

Part F

Implementation Approach



6: How We Will Plan and Make Decisions

These actions describe the principles that guided the development of Transport 2050, and that we will adhere to in implementing the strategies and actions.




6.1: Act with urgency.

We will elevate and accelerate work on policy areas where near-term actions are crucial — in particular, in responding to the climate emergency, supporting Indigenous reconciliation, and addressing social inequity. We acknowledge that some long-standing regional concerns have not been addressed holistically, and we will act for purposeful change moving forward. We will work to harness the windows of opportunity to act quickly on urgent issues by focusing resources in the next five years through policy, regulatory, and investment decisions.

6.2: Prepare for uncertainty.

We will prepare for change, uncertainty, and risk through proactive solutions that value adaptability, innovation, and resiliency. We recognize that today's decisions cannot fully account for changes that region will experience in the future. In response, we will prioritize actions that not only benefit today's transportation system but that are also flexible and adaptable to make us resilient against a range of possible futures. We will also use comprehensive performance monitoring to track progress relative to desired outcomes and drivers of change.


6.2.1. Update the Regional Transportation Strategy every five years to:

- a. Incorporate feedback from comprehensive regional transportation monitoring, as outlined in Part H.
- b. Consider new actions to address changing conditions, as needed. 
- c. Coordinate with updates to the Regional Growth Strategy.
- d. Incorporate deepening understanding of shocks and stresses and new best practices to incorporate resilience. 
- e. Incorporate more detailed analysis from subsequent modal and thematic strategies.
- f. Incorporate strategies and actions related to reconciliation through ongoing engagement with Indigenous Nations. 


The foundations of past regional transportation planning in Metro Vancouver have been strong coordination with regional growth management, an integrated approach to considering all transportation modes together and holistically, a geographic comprehensiveness within a coherent “commuter-shed”, and the ability to manage regional services at the regional level collaboratively across different levels of government.

These elements have been a hallmark of the region's success over the past two decades. But the continued growth of the region and our neighbouring communities, the quickly evolving marketplace of new mobility services and technologies, and the connection of transportation with reconciliation, social equity, and resilience mean that the long-standing foundational elements described above are more important than ever and they will need to be bolstered to prepare us for the next 30 years.

The implementation strategies in this section build on these foundations in describing how we will plan, make decisions, fund, and organize ourselves to deliver on the goals and targets of Transport 2050.



6.2.2. Use **scenario-planning** and **exploratory modelling** to test investments and initiatives against multiple plausible — but quite different — futures, rather than against a single-point forecast future. 


6.2.3. Prototype, experiment, pilot, and **innovate with purpose**.

- a. Partner with key stakeholders, including disadvantaged individuals and groups, to pilot new solutions, such as mobility technology prototypes and service programs. 
- b. Develop key performance indicators to assess the efficacy of pilot solutions to support regional goals.
- c. Monitor and evaluate innovative solutions before making them permanent and scaling them up.
- d. Utilize performance evaluation of pilot solutions to inform decisions for future policies and funding.


6.3: Be inclusive.

We will ensure that transportation planning processes are accessible and inclusive of the people we serve, engaging with the public to identify issues, opportunities, aspirations, and solutions.

6.3.1. **Continue engaging with Indigenous Nations and urban Indigenous Peoples** to understand and address barriers to accessibility, equity, and inclusion. Continue engaging with people and organizations that represent people with lived experience of discrimination and marginalization to understand and address barriers to accessibility, equity, and inclusion — such as inclusive planning processes and improved social equity competency for staff and decision-makers, as described in Action 4.2.4.  

6.3.2. **Develop a Regional Social Equity Strategy**, through engagement with marginalized and disadvantaged groups and in partnership with local and regional governments, that establishes principles, objectives, strategies, and measures of success to advance a more just, equitable, and inclusive region by considering the factors that impact an individual's experience of social equity, including: 

- a. Race, faith, national origin, and language.
- b. Sexual orientation and gender identity.
- c. Ability and developmental diversity.
- d. Age.
- e. Socio-economic group.

6.3.3. Update **engagement practices** and establish guidelines for social equity-based engagement approaches to make them more equitable and inclusive of everyone, including: 

- a. Identifying approaches that permit focus on unique community needs.
- b. Focusing on building relationships through ongoing dialogue with disadvantaged groups.
- c. Establishing and maintaining advisory bodies such as equity-based working groups, community advisory committees, or an ongoing community advisory board, or co-design labs.
- d. Including disadvantaged groups in co-development processes.
- e. Developing opportunities for regular input outside of formal engagement processes.
- f. Identifying and removing barriers preventing disadvantaged groups from participating and providing input.
- g. Identifying various methods and formats for engagement that incorporate practices that are familiar within communities.
- h. Ensuring diverse representation in written and visual marketing and communications materials.


6.3.4. Broaden existing planning processes, network design objectives, performance measures, and guidelines for transportation service and infrastructure to better **incorporate additional social equity considerations** and better serve the needs of disadvantaged individuals and groups.



6.4: Make evidence-based decisions.


We will review, adapt, and improve our methods for decision-making and investment choices to advance our region's goals and objectives. Using a structured decision process requires data as well as a clear understanding of values to evaluate key trade-offs between viable solutions.

A key source of data is the Regional Transportation Model. This model is developed and administered by TransLink to help inform decision-making at the regional and local level. The model inputs include population, land use, and road and transit network details, and is informed by a regional trip survey undertaken every five years. The model is used for strategic purposes to help forecast and evaluate the impact of various policy and infrastructure interventions and investments.

Limited data availability is a challenge that needs to be addressed with new data sources and methodologies. We will rely on both technical and values-based input and perform sound research to support our assessment to select the best possible outcome that achieves multiple objectives. We will ensure evidence is used in a way that reflects our values and priorities by:

6.4.1. **Collect data** essential to planning, monitoring, and evaluating against the desired outcomes of Transport 2050: 

- a. Develop a robust regional and cross-jurisdictional transportation monitoring program with shared accountability and oversight and the data infrastructure, systems, resources, governance, and management protocols in place to enable efficient and responsible data use and sharing with partner agencies.
- b. Monitor headline targets and key performance indicators supportive of the goals of Transport 2050, and incorporate these measures into decision-making. 
- c. Establish inclusive performance guidelines for the road and transit systems to assess the effectiveness of investments and guide future investment decisions. 
- d. Use real-time data to support planning for transportation infrastructure, as described in Strategy 2.3.



6.4.2. **Incorporate an equity lens into decision-making processes** that asks not just whether a policy or investment works, but also who it works for, and who it doesn't work for. This is achieved by: 

- a. Developing a framework for community-based data and research, including from disadvantaged groups, that outlines values and uses of data. The framework should be co-developed with relevant groups, including processes and data collection.

- b. Updating decision-making processes to include social equity impact assessments, which consider equity as a decision-making criterion to help inform prioritization of investments.
- c. Developing an equity data strategy that fills gaps in equity data and understanding by collecting demographic data to support social equity in transportation. This data strategy will include data related to personal safety, crime, and policing, and will consider lived experiences and qualitative data as valuable evidence to triangulate quantitative data.
- d. Developing an equity impact model to understand the effects of decisions on equity.
- e. Adopting best practices for reaching diverse populations using appropriate channels, methods, and materials, and sharing data back to the community for transparency.
- f. Developing a transparent public-facing tool to explore equity.

6.5: Ensure transparency.

We will ensure our decision-making processes are transparent and accessible to the people we serve. It is our priority for the public to understand the decision-making processes at play. We will achieve this by providing opportunities to hear from and communicate with the public to inform key decisions.

- 6.5.1. Publish an **annual progress report and public dashboard** on the implementation status of Transport 2050.
- 6.5.2. Establish **information-sharing methods with Indigenous Nations** and support ongoing dialogue on the implementation of action plans. 
- 6.5.3. Work with each Indigenous Nation **to ensure that processes reflect the needs and interests of each Indigenous Nation** (e.g., permitting processes, cultural heritage preservation, and archaeological interests). 
- 6.5.4. Establish **open data policies and portals** for key transportation data sets while adhering to responsible data use principles per Action 6.7.5.

6.6: Collaborate with organizations, agencies, and partners.

We will continue to collaborate with Indigenous organizations, other public agencies, private partners, and non-profit community agencies to deliver a seamless transportation system that embodies the region’s values and supports local and regional initiatives. Input and implementation by different levels of government and sectors are required to fully realize the benefits of Transport 2050. Collaboration will ensure that local and regional perspectives are considered, and that solutions that maximize benefits for users are valued.

- 6.6.1 Each partner is strongly encouraged to develop **implementation plans** in support of Transport 2050. These plans may include costing, potential funding sources, prioritization and phasing of initiatives, implementation targets, and roles and responsibilities.
- 6.6.2 Explore opportunities to provide new or augmented transit service through **third-party transit service partnerships**, where service is funded by private sector or community partners. This may come in the form of increased service levels on existing transit service, accelerating planned service improvements identified in investment plans, or providing new transit access to areas or markets not currently well served.

6.7: Channel private sector innovation towards achieving public benefits.

We will work to ensure that decisions and innovations prioritize benefits for the general public and support regional goals. We will continually evolve by being open, creative, and nimble, and by purposefully exploring new solutions and, where suitable, channelling them to maximize regional benefits. We recognize the region’s transportation system includes various public and private services and interests that are reflective of different priorities and values. Through partnerships, collaboration, and engagement, we will strive for all services and decisions, including implementation of new mobility technologies, to be guided by public benefit.


In particular, the move to more heavy reliance on digital technology needs to be accompanied by measures to improve equity, privacy, transparency, and accountability while still leaving opportunities to leverage the significant potential public benefit from big data and from products powered by artificial intelligence. This approach is in contrast to the current trends being advanced by “surveillance capitalism” firms to actively undermine transparency, privacy, and individual autonomy.

What is surveillance capitalism? Where digital and smart city innovations are introduced to extract and accumulate personal data in order to predict and control human behaviour as a means of maximizing revenue and market control.

- 6.7.1. Develop a **legislative framework to support Mobility-as-a-Service (MaaS)** for passengers and for freight — allowing mobility providers of all sizes and with all sizes of marketing budgets to compete on price and service quality, rather than on market capture and monopolistic powers.
- 6.7.2. Establish or identify a regional or provincial entity to function as an **urban data trust**, responsible for managing the mobility data warehouse (or “mid-layer”), including:
 - a. Receiving real-time standardized mobility data via API from all mobility service providers licensed to operate in the region.
 - b. Auditing and validating that data.
 - c. Consolidating the shareable read-write data on vehicle availability, location, capacity, price, and booking for all transportation services, and making it available via API to any licensed third-party aggregator in order to enable an open and competitive ecosystem of third-party aggregator apps offering trip planning, booking, and payment for all services from a single interface.
- 6.7.3. Establish a regional **Transport System Manager** function with the ability to license/permit a broad range of mobility service providers for operation in the region. A regional approach is intended to provide a simplified one-stop shop for industry; prevent a patchwork of local regulations; maintain a level playing field for open, fair competition; establish consistency in requirements across mobility industry sectors (such as data requirements); and support service provision to underserved communities, including providing incentives to industry to achieve equity goals. The approach should also be nimble enough to respond and adapt to new technologies and business models that could come into play in this region over the next 30 years.




Automated delivery bots are currently being introduced in city streets around the world

- 6.7.4. Require mobility service providers licensed or permitted to operate in this region to **share real-time mobility data** via API with the urban data trust for the purposes of:
 - a. Retrospective planning analysis and forecasting input.
 - b. Auditing and enforcement of licence terms and conditions in support of regional and local objectives.
 - c. Dynamic system management.
 - d. Enabling an open and competitive Mobility-as-a-Service ecosystem.
- 6.7.5. Require all proposed digital innovations described throughout Transport 2050 be consistent with the approach to **responsible data use** and in accordance with BC Privacy Commissioner guidance.
- 6.7.6. Pursue a **people-first technology approach** for transportation system elements that features:
 - a. Transparent and easy-to-read terms and privacy policies for any service asking to use personal data. 
 - b. Data traceability, enabling everyone who consents to share data with a service to be able to easily trace where it goes and how it's used — in plain and accessible language.
 - c. Collaborative and decentralized machine learning that focuses on privacy and anonymity by not centralizing user data with a single large-platform company.
 - d. Result traceability and algorithm testing that explains how AI predictions were made, in order to help fix biased results.

6.8: Balance multiple demands for limited space.

Achieving our ambitious goals for 2050 will require rethinking and evolving how we use our streets. Priorities for pedestrian, cycling, transit, goods movement, and driving will need to be considered and reconciled along corridors where important needs for these different modes have been identified and where they overlap.

In corridors that are constrained, where there is not sufficient road space to accommodate all needs, prioritizing the movement of people and goods means that, compared to today's approach, we will need to give greater consideration to needs related to walking, biking, rolling, transit, and goods movement over that of general-purpose traffic that is significantly comprised of single-occupant vehicles. When and where different modes receive greater consideration will be influenced by land use context and by the role a street segment plays in the overall functioning of each modal network.




- 6.8.1. For areas of the street dedicated to mobility, apply the following **space allocation and prioritization principles** when people using multiple different modes of transportation — including walking, rolling, cycling, transit, light-duty personal cars, and commercial vehicles of all sizes — are vying for space on a particular street that is too narrow to accommodate all interests at all times:
 - a. Urban Centres and Frequent Transit Development Areas are the places where we give greater priority to walking, biking, rolling, and transit, and where we have greater tolerance for slower speeds of travel for general-purpose traffic, while maintaining access for commercial vehicles.
 - b. Between Urban Centres and Frequent Transit Development Areas, along frequent transit corridors, or on corridors where high levels of transit passenger delay are experienced, we give greater priority to transit.
 - c. Along Major Bikeway Network corridors, we strive to provide bikeways that are comfortable for most people to use. If space is constrained on a street and there are no opportunities to establish a bikeway on a parallel street, then we give greater priority within those space-constrained streets to establishing critical cycling connections to create a useful, connected cycling network.
 - d. For key connections to and within manufacturing and industrial areas, we give greater priority to goods movement.
- 6.8.2. Develop a more detailed **streets management framework** that considers land use and different modal networks — including walkways, bikeways, transit, and driving people and freight — and assess relative modal priorities for each street segment in the region in ways consistent with the goals of Transport 2050. This framework will help to reconcile overlapping priorities where specific street segments have both limited space in the right-of-way and high importance for multiple networks. 

7: How We Will Fund

Delivering the vision and goals of Transport 2050 will require funding. This section speaks to the need for developing sustainable funding sources for transportation in this region that supports the goals and values of *Transport 2050*.

7.1: Align funding with regional values.

We will ensure that transportation funding sources reflect our regional values (as outlined in the Transport 2050 Goals), in which inequities and unaffordability are not exacerbated, access to transit is supported, private benefit from public investment is recaptured for public benefit, and there is a balance of contributions from usage fees and from taxes to ensure stable and resilient revenue.

- 7.1.1. Examine funding sources for transportation in the region that **capture the value of public investment** in transportation to different beneficiaries.
- 7.1.2. Update existing funding sources and establish new sources that **advance regional goals and objectives**, and monitor the impacts of funding sources on regional objectives. 
- 7.1.3. Balance the use of gas and carbon tax to **address urgent climate change needs** in the near term, while transitioning to a longer-term funding source for transportation as fossil-fuelled vehicles are phased out of use. 
- 7.1.4. Per Strategy 3.3, ensure that transportation **funding sources balance goals** such as emissions reductions and demand management with consideration of ability to pay.
- 7.1.5. Make **efficient and effective investment decisions** that make the best use of public dollars: 
 - a. Reduce future capital, operation, and maintenance funding burdens by supporting land use patterns that minimize distances and trips (see list of land use actions).
 - b. Prioritize investment and improvements in modes that increase cost efficiency in meeting regional goals.
 - c. Factor full life cycle costs (including operations, maintenance, and upstream and downstream greenhouse gas emissions) into transportation infrastructure decisions, to ensure prioritization of infrastructure that is most cost-efficient and financially sustainable over the long term, relative to person throughput (see also Actions 5.4.1. and 5.4.2.).

8: How We Will Organize Ourselves

Good regional governance, which is an essential condition for achieving desirable regional development and transportation outcomes, has been a hallmark of this region's success to date. A strong starting foundation of good governance, enabled by strong relationships and organizations, is required to build a robust and resilient transportation system, and to achieve the *Access for Everyone* vision in Transport 2050.

As a priority, Transport 2050 commits to developing options for transportation governance to enable the actions required of many in the region. These options should consider the following needs:

- Improvement in areas of existing mandate where clarity or completeness in responsibilities and authority can enhance outcomes
- Consideration of geographic scope, for example, to enable provision of a broader range of services within the current *South Coast British Columbia Transportation Authority Act* service area, or outside of it
- Incorporation of clear assignment of mandate and accountability around areas of new transportation policy mandate (such as social equity, or affordable housing) or newly emerging mobility infrastructure and services

The introduction of new mandates introduces new institutional and organizational relationships and accountabilities. The basic governance infrastructure to support clear, timely, responsive, and accountable decisions will be defined at the outset of Transport 2050's implementation to assure the goals can be met.

8.1: Collaboration with Indigenous Nations.

We will work with Indigenous Nations, the federal and provincial governments, and regional partners to ensure that the implementation of Transport 2050 adheres to the implementation of both UNDRIP and the *Declaration on the Rights of Indigenous Peoples Act* (DRIPA) Action Plan. This will include creating inclusive regional governance processes that will be required to implement the strategies and actions identified as priorities through the Transport 2050 Indigenous Advisory Council (IAC).

Through the Transport 2050 IAC, we have consistently heard from non-treaty Indigenous Nations that an enhanced and well-defined role in governance and representation in decision-making are key interests.

Through ongoing engagement with Indigenous Nations, governments, and partners, on the implementation of Transport 2050, the role of Indigenous Nations in the governance will be further defined.

8.2: Build inclusive workplaces and organizations.

Diversity within transportation organizations at all levels is critical to meeting the needs of the region and the communities we serve. In order to effectively understand equity challenges that many people in this region face, the transportation industry needs to reflect the broad-ranging and diverse communities it serves. This section contains actions to advance inclusion in the transportation sector.

8.2.1. Work collaboratively and within **public agencies to increase social equity, diversity, and inclusion** in areas such as:

- a. Hiring and recruitment.
- b. Retention, promotions, and career development.
- c. Discipline and separation.
- d. Diverse and equitable leadership.
- e. Organizational culture.
- f. Providing equity, diversity, and inclusion (EDI) training for everyone involved in the planning and implementation of transportation in this region.



8.3: Align governance frameworks with the needs of tomorrow's transportation system.

As the region embarks to implement the strategies and actions in Transport 2050, a vital first step will likely need to introduce new mechanisms and structures of oversight and governance to address emerging priorities (such as a growing region, new technologies, and new business and service delivery models) and the policy integration we are seeking for issues such as equity, affordability, and resilience.

8.3.1. Establish a **collaborative mechanism** (such as a task force, special-purpose panel, or policy-makers forum) to initiate dialogue with local, regional, provincial, and stakeholder interests to address the **evolution of regional transportation governance**. Provide this task force with a mandate to report on options to modernize regional transportation mandates, authorities, and structures to best govern effective and timely implementation of the strategies of Transport 2050. The following principles would guide the work:

- a. The scale of the planning or policy issue (local, regional, provincial) should drive the decision-making structures and mandate responsibilities, ensuring effectiveness, efficiency, responsiveness, and accountability.
- b. Authorities and tools should be provided to enable fulfilment of mandate responsibilities.



New governance models could advance new forms of innovative and integrated multimodal travel

