* and has initiated a short public consultation process seeking comments on the two documents prior to them being submitted for approval by the TransLink Board at its July 31, 2008 meeting in order to meet the August 1, 2008 legislative deadline. This report provides comments on *Transport 2040* and *2009 10-Year Base Plan* and recommends that the Plans be supported conditional on several key revisions to *Transport 2040* and further, more extensive, public and municipal consultation occurring in 2009 as part of the development of a supplemental plan to the *2009 10-Year Base Plan*.

### Analysis

#### 1. Transport 2040 (Attachment 1)

As summarized in the table below, *Transport 2040* identifies the challenges facing the region over the next 30 years, identifies the key goals and proposes strategies to meet those goals, with those strategies to be implemented through rolling 10-year plans.

Transport 2040: Challenges, Goals & Strategies	
Challenges	A diverse population is growing and aging
	Maintaining public safety and security
	More diverse trip patterns
	Meeting provincial greenhouse gas emission targets
	Protection of air quality
	Rising fuel prices that increase operating expenses and decrease fuel tax revenues
	Maintain growing economy of Canada's primary Asia-Pacific gateway
	Growth in jobs at business parks and remote industrial sites are difficult to serve by transit
Goals	1: Greenhouse gas emissions are aggressively reduced, in support of provincial and regional targets
	2: Most trips are by transit, walking and cycling
	3: The majority of jobs and housing in the region are located along the Frequent Transit Network*
	4: Travelling in the region is safe, secure and accessible for everyone
	5: Economic growth and efficient goods movement are facilitated through effective management of the transportation network
	6: Funding for TransLink is stable, sufficient, appropriate and influences transportation choices
Strategies	1: Make early investments that encourage development of communities designed for transit, cycling and walking
	2: Maximize the use of the region's transportation assets and keep them in good repair
	3: Build and operate a safe, secure, and accessible transportation system
	4: Diversify revenue sources and pursue new and innovative ways to fund transportation

\* - the Frequent Transit Network provides service at least every 15 minutes, 15 hours per day, seven days per week on corridors with densities and land uses that promote maximum ridership.

## 2. Staff Comments on Transport 2040

*Transport 2040* is intended to draw upon provincial transportation plans as well as Metro Vancouver's Regional Growth Strategy (RGS) and Air Quality Management Plan (AQMP). While the Province has recently released a *Provincial Transit Plan*, it is not clear what other provincial transportation plans are guiding *Transport 2040* leading to a perception that TransLink's regional plan may not be fully complementary to a provincial vision. Moreover, Metro Vancouver is indeed reviewing the RGS and AQMP, but there is concern that the two processes do not appear to be sufficiently linked, at least from the perspective of how the two respective plans are presented. There should be stronger collaboration between Metro Vancouver and TransLink with the identification of specific strategies to ensure that a joint regional land use and transportation plan is developed to achieve a shared vision.

The process to develop *Transport 2040* also suffered from a lack of full meaningful consultation with municipalities and the public regarding its content, and an extremely short deadline of less than four weeks offered for feedback on this significant document that has long-term implications for the region. The document was not posted on TransLink's website until June 24, 2008 and six (up from an original four) public information meetings will be held between June 24<sup>th</sup> and July 14<sup>th</sup>. Interestingly, TransLink gave municipalities a deadline of July 18<sup>th</sup> for comments, which is only four days after the public consultation period has ended.

While staff can support the general tenor of the proposed goals and strategies in the draft *Transport 2040* document, the lack of full consultation with municipalities leads to staff's further concerns regarding some aspects of the document itself. While frequent reference is made to a vision for sustainable transportation, an overall guiding vision is never clearly articulated. The document also fails to identify the partnerships necessary to achieve the goals of *Transport 2040*. The document should clearly state what TransLink is committed to do and what is expected of other agencies, including the federal and provincial governments, Metro Vancouver, municipalities, the private sector, and the general public. In addition, TransLink staff should address the following key items before the Plan can be fully endorsed:

- *New Rapid Transit and Frequent Bus Concepts* (under Strategy 1): the map accompanying this section (see **Attachment 2**) identifies proposed new rapid transit and Frequent Transit Network (FTN) concepts across the region, including in Richmond. However, neither TransLink nor Metro Vancouver has ever consulted with staff on these potential projects or their alignments. While staff support enhanced transit connections between the Canada Line in the City Centre and Steveston Village, given the significance of such a transportation investment and potential land use changes along the eventual alignments, it is critical that the City be an equal partner in the planning process from the start and that no decisions be made unilaterally by TransLink or Metro Vancouver. More study is required to determine the type of transit facility (e.g., rapid bus versus LRT) as well as the routing. At this point, any figure or map should indicate only a broad desire line linking the two destinations rather than fixed routes along existing streets.
- *Support for Cycling and Walking* (under Strategy 1): there is a significant lack of information on these two important modes. Similar to the map of the proposed rapid transit and frequent bus concepts, there should be a map identifying a general concept of regional cycling corridors as well as mention of complementary education and encouragement initiatives. While the Plan mentions improving walking and pedestrian facilities along the FTN, the construction of such facilities is typically undertaken by municipalities and TransLink

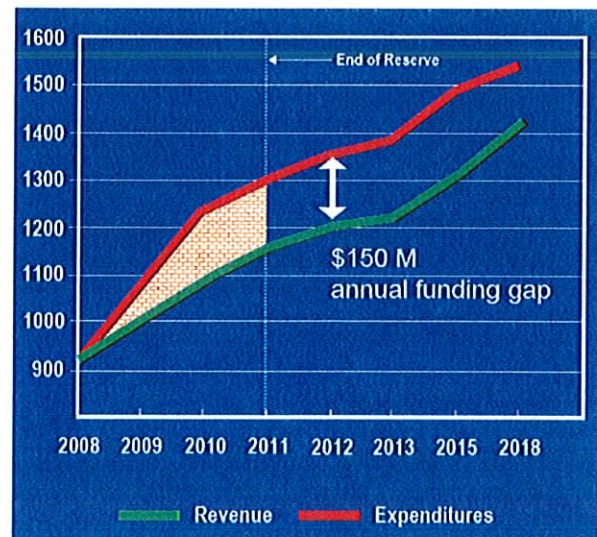
currently offers little cost-share opportunities to assist such local improvements, such as streetscape enhancements to improve pedestrian environment around transit-oriented developments. To support this strategy, TransLink should introduce greater flexibility in cost-share grants with municipalities for pedestrian related improvements associated with existing and future expansion of rapid transit and FTN routes.

- Goods Movement (under Strategy 1): as with cycling, there is little information regarding the major gateways in the region, such as ports, railway hubs, and airports, and the importance of facilitating goods movement in the region connecting to such gateway destinations, such as the Port Metro Vancouver lands in Richmond. Again, the Plan should contain a map that identifies the major gateways along with key multi-modal regional transportation corridors that are strategic to the efficient movement of goods. Investment in these key corridors should be closely coordinated with the Province's Gateway Program.
- Safety, Security and Accessibility (under Strategy 3): while the Province has announced that electronic gates will be installed in all rapid transit stations, there is no mention of such an initiative in the Plan. Indeed, TransLink's own recently conducted market research reveals that there is strong public support for the implementation of both turnstiles and Smart Cards. In its summary of this market research, TransLink states that "turnstiles and Smart Cards will begin to be implemented in the next few years." Thus, both these key improvements should be included in *Transport 2040*. In addition, the Province's recently announced *10 by 10 Challenge* to increase the number of disabled employees in BC by 10% by 2010 should also be referenced, as the realization of this initiative will impact accessible transit service levels.

### 3. 2009 10-Year Base Plan (Attachment 3)

As the timing of the passage of the *Greater Vancouver Transportation Authority Amendment Act* created a very tight timeline to develop both *Transport 2040* and the first 10-Year Plan, based on the limited material publicly available, the *2009 10-Year Base Plan* by necessity includes only previously committed projects and confirmed by TransLink staff.

Even with only previously committed projects included in the *2009 10-Year Base Plan*, TransLink will run out of revenues to support the projects in 2012, after depleting the current accumulated surplus. By law, the annual 10-Year plan must be fully funded; thus, the *2009 10-Year Base Plan* should theoretically show a cutback in service beginning in 2012. However, TransLink has stated that a supplemental plan (allowed under the legislation) will be developed in 2009 that will include new projects and identify the new revenue sources required to fund those projects. The base Plan does not identify where new revenue would come from, although the Chair of the TransLink Board has publicly stated that a plan to participate in real estate development along transit routes is still an option as is a vehicle levy.



Forecast Funding Gap per the 2009 10-Year Plan

**4. Staff Comments on 2009 10-Year Base Plan**

Given that the base *2009 10-Year Base Plan* contains only previously committed projects, the Plan can be supported in principle but subject to the proposed supplemental plan addressing a number of outstanding concerns. A primary concern is the lack of a sustainable funding strategy as the *2009 10-Year Base Plan* is predicated on TransLink drawing down its accumulated surplus to fund the committed projects, however, this surplus would run out by 2012. The supplemental plan should not only specify any new funding sources but also include an aggressive strategy of seeking stable, long-term funding from senior levels of government, without having to rely on further increases of property taxes.

The supplemental plan must also identify the new transportation projects and programs that are necessary to fulfill the vision and goals of *Transport 2040*, including the designation of targets and performance measurements. From Richmond’s perspective, **Attachment 4** outlines a number of transportation improvements, policies and programs as well as funding/revenue measures that could be considered for inclusion in the rolling 10-year plans. Of these, the critical capital projects and transit service improvements for inclusion in *2009 10-Year Supplemental Plan* are:

- installation of electronic gates in all rapid transit stations;
- implementation of the Canada Line-bus integration plan and the updated *Richmond Area Transit Plan* service improvements;
- completion of Capstan Station on the Canada Line;
- construction of the Nelson Road interchange with Highway 91 and associated roadworks; and
- planning of the Blundell Road improvements and related Highway 99 corridor improvements (in coordination with the Ministry of Transportation).

(\$ Millions)	
Canada Line	52
Evergreen Line	477
Bus infrastructure	337
Bus fleet expansion	162
Bus fleet replacement	798
SkyTrain infrastructure	145
SkyTrain fleet expansion	151
SkyTrain fleet refurbishment	43
West Coast Express	29
SeaBus	50
Minor Road Capital	109
Minor Transit Capital	340
Bike program	24
Bridge program	142
Road program	187
<b>Total</b>	<b>3048</b>
<small>Numbers do not total due to rounding</small>	

**Committed Projects per the 2009 10-Year Plan**

Finally, the development of the supplemental plan must include a comprehensive consultation process, not only with the general public but also with key stakeholders and municipalities. This process should allow sufficient time for participants to offer meaningful feedback that can be incorporated into the final supplemental Plan.

**Financial Impact**

There is no financial impact to the City at this time.

**Conclusion**

TransLink is seeking comments from municipalities on the draft final *Transport 2040* and *2009 10-Year Base Plan*. Given the long term regional significance of these documents and the compressed timeline provided for municipal feedback, staff recommend that TransLink be advised that the City's support for the two documents is conditional to the incorporation of several key revisions and additions, as outlined in this report, into their final version to be approved by its Board.

A handwritten signature in blue ink that reads "Joan Caravan". The signature is written in a cursive, flowing style.

Joan Caravan  
Transportation Planner  
(4035)







# Transport 2040

A Transportation Strategy for Metro Vancouver, Now and in the Future.

Draft  
June 12, 2008








TransLink serves Metro Vancouver, which is home to half of British Columbia's workforce, includes the nation's third largest urban centre, and is Canada's gateway to Asia-Pacific economies.



A photograph of a woman with long dark hair, wearing a black jacket and blue jeans, standing on a sidewalk next to a bus. The bus is white with a blue stripe and has a red banner on its side. The background shows a city street with buildings and trees. An orange text box is overlaid on the left side of the image.

On November 30, 2007, TransLink's official name was changed to the South Coast British Columbia Transportation Authority. Its governance structure was altered to meet the challenges of providing effective, sustainable transportation in a growing region.

## New TransLink Governance Model

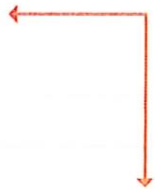
### Mayors' Council

Composed of all mayors in Metro Vancouver  
 Appoints chair of Mayors' Council  
 Appoints TransLink board of directors  
 Appoints Commissioner & Deputy Commissioner(s)  
 Receives and approves transportation and financial plans as laid out in the Legislation



### TransLink Board of Directors

Appoints chair of board of directors  
 Appoints CEO  
 Establishes subsidiaries and appoints boards & chairs  
 Supervises the management of the affairs of TransLink  
 Prepares & implements long-term transportation strategies (30-year) & 10-year transportation and financial strategic plans  
 Proposes to the Commissioner a customer satisfaction survey process and conducts surveys annually  
 Proposes to the Commissioner a customer complaint process and implements it  
 Publishes an annual report  
 Holds a public annual general meeting  
 Approves project & program public consultation plans



### Commissioner

Advises whether parameters and assumptions (including financial estimates) in 10-year transportation and financial plans are reasonable  
 Approves short-term fares  
 Approves customer satisfaction survey process  
 Approves customer complaint process  
 Oversees sale of major assets  
 Publishes an annual report and submits it to the Mayors' Council



## REALIZING A VISION FOR SUSTAINABLE TRANSPORTATION

TransLink creates and implements plans to meet the transportation needs of Metro Vancouver

**TransLink is dedicated** to creating and sustaining a transportation system that meets the needs of residents, businesses, and goods movers, in a manner that protects the environment and supports the economic and social objectives of the region.

Responsible for the regional transit, cycling and commuting options, AirCare, and Intelligent Transportation System programs, TransLink also shares responsibility for the Major Road Network (MRN) with municipalities in Metro Vancouver.

Created in 1998, TransLink has increased transit ridership by 37 per cent between 1998 and 2007. TransLink's services are delivered through subsidiary companies and contractors including Coast Mountain Bus Company Ltd., West Vancouver Blue Bus, B.C. Rapid Transit Company Ltd. (SkyTrain), and West Coast Express Ltd. Under legislation introduced by the provincial government in 2007, TransLink's governance structure was changed. It now has the ability to provide services under agreements with municipalities from Pemberton to Hope.



## WHAT WE HEARD FROM OUR STAKEHOLDERS

“ Managing projected growth, while cutting emissions and improving the liveability of the region, are essential elements of the Gateway Council’s vision of a sustainable Gateway transportation system.”

### **Gateway Council**

“ Making communities more accessible to cycling, walking, and other transportation options is an important step to reducing emissions and creating healthy communities throughout the region.”

### **Better Environmentally Sound Transportation**

“ With a much higher proportion of seniors in the regional population, there will be a growing need for accessibility in the transportation system.”

### **Vancouver Board of Trade**

“ Transportation investments will need to enhance and guide development, to support principles to contain urbanization, and reduce kilometres driven.”

### **Fraser Basin Council**

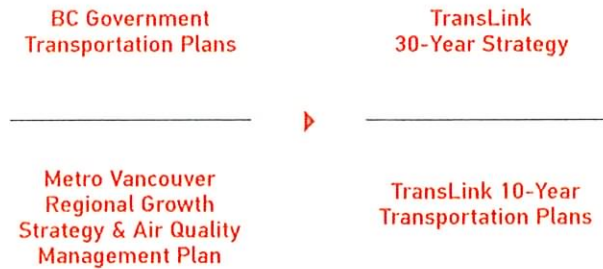
“While technological innovation over the next 30 years certainly will create efficiencies, the nations and cities which have adopted fundamentally more efficient land-use and transportation systems will have a significant competitive advantage. ”

### **Smart Growth BC**

## CREATING A 30-YEAR STRATEGY TO MOVE GENERATIONS

Transport 2040 sets out strategies to meet the transportation challenges of the coming decades in a way that protects what we value the most.

### Together Creating a Sustainable Future



**This document** lays out the challenges facing the region over the next 30 years, identifies key goals, and proposes strategies to reach those goals while remaining true to our values. It will be implemented through rolling 10-year plans, which will be produced with input from full public and stakeholder consultation activities.

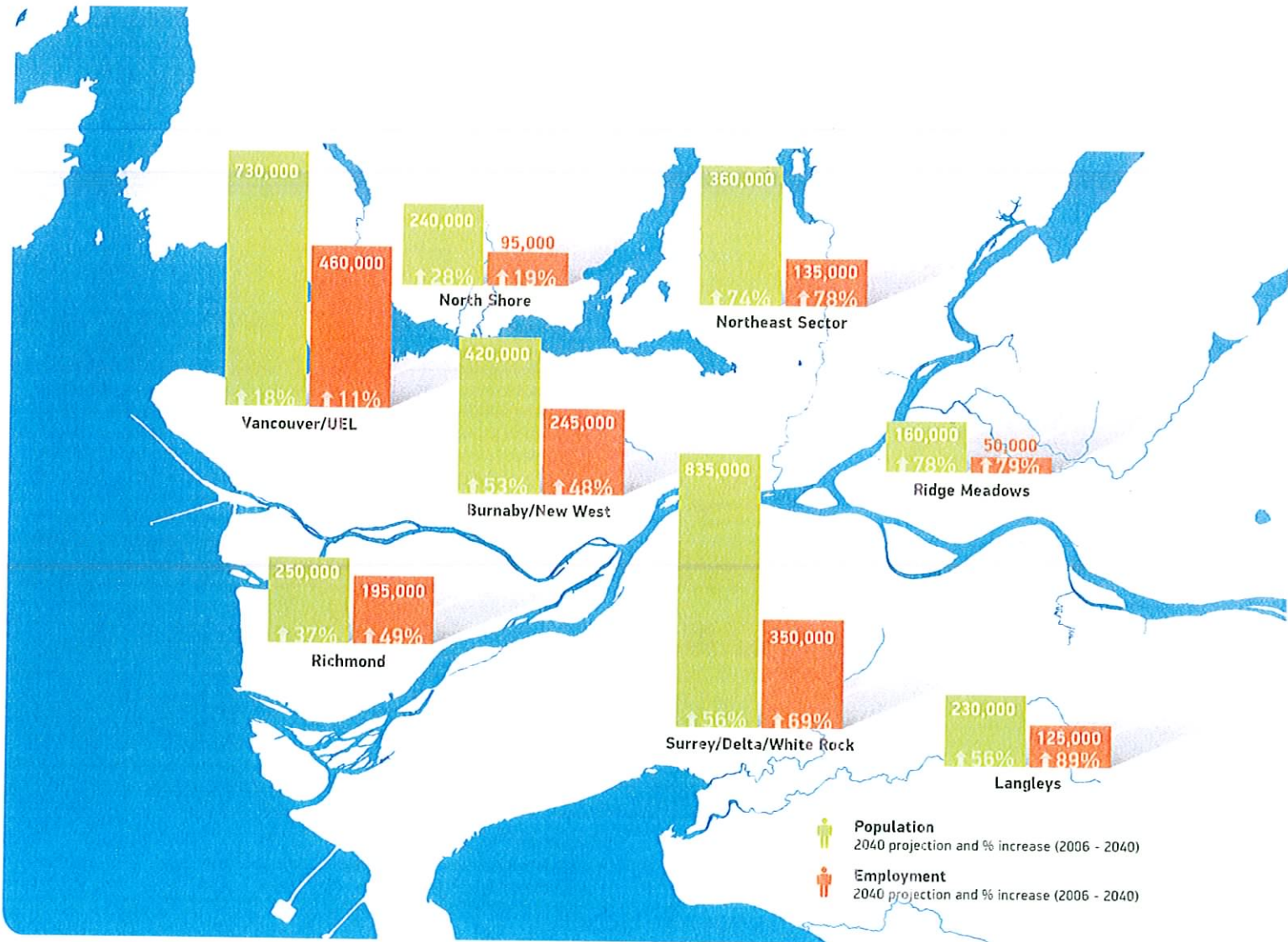
The Greater Vancouver Regional District, operating under the name Metro Vancouver, is currently in the process of updating its regional growth strategy, so it is timely that TransLink is also looking at its long-range plan. Both strategies are informed by a tradition of strategic thinking about transportation and land use in the region, and both address new challenges not contemplated by Transport 2021 and the Livable Region Strategic Plan of 1996.

In fall 2007, TransLink consulted with key stakeholder groups, local government representatives, and subject area experts to define the

challenges, identify goals, and develop strategies for the next 30 years. This document reflects that input, and its implementation will require coordination with agencies including Metro Vancouver Municipalities, the Ministry of Transportation, Transport Canada, airport and port authorities, and other transport and non-governmental organizations. Close coordination is required to ensure that public transit and other transportation infrastructure investments are consistent with and supportive of regional land use plans and environmental visions for the region.

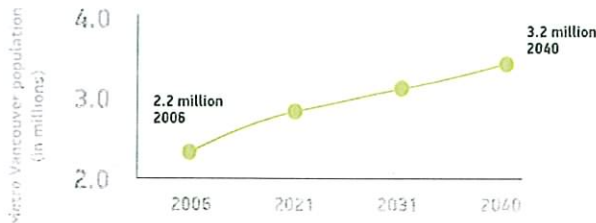
## Metro Vancouver 2040 Employment & Population Projection

A growing population is a sign of success and the basis for a vibrant region with a strong economy. Our challenge in the next 30 years is to provide mobility for another 1 million people, so we can work and play in a way that makes us feel proud of this place.



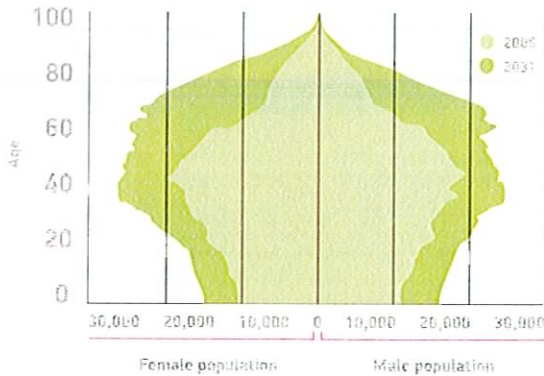


**Metro Vancouver  
Population Growth: 2006-2040**

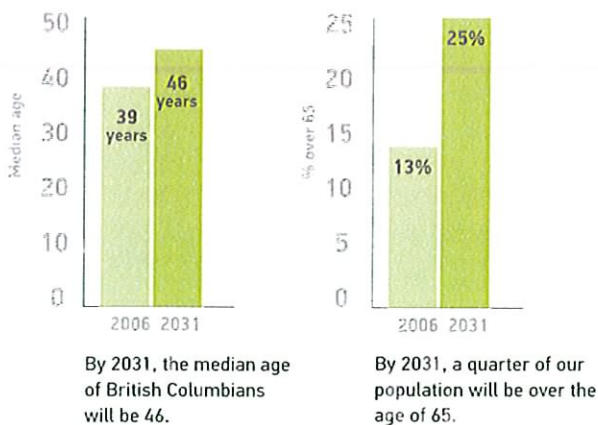


By 2040, 1 million more people will live in the Metro Vancouver area.

**Metro Vancouver  
Population Age Profile: 2006-2031**



**Metro Vancouver  
Population Age Future Projection**



By 2031, the median age of British Columbians will be 46.

By 2031, a quarter of our population will be over the age of 65.

Data source of all charts on this page: BC Stats & Census of Canada and Metro Vancouver

## OUR DIVERSE POPULATION IS GROWING AND AGING

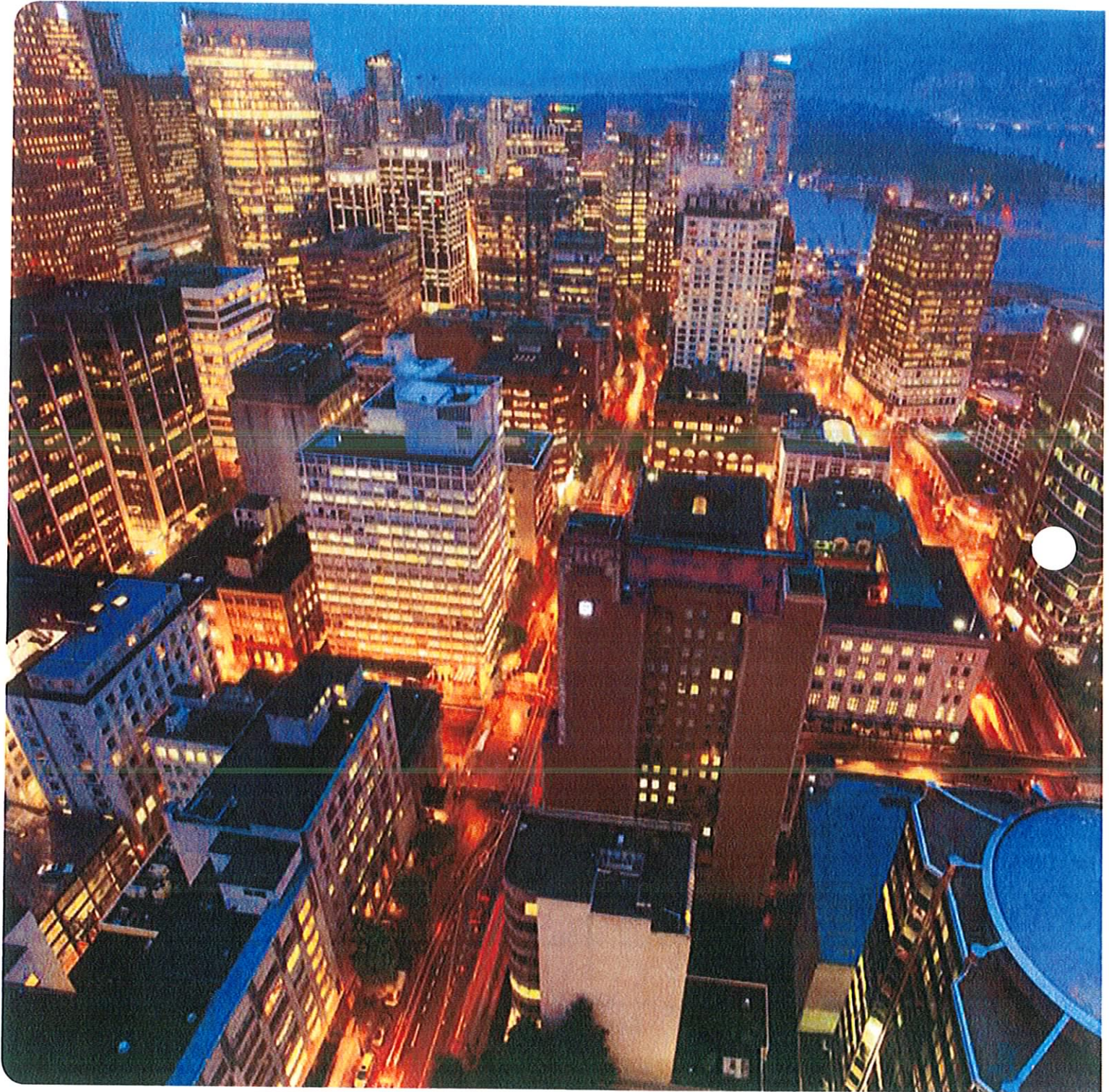
How we meet the challenge of keeping 1 million more people mobile will determine our success as a region, especially when one-quarter of the population will be over 65 years old in 2040.

In 2006, the population of Metro Vancouver was 2.2 million. By 2040, that number could increase by one-third to more than three million, with about one-quarter of those residents aged 65 or older. These changes could greatly increase pressure on existing transportation infrastructure and systems if private vehicle use continues its growth trend.

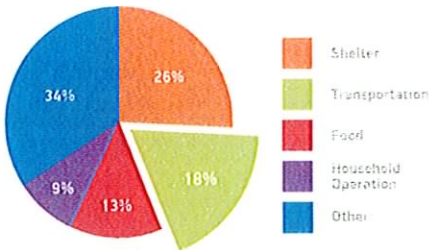
Whether we are successful in keeping people moving while maintaining a vibrant economy, protecting air quality and greenspaces, and supporting the region's social needs will depend on how well growth is managed. If housing, jobs, and services are developed in locations that support public transit development, more trips can be made on foot, by bike, or on transit. Complete communities are more easily linked to other areas, reducing dependence on private vehicles.

For older people, this development pattern supports "aging in place", and supports independent living. An older population has greater need for localized and midday travel as well as the need for highly accessible transit services. With more people able to meet their travel needs using sustainable modes, including walking, streetscapes become more people-oriented and attractive, and fewer people require private vehicles to get around.

Metro Vancouver contains one of the world's most diverse populations. In 2006, almost 40 per cent of the region's population were born outside Canada. In recent years, immigration has been the largest component of population growth in the region, signaling the importance of providing customer information about transportation services in a manner that transcends language barriers.



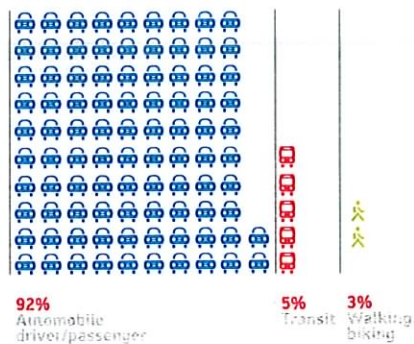
### Average Household Expenditure (Excluding Personal Taxes)



Source: Vancouver CMA 2006 Statistics Canada

Owning a car is a significant household expenditure. Canadian Automobile Association estimates that the annual cost for a compact car is \$6,500 while a mini-van costs \$8,500.

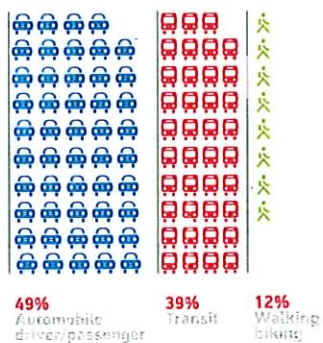
### Commuting to Business Parks



Source: Canada Census Journey to Work Data

Business parks are growing four times faster than urban centres. If current trends continue, employment locations will become more dispersed, and it will be difficult to provide transportation options that are both cost effective and attractive.

### Commuting to Metro Core in Vancouver



Source: Canada Census Journey to Work Data

## DRAMATIC GEOGRAPHY PRESENTS OPPORTUNITIES AND CHALLENGES

More people are choosing housing in vibrant communities but many jobs are hard to reach on transit

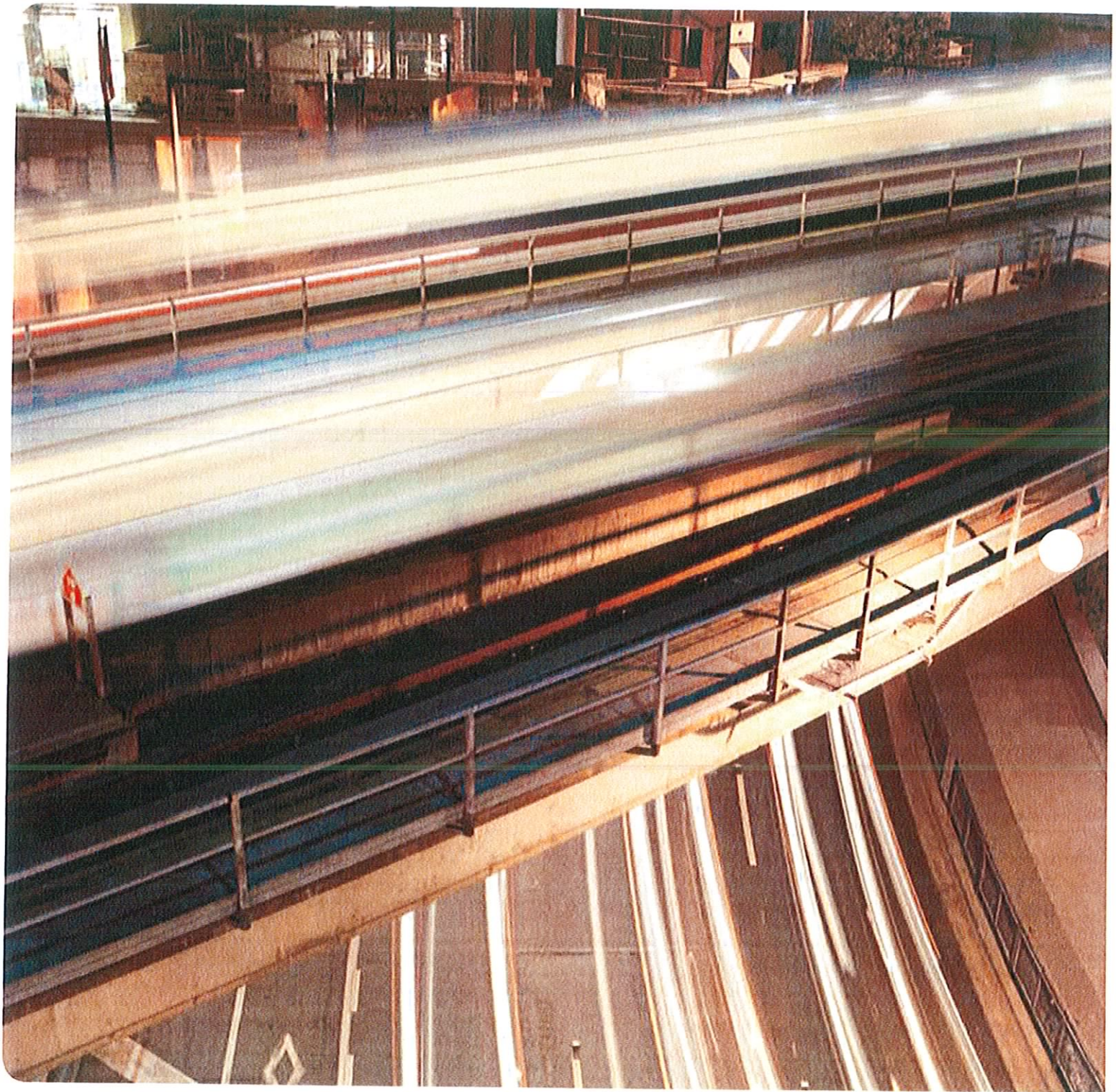
**The Lower Mainland** of British Columbia is a region bounded by mountains, rivers, the Pacific Ocean, and the U.S. border. The dramatic geography is beautiful but presents significant transportation and development challenges.

For the last 40 years, regional policy favoured and continues to support concentrated development in a network of regional city centres, connected by high quality transit so that green-spaces and agricultural lands are protected. The strategy has been successful in part: the transit-friendly metropolitan core has seen a dramatic increase in residential development as have most neighbourhoods close to SkyTrain stations. While regional city centres have been successful in attracting high-density residential and commercial development, many of the region's new jobs have located in outlying business parks.

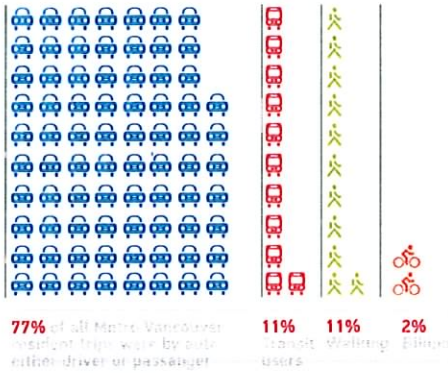
The number of office jobs in business parks in the region has grown dramatically over the past two decades, posing a significant challenge from a transportation perspective.

Business park locations are generally not within walking distance of places where people live, shop, or eat, and are difficult and time consuming to get to on public transit. As a result, the vast majority of people that work in business parks drive to work. Complicating matters further, the fastest growing areas are in southern and eastern communities, where the transit, cycling, and walking mode shares are currently relatively low.

Business parks and new residences are also competing with industry for space to expand, putting the squeeze on land and forcing industry to the edges of the region. This trend forces trucks to drive greater distances and frustrates attempts to increase transit mode share because so many job locations are outside city centres or other complete communities.

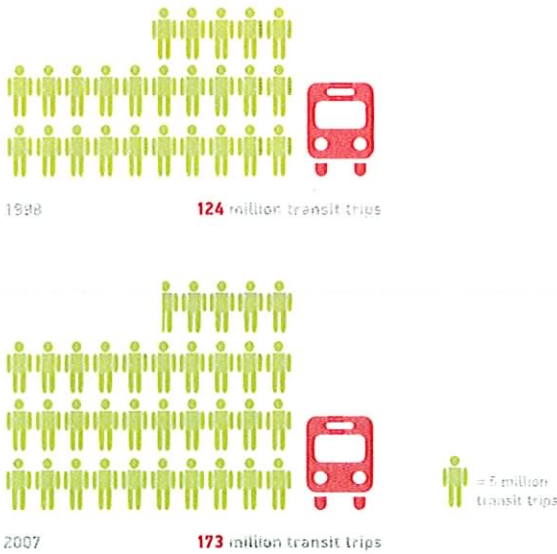


### Metro Vancouver 24 Hour Transportation Mode Share for 2004



Source: TransLink

### Metro Vancouver Annual Transit Ridership



We're riding transit more—ridership has gone up 38 per cent between 1998 and 2007 while population has increased by 13 per cent.

Source: TransLink

## TRAVEL PATTERNS REFLECT DEVELOPMENT

Trips are more diverse as population rises and people travel more.

**Metro Vancouver residents** made an average of 6.4 million trips per day in 2004, up 17 per cent over 1999, even though the population grew by only six per cent in the same period.

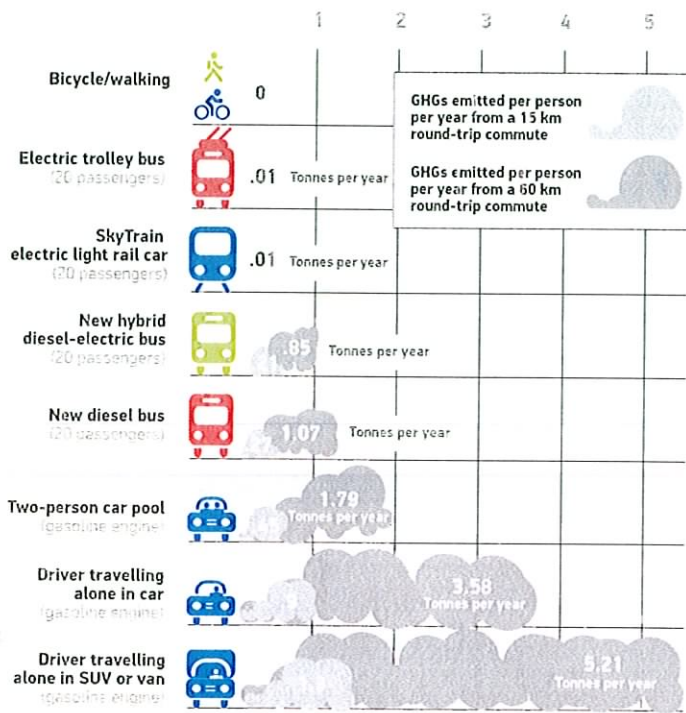
While new job locations have become increasingly decentralized, the average commuting distances have decreased very slightly, due in part to the concentration of higher density residential growth in the metropolitan core and in regional city centres.

And while transit ridership rose 38 per cent between 1998 and 2007, the number of private vehicles trips grew just as quickly, keeping mode shares at approximately 11 per cent and 77 per cent respectively. Two per cent of trips are made on bikes and 11 per cent by foot.

Transportation mode share varies markedly across the region. In the Vancouver/University Endowment Lands area, 40 per cent of trips are by sustainable modes—walking, cycling and transit. In municipalities east of the Pitt River and south of the Fraser River, 90 per cent of trips are taken as a driver or passenger in a private vehicle. Because most population growth is occurring in these eastern and southern communities, increasing the mode share for sustainable transportation options will be a significant challenge.



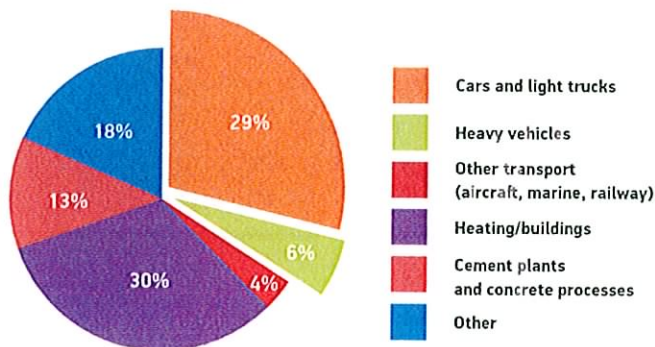
### Metro Vancouver Commuting Modes and Greenhouse Gas Emissions (GHGs)



The transportation modes we choose and the distances we travel affect the amount of greenhouse gases emitted yearly.

Source: 2004 RWDI for TransLink Data

### Metro Vancouver's Greenhouse Gas Emissions



Source: 2005 Lower Fraser Valley Air Emissions Inventory, Metro Vancouver

## CLIMATE CHANGE IS REAL

Transportation choices can make a difference: vehicles account for 35 per cent of greenhouse gas emissions in Metro Vancouver

The United Nations' International Panel on Climate Change, a group of 2,500 climate experts, says the evidence is undeniable that climate change is caused by burning fossil fuels. They warn that effects are already occurring and more severe effects are inevitable unless greenhouse gas (GHG) emissions are sharply reduced.

Last year, the B.C. government set a bold target to reduce greenhouse gas emissions in the province by 33 per cent by 2020 from 2007 levels. Light- and heavy-duty vehicles accounted for 35 per cent of greenhouse gas emissions in Metro Vancouver in 2005. With over half of the province's registered vehicles and population living in Metro Vancouver, transportation in this region will clearly need to lead the way in reducing provincial emissions.

TransLink can be part of the solution by helping people make smart

transportation choices. There are three key ways to reduce GHGs from transportation:

- Lowering the amount of total vehicle kilometres travelled by reducing car trips and encouraging walking, bike, or transit use
- New and emerging energy efficient and clean vehicle technologies
- Lower carbon transportation fuels

Cleaner engines and fuels will help reduce GHG emissions in the region, but are not sufficient on their own to meet provincial targets. Reducing the number of vehicle trips will be key to the success of transportation-based climate change solutions.

As a transportation provider, TransLink also needs to plan for changes to our local environment and region that might occur, such as changes to weather patterns and increased risk of flooding.

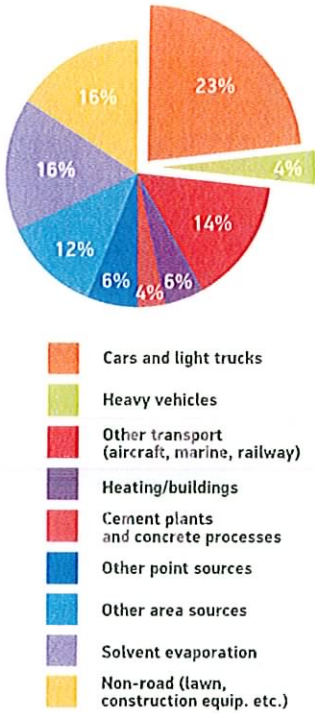


Testing  
the Power  
of Tomorrow.  
Technology and Alternative Fuel Program

Testing  
the Power  
of Tomorrow.  
Bus Technology and Alternative Fuel Program

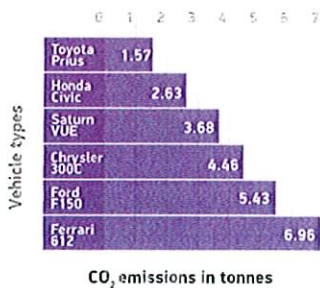


**2005 Metro Vancouver Smog-Forming Pollutant Sources**



Source: 2005 Lower Fraser Valley Air Emissions Inventory, Metro Vancouver

**Annual Emissions From Different Types of Vehicles Driven for 16,000 km**



Source: Fuel Consumption Guide 2008, Natural Resources Canada

Although metropolitan Vancouver's air quality currently compares well to other major North American cities, some locations do not always meet air quality objectives. Emissions of such air contaminants as nitrogen and sulphur oxides can contribute to reduced visibility and pose adverse health effects, such as cardiovascular and respiratory problems.

Transportation, including light and heavy-duty vehicles, marine vessels, and non-road engines/equipment, is a major source of air emissions. In fact, light duty vehicles were the largest source of smog-forming pollutants in the region in 2005.

Metro Vancouver was the first Canadian metropolitan area to develop and implement an Air Quality Management Plan (AQMP) in 1994. Several initiatives in this AQMP yielded significant emission reductions over the past decade. However, emissions of some air contaminants, including particulate matter, are forecast to

## AIR QUALITY NEEDS PROTECTION

Transportation is the largest single source of pollutants that cloud the air and affects people's health

increase due to growth in population, vehicle ownership and economic activity. Considering this forecast, as well as new information about climate change, air quality, and health effects, Metro Vancouver developed and adopted a new AQMP in 2005.

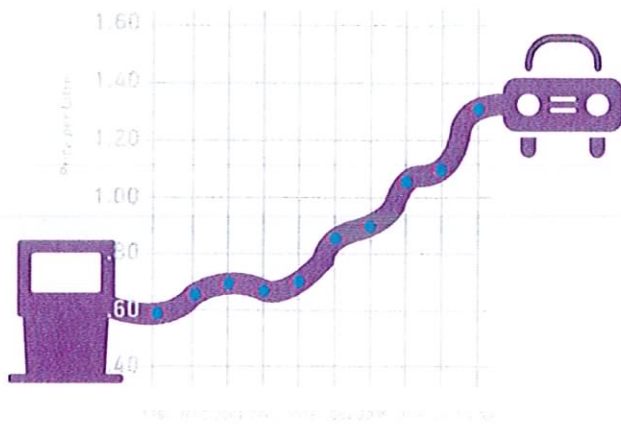
TransLink administers the AirCare light-duty vehicle emission inspection and maintenance program. This program has reduced emissions of hydrocarbons, carbon monoxide, and nitrogen oxides ranging from 11 to 25 per cent. One of the challenges of 2040 is to build on positive results to date, and continue to find new approaches to reduce transportation emissions or encourage use of more environmentally friendly modes in order to improve the region's air quality.

At the same time, TransLink's own fleet of vehicles, rail cars, and vessels is a direct source of criteria air contaminants. TransLink has therefore developed an emissions policy to

address its influence on the region-wide transportation system and its own fleet, and has been experimenting with the use of alternative fuels. TransLink strives to meet the challenge of reducing its own vehicle emissions in the pursuit of improved regional air quality while providing better transportation choices for regional residents.



### Metro Vancouver Historical Average Fuel Prices



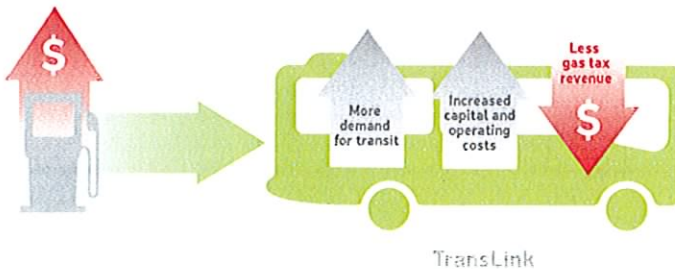
In 2007, the price of a barrel of oil surpassed \$100 for the first time in history, and analysts predict further price increases.

Source: Natural Resources Canada

### Triple Threat to TransLink

Rising fuel prices can reduce sales volume.

TransLink is affected in three ways.



## RISING FUEL PRICES ARE A NEW REALITY

As fuel prices increase, people change their transportation behaviour—a reality we need to plan for.

The rate of oil production is forecast to peak and begin declining over the coming decades, while global demand for oil continues to grow. It is prudent to anticipate significantly higher fuel prices and start planning for a future where fossil fuels are less available.

If there is any good news arising from these serious challenges, it is that changing our transportation choices and behaviours to reduce greenhouse gas emissions will generate other spin-off benefits, including a cleaner environment, a more globally competitive economy, less congestion, safer roads, more complete communities and better health. In this future, public transit, as well as walking and cycling, will play a larger role in our daily lives.

TransLink receives 12 cents per litre from fuel sales in Metro Vancouver, regardless of the price at the pump. When prices rise, many people look to alternative modes of travel, or forgo

trips, to save money. TransLink also pays higher rates for fuel to operate the bus fleet, which is growing larger to meet demand for more transit service throughout the region. Instead of getting more money to pay for transit when fuel gets more expensive, TransLink gets less revenue and pays out more to cover rising costs and meet demand.

Fuel taxes are a transportation revenue source, and many people believe that transportation-based revenue sources are the appropriate way to fund transit. However, to fund public transportation — both current and expanded service — stable and secure funding sources are needed. Fuel taxes are becoming less secure in this world of high fuel prices.



**Metro Vancouver-  
Canada's Trade and  
Tourism Gateway to  
Asia-Pacific Economies**

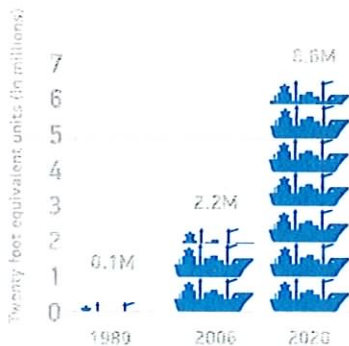


Metro Vancouver is Canada's trade and tourism gateway to Asia-Pacific economies.

**KEEPING THE  
ECONOMY MOVING  
IN A GROWING REGION**

As Canada's gateway to the Asia-Pacific, Metro Vancouver relies on transportation to move people and goods in a way that promotes a healthy economy, environment and quality of life.

**Metro Vancouver  
Port Growth**



There are plans to triple freight container traffic in Vancouver area ports by 2020.

Metro Vancouver's economy accounts for over 55 per cent of the provincial Gross Domestic Product and is home to more than half the province's population. Service industries account for more than 80 per cent of employment in the region, which has emerged as Canada's primary gateway to the Asia-Pacific. As a gateway, the region contributes significantly to regional, provincial and national economies, both through the movement of goods on rail and roads and due to the value of international passenger travel.

With container traffic expected to triple, we are challenged to ensure efficient access for trucks to key gateway facilities, including the Vancouver Port, Vancouver International Airport, and the four U.S. border crossings.


At the same time, Metro Vancouver has become a centre for high-tech industries, and our reputation as a

highly liveable city attracts members of the "creative class." To ensure our region remains economically attractive, and to protect the region in times of economic instability, we need to maintain the high quality of life here.

A key part of supporting the economy and keeping the region a great place to live is ensuring that transportation is efficient, effective and affordable. After housing, transportation is generally a household's largest expense. To reduce the financial burden of transportation on people and businesses, we need to create a region where owning a car is an option and not a necessity.

Transportation infrastructure is key to a healthy economy, but much of what we rely on is starting to age and will need significant maintenance or rehabilitation by 2040. As infrastructure reaches or surpasses its life expectancy, the region will have to decide how to replace what has worn

out and how to build new facilities to meet the demands of a growing economy and population. Across Canada, the size of the infrastructure deficit-the gap between what is needed and the resources available to fund roads, bridges, transit and other essential investments-is growing. The Conference Board of Canada estimates the infrastructure deficit for urban transit systems at \$23 billion over the next few years, the urban road and bridge infrastructure deficit is pegged at \$66 billion and growing.



Ensuring passengers feel safe and secure is always important, and will continue to be the subject of continuous improvement.

TransLink must be well prepared for emergencies and natural disasters, so it can respond quickly and efficiently, in coordination with other emergency services.

**The safety and security** of the region's inhabitants and visitors will continue to be a priority over the coming 30 years as our region becomes more populous. A leading safety issue now is the loss of life from traffic accidents, a continuing challenge despite advances in vehicle safety technology. Transit is inherently safer than private vehicle travel, so a widespread shift away from automobiles onto transit would benefit public safety.

Public safety would also benefit if the needs of pedestrians and cyclists were better met. Cycling and pedestrian safety solutions will require innovation and partnerships as the issues are complex and their implications can be far reaching.

TransLink must continue to be vigilant and proactive to ensure vehicle technology and facility design, operator training, and operating procedures keep the system safe for transit users. Ensuring passengers feel safe and secure is always important,

and will continue to be the subject of continuous improvement.

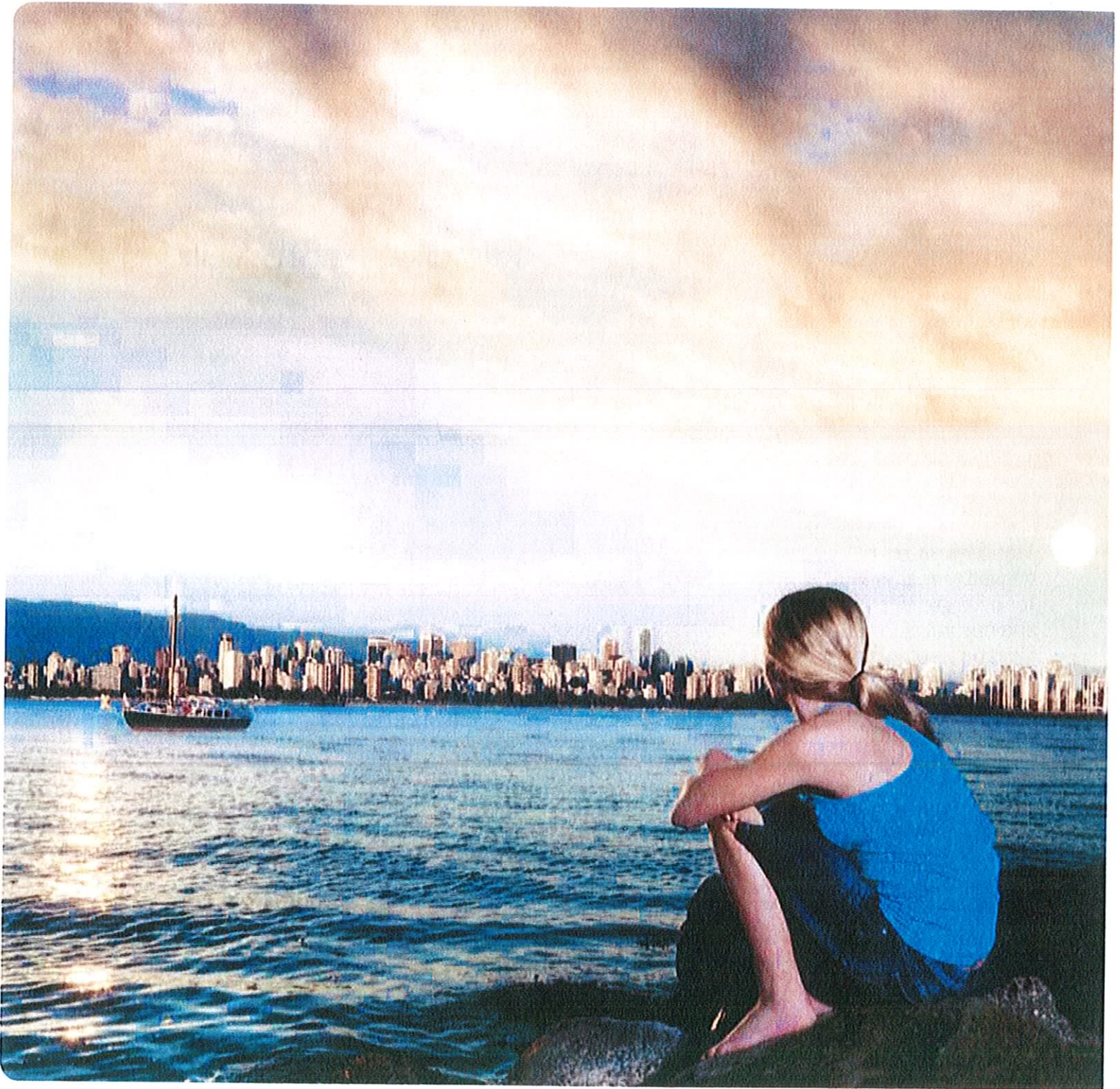
Security—the prevention of injury from aggression or terrorism—has become a greater concern in the world since attacks on New York City in 2001, Madrid in 2004, and London in 2005. Since these events, security has been increased in transit systems, airports, ports, and border crossings globally, and will remain a key consideration when planning transportation systems in the future.

Coastal British Columbia, located in a seismically active zone, faces other difficult realities. While the probability of a major earthquake is low, the associated risk is extremely high, because of the concentration of human habitation in this region. Also, long-term impacts associated with climate change may become a threat to the region, such as the risk of sea-level rise and potential for increased flooding.

TransLink must be well prepared for emergencies and natural disasters, so it can respond quickly and efficiently, in coordination with other emergency services, if required.

## MITIGATING AND RESPONDING TO RISK

Safety from accidents, and security in the face of uncertain times and environmental realities, demand priority focus





## A BRIGHT FUTURE TOMORROW DEPENDS ON OUR VISION TODAY

The decisions we make today will determine how attractive, vibrant, and sustainable our region is 30 years from now.

A sustainable transport system is one that allows the basic access and development needs of individuals, companies, and societies to be met safely and in a manner consistent with human ecosystem health, and promotes equality within and between successive generations.

It is affordable, operates efficiently, offers choices of transportation, and supports a competitive economy as well as balanced regional development.

It limits emissions and waste within the planet's ability to absorb them, uses renewable resources at or below their rates of generation, and uses non-renewable resources at or below the rates of development of renewable substitutes while minimizing the impact of the use of land and the generation of noise.

Source: adopted by the Ministers of Transport of the European Union, 2001

**Our vision for 2040** is built on a desire to balance the needs of a healthy economy with environmental protection, social equity, and support.

In 2040, TransLink is seen as a sustainability enabler and has deployed every possible method to make travel smarter: expanded infrastructure and services, innovative technologies, enhanced priority to non-automobile alternatives; convenient access to transit, especially for people with mobility or cognitive challenges, easy-to-use travel information and massive public outreach.

Greenhouse gas emissions from transportation sources have been greatly reduced. TransLink has adopted low and zero-emissions technologies and implemented full life-cycle cost principles for decision making. Trips by private vehicle are far less common and less necessary, as land use and transportation plans are integrated and people live in more complete communities.

Transportation and land use decisions have changed lives and lifestyles, having drawn people to vibrant residential areas where it is easy to get around on foot or by bike, and the Frequent Transit Network is close at hand. This network provides frequent, reliable transit service on designated corridors throughout the day, everyday. It serves all the key employment, educational, commercial, and recreational destinations for residents and visitors. Rapid transit lines are well maintained, refurbished, and have been extended to serve developed areas.

A host of measures - new technology, system design, policing, and information services - ensure that we enjoy one of the safest and most secure transportation systems in the world. With a population of more than three million people, one-quarter of whom are over 65 years old, safety and accessibility are critical to ensure mobility, both physical and social.

The Pacific Gateway seaports and airports are thriving and are a powerful economic engine in fine tune as the region takes its place at the forefront of the global transition to cleaner economies. Our transportation practices have been crucial to this leadership position, especially the strategic investments in road and rail, superb critical incident management, and road priority for transit and trucks.

We have maintained our global position as one of the best places in the world to live, because we acted in ways that valued the environment and the people of this beautiful region.

# GOAL 1

Greenhouse gas emissions from transportation are aggressively reduced, in support of provincial and regional targets

# GOAL 2

Most trips are by transit, walking and cycling

# GOAL 3

The majority of jobs and housing in the region are located along the Frequent Transit Network

# GOAL 4

Traveling in the region is safe, secure, and accessible for everyone

# GOAL 5

Economic growth and efficient goods movement are facilitated through effective management of the transportation network.

# GOAL 6

Funding for TransLink is stable, sufficient, appropriate and influences transportation choices.

# OUR FUTURE CAPTURED IN SIX STRATEGIC GOALS

**After several months** of consultation and planning, TransLink has developed a set of six broad goals to serve as the framework for future actions. Our Transport 2040 goals reflect a desired future for the region, where challenges have been addressed through effective strategies that, in turn, translate into a series of linked plans.

The goals expressed in Transport 2040 go beyond simply meeting the region's transportation needs. Our strategy also reflects transportation's critical relationship with goals for the environment, the economy and our society. It is not enough to just provide transportation, but we must do it in such a way that it also addresses all these goals.

## STRATEGIES TO ACHIEVE OUR 2040 GOALS

### STRATEGY 1

Make early investments that encourage development of communities designed for transit, cycling, and walking

### STRATEGY 2

Maximize the use of the region's transportation assets and keep them in good repair

### STRATEGY 3

Build and operate a safe, secure, and accessible transportation system

### STRATEGY 4

Diversify revenue sources and pursue new and innovative ways to fund transportation

# HOW WE WILL GET THERE

**TransLink's strategies to achieve our goals** for the next 30 years are closely aligned with one another, meaning that by achieving one goal, we also make progress in achieving another.

For example, when we improve quality of life in the region through developing more complete communities along a Frequent Transit Network, we also reduce greenhouse gas emissions and smog-forming pollutants through fewer automobile trips—just to name the major benefit.

There is an important reason behind the connectedness of our 2040 strategies. Many of the looming concerns such as climate change, congestion, sprawl, and increasing fuel prices, point to the need for a different approach to moving people and goods around the region. Every one of our proposed strategies reflects this vision of a quantum change to a new definition of “normal” in our transportation behaviour. To fulfill

the expectations of all sectors for a sustainable transportation system, we are therefore responding with an integrated “web” of broad strategies, most of them addressing more than one goal. Each strategy will provide the context for its own specific range of strategic initiatives.

Land use shapes the trips people have to make to get to work, to shop, and for social interaction, thereby affecting the transportation network over time. At the same time, transportation networks can help to shape land use, for example a SkyTrain station increases the access to regional destinations, making a neighbourhood more attractive, and encourages more people to live nearby. Planning for transportation needs to consider land use plans, and vice versa. As a result, TransLink's Transport 2040 and Metro Vancouver's updated Regional Growth Strategy are being developed in parallel, with the two strategies closely tied together and mutually reinforcing.

The proposed land use objectives and policies of the Regional Growth Strategy include development of a compact urban form with complete communities and growth concentrated in the Metropolitan Core, Regional City Centres, and along a Frequent Transit Network with the main concentrations of development linked together by high quality transit service. The result of this settlement pattern is that average urban densities are higher and jobs, shopping, and services tend to be located closer together, facilitating access by pedestrians or by cycling, or along corridors that are served by high quality transit. This land use pattern is supportive of travel by walking, cycling, and transit. The key concept is that people are not solely reliant on private automobiles for their trips and have a range of transportation choices to meet their mobility needs.

In turn, TransLink's investments are supportive of the region's desired land use pattern. For example, high quality transit infrastructure between Regional City Centres and the metropolitan core supports and reinforces the proposed corridors and centres concept of the proposed Regional Growth Strategy.

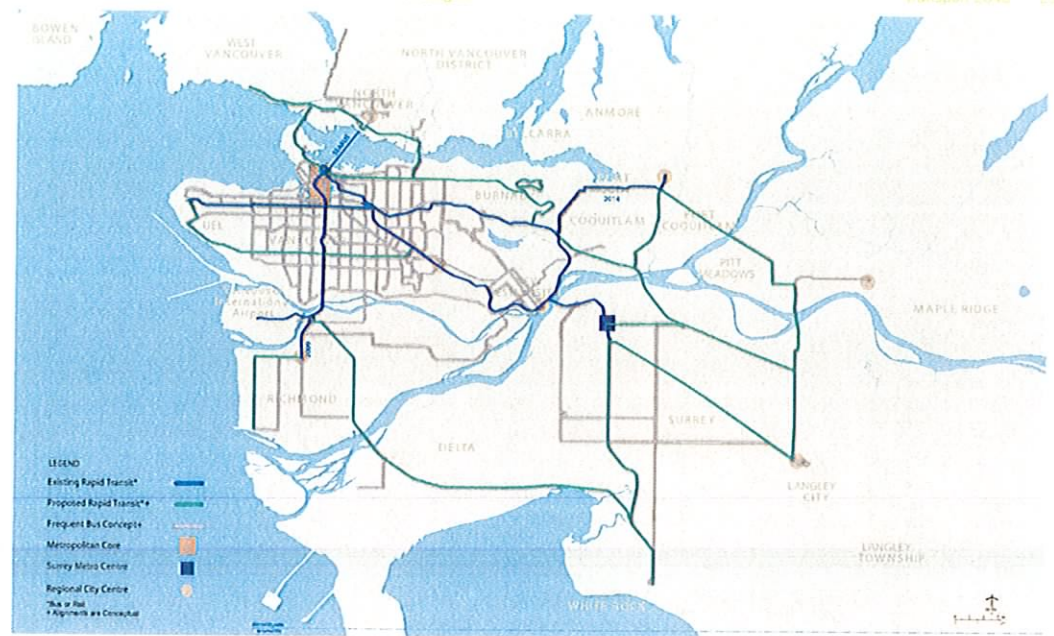
TransLink will continue coordination with Metro Vancouver on the Regional Growth Strategy to ensure that the development and implementation of the two strategies are consistent and mutually supportive.

## STRATEGY 1

MAKE EARLY  
INVESTMENTS  
THAT ENCOURAGE  
DEVELOPMENT  
OF COMMUNITIES  
DESIGNED FOR  
TRANSIT, CYCLING,  
AND WALKING

“ Priority must be placed on investments that fill system gaps to improve bicycle, pedestrian, and transit access, and connect modes of travel.”

### Better Environmentally Sound Transportation



### Future Frequent Transit Network Concept - frequent service at least 15 hours per day, everyday

#### Strategy 1: Make Early Investments

##### 1.1 Make substantial investment in transit:

- a) Add capacity on existing services to serve existing demand and attract new ridership
- b) Invest in new rail and bus infrastructure and accelerate a phased implementation of the Frequent Transit Network
- c) Coordinate transit investment with land use development plans to serve and stimulate high density and mixed use areas and reinforce a compact region.

##### 1.2 Provide significant support for walking and cycling:

- a) Initiate and support expansion of cycling at both local and regional levels
- b) Improve integration of cycling and transit

c) Improve walking and pedestrian facilities to destinations along and within the Frequent Transit Network

d) Upgrade access to key transit stations and facilities.

##### 1.3 Support improvements to inter-regional travel alternatives.

**1.4 Develop TravelSmart program to encourage and assist people in making sustainable travel choices, including trip reduction and increased use of transit, walking, and cycling.**

**1.5 Complete strategic road projects that facilitate goods movement.**

**Land use takes shape** over long periods of time, and therefore the foundation has already been laid. To be ready to meet the transportation demands that 2040 will bring, we must invest now. Accommodating a larger population, addressing global warming, and securing our economic growth means investing to shape new patterns of living, working, and moving.

This region has long recognized the importance of using transit to both serve and shape land use. Two new concepts have emerged that take Transport 2040 beyond simply providing transit supply. First, the increasingly urgent need for TransLink to be much more pro-active in linking transit to land use. And second, the importance of frequent bus services in creating transit-supportive communities - pointing to the timely development of a Frequent Transit Network. By working with municipalities to better integrate transportation and land use, we can create a Frequent Transit Network

that helps attract a large portion of the population, influences their choices in homes and jobs, and encourages the creation of complete communities within the region. The Frequent Transit Network concept will provide transit service at least every 15 minutes from morning to night, every day of the week on corridors with densities and land uses that promote maximum ridership.

Good pedestrian and cycling infrastructure builds livable communities and encourages transit use and makes walking and cycling real and attractive options for people

Although the strategy will give priority to transit, cycling, and walking, we also need to make strategic investments in roads to support goods movement that is central to much of our economy.

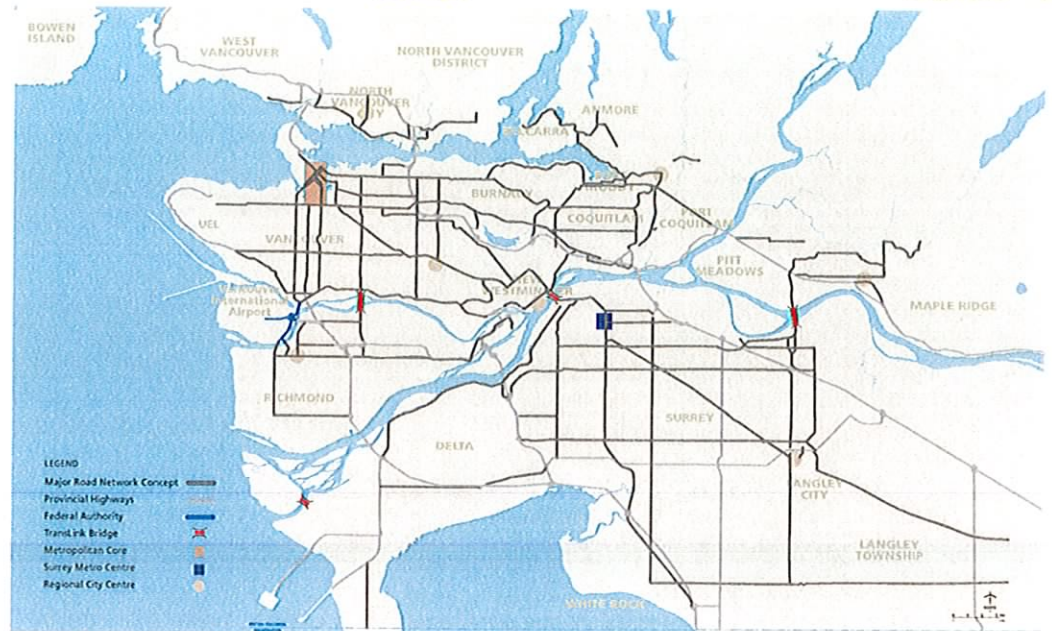
## STRATEGY 2

MAXIMIZE THE USE  
OF THE REGION'S  
TRANSPORTATION  
ASSETS AND KEEP  
THEM IN GOOD  
REPAIR



“Convenience and efficiency of service in terms of travel times are key considerations for the vision of regional transportation in 2040. Substantial growth of ridership for public transit will depend on this.”

**Vancouver  
Board of Trade**



### Major Roads and Bridges

#### Strategy 2: Make Best Use of Transport Capacity

##### 2.1 Maximize the capacity of the existing transportation network in collaboration with partner agencies:

- a) Manage road capacity to prioritize buses, trucks, and other high priority vehicles
- b) Implement transit priority measures and intelligent transportation systems
- c) Develop price incentives to shift travel behaviour (e.g. encourage off-peak travel and trips by walking, cycling, and transit)
- d) Implement critical incident processes to reduce delays and congestion on both the road and transit networks.

##### 2.2 Work with the public and private sectors to achieve land use patterns that support transportation goals:

- a) Create dense, vibrant communities around the Frequent Transit Network where walking, cycling, and transit are the main modes of travel
- b) Locate public sector investments on the Frequent Transit Network
- c) Increase densities at rapid transit stations and hubs
- d) Develop supportive parking policies.

##### 2.3 Keep infrastructure in good condition with regular maintenance and make renewal a priority:

- a) Ensure the transit system (vehicles, infrastructure, facilities) is kept in good working condition
- b) Keep all regional roads and bridges well maintained and replace/rehabilitate as necessary
- c) Upgrade existing transit stations to ensure optimal usage.

##### 2.4 Reduce emissions and adverse environmental impacts from TransLink's operations, services, and infrastructure.

**Funding and resources** will always be limited so we must focus on maximizing what we already have - and on ensuring that what we build is efficient and effective, and as well used as possible.

Although much of our system is working at capacity already, we must actively pursue innovative ideas to increase its use. Flexible hours programs or innovative pricing of transportation infrastructure can be used to encourage people to shift their travel times to less congested periods. Telecommuting can be encouraged.

About 90 per cent of the vehicles on the major roads are private automobiles. By reducing vehicle use, we reduce the need for road capacity - and the most effective tool for reducing auto use is land use planning. When people live near the Frequent Transit Network, they will drive less because amenities are closer - and that will ensure adequate road space for trucks, buses, and emergency vehicles.

To enable more people to get around by walking, cycling, and taking transit, we must offer highly effective facilities that compete with the auto in convenience and travel time.

Our existing investments in critical infrastructure must also be protected and upgraded. Transit infrastructure will need to be maintained at high levels. And by 2040 or sooner, many water crossings and road and rail infrastructure will need to be replaced or undergo significant rehabilitation. Significant investments in our transportation network have already been made, and will continue to be made, so it makes financial sense to preserve what we already have.

## STRATEGY 3

BUILD AND OPERATE  
A SAFE, SECURE,  
AND ACCESSIBLE  
TRANSPORTATION  
SYSTEM



“ A successful structure would strategically invest in accessible, affordable, safe, multi-modal transportation systems, built to fit the community, for movements of people, goods and services.”

**Fraser Basin Council**

**Strategy 3: Focus on Safety, Security, and Accessibility**

**3.1 Make transit appealing to customers by ensuring it is safe, attractive, easy to use, and provides good value.**

**3.2 Optimize the safety, security, and usability of the system through design, enforcement and policing, technology, and information.**

**3.3 Implement Access Transit and achieve full accessibility of the transit system to meet the range of needs and abilities of users.**

**3.4 Improve the resilience of the network and provided integrated emergency and risk management systems with prevention, preparedness, response, and recovery.**

**3.5 Plan for natural hazards and for adaptation to climate change impacts.**

TransLink’s new Access Transit program, reflecting a major consultation effort in 2007, will enable more people to ride transit more often, with a system that is fully accessible. The goal is to create, as soon as possible, a highly accessible, inclusive, and safe system that ensures we can welcome all members of our diverse communities to transit.

It is also a forward-thinking initiative that will simultaneously prepare us to capture and serve the access needs of the baby-boomer generation as it reaches retirement age.

Creating a highly secure transportation system is of equal importance. In light of heightened concerns about security and dealing with emergencies, a host of improvements will optimize the safety of the system for everyone.

Looking to the challenges posed by potential disasters both near term and in the future, TransLink will amplify

its focus on developing preparedness plans to make the entire transportation system as resilient as possible.

Our 30-year strategy will consider a full range of complex issues and needs, including a major focus on risk assessment, contingency planning, emergency preparedness, and developing the required capacities and resilience.

## STRATEGY 4

DIVERSIFY REVENUE  
SOURCES AND PURSUE  
NEW AND INNOVATIVE  
WAYS TO FUND  
TRANSPORTATION



“Funding sources should be broadened to include both transportation related sources and general sources – they may include measures such as agency investments, public private partnerships, tolling, tax exempt bonds, and make full use of TransLink’s assets for revenue generation.”

**Gateway Council**

#### **Strategy 4: Secure Stable Funding**

**4.1 Ensure a diverse mix of funding sources, including transportation-related sources.**

**4.2 Anticipate and develop alternatives to manage risk in revenue sources, including securing new sources of operating revenue.**

**4.3 Raise national profile of municipal infrastructure needs and continue to pursue funding from senior levels of government.**

**4.4 Broaden non-transportation revenue base - from real estate, advertising, and commercial partnerships - in a way that supports desired transportation outcomes.**

**4.5 Price the road and transit systems to provide incentives to shift travel patterns (e.g. time, place, mode) and to generate revenue for improvements.**

**Current funding streams** will not provide sufficient resources to achieve our 30-year strategy-or even basic operations, and urgently needed improvements and expansion. New and stable revenue sources must be developed that reflect the value created for residents, businesses, and transportation system users. TransLink will pursue with vigour a broad-based funding system that includes user fees set in proportion to usage, appropriate tax revenue allocated by all levels of government, and other revenues derived from real estate, advertising, and commercial partnerships.

TransLink’s current main sources of revenue include income from transit services (largely fares and advertising), property tax, and fuel tax. Property taxes reflect the fact that the region as a whole benefits from an effective transportation system. It is also important that funding of transportation be related to usage of the system. In transit this is reflected

through transit fares. Fuel taxes are a form of user-fee for the road system. Other cities also draw on revenue from other transportation-related sources, such as vehicle levies and road or congestion pricing. These sources can create flexibility by obtaining the required levels of funding as well as offering the possibility of influencing travel behaviour.



THE PUBLIC, GOVERNMENTS, AND  
STAKEHOLDERS ARE KEY TO  
MAKING TRANSPORT 2040  
OUR FUTURE REALITY

## MOVING FORWARD MEANS WORKING TOGETHER

Governments, stakeholders, and the public are key to making Transport 2040 our future reality.

### The Principles Behind Transport 2040:

Commitment to partnerships and collaboration with relevant agencies and stakeholders

Minimization of our environmental impact, especially related to carbon use

Full lifecycle cost accounting and good value for money

Willingness to consider new approaches and concepts and ask tough questions about assumptions

Maximization of benefits to society

Respect for prevailing social values

Transportation use pays for transportation services and projects

Focus on needs of transit users and general public first

### From Vision to Reality

Transport 2040 submitted to TransLink board of directors, Mayors' Council and Commissioner  
**Summer 2008**

2009 10-Year Transportation and Financial Plan (TFP) submitted to TransLink board for approval  
**Summer 2008**

Public, stakeholder, and government dialogue  
**Fall 2008**

2009 10-Year Transportation and Financial Plan  
**Winter 2008**

2009 10-Year TFP submitted for approval  
**Summer 2009**

2009 10-Year TFP  
**Annually**

Update the 30-Year strategy  
**Every 5 years**

TransLink will coordinate the initiatives that arise from Transport 2040 with Metro Vancouver's updated Regional Growth Strategy and the Air Quality Management Plan to ensure that transportation and land use are integrated effectively. We will also work closely with regional municipalities to encourage land use decisions that support public transit and encourage walking and cycling. To ensure the best use of resources, we will coordinate our efforts with provincial transportation plans for the region, and work with Transport Canada, the Ministry of Transportation, airport and port authorities, and non-governmental agencies on appropriate strategies, plans, and initiatives to support the goals identified in this strategy.

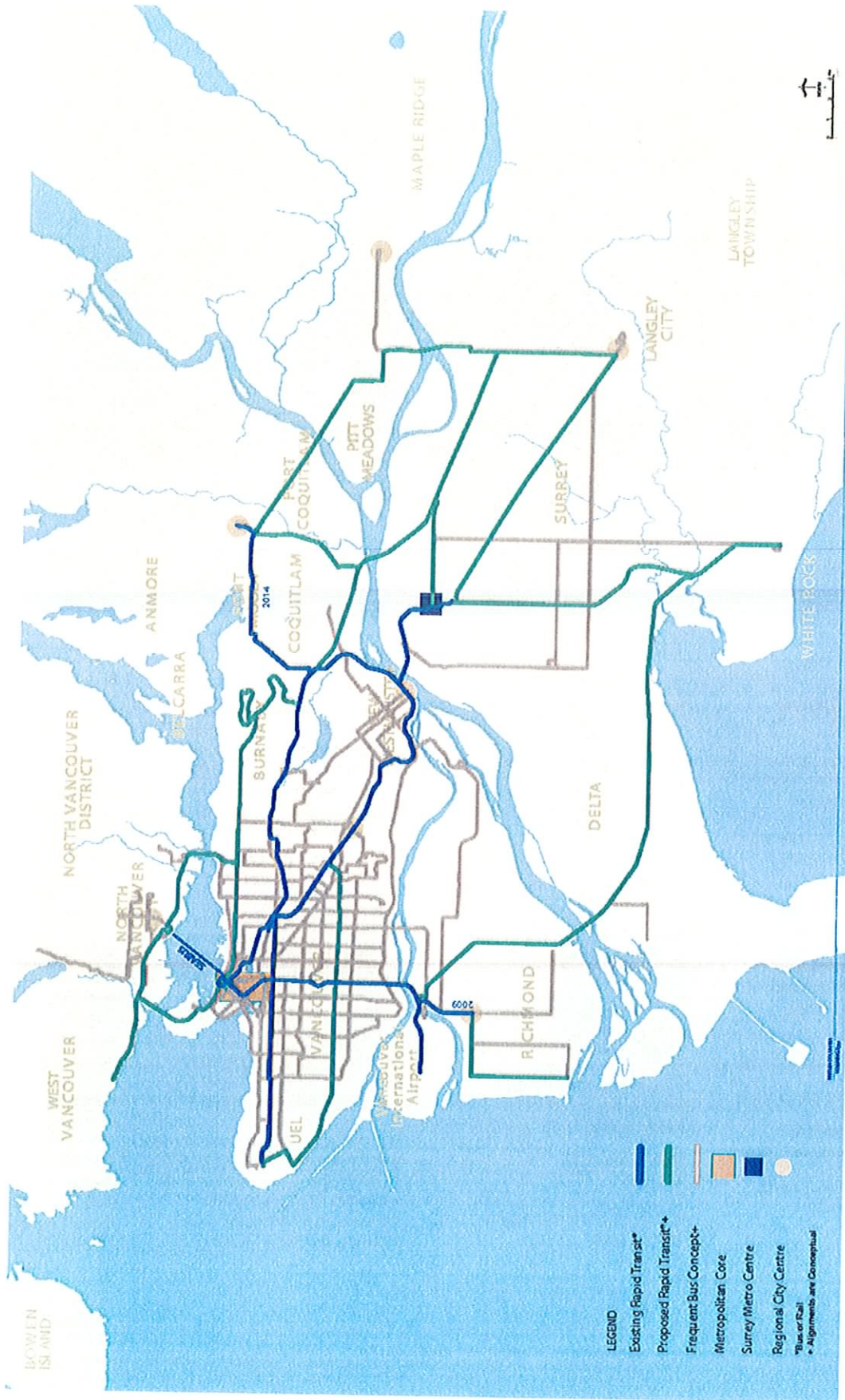
The manner in which we move forward will help determine whether our efforts are successful. That is why TransLink is committed to engaging with stakeholders, governments, and the public in a way that is meaningful and

effective. To that end, a comprehensive public education and engagement program will commence in fall 2008 to create the 2009 10-Year Transportation and Financial Plan and translate the strategies of Transport 2040 into specific programs and projects. The 2009 10-Year TFP will identify the financial and other resources required to implement the projects and services outlined in the plan.

There is no question that the task ahead will require considerable resources and ingenuity if we are to meet the challenge of creating a transportation system that truly meets our needs for the future. The history of the people of this region includes innovators and leaders who have changed the world and put us on the map.

Our task is to focus that wealth of talent, energy, and ability towards making this great place even better. Together we will translate the vision of Transport 2040 into reality.

Proposed New Rapid Transit and Frequent Transit Network (FTN) Concepts



**Future Frequent Transit Network Concept - frequent service at least 15 hours per day, everyday**





# 2009 10-Year Transportation & Financial Plan





# 2009 10-Year Transportation & Financial Plan



# TRANSPORTATION PLANS



## 2009 10-YEAR TRANSPORTATION & FINANCIAL PLAN



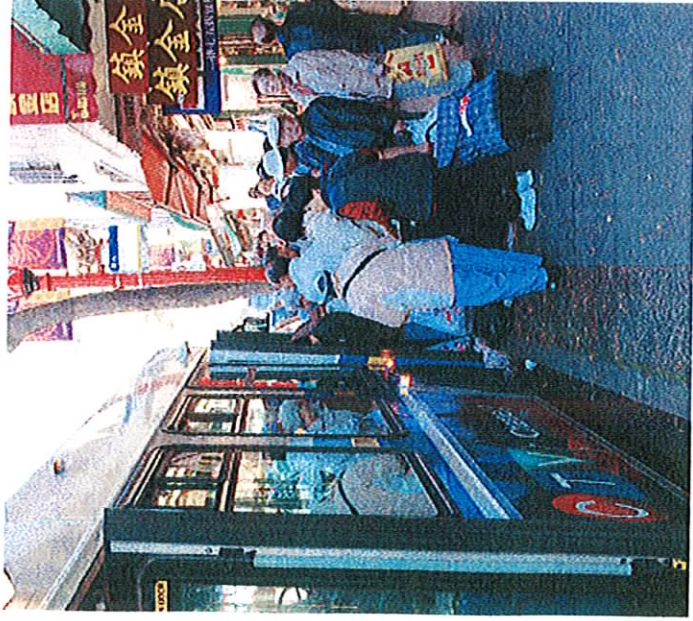
- Legislation requires TransLink to prepare annually a 10-Year base plan outlining the services and programs we can deliver with existing revenues
- Base plans are sent to the Mayors' Council for receipt and to the Commissioner for review of assumptions and key financial parameters, by August 1st each year
- TransLink may prepare supplemental plans if revenue increases are required
- Supplemental plans require Mayors' Council approval

## 2009 PLANNING CHALLENGES

- Time is needed to develop a supplemental plan that will have the support of local governments, stakeholders, and the public
- For 2009 10-Year Plan we are preparing a base plan which includes all previously approved capital expenditures
- We have built reserve funds to pay for our programs in the coming years



# LEGISLATIVE FINANCIAL PARAMETERS



- Annual 10-Year Plan must be fully funded
- Accumulated operating funds may be used as a source of revenue
- Property tax revenue (excluding replacement tax) can grow 3% per year
- Replacement tax can be assessed to generate a maximum of \$18 M per year and applied to all property classes
- Short term fares can grow by 2% per year
- Other tax revenues grow with assumed volume (fuel, hydro, etc)
- Accumulated borrowing anticipated in the plan cannot exceed the existing authorized borrowing limit of \$2.8 B

## KEY ASSUMPTIONS



- General inflation at 3% until 2009 and 2% for subsequent years
- Fuel sales growth assumed at 0%
- Hydro rates increase at 7.5% for 2009 and 2010 – continue to increase at a rate higher than inflation thereafter
- Diesel costs assumed at \$1.50 per litre and increasing at 2% per year
- Long term interest rates assumed at 5.25% in 2009 and 5.5% for subsequent years
- Background ridership increases are assumed at 2.3% until 2012 and 1.5% for subsequent years
- Replacement Tax is assumed at \$18 M annually to be applied to all property classes

# OUR CAPITAL PROGRAM



(\$ Millions)

Canada Line	52
Evergreen Line	477
Bus infrastructure	337
Bus fleet expansion	162
Bus fleet replacement	798
SkyTrain infrastructure	145
SkyTrain fleet expansion	151
SkyTrain fleet refurbishment	43
West Coast Express	29
SeaBus	50
Minor Road Capital	109
Minor Transit Capital	340
Bike program	24
Bridge program	142
Road program	187

Total

3,048

Numbers do not total due to rounding

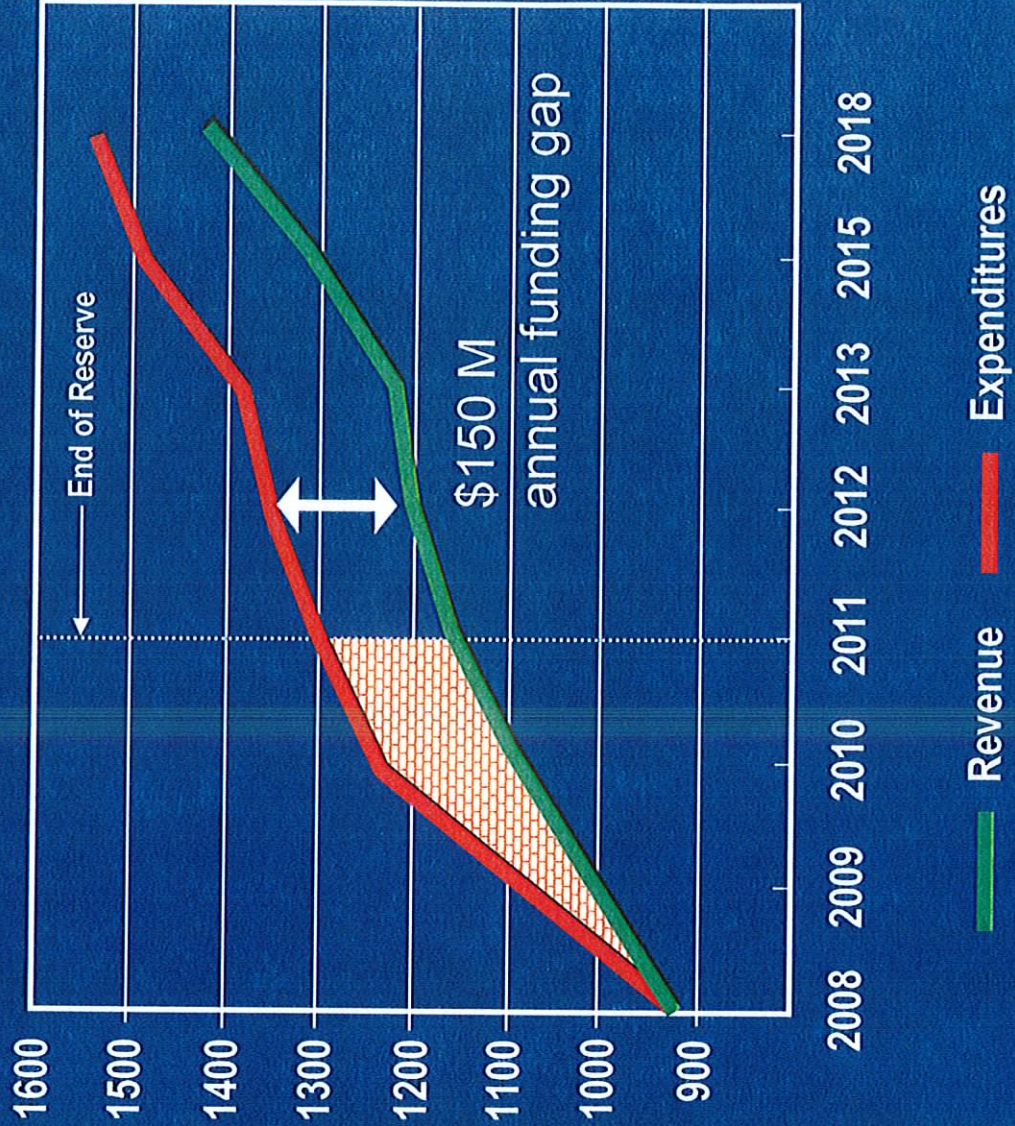
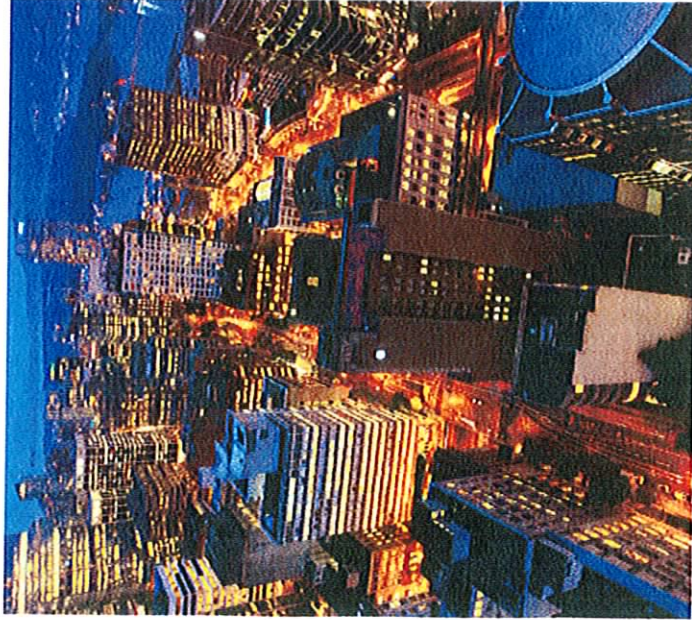


# REVENUE & EXPENDITURE SUMMARY

	2009	2010	2011
	(\$000's)		
<b><u>Revenues</u></b>			
Transit	408,861	460,020	501,836
Tolls	13,430	39,441	53,104
Taxation	584,076	592,555	601,273
Accumulated Surplus (Draw from)	81,876	144,439	149,303
<b>Total Revenues</b>	<b>1,088,243</b>	<b>1,236,455</b>	<b>1,305,516</b>
<hr/>			
<b><u>Operating Expenses</u></b>	896,475	1,013,236	1,063,300
Debt Service Costs	191,768	223,219	242,216
<b>Total Operating Expenses</b>	<b>1,088,243</b>	<b>1,236,455</b>	<b>1,305,516</b>
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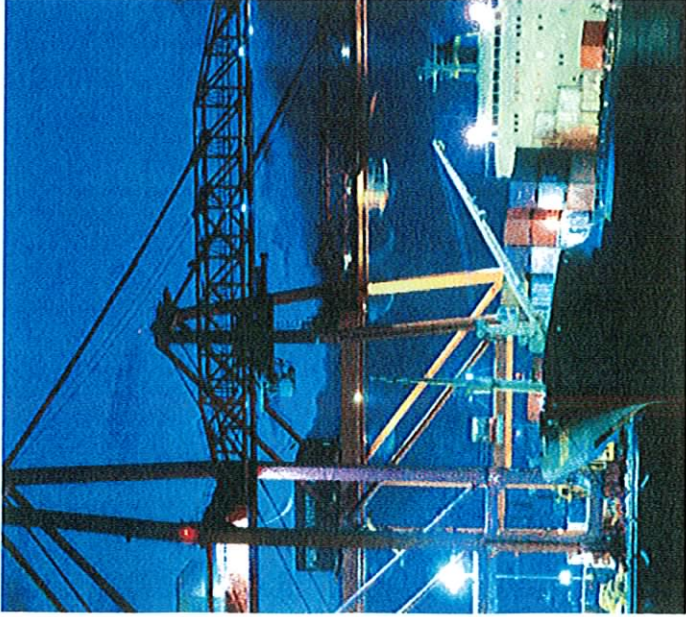


# REVENUE & EXPENDITURE PROJECTIONS

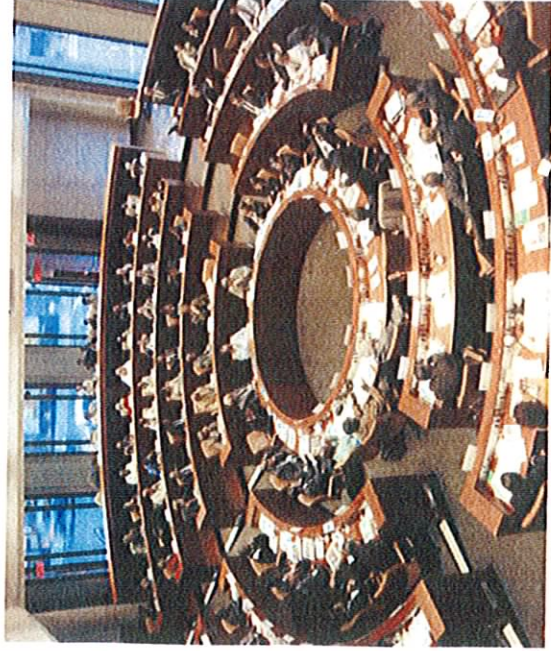


# SUMMARY

- 2009 10-Year Transportation & Financial Plan is a continuation of our expansion strategy
  - Required to meet our vision and the surge in demand
  - Supports prior commitments to the municipalities, government and customers
- Our fiscal reserves of \$409 M will fund our expansion plans until 2011 but we cannot maintain this level of investment without new sources of revenue
- In order to meet the legislative parameters of a fully funded plan we must show a cut in services after our reserves are depleted in 2012



## NEXT STEPS



- In 2009, we will begin a conversation on a transportation and financial plan to support growth and close the financial gap
- Securing new sources of revenue is necessary:
  - Maintain our transportation system in state of good repair
  - Enhance our system to meet growing demand
  - Support the Provincial Transit Plan
- We have to understand the choices so we can all participate in developing a sustainable transportation system

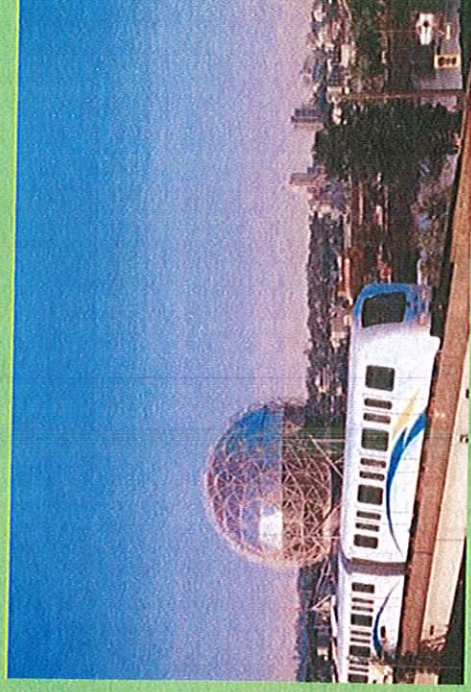
# PLANNING NOW FOR THE FUTURE

- We continuously improve our operations efficiencies
- We invest in the region's roads & bridges
- We expand the transit system and services
- We deliver major projects



# CONTINUOUSLY IMPROVING EFFICIENCIES

- Operating cost per passenger is one of the lowest in North America
- Our operating cost recovery is improving on all systems
- Significant improvements on many performance indicators (overtime, absenteeism)



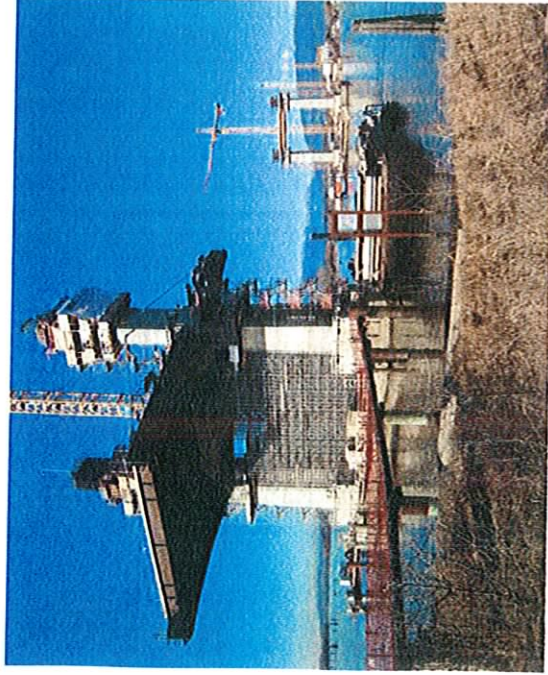
# STAYING THE COURSE



## The 2009 10-Year Plan

- Continues on current expansion strategies from the 2005-2007 Three-Year Plan and 10-Year Outlook
- Supports prior commitments to the municipalities, government and customers
- Responds to demand for more transit services and road improvements
- The 2009 Plan is the foundation for future growth
- The base plan highlights that new revenues will be required by 2012

# ROADS & BRIDGES



- The Golden Ears Bridge, opening in 2009 will cut travel times and improve the movement of goods and services.
  - Bicycle and pedestrian paths will link existing networks on both sides of the river
- Plans for the road network include maintenance and rehabilitation:
  - Knight Street Bridge
  - Pattullo Bridge
  - Westham Island Bridge
- Planning continues:
  - Pattullo Bridge corridor
  - North Fraser Perimeter Road



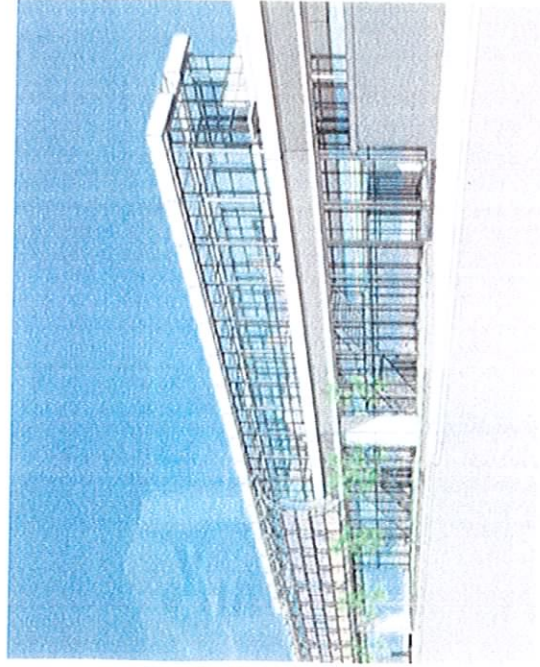
# TRANSIT EXPANSION

- **Canada Line – opening 2009**
- **Evergreen Line – opening 2014**
- **SeaBus – sets sail next summer**



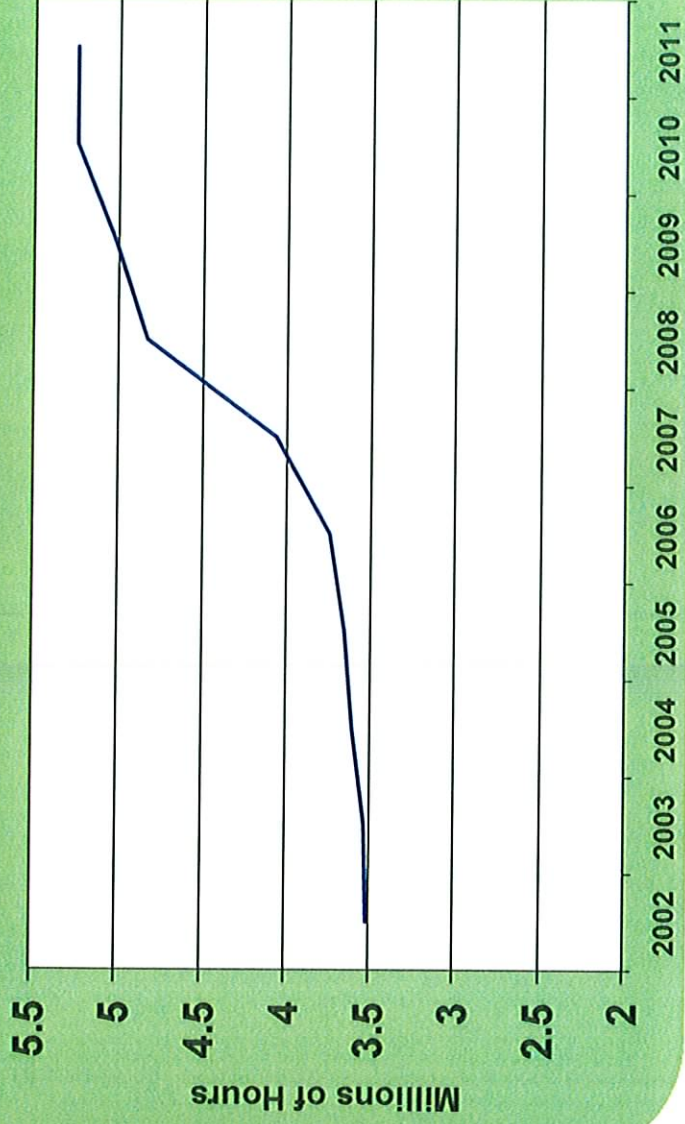
# TRANSIT UPGRADES

- Major renovations at Broadway and Main Street stations to improve capacity, accessibility and the passenger environment
- Plans are underway for upgrades to other stations including Metrotown
- 48 new SkyTrain cars arriving within three years, and 24 more still to come in following years
- Planning for rapid transit routes throughout the region including Commercial to UBC, rapid transit in Surrey and a network of bus rapid transit



# BUS EXPANSION

- 157 expansion buses including community shuttles, trolleys, custom transit and hybrid buses
- 400,000 more service hours in 2009 and 2010 – an increase of 12% over 2008
- Expanding the Frequent Transit Network



# NEW TECHNOLOGIES



- We are reducing greenhouse gas emissions and pollution
  - By utilizing new bus technologies, trolley systems, clean diesel and hybrids
- By partnering with Google and developing applications for Facebook, Mobile and Text Messaging, TransLink will be able to provide real time schedule information, on demand, 24 hours a day

# ACCESSIBLE SAFE & SECURE



- Increased HandyDART service
- 100% accessible transit fleet
- Improved system integration
- Improved wayfinding and signage
- Multilingual customer information
- Access Transit Users' Advisory Committee
- Safety and Security
  - Cameras, lighting, public warning systems
  - Increased police presence

# EXTENDING THE CYCLING NETWORK



- Good pedestrian and cycling infrastructure builds livable communities by offering real and attractive travel options
- Bike accessible transit system
- \$6 million for regional cycling related improvements in 2009
- Bike facilities on Canada Line Bridge and Golden Ears Bridge
- Central Valley Greenway
- Development of cycling strategy underway

# THE OLYMPIC GAMES

- TransLink is supporting the Vancouver 2010 Olympic and Paralympic Games
- TransLink is responsible for:
  - Public transit for residents, spectators and workforce in the Metro Vancouver area
  - Transportation demand management
  - Transit route and transportation planning where required
  - Leading an integrated Regional Traffic Management Centre during the games



## Potential Projects and Initiatives for Inclusion in Subsequent Rolling 10-Year Plans

### I. Road and Transit Improvements

Project	Description	Timing
Nelson Road Interchange at Highway 91	<ul style="list-style-type: none"> <li>Northern extension of Nelson Road with partial interchange at Hwy 91</li> </ul>	Within 5 years
Highway 99 Corridor Improvements	<ul style="list-style-type: none"> <li>Improve Steveston Highway overpass at Hwy 99</li> <li>Improve George Massey Crossing</li> <li>New Hwy 99 Interchange at Blundell Road</li> </ul>	Within 20 years
Expansion of Rapid Transit System	<ul style="list-style-type: none"> <li>Install electronic gates on the Canada Line</li> <li>Construct Capstan Station of the Canada Line</li> </ul>	Within 10 years
	<ul style="list-style-type: none"> <li>Double-tracking of guideway south of Lansdowne Station</li> <li>Increase service frequency</li> <li>Extend Canada Line (either as at-grade LRT or elevated ALRT) to Steveston with a fully integrated transfer station with the Canada Line</li> </ul>	Within 30 years
Expansion of Bus System	<ul style="list-style-type: none"> <li>Implementation of transit service improvements for Canada Line Integration Plan and Richmond Area Transit Plan</li> </ul>	Within 1 year
	<ul style="list-style-type: none"> <li>Establish frequent (rapid) transit network between Richmond and other major urban centres throughout the region</li> <li>Significant expansion of local shuttle bus services to connect local residential neighbourhoods / subdivisions with major transit lines</li> </ul>	Within 5 years
Regional Cycling Network	<ul style="list-style-type: none"> <li>Expand cycling network to connect other regional centres, major employment centres and recreational destinations</li> </ul>	Within 10 years
Fraserport Area Road Improvements	<ul style="list-style-type: none"> <li>Extension of Blundell Road (4-lane) from Highway 99 to Nelson Road</li> </ul>	Within 20 years
	<ul style="list-style-type: none"> <li>Completion of Westminster Highway widening (4-lane) from Highway 91 Hamilton interchange to Nelson Road</li> </ul>	Within 5 years
	<ul style="list-style-type: none"> <li>Widening of Steveston Highway (4-lane) from Savage Road to Hwy 99</li> </ul>	Within 10 years
Goods Movement	<ul style="list-style-type: none"> <li>Prepare a regional goods movement master plan in conjunction with other levels of governments and agencies to facilitate the efficient multi-modal movement of goods in and out of Richmond</li> </ul>	Within 3 years

### 2. Policies, Initiatives, and Programs

Policy/Program	Description	Timing
TDM Measures included in any Major Expansion of Road Capacity	<ul style="list-style-type: none"> <li>Any major expansion of road capacity must include improvements for pedestrians, HOV, transit, cycling, and goods movement traffic; general purpose traffic should not be the sole beneficiary</li> </ul>	On-going
Greater Flexibility in use of MRN Minor Capital Funding	<ul style="list-style-type: none"> <li>Allow flexibility in cost-sharing programs to support innovative roadway and streetscape enhancements around transit-oriented developments</li> <li>Provide dedicated sustainable operational/maintenance/rehabilitation funding for structures over and abutting to facilities within the MRN</li> </ul>	Within 3 years
Attractiveness of Transit Passenger Environment	<ul style="list-style-type: none"> <li>Allow flexibility in cost-sharing programs to improve the transit passenger environment to make it more competitive with auto travel (e.g., shelters and benches at every bus stop, bus schedules and arrival time information)</li> </ul>	Within 3 years
Intelligent Transportation Systems	<ul style="list-style-type: none"> <li>On-line and wireless pre-trip and en route traveller information</li> <li>Transit priority at key intersections on major bus routes</li> </ul>	Within 5 years
Establish Regional TOD Policies	<ul style="list-style-type: none"> <li>Coordinate with provincial/regional/municipal governments to establish regional TOD policies/guidelines to achieve higher density and more sustainable land use (population and employment) along SkyTrain and major transit corridors</li> </ul>	Within 5 years
Regional TDM Master Plan	<ul style="list-style-type: none"> <li>Develop a regional TDM master plan/environmental strategy for all modes with the overall objective of achieving the emission reduction targets</li> </ul>	Within 5 years



## Potential Projects and Initiatives for Inclusion in Subsequent Rolling 10-Year Plans

### 2. Policies, Initiatives, and Programs (cont'd)

Policy/Measures	Description	Timing
Greater Reliance on Revenues from Unsustainable Travel Modes	<ul style="list-style-type: none"> <li>Less reliance on transit fares and property taxes as funding sources to improve social equity</li> <li>Greater reliance on revenues directly related to use of private automobiles (e.g., fuel taxes, vehicle levy, road pricing)</li> </ul>	Within 10 years
Integration with Other Jurisdictions	<ul style="list-style-type: none"> <li>Coordinated and integrated planning with other major transportation agencies within the region, such as the new amalgamated Vancouver Fraser Port Authority and the Vancouver International Airport Authority</li> </ul>	Within 5 years
Accessible Transportation Measures	<ul style="list-style-type: none"> <li>Implement the programs and services recommended in Access Transit (approved by TransLink Board in Summer 2007)</li> </ul>	Within 3 years
	<ul style="list-style-type: none"> <li>Achieve a 100% accessible bus fleet across the region and work with municipalities to accelerate completion of accessible bus stop program</li> </ul>	Within 5 years
	<ul style="list-style-type: none"> <li>Provide cost-sharing opportunities for barrier free infrastructure improvements (e.g., accessible intersections with audible signals, special pedestrian crosswalks, intersection wheelchair ramps, etc) with the objective of achieving universal accessibility around transit facilities</li> </ul>	Within 3 years