



Bowinn Ma MLA
North Vancouver-Lonsdale

January 1, 2018

Mayor and Council
City of North Vancouver
141 W. 14th St
North Vancouver, BC V7M 1H9

Dear City of North Vancouver Mayor and Council:

As you are all aware, the issue of transportation and road congestion on the North Shore continues to grow, impacting residents, commuters, businesses, students, services, and quality of life. The need for action amongst the many governmental jurisdictions that have transportation responsibilities is real and urgent.

As the MLA for North Vancouver-Lonsdale, I am proposing an *Integrated North Shore Transportation Planning Project*, which seeks to drive collaboration that will result in transportation solutions for the North Shore in the short term while developing a unified and collective cross-jurisdictional long-term North Shore transportation vision. I request the participation of the City of North Vancouver as a Core Partner Agency in this process.

Background

While many ambitious concepts have been proposed as solutions to the North Shore “transportation problem”, there currently lacks agreement between the municipalities, TransLink, Provincial Government, Federal Government, and First Nations as to a long-term transportation plan for the North Shore.

The ability to mobilize resources from senior levels of government to invest in transportation solutions for the North Shore is limited in the absence of a collective long-term transportation vision. Thus, the *Integrated North Shore Transportation Planning Project* suggests a framework within which key transportation agencies on the North Shore are able to work together to produce that singular vision. It also offers a forum that can be used to identify and discuss short-term and medium-term cross-jurisdictional improvements worth pursuing.

You will find attached a proposed *Terms of Reference* and *Discussion Guide* for an Integrated North Shore Transportation Planning Process, which I have developed with the valuable contributions of Geoff Cross, TransLink Vice-President of Planning and Policy. This proposal has already benefited from the review and feedback of North Vancouver Member of Parliament Jonathan Wilkinson, District of West Vancouver Mayor Michael Smith, District of North Vancouver Mayor Richard Walton, City of North Vancouver Mayor Darrell Mussatto, and the Ministry of Transportation and Infrastructure.



Bowinn Ma MLA
North Vancouver-Lonsdale

Formal Request

I am requesting that the City of North Vancouver Mayor and Council join the *Integrated North Shore Transportation Planning Project* as a Core Partner Agency. Participation from municipalities includes:

1. Designating an elected representative to the Steering Committee;
2. Authorizing North Shore Staff Transportation Committee members, or alternatives, to participate in the Staff Working Group;
3. Contributing municipal planning and engineering staff resources as available and required to support the process; and
4. Contributing approximately 20% of the total budget for external consulting services required to complete this project. The estimated total budget required is \$80,000 so each municipality would contribute up to \$16,000.

The timeline for this proposed process is aggressive, with the first of the workshops occurring before the end of January 2018 so that the results of the June 2018 report can be integrated into the 30-year Regional Transportation Strategy update that TransLink is undertaking in 2018. Once this process is complete, there will be a need to re-group and develop next steps.

TransLink, the Ministry of Transportation and Infrastructure, and our North Shore Federal Government MPs have already expressed a desire to proceed and I look forward to receiving your positive response by **January 15, 2018**.

In your service,



Bowinn Ma, MLA
North Vancouver-Lonsdale

Enc: Integrated North Shore Transportation Planning v3.0

Cc: Geoff Cross, VP Planning and Policy TransLink
Jonathan Wilkinson, MP North Vancouver
Terry Beech, MP Burnaby North-Seymour
Pamela Goldsmith-Jones, MP West Vancouver-Sunshine Coast-Sea to Sky Country
Richard Walton, Mayor District of North Vancouver
Michael Smith, Mayor District of West Vancouver
Claire Trevena, Minister Transportation & Infrastructure

Integrated North Shore Transportation Planning Project

Terms of Reference

PURPOSE	To enable greater cross-jurisdictional collaboration and provide an integrated transportation approach for the North Shore that is environmentally progressive, values safety, and improves the movement of people and goods.	
SCOPE	<ol style="list-style-type: none">1. Complete a comprehensive assessment of the transportation needs of the North Shore and gaps in meeting the needs for both existing and long term horizons;2. Identify joint opportunities for short-term transportation improvements on the North Shore.3. Develop a collective long-term transportation framework for the North Shore between multiple transportation agencies on the North Shore.4. Enable a multi-level multi-agency forum for the sharing of transportation and planning information and transportation-related problem-identification and problem-solving.5. In all work, take into account:<ul style="list-style-type: none">• All modes of goods and people movement including, but not limited to: Rail, truck, personal vehicles, public transit, cycling, walking, water taxis (SeaBus).• Local community development plans on the North Shore and, if necessary, identify where changes may be required to meet joint transportation objectives.	
PARTICIPANTS	Steering Committee¹ <ul style="list-style-type: none">• Government of Canada• Government of BC• City of North Vancouver• District of North Vancouver• District of West Vancouver• TransLink <i>Chair: Elected by Committee</i>	Staff Working Group² <ul style="list-style-type: none">• BC Ministry of Transportation & Infrastructure• City of North Vancouver• District of North Vancouver• District of West Vancouver• TransLink <i>Chair: External consultant</i>
WORK PLAN	TransLink shall work with the external consultant to develop a more detailed work plan that focuses on the assessment of the transportation needs of the North Shore, working with the Steering Committee to shortlist options, and producing a final collective transportation framework by June 15, 2018. This work plan is subject to approval by the Steering Committee.	
BUDGET & RESOURCES	TransLink shall provide overall coordination and logistical support. Each Staff Working Group participating agency is expected to contribute staff resources in the form of engineering and planning support as required. In addition, an estimated total budget of \$80,000 for external consulting support shall be funded as follows: 20% from each municipality and 40% from TransLink.	
VOTING	Decisions will be made by consensus.	
QUORUM	Steering Committee: One representative from each agency. Staff Working Group: Minimum two agencies present, or as deemed required by Chair.	

¹ The Steering Committee will consist of one elected official or senior executive representing each participating agency. The Steering Committee will provide vision and direction for the Staff Working Group to pursue and develop proposals for.

² The Staff Working Group will be comprised of the North Shore Staff Transportation Committee and up to three senior staff representatives each from the BC Ministry of Transportation and Infrastructure and TransLink.

Integrated North Shore Transportation Planning Process Discussion Guide

Introduction

The issue of transportation and road congestion on the North Shore continues to grow, impacting residents, commuters, businesses, students, services, and quality of life. Congestion has reached such critical levels that the TransLink Mobility Pricing Commission identified one of the major traffic hotspots in Metro Vancouver as being “travel to, from and around the North Shore – in every direction”.

It is recognized that even with the full implementation of the Mayors’ Council’s 10-year Vision as well as other transportation improvements by the municipal and provincial governments, the region will continue to grow and need further transportation investments and policies. The North Shore, because of its geography, topography, and existing transportation network, is particularly experiencing considerable transportation challenges including significant road congestion and a lack of competitive sustainable options for some demands. There are emerging political and staff level discussions around addressing the short-term and long-term transportation needs of the North Shore with urgency.

Given the desire of the new Provincial government to proactively work with local governments to identify a long-term transportation vision for the region and that in 2018 TransLink will start to contemplate the next round of transportation improvements for the region as part of the update to the 30-year Regional Transportation Strategy (RTS), it is timely that an early dialogue about the transportation needs of the North Shore takes place now in order to provide comprehensive and detailed input for the RTS process and, where possible, to facilitate early actions as on-going service improvements. This memo outlines an approach for an integrated, structured, and in-depth approach to properly understand the problems and identify potential solutions for further evaluation.

Background

Multiple transportation agencies have planning responsibilities for the multi-jurisdictional and multi-modal transportation network in the North Shore. The City of North Vancouver, the District of North Vancouver, the District of West Vancouver, TransLink, and the Ministry of Transportation and Infrastructure all have or are undertaking planning projects or processes for addressing transportation issues in the North Shore. The North Shore Staff Transportation Committee has developed a list of transportation priorities which include examination of multi-modal options to move more people across the Burrard Inlet as well as various road and transit improvements within the North Shore. Another example of initiatives that are already underway is the New Highway 1 Lynn Creek Connectivity Project being partnered on by the District of North Vancouver, Provincial and Federal governments. TransLink is also looking at various improvements of the transit network in the North Shore. It is important that all the parties work together to develop an integrated and comprehensive approach which provides both near-term and long-term transportation solutions for that part of the region.

As noted earlier, there is heightened interest on the topic and a number of conversations are taking place between different agencies. It is proposed that a structured and coordinated approach to this collaboration be convened to maximize the value of the information and ideas that are being shared. It is not the intent of this process to advance solutions independently from existing planning and decision-making processes. Rather, it serves to act as a catalyst to drive collaboration that will result in transportation solutions for the North Shore while providing an additional multi-level forum for information-sharing and focused, joint problem-identification and solving amongst the various agencies.

Mission

The Integrated North Shore Transportation Planning Process aims to enable greater cross-jurisdictional collaboration to provide an integrated transportation approach for the North Shore that is environmentally progressive, values safety, and improves the movement of people and goods.

In particular, the Integrated North Shore Transportation Planning Process will:

- Complete a comprehensive assessment of the transportation needs in the North Shore and gaps in meeting the needs for both existing and long term horizons;
- Provide for joint definition of objectives to be met by the transportation system;
- Enable all partner agencies to suggest and evaluate potential solutions in all transportation modes;
- Evaluate and produce a shortlist of short term and long terms options which could be further advanced by appropriate lead agencies as part of their planning and decision-making processes; and
- Produce a collective long-term transportation framework for the North Shore.

Proposed Structure and Roles

A two-tier structure is proposed to facilitate this dialogue, consisting of a Staff Working Group and a Steering Committee.

Steering Committee

The Steering Committee will consist of one elected official or senior executive representing each participating agency. The Steering Committee will provide vision and direction for the Staff Working Group to pursue and develop proposals for.

Proposals brought forward by the Staff Working Group will be presented to the Steering Committee, who will agree by consensus which recommendations will be pursued further. Consensus need only be reached between representatives from the governing bodies that are impacted by the proposal being discussed.

Each elected official will be responsible for returning to their respective governing bodies to advocate for commitment to advancing the proposal, especially where participation in the form of funding is required.

Although the recommendations and decisions arising from this process are non-binding, elected officials serving on the Steering Committee agree to participate in this process in good faith.

Steering Committee meetings shall be chaired by a member of the committee elected to do so at the first meeting.

Staff Working Group

The Staff Working Group will be comprised of the North Shore Staff Transportation Committee and up to three senior staff representatives each from the BC Ministry of Transportation and Infrastructure and TransLink. They will be tasked with the following mandate:

- Aim to improve the movement of people and goods on and off the North Shore as well as within the North Shore while taking into account local community development plans.
- Take into account transportation infrastructure for all modes including, but not limited to, single occupancy vehicles, high occupancy vehicles, public transit, cycling, walking, and more.
- Identify opportunities for transportation improvements throughout the North Shore both in the near-term and long-term.
- Provide proposals and recommendations to the Steering Committee based on data and modern day best practices that are free from political interpretation and influence.

Staff Working Group meetings will take place as often as agreed upon by consensus between Core Partner agencies or at the advice of the facilitator. All Core Partner agencies may participate in any Staff Working Group meeting, but a Staff Working Group meeting may take place even when not all Core Partner agencies are represented. The Staff Working Group will be facilitated by an external consultant, engaged specifically to ensure the Staff Working Group achieves its objectives.

Proposed Work Program

It is proposed that two workshops for the Staff Working Group and Steering Committee be convened as the major venue for this multi-agency dialogue, along with more frequent and in-depth meetings for the Staff Working Group as noted above. The two workshops will focus on discussions around the following topics, respectively:

1. Problem definition and what success should look like
2. Ideas generation and objectives development

The goal is to produce at the end of these discussions a short list of options which the Steering Committee would generally agree are reasonable candidates which should be explored more extensively and evaluated in the various programmatic planning processes that the agencies undertake. One specific outcome will be the assignment of a Lead Agency to each option (project) to carry on with subsequent planning work after this process is completed. For projects that are regional in nature, the evaluation and shortlisting of potential solutions as well as public consultation will be undertaken as part of TransLink's RTS or Area Planning processes. The short list of options would be assessed using a Multiple Account Evaluation approach which balances achievement of outcomes under appropriate user, economic, environment and social objectives.

Timing & Resources

It is proposed that the first workshop should take place early 2018. The second workshop should ideally occur roughly 8 to 10 weeks after the first one, to allow adequate time for the necessary planning work to take place. Compilation of the input and preparation of a final report(s) should be available in June 2018.

Each agency participating as a Core Partner will contribute staff resources to support the work of the Integrated North Shore Transportation Planning Process. In addition, a budget of approximately \$80,000 shall be available for the engagement of external consulting resources as required.

Participating Agencies

The Integrated North Shore Transportation Planning Process will require the involvement of Core Partners and Special Partners. Core Partners are agencies that are required to participate in all aspects of this process in order for it to be successful while Special Partners are engaged on an as-needed basis.

	Steering Committee	Staff Working Group
Core Partners	<ul style="list-style-type: none"> • Government of Canada • Government of BC • City of North Vancouver • District of North Vancouver • District of West Vancouver • TransLink 	<ul style="list-style-type: none"> • BC Ministry of Transportation & Infrastructure • City of North Vancouver • District of North Vancouver • District of West Vancouver • TransLink
Special Partners <i>(list not exhaustive)</i>	<ul style="list-style-type: none"> • Transport Canada • Squamish Nation • Tsleil-Waututh Nation • Port of Vancouver • Various port businesses • Canadian National Railway • Metro Vancouver • Infrastructure Canada • Other municipalities 	

Appendix 1 – Major Work Components

There are four major components of work required, as described in the following paragraphs. Municipal staffing resources along with TransLink staffing resources and Ministry of Transportation Infrastructure staffing resources will be utilized as appropriate.

1. Overall process coordination

TransLink will guide and drive overall coordination, while external contracted services will be used to undertake the required tasks, including:

- i) Overall project management responsibilities including development of any cost-sharing arrangements, management of overall project schedule and scope to ensure alignment with agree-upon objectives, procurement for consulting resources, and supervision of consultants as required;
- ii) Consultation with key stakeholders to ensure the range of topics that need to be addressed as part of the dialogue are being captured by the process; and
- iii) Preparation for workshops and other supplementary meetings, including development of meeting agendas, compilation of meeting materials, coordinating with a professional workshop facilitator, documentation of meeting content, dissemination of information and reports, etc.

2. Transportation information, analytics and demand forecasting

External resources and Core Partner agency staff resources will be used to “define the problem” in regards to traffic on the North Shore. This could include:

- i) Examining relevant data, applying transportation analytics, and applying the Regional Transportation Model (RTM) to objectively and comprehensively inform the problem definition aspects of the process;
- ii) Using data sources such as the trip diary, Google API, roadway traffic counts, Compass data, etc., to understand the characteristics of current travel demand; and
- iii) Using the RTM could provide estimates of overall future travel growth and patterns as well as demand for specific corridors or modes.

The key focus will be to establish an in-depth understanding of the travel demand of both trips made by residents of the North Shore as well as of other parts of the region into and out of the North Shore. This would capture information relating to origins/destinations, time of travel, duration of trips, mode choice, congestion experienced either on the road or transit network, safety concerns, etc. The differentiation of the travel market segments and identification of ‘pinch points’ in both the existing and future transportation network would shed much light on the kind of solutions that would meet the demand.

Given the lead time required to collect some of the data, TransLink has already commissioned a consultant assignment to obtain fall (September and October 2017) origin/destination data for trips using the Lions Gate and Second Narrows Bridges. Preliminary results should be available by the end of the year to provide important insights for the process.

3. Committee Meeting and Workshop facilitation

An external consultant shall facilitate the Working Committee meetings and multi-agency workshops in order for all agencies to focus on participating and to have the ability to provide input in a neutral setting. A detailed agenda for the workshops will be developed and vetted with lead agency staff beforehand and input provided in the workshops will be thoroughly documented and shared.

4. Transportation option scoping and high level feasibility review

Engineering expertise will be engaged as needed to perform ‘fatal flaw’ screening of project ideas from a technical feasibility or a financial viability perspective. Considering past technical studies of various options may form part of this work. This will allow the process to focus only on potential options that are achievable.