



# TransLink Business Case Framework Summary

March 2023



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*The Path Forward* by x<sup>w</sup>məθk<sup>w</sup>əyám (Musqueam) artist Diamond Point





## Land Acknowledgement

TransLink respects the Indigenous Nations within Metro Vancouver and acknowledges all First Nations, Inuit, and Métis Peoples for their continued resilience, sustainable stewardship, and as active members of the community for generations to come.

We recognize that in planning and managing the region's transportation system we have an important role to play in supporting reconciliation with Indigenous Peoples.

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## Indigenous Relations: Vision Statement

TransLink's mandate is to connect Metro Vancouver and create a more livable region. In doing so, we will be inclusive of Indigenous peoples, their cultures and their perspectives. We uphold reconciliation and the implementation of the United Nations Declaration on the Rights of Indigenous Peoples in collaboration with Indigenous governments, organizations and businesses in the pursuit of thriving and sustainable Indigenous communities.

# 1. Introduction

## BACKGROUND AND PURPOSE

TransLink is responsible for developing, managing, and operating a regional transportation system that meets the evolving needs of the Metro Vancouver region. Central to this role is identifying, planning, and implementing changes in the regional transportation system and making decisions that are informed by evidence and robust analysis, as well as input from partners, Indigenous Nations, stakeholders and the public.

In line with this role, TransLink initiated development of the Business Case Framework in 2019. The content was completed in 2020, published in 2021 and then this summary document was updated in 2023. The Framework was created to guide analysis to support key decision making at TransLink. The Framework documents how each step of the business case development process for major projects, policies, and other investments (collectively referred to here as initiatives) are conducted. This process is used to advance development of potential major projects identified in approved regional strategies, such as in *Transport 2050: 10-Year Priorities*, as well as to advance other potential initiatives.

This document is the Business Case Framework Summary. It provides a concise overview of TransLink's Business Case Framework. It is intended for use by decision makers, partners, Indigenous Nations, and stakeholders to aid in the interpretation and review of Business Cases. The Business Case Framework itself includes greater detail and technical guidance for completing TransLink Business Cases.

The Business Case Framework is intended to be a living document that will be updated every few years based on lessons learned using this Framework on TransLink business cases, to further align with senior government business casing practices, and as leading practices evolve.

## DOCUMENT OUTLINE

The remainder of this summary document includes the following sections:

- **2. Business Case Framework Fundamentals** – a review of the core concepts for TransLink Business Cases
- **3. Business Case Lifecycle** – an overview of the Business Case development process that illustrates how to advance an initiative from problem identification through to delivery
- **4. Business Case Development** – an overview of the recommended process to develop and review Business Cases subject to this Framework, including engagement with partners, Indigenous Nations, stakeholders and the public
- **5. Transition from Full Business Case to Implementation** – an overview of initial next steps towards implementation once a Full Business Case has been approved
- **6. Conclusion** – a summary of the evolving role Business Cases fill at TransLink





## 2. Business Case Framework Fundamentals

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*This section provides an overview of the key concepts and context required to understand when formal Business Cases<sup>1</sup> are needed and why and how these types of Business Cases are used by TransLink.*

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### WHAT IS A BUSINESS CASE?

For TransLink, Business Cases define a regional transportation problem (or opportunity) and evaluate a set of alternatives including the benefits, costs, impacts and risks for each of the potential initiatives being considered.

Business Cases are used to support decision makers in making evidence-based and transparent decisions based on both quantitative and qualitative analysis. Typically, a Business Case articulates a need and evaluates potential solutions that can address the need. While the general concept of a “Business Case” is applied by many organizations, each use is tailored to meet the needs of that organization.

### WHAT IS THE TRANSLINK BUSINESS CASE FRAMEWORK?

The Business Case Framework (“the Framework”) explains the overall approach and what is required to complete a TransLink Business Case for certain types of regional transportation initiatives. The Framework incorporates provincial, Canadian and international best practices with local expertise and experience in conducting evidence-based decision-making.

TransLink conducts its analyses consistent with provincial and federal government and partner organization guidelines and frameworks as required.

*<sup>1</sup>Note that the Business Case Framework is only applicable to major projects, policies or initiatives which require approval by either the TransLink Board of Directors and/or the Mayors’ Council. In this document, these types of business cases are referred to simply as Business Cases or formal Business Cases. Internally, TransLink staff use simpler business cases in a different format for annual capital approval processes.*

## WHY DEVELOP A BUSINESS CASE FRAMEWORK?

Our business casing approaches and analyses were inconsistent. We developed this Business Case Framework to help standardize our business casing approaches for our more significant initiatives.

The Framework was developed in order to:

- Foster thoughtful, evidence-based and well-informed decision-making;
- Focus on key strategic, customer/traveller, financial, and operational objectives throughout the development, evaluation, and implementation process;
- Advance important benefits such as socio-economic and environmental benefits, Indigenous reconciliation and equity, diversity and inclusion;
- Identify the most beneficial initiatives for the region to consider; and
- Identify, manage, mitigate, and minimize risks related to planning and implementing the initiative.





## WHEN IS USING THIS FRAMEWORK REQUIRED?

In some cases, the use of this Business Case Framework is required while in other cases the use of this Framework is recommended as shown in Table 1. TransLink requires the development and approval of business cases using its Business Case Framework for certain types of major initiatives including all expansion rapid transit projects that are led by TransLink. TransLink uses streamlined business cases for its annual capital approvals process, which occurs through a separate process.

**TABLE 1:** *Requirements to Develop a Business Case using the Business Case Framework*

<b>Use of the Business Case Framework is <i>required</i> for the following initiatives that are subject to approval by the TransLink Board of Directors and/or Mayors' Council</b>	<b>Use of the Business Case Framework is <i>recommended</i> for the following initiatives that are subject to approval by a committee of Executive, the TransLink Board of Directors, or Mayors' Council</b>
<ul style="list-style-type: none"> <li>• Capital projects where provincial and/or federal contributions are sought AND a Business Case is required for senior government approval processes</li> <li>• Investments, policies, or initiatives for which the Mayors' Council or TransLink Board of Directors directs a Business Case to be prepared using this Framework</li> <li>• Significant system-wide policies or initiatives that require TransLink Board of Directors approval of a bylaw or bylaw amendment and are not already identified in an Investment Plan</li> <li>• Permanent deployment of a significant new type of transit service</li> <li>• Adoption and implementation of a new standard that has system-wide and major capital and/or operational implications, or</li> <li>• Entering a new business area which requires significant capital investments or risk of a significant financial loss or transforming a function that is of strategic significance</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent and widespread deployment of a proven (but non-transformative) technology to TransLink's fleet, facilities, services, or operations (considering net lifecycle costs, benefits, risks and impacts)</li> <li>• Permanent and widespread deployment of a new mobility service, or</li> <li>• A project, policy or initiative that has a significant impact locally or to a specific user segment (considering magnitude of impact relative to other locations or other customers respectively)</li> </ul>

# 3. Business Case Lifecycle

*This section provides an overview of the Business Case Lifecycle and its role in supporting evidence-based decision-making.*

## WHAT IS THE BUSINESS CASE LIFECYCLE?

The development of TransLink initiatives under this Framework follows a Business Case lifecycle as illustrated in Figure 1. This lifecycle breaks project development into five stages of development spanning early strategic planning through to implementation. Each stage includes a decision point.

Business cases are used at key decision points where decision makers must decide whether to advance an initiative to the next stage of development or to pause or discontinue further development. The decision makers consider input from partners, Indigenous Nations, stakeholders and the public as part of their decision-making process.

### BUSINESS CASING FRAMEWORK

Major projects, policies or initiatives go through TransLink's business case development process to ensure that the potential initiative contributes to regional objectives and is feasible to deliver. The process includes stage gates after each step for decision makers to confirm whether a potential initiative should advance further.

Strategic Planning	Preliminary Planning	Detailed Planning	Finalize Planning	Implementation & Review <sup>1</sup>
	Exploratory Business Case	Refined Business Case	Full Business Case	
1	2	3	4	5
Define problem or opportunity and identify alternatives	Decide on the most promising alternative(s) for development	Select a preferred alternative and variant to advance to detailed development	Confirm the alternative and scope to consider to implement	Procure and implement the agreed alternative. Monitor and review

◆ Major decision point and resource allocation by Board and Mayors' Council

<sup>1</sup>Implementation and delivery of the initiative may be led by other agencies (hence shown as a different colour in the figure)

Three business cases are required across the lifecycle:

- The **Exploratory Business Case** (EBC) is developed at the preliminary planning stage and focuses on identifying and evaluating a wide range of alternative approaches to address a problem or act on an opportunity. The purpose of the EBC is to support decisions that either (1) confirm the core alternative or shortlisted alternatives to be used as the basis of further development in the next stage of work or (2) to pause or cancel the study of the potential initiative and continue with the status quo. If a study that is similar in nature has been conducted to support key decisions required at this stage, initiatives may proceed to the Refined Business Case stage if approved by decision makers.
- The **Refined Business Case** (RBC) is part of the detailed planning stage and focuses on identifying and evaluating a shortlist of alternatives or variations of a preferred alternative confirmed in the EBC. The RBC is typically developed alongside preliminary planning or design. The purpose of the RBC is to help further refine and confirm the scope and direction of the potential initiative such that it can continue into detailed design and implementation planning.
- The **Full Business Case** (FBC) is an evaluation of a single fully developed potential initiative. It is intended to confirm the alternative and core scope items to consider for approval and implementation. The FBC is used to support decisions related to securing funding and other requirements to advance to implementation if approved by decision makers.

TransLink RBCs and FBCs are developed to support decisions by TransLink and/or the Mayors' Council, but they may also be used as reference materials in submissions to other levels of government as part of their approvals processes and release of cost-sharing funding.





As further discussed in Section 4, Indigenous Nations, stakeholders, and the public will be engaged in potential initiatives that may affect them. Input obtained through engagement will inform decisions made at each stage gate in the Business Case Lifecycle.

Typically, the level of specification (the extent to which the scope of the initiative has been detailed and confirmed) will increase throughout the lifecycle. The FBC has the highest level of specification as it is used to advance towards implementation, while the RBC has a higher specification than the EBC because it is conducted after significant development work is completed on a single alternative or shortlist of alternatives identified in the EBC. The EBC has the lowest level of specification as it is used to evaluate a wider range of alternative initiatives.

This allows decision makers and staff to focus analytical, design, and planning resources on the highest potential alternatives rather than towards low potential or poor performing alternatives at earlier stages of the process.

**FIGURE 2:** *TransLink Business Case Lifecycle*

Stage	Activities	Level of Initiative Development	Level of Detail		
			Benefits	Costs	Risks
<b>1. Strategic Planning</b>	Defines a problem or opportunity and set of potential alternatives. Conducts a preliminary evaluation.	High-level ‘pre-feasibility’.	Low	Low	Low
Output: Defined alternatives to be considered at the preliminary planning stage					
<b>2. Preliminary Planning</b>	Developing and evaluating a set of alternatives.	Preliminary level of specificity: • 10-20% for policies/plan • 10% for major capital projects	Medium	Low	Low
Output: Exploratory Business Case – can support the confirmation of an alternative or shortlist of alternatives to be used as the basis for detailed planning and the allocation of resources for stage 3					
<b>3. Detailed Planning</b>	Comparing a shortlist of alternatives or variations of a preferred alternative from (2) and evaluating their trade-offs to confirm core scope.	Preliminary level of specificity: • 10-20% for policies/plan • 10% for major capital projects	High	Medium	Medium
Output: Refined Business Case – can be used to support the confirmation of a preferred alternative and core scope to be used as the basis of final development and the allocation of resources for stage 4					
<b>4. Finalize Planning</b>	Conducting all activities required to prepare the initiative for implementation and confirm its business case.	Varies by initiative – typically 20-50% for policies and 10-30% for projects.  Risks, costs, benefits, and implementation approach should be sufficiently defined to advance to approval and implementation.	Highest	High	High
Output: Full Business Case – can be used to support the confirmation of scope and allocation of funding and resources required to implement and operate the initiative					
<b>5. Implementation and Review</b>	Conducting all activities required to implement the initiative (example: procurement, construction, policy rollout). Monitor and review post-implementation.	Fully developed, although scope changes may occur during implementation.  Benefits to be monitored post-implementation as part of the evaluation for the implemented initiative.	Highest	Highest	Highest
Outputs: Full Business Case Update (if necessary) - may be used to support decisions where changes of scope, funding, or delivery model are required; implemented initiative; monitoring and evaluation reports					

## HOW DOES TRANSLINK MANAGE THE BENEFITS IDENTIFIED IN BUSINESS CASE EVALUATION?

Benefits management and realization are used throughout the Business Case Lifecycle to ensure that initiatives are evaluated, selected, designed, optimized, and managed with the desired outcomes in mind. Benefits management begins at the onset of the Business Case Lifecycle. Once an initiative is implemented, the benefits continue to be actively monitored and managed. Benefits management and realization seeks to ensure:

- Realistic and deliverable benefits are identified and documented at the onset and throughout the Business Case Lifecycle
- TransLink understands how the initiative can be used to realize these benefits and uses this information to scope and optimize alternatives
- Improvements to social equity are considered as a benefit and equity is evaluated to understand how transportation-related benefits are distributed among marginalized or disadvantaged groups

In addition, TransLink will work towards developing a benefits management and realization approach whereby:

- Benefits are tracked at each stage of the lifecycle and do not get diluted by scope and implementation decisions without due consideration and evaluation
- Benefits are evaluated post-implementation to understand if the initiative is performing as expected and the initiative is optimized or modified as needed, while capturing lessons learned for future initiatives

The magnitude and type of benefits may vary between Business Cases depending on the type of initiative under consideration and may be more actively managed in some cases. For example, rapid transit projects do (and major capital projects may) require a Project Partnership Agreement to actively shape and manage the benefits and to increase the overall success and performance of the project through supportive actions (for example: supportive land use and fostering affordable housing and optimizing the transit network to make the best use of the new project).



## HOW ARE RECONCILIATION BENEFITS CONSIDERED?

TransLink is committed to advancing reconciliation with Indigenous Peoples and to include reconciliation as a core policy objective throughout the Business Case lifecycle. Furthermore, TransLink is committed to building respectful and genuine relationships with Indigenous Nations and organizations that will inform thoughtful engagement processes to achieve sustainable and equitable outcomes.

Business Cases will identify how a potential initiative will contribute to advancing reconciliation, including implementation of the reconciliation-oriented actions set out in the Regional Transportation Strategy and the 10-Year Priorities.



## 4. Business Case Development

*This section provides an overview of the structure and types of evaluation included within TransLink Business Cases developed using the Business Case Framework.*

### WHAT IS THE STRUCTURE FOR TRANSLINK BUSINESS CASES?

TransLink Business Cases are organized into eight chapters as illustrated in Table 2 (with evaluation chapters shown in blue shading). This structure is recommended for use for each Exploratory, Refined, and Full Business Case completed by TransLink so that Business Cases for a variety of initiatives are presented in a consistent format. This format allows comparison between different alternatives within a Business Case and between Business Cases, and even across different types of potential initiatives.



**TABLE 2:** *TransLink Business Case Document Structure*

Chapter	Key Question Answered by Chapter
<b>1. Introduction</b>	<ul style="list-style-type: none"> <li>Why has the Business Case process been initiated?</li> </ul>
<b>2. The Case for Change</b>	<ul style="list-style-type: none"> <li>Why should TransLink act on a problem or opportunity?</li> <li>What are the desired benefits, objectives and outcomes that will be used to help develop and then evaluate the alternatives?</li> </ul>
<b>3. Alternatives</b>	<ul style="list-style-type: none"> <li>What realistic alternatives can be implemented to address the problem or opportunity and to work towards achieving the desired objectives and outcomes?</li> </ul>
<b>4. Strategic Evaluation</b>	<ul style="list-style-type: none"> <li>Will the potential initiative (or alternatives) impact or make meaningful progress toward TransLink and regional objectives as well as the objectives of relevant partners, Indigenous Nations and stakeholders?</li> </ul>
<b>5. Socio-Economic Benefit Cost Evaluation<sup>3</sup></b>	<ul style="list-style-type: none"> <li>What are the benefits to society in monetary terms of the potential initiative (or alternatives) and how do they compare to the costs to implement it?</li> <li>What are other important benefits to society and the economy that are not able to be monetized?</li> </ul>
<b>6. Financial Evaluation</b>	<ul style="list-style-type: none"> <li>What level of funding and financing by TransLink, Federal/Provincial governments, or other partners is required to implement the potential initiative?</li> </ul>
<b>7. Implementation Evaluation</b>	<ul style="list-style-type: none"> <li>What are the key requirements for the potential initiative (or each alternative) based on governance, procurement, implementation, operations and maintenance needs?</li> <li>What are the key technical and organizational risks for the potential initiative (or each alternative)?</li> <li>What strategies are recommended to be put in place to mitigate risks to customers, TransLink, Indigenous Nations, businesses and the region?</li> <li>For the Full Business Case, what is the implementation or delivery and operations plan for the potential initiative? What is the proposed governance structure for implementation of the potential initiative?</li> </ul>
<b>8. Conclusions and Recommendations</b>	<ul style="list-style-type: none"> <li>What are the key findings from the business case and how can they inform decisions and next steps?</li> <li>What next steps should TransLink consider for the initiative?</li> </ul>

<sup>3</sup> Note – the socio-economic benefit cost evaluation includes all costs and benefits that can be monetized and are incurred by travellers and broader society, thus going beyond benefits solely to the organization.



## HOW ARE POTENTIAL INITIATIVES EVALUATED IN A BUSINESS CASE?

Each Business Case evaluates potential initiatives by comparing them to a Business as Usual (BAU) scenario, which reflects a future state of TransLink and the regional transportation network without the initiative. Typically, the BAU will include background growth, current trends, baseline forecasts, confirmed relevant policies, and any other significant transportation projects which are either being implemented or are funded and have a commitment to be delivered.

As noted in Table 2, there are four evaluation chapters (Chapters 4 – 7) included in TransLink Business Cases that allow TransLink to comprehensively evaluate each potential alternative. This approach allows decision makers to weigh trade-offs across and within each dimension and to assess the holistic performance of each alternative. These chapters each reflect a different “dimension” of the performance of the alternative:

### **Strategic Evaluation (Chapter 4)**

Compares each alternative based on its contributions to public policy goals (example: regional transportation performance, urban development, quality of life, economic prosperity, reconciliation, equity, and environmental sustainability).

### **Socio-Economic Benefit-Cost Evaluation (Chapter 5)**

Compares the monetized value of the societal benefits identified in Chapter 4 to the costs required to deliver each alternative. Also assesses other important societal and economic benefits that may not be monetizable.

### **Financial Evaluation (Chapter 6)**

Assesses the financial viability and impact, and funding and financing strategies for each alternative.

### **Implementation Evaluation (Chapter 7)**

Assesses the technical and organizational processes required to implement each alternative and key risks and adverse impacts that should be mitigated.

The level of analysis in each chapter will vary by type of initiative and stage of the Business Case Lifecycle. For example, major rapid transit projects may include a complete Benefit-Cost Analysis chapter with fully monetized benefits. Conversely, a Business Case for a new policy may focus on describing the range of desired benefits if they cannot be actively monetized or if the level of effort to monetize them is not commensurate with the scale of the policy.

## WHO IS INVOLVED IN BUSINESS CASE DEVELOPMENT?

Depending on the nature of the initiative, Business Case development may require input from across TransLink and its operating companies, partner organizations, Indigenous Nations, and key stakeholders in addition to public consultation where appropriate. The Framework defines general roles required to successfully complete a TransLink Business Case and advance an initiative through the Business Case Lifecycle, including:

- **Partners** – project partners, such as the Province, Indigenous Nations, or a host municipality, are engaged in the Business Case Lifecycle based on the type of initiative; the jurisdictions in the region it is intended to benefit; and funding, financing, and implementation considerations. Partners and Indigenous Nations are identified in the first stage of the Business Case Lifecycle and their feedback will be considered at each key decision point. In addition, the range of partners involved in Business Cases may evolve as an initiative progresses through the lifecycle and into implementation. Funding partners may also include the federal government.
- **Decision Makers** – typically the TransLink Board of Directors and/or Mayors' Council, but this group may also include provincial or federal government decision makers as well. Decision makers are responsible for providing direction and decisions throughout the development lifecycle and allocating resources to implement a proposed initiative.
- **TransLink Leadership** – TransLink leadership identifies when to engage decision makers to seek input, provide direction on when a decision by the Board of Directors and/or Mayors' Council needs to be made. The leadership team also provides direction on when a Business Case is ready to go to the TransLink Board of Directors and/or Mayors' Council for a decision at each of the stage gates.

- **Business Case Working Groups** – working groups are convened by the project sponsor and include representation from relevant TransLink departments, operating companies (or those who would implement the decision), and external stakeholders, Indigenous Nations, or project partners as relevant. The working groups may evolve over the course of the Business Cases Lifecycle and are responsible for mobilizing resources to deliver all content required in the Business Case and to develop alternatives.
- **Alternative Development and Analysis Teams** – these teams are represented by working groups and are responsible for conducting the technical work required to research problems or opportunities, develop alternatives, and conduct evaluations.
- **Implementation Team** – the implementation team is accountable for implementing and delivering the agreed upon initiative as specified in the Full Business Case if it is confirmed and funded for implementation. The lead agency for the implementation team is determined by the project’s implementation governance structure. This team could include members from TransLink and project partners and the lead agency could in some cases be a different level of government or a public private partnership. These team members should be involved in on-going Indigenous engagement and other working groups starting at the early stages of the Business Case Lifecycle to ensure seamless progression from planning to implementation.





## HOW ARE INDIGENOUS NATIONS ENGAGED DURING THE BUSINESS CASE LIFECYCLE?

TransLink initiatives have the potential to impact the rights of Indigenous Nations, and TransLink is committed to implementing regional transportation priorities through early, ongoing engagement with Indigenous Nations. TransLink will engage potentially affected Indigenous Nations and organizations at each stage of the Business Case Lifecycle. This begins at the Strategic Planning stage and carries through to Implementation.

Indigenous engagement on potential initiatives including policy, plans, and projects is key to the successful delivery of TransLink activities. Indigenous participation ensures:

- recognition of the legal and constitutional rights of Indigenous peoples;
- understanding and incorporating Indigenous perspectives where possible into TransLink's decision-making processes;
- determining potential impacts on Indigenous rights, and measures to avoid or mitigate those impacts;
- identifying and maximizing reconciliation benefits; and
- meeting the federal and provincial Indigenous requirements and regulatory and permitting needs

For an initiative, TransLink's Indigenous Relations team will make a plan for engaging with Indigenous Nations throughout the Business Case Lifecycle.

## HOW ARE THE PUBLIC AND STAKEHOLDERS ENGAGED DURING THE BUSINESS CASE LIFECYCLE?

Public and stakeholder consultation is often conducted in parallel to Business Case development and is required by TransLink's legislation for certain types of plans, projects, and policies. Public and stakeholder consultation is typically conducted alongside potential initiative development and alternatives evaluations to understand public and stakeholder issues, concerns, views, and preferences. This input is used to refine how potential initiatives are planned, designed, evaluated, and implemented if the initiative is approved. Engagement opportunities and content brought to consultation may vary depending on the stage in the Business Case process.

Engaging with people with diverse backgrounds as part of the Business Case Framework will help make the proposed initiatives and its outcomes more inclusive. To understand impacts of potential initiatives to marginalized or disadvantaged groups, a social equity lens should be applied through an equity evaluation framework or other tools as part of the evaluation of the alternatives or potential initiative. Applying a social equity lens may require defining equity for the potential initiative, identifying marginalized or disadvantaged groups of interest, and developing key metrics to understand whether the potential initiative's impacts and outcomes are equitable.



## 5. Transition from Full Business Case to Implementation

The Full Business Case is developed to support funding and resource allocation decisions by TransLink and/or the Mayors' Council, but they may also be used as reference materials to other levels of government as part of their funding approvals processes. The Full Business Case is used to support the confirmation of the core scope prior to the approval of the proposed initiative.

Depending on the type of proposed initiative that is being considered for approval, the TransLink Board, Mayors' Council and Province may have additional requirements beyond a Full Business Case prior to project approval. This is typically the case with rapid transit expansion projects that have additional requirements for a project to be approved, which in turn support the future success and performance of the project.

The Project Implementation stage (including procurement, design, construction, operation, and maintenance) will start upon approval of the required funding of the project. At the onset of the implementation stage, the lead agency is confirmed, and the governance structure is developed. The governance structure will determine roles, responsibilities, requirements and expectations for the various agencies involved in the project going forward. It also clarifies who will lead the procurement process and there may be certain procurement and other requirements that the lead agency has that must be followed. TransLink does not always lead the delivery phase. The delivery of some projects (e.g., rapid transit projects) is led by the Province and then often transferred to TransLink between the implementation and operations phase.

Similarly, post-implementation monitoring activities are determined by the lead agency and funding partner requirements. TransLink will work with partners on an evaluation of the project benefits and lessons learned post-implementation of the project. This evaluation can inform opportunities to optimize or modify the project to improve performance and to inform future initiatives.

Ongoing engagement from partners, Indigenous Nations, stakeholders and the public will continue as part of the implementation and monitoring process.







# 6. Conclusion

TransLink developed the Business Case Framework to support the continued evolution of evidence-based decision-making for transportation in the region.

The Business Case Framework will help improve the quality of decisions, project planning, and funding strategies by:

- Ensuring good value for public money from transportation initiatives through the application of robust analysis, alternatives development and optimization, and evaluation practices;
- Enabling decision makers to clearly understand the trade-offs, benefits, costs, and impacts of potential transportation initiatives;
- Ensuring input from partners, stakeholders and the public is considered by decision makers;
- Ensuring TransLink's commitment to advancing reconciliation with Indigenous Peoples is considered throughout the initiative by following our Indigenous Relations Vision Statement and Guiding Principles;
- Aligning Business Case documentation, modeling, and analysis with provincial and federal government requirements and guidelines (where senior government contributions are sought) to streamline the approvals process;
- Understanding potential implications to costs and benefits of key decisions throughout the business case development process to assess and reduce risks;
- Identifying and mitigating the risks of a potential initiative and clearly understanding the costs and level of costing estimates before it is approved for implementation;
- Increasing the transparency of regional transportation decisions to increase accountability and strengthen partnerships; and
- Managing and realizing the benefits that motivate the implementation of potential initiatives.

## TRANSLINK'S COMMITMENT TO CONTINUOUS IMPROVEMENT

In line with the broader evolution of evidence-based decision-making at TransLink, this Framework is a living document that will be updated every few years in order to:

- Incorporate emergent best practices in transportation planning, design, policy development, economic analysis, Indigenous engagement and conducting post-implementation evaluations into the process;
- Leverage lessons learned from developing and using Business Cases at TransLink;
- Update key concepts, parameters, and approaches based on emergent policies, strategies, and plans for the region and province; and
- Make use of future emergent data and evidence.







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*Further information on Business Cases and their use by TransLink is contained in the Business Case Framework – it should be reviewed for specific details on the development and evaluation of Business Cases.*



