



INFORMATION BRIEFING NOTE

DATE: February 14, 2023

PREPARED FOR: Kaye Krishna, Deputy Minister, Ministry of Transportation and Infrastructure

ISSUE: Goods Movement Strategy and Planning Together BC

PURPOSE: Provide an overview of the Goods Movement Strategy and Planning Together BC

SUMMARY:

- The Ministry of Transportation and Infrastructure (MOTI) is leading the development and implementation of a provincial Goods Movement Strategy (GMS); a key action in the StrongerBC Economic Plan.
- The GMS will yield an action plan to advance key initiatives, leverage partnership opportunities, and create new goods movement data that can support long-term operational decision making and inform capital investments.
- MOTI is working with cross-government partners to advance an integrated planning approach, Planning Together BC (PTBC), to align transportation and land use planning in British Columbia. By bringing together partners in transportation and land use, the PTBC initiative, will focus government policy and investments to achieve a wide variety of co-benefits.

BACKGROUND:

Goods Movement Strategy

The GMS is identified as a key action in the *StrongerBC* Economic Plan. It differs from previous goods movement strategies by taking an ecosystem approach and requires cross-sectoral collaboration. This approach will ensure that B.C. goods movement is smarter, cleaner and more competitive and supports opportunities for economic development across all regions of the province.

During Phase 1 of the strategy, the ministry undertook early engagement and established the following pillars that are essential to strengthening BC goods movement ecosystem:

- **Strategic Pillar 1:** Strengthen the BC transportation and logistics sector
- **Strategic Pillar 2:** Support BC exporters
 - Improving cost structures and adopting innovation; and
 - Increasing access for regional Small to Medium Enterprises and Indigenous partners.
- **Strategic Pillar 3:** Accelerate the adoption of BC innovation and advance climate objectives

Planning Together BC

The province is introducing an integrated planning approach to ensure greater alignment between transportation and land-use planning. This alignment will enable the province to make transportation/land use decisions and investments that advance broader government objectives such as affordable housing, climate action targets and achieve co-benefits with partners.

Agenda

Date: Wednesday, February 15th, 2023

Time: 10:00 am – 11:00 am

Meeting: Integrated Planning Update – Goods Movement Strategy and Planning Together BC

Location: Teams

Invitees: Kaye Krishna
Fazil Mihar
Kevin Volk
Sohee Ahn
Jason Macnaughton
Kathryn Weicker

Agenda

1. Goods Movement Strategy Overview (10 mins)
2. Planning Together BC Overview (10 mins)
3. Discussion (10 mins)

B.C. Goods Movement Strategy & Planning Together BC

Update to Ministry of Jobs, Economic Development and Innovation

February 15, 2023



Ministry of
Transportation
and Infrastructure

Summary of Comments on 315743_DM IBN_Goods Movement Strategy and Planning Together BC

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Objectives:

Overview of the B.C. Goods Movement Strategy (GMS)
Update on Planning Together B.C. (PTBC)
Opportunities to collaborate on initiatives and strategies

Meeting Agenda

1. Goods Movement Strategy Overview (10 mins)
2. Planning Together BC Overview (10 mins)
3. Discussion (10 mins)

Goods Movement Strategy

Building on Momentum



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and Infrastructure

Build on Accomplishments

- Continue to advance policy, partnerships and infrastructure projects, and build on momentum of last 5 years

Leveraging Partnerships

- Leverage our relationships with the ports, railway, airports and other transportation providers

Optimizing Our Assets

- Focus on ensuring cooperation, collaboration, optimization, resiliency and data visibility

Systems Approach

- Take a systems approach to ensure B.C. goods movement is smarter, cleaner and more competitive and ensure there are opportunities for economic development in all regions

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Strategic Pillars



Strengthen the B.C. Transportation & Logistics Sector

Increase the competitiveness of the transportation and logistics sector and transportation networks.



Support B.C. Exporters

Increase the competitiveness of B.C.'s base economic exporters while enabling SMEs and Indigenous Partners to access markets.



Accelerate B.C. Innovation & Advance climate Objectives

Ensure the transportation trade network adopts technology to support economic growth while protecting and preserving the environment.

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Work Underway - Engagement

• Completed

- Targeted Regional Roundtables
- SME Roundtable
- 1:1 meetings:
 - 35 industry stakeholder
 - B.C. Assembly of First Nations
- Internal MOTI and Cross-Government Workshops

• Upcoming

- Labour Roundtable (February)
- Focused Indigenous Engagement (community information packages and 1:1 meetings)
- Multi-Sector Workshops

Engagement - Key Themes

- Digitalization of supply chain
- Decarbonization
- Improve performance through collaboration, reducing uncertainty for investors
- Reduce project approval timelines
- Workforce - Labour and skills shortage, automation, diversity
- Reputation and promotion of B.C. for goods movement

GMS in Action

- Truck Survey Data Program
- Northern Corridor Collaboration (Prince Rupert)
- Applied Freight Research Initiative
- Mode Shift Study (with EMLI)
- B.C. Transportation Economic Impact Analysis
- Moray Bridge Area Integrated Planning Study
- Squamish Yards Assessment
- Digital Visibility Initiative



Ministry of
Transportation
and Infrastructure



Ministry of
Post-Secondary Education
and Future Skills

INFORMATION BRIEFING NOTE

DATE: February 10, 2023

PREPARED FOR: Kaye Krishna, Deputy Minister, Ministry of Transportation and Infrastructure
Bobbi Plecas, Deputy Minister, Ministry of Post-Secondary Education and Future Skills

ISSUE: Commercial Driver Class 1 Mandatory Entry Level Training (MELT)

PURPOSE: Opportunity to create awareness and promote existing grant and program funding for the labour market shortage for commercial vehicle drivers, and industry has raised concerns that the cost of Class 1 MELT may be a barrier for employers to attract and retain drivers.

SUMMARY:

- MELT for Class 1 drivers became a pre-requisite October 18, 2021. There has been no reduction in new B.C. Class 1 drivers since implementation.
- There are approximately 100 driver training schools in B.C. delivering Class 1 MELT. Schools set their own costs for the training, with the average cost of \$15,000 per participant.
- B.C. has several existing programs to support employers, associations, and unemployed individuals who want to take the training. In 2022/23, these programs have provided \$6.5M for 440 MELT students.
- There is funding capacity within the existing grants and programs to support Class 1 MELT in 2023/24.
- The Ministry of Post-Secondary and Future Skills (PSFS) and the Ministry of Social Development and Poverty Reduction (SDPR) would continue to administer these grants and programs.
- MOTI will work with PSFS and SDPR to develop a campaign awareness strategy to promote existing grants and programs. The strategy will include leveraging social media and news releases.

BACKGROUND:

B.C. Grants and Programs

The Ministry of Post-Secondary Education and Future Skills (PSFS) and the Ministry of Social Development and Poverty Reduction (SDPR) administer grants and programs that have supported Class 1 MELT:

- B.C. Employer Training Grant (PSFS) provides funding to employers to support skills training for their current employees, or prospective new hires. In 2022/23, \$929,848 was provided for 116 Class 1 MELT students.



- Community Workforce Response Grant (PSFS) provides funding for communities and sectors to respond to emerging and urgent labour market needs. In 2022/23, \$1,122,264 was provided for 59 Class 1 MELT students.
- Individual Occupational Skills Training agreements (SDPR) affords clients the opportunity to take MELT at their earliest opportunity. In 2022/23, \$582,000 was provided for 67 WorkBC clients to participate in Class 1 MELT.
- The Project Based Labour Market Training (SDPR) bundles MELT tuition in training project costs. Practicums are pre-arranged with employers, who often hire the project graduates. In 2022/23, \$3.9M was provided for almost 200 learners in 9 projects focusing on Class 1 MELT.

Other Canadian Jurisdictions

In November 2020, Alberta launched the Driving Back to Work Grant Program, committing \$3M to cover 90% of MELT costs. On March 23, 2021, an additional \$5M was announced for the program. In 2022, Alberta announced \$30M over three years to support truck driver training beginning in 2023. This includes \$18M for MELT, \$9M to encourage woman to enter the industry, and \$3M to develop online and virtual reality simulator training for commercial drivers.

In November 2020, Manitoba committed \$500K for MELT training for both new and existing agriculture workers. This sector was provided a deferral when MELT was implemented in September 2019, to comply by March 1, 2021.

Manitoba also has a 244-hour Professional Truck Driver Training Program (includes MELT curriculum) offered by private vocational institutes that qualifies for student aid. This program was created pre-MELT and was supported and endorsed by the Manitoba Trucking Association.

Class 1 Statistics

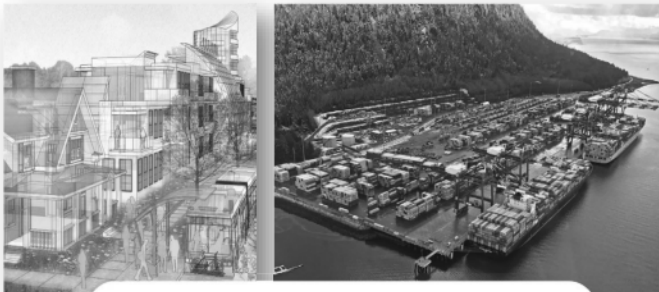
According to the BC Labour Market Outlook, 2022, it is expected that there will be approximately 12,340 openings for truck drivers over the next 10 years, with more than 10,000 of those openings expected to be filled by new drivers and people coming to BC.

101,000 B.C. drivers hold a Class 1 Drivers Licence (DL); on average, 3,000 new Class 1 licenses are issued annually.

A Class 1 license holder is able to drive all classes of vehicles (passenger, taxi, bus, tandem axle (i.e., dump truck), except for motorcycles).

In 2022, 3,400 B.C. Class 1 licenses were issued. 2,128 drivers passed the road test with MELT training (440 funded through B.C. grants) and 1,295 were issued Class 1 licenses via reciprocity from other Canadian jurisdictions.

Integrated Planning Approach



PlanningTogetherBC
*Integrated Transportation and Land Use
 For Thriving Communities*



- Province-wide initiative to:
 - align transportation/land use decisions and investments with broader government objectives and provincial priorities.
 - enhance current planning processes to help focus government policy, coordinate with municipal and regional economic development and land-use planning initiatives.
 - better facilitate the movement of goods to market by investing in integrated transportation and trade corridors which will ensure the efficient transportation and enhance the performance of BC goods.

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Transportation and land use decisions are critical to the success of provincial priorities.

An integrated planning approach provides a planning and decision-making framework to maximize investments to better achieve co-benefits:

Complete, Compact Communities

Affordable Housing

Equity and Inclusivity

Climate Action and Resiliency

Economic Prosperity

Systems approach enabling interconnected transportation systems that are smarter, more responsible, and more collaborative.





Exploring ways to leverage investments to achieve multiple objectives.

Aligning priorities with community and regional aspirations.

Collaboration among partner agencies.

Photo: False Creek Industrial - <https://renx.ca/false-creek-flats-strata-industrial-to-have-second-storey-ramp>

Framework

VISION	Working together to align transportation and land use planning for smart and coordinated growth			
GOALS	Complete Compact Connected Communities 	Safe and Integrated Transportation Systems 	Economic Competitiveness and Prosperity 	Resilience and Climate Action 
OBJECTIVES	<ul style="list-style-type: none"> • Locate development close to sustainable travel options, jobs and services • Support affordability and choice by creating a mix of housing types that align with housing needs • Support the priorities of BC's diverse communities to achieve shared benefits 	<ul style="list-style-type: none"> • Provide a safe, seamless and reliable system across modes and jurisdictions • Enable alternative mode choices for people and goods to reduce total vehicle travel activity within networks • Invest in public transportation and active transportation infrastructure that creates choices for all users 	<ul style="list-style-type: none"> • Connect people to jobs and services • Facilitate moving goods to markets with infrastructure and services • Plan land use to maximize economic development potential 	<ul style="list-style-type: none"> • Support transportation initiatives that result in lower GHG emissions • Develop infrastructure solutions that emphasize future resiliency of transportation systems • Support resilient communities and infrastructure that can better adapt to climate change
STRATEGIC LENSES	Diversity & Inclusion, Reconciliation, Equity			

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Discussion: Initiatives and Linkages

- Are there relevant strategies, projects or initiatives within JEDI that interact with the GMS and PTBC?
- Are there other opportunities for collaboration?



Thank you!



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INFORMATION BRIEFING NOTE

DATE: February 27, 2023

PREPARED FOR: Kaye Krishna, Deputy Minister of Transportation and Infrastructure

ISSUE: Passenger Transportation Accessibility Program

PURPOSE: The union representing TransLink's HandyDART drivers reached out to Minister Fleming regarding the Province's support for the taxi industry through the new Passenger Transportation Accessibility Program

KEY FACTS

- The disabled community has asked for more barrier-free transportation options, including increased availability of accessible taxis, to support the full and equal participation of people with disabilities in the province.
- Across B.C., accessible taxis provide additional flexibility and choice for the accessibility community, including in those communities where HandyDART service is available.
- 7% of HandyDART trips were supplemented by taxi in 2021 when HandyDART vehicles were not available to deliver rides for unforeseen reasons. This practice is done to make sure the customer can reach their destination on time and with no added expense.

PAST INTERACTIONS:

- Minister Heyman (Minister previously responsible for TransLink) met with executives from the Amalgamated Transit Union's (ATU) Local 1724 on December 2, 2021 and February 3, 2022, to discuss HandyDART service model concerns relating to taxi usage.

BACKGROUND

HandyDART's Use of Supplemental Taxis in TransLink's Service Region

Taxi trips are deployed as a supplemental service, used for relief, overflow or emergency purposes when HandyDART vehicles are not available.

- Reasons may include periods of high demand or serving customers when HandyDART branded vehicles are delayed in traffic or other circumstances.

Data on the number and percentage of HandyDART trips done by taxi in the Metro Vancouver region for the past five years is provided in the table below (complete data for 2022 will be published in Spring 2023 and is not yet available).

Key Performance Indicator	2017	2018	2019	2020	2021
Number of Trips (HandyDART vehicles)	1,120,365	1,166,091	1,198,349	579,725	647,123
Number of Taxi Trips	129,551	149,318	183,493	40,418	48,519
Total Trips (including taxi)	1,249,916	1,315,409	1,381,842	620,143	695,642
Percent of taxi trips	10.4%	11.4%	13.3%	6.5%	7%



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Passenger Transportation Accessibility Program

On February 1, 2023, the Ministry announced the Passenger Transportation Accessibility Program (PTAP), which provides funding to the taxi industry for wheelchair accessible vehicles specifically to improve services for the accessibility community.

The Ministry developed the PTAP in response to feedback from the accessibility community, who are experiencing declining accessible taxi service availability and quality, and the taxi industry, that is struggling to maintain current service levels for accessible taxis due to decreasing revenues from the ongoing impacts to ridership from the COVID-19 pandemic and the introduction of ride hail services in B.C.

On January 27, 2022, the Ministry launched the intake of the first PTAP program.

Across B.C., accessible taxis complement HandyDART services to provide more availability and choice for seniors and people with disabilities:

- Accessible taxis can also be used by members of the accessibility community that are not registered HandyDART users, e.g., users that can use conventional transit without assistance most of the time or usually have alternative travel options available to them but have occasional use for accessible taxis,
- Accessible taxis are available in more communities across the province.
- Accessible taxis allow users to take spontaneous trips without requiring users to book far in advance and can provide after-hours service where HandyDART service is not available.

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DATE:

23-Feb-14

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INFORMATION BRIEFING NOTE

DATE: March 24, 2023

PREPARED FOR: Kaye Krishna, Deputy Minister of Transportation and Infrastructure

ISSUE: Transit and Ferries Service Integration Initiative

PURPOSE: Progress update on the transit and ferries service integration initiative.

KEY FACTS

- Service integration is included in the multiple current and previous mandate letters including Ministers Fleming, Heyman and Ma (2020), Minister Coulter (2022) and BC Transit (Appendix 1)
- MOTI facilitated an exploration process and produce a report (Appendix 3) that included potential integration opportunities and action items identified and evaluated by the agencies. In 2022, this *Exploratory Phase* of the project was completed.
- MOTI convened an Integration Executive Steering Committee (IESC), a staff-level Multiple Agency Working Group (MAWG) and four Technical Working Groups (TWGs) with TransLink, BC Transit, and BC Ferries to facilitate on going discussions.
- MOTI staff are working with the agencies on the action items identified in the report through a three phased approach that includes detailed action item analysis and workplan development by the TWGs.

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PAST INTERACTIONS:

- *The previous Integration Executive Steering Committee (IESC) meeting was held on September 21, 2022 to discuss the sequencing of the project phases.*

BACKGROUND/DISCUSSION

The purpose of the report was to explore pathways to integrate services between TransLink, BC Transit, and BC Ferries as part of the Province's ongoing work to make public transportation more equitable, accessible, affordable, and convenient, in addition to improving transportation and land use planning.

Four workshops took place with the agencies to identify and evaluate ideas that were applied to an evaluation framework that considered the ideas according to a set of criteria.

Foundational ideas were identified by which to build on and that are key to achieving service integration. These included: Organizational, Fare Integration, Physical Connection, and Operations.

In 2022, this *Exploratory Phase* of the project was completed, identifying actions that the three agencies could undertake to achieve improved integration. The ideas put forward will inform related and future work to continually improve the passenger experience through service integration and support mode shift.

- MOTI also convened the staff-level MAWG and the IESC with TransLink, BC Transit, and BC Ferries to facilitate discussions.

MOTI staff are working with the agencies on the action items identified through a three phased approach (Appendix 2) with some action items already completed including:



- Schedule alignment at integration nodes
- Collaboration on planning and studies
- Collaborate on social media campaigns
- Share information on First Nations engagement
- Governance for collaboration
- Transit considerations into ferry terminal planning

The project recently **completed Phase 1**, where work plans were created by the three agencies to define how to complete the actions from the *Exploratory Phase* and to determine required resources, funding, and timelines.

- Four TWGs have met with representatives from each agency with related subject matter expertise:
 1. Physical Multimodal Connections
 2. Organisational
 3. Operations
 4. Marketing and Communications.
- The groups each met in mid-January and late February 2023 for the two rounds of workshops.
- Final work plans and a progress tracking tool will be delivered by the **end of March 2023**.
- The IESC is expected to be briefed on the outcomes of Phase 1, in **April 2023**.

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The next steps as part of **Phase 2** is to implement the work plans for the foundational action items that are achievable in the short term, while the final phase, **Phase 3**, will undertake longer-term actions (See Appendix 4 resource slides for detailed action items).



Appendices:

1. Service Integration in Mandate Letters
2. Phases of work
3. Service Integration Report
4. Briefing Deck

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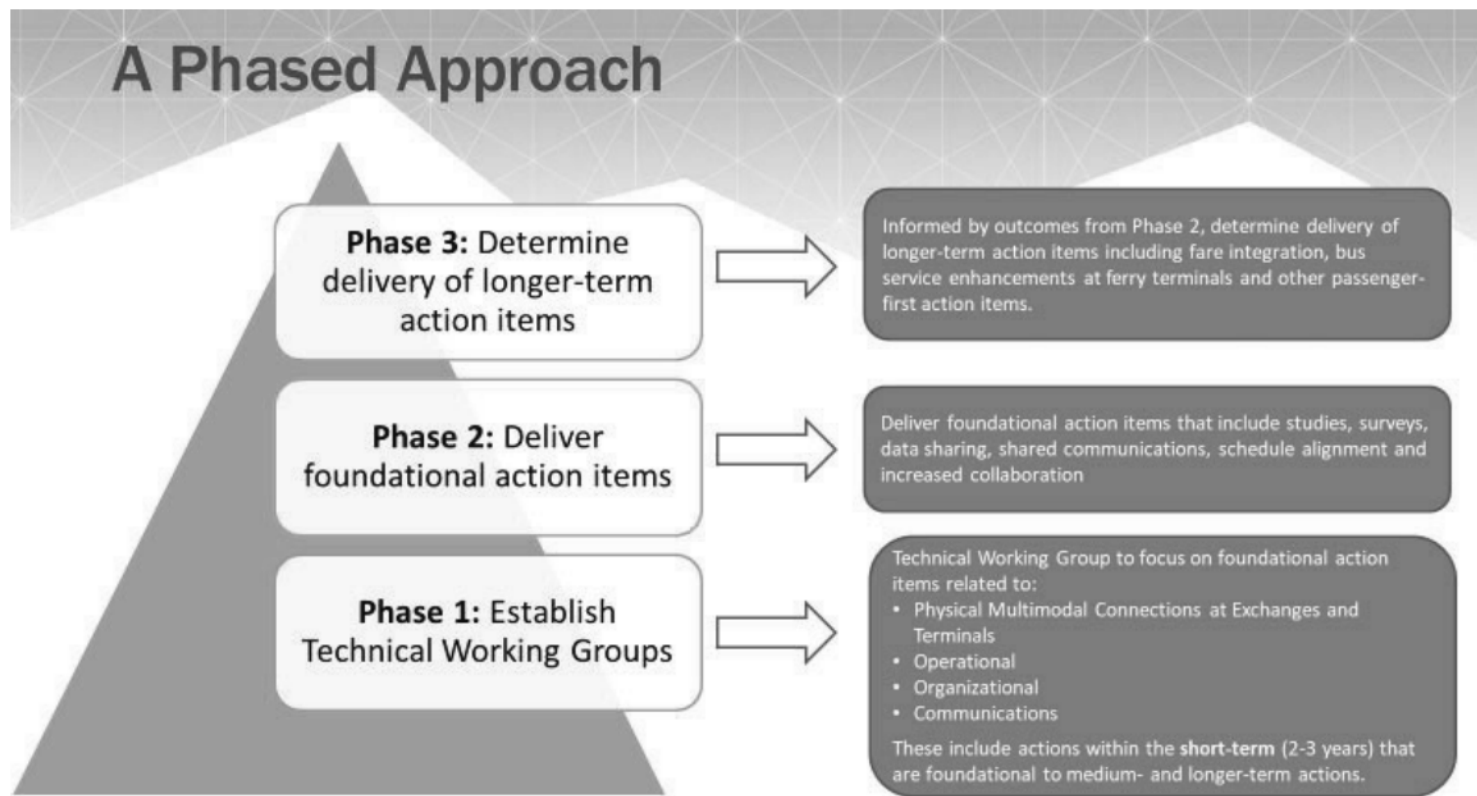


Appendix 1: Service Integration in Mandate Letters

- **Minister of State for Infrastructure Mandate Letter, December 7, 2022**
 - Work with BC Transit, TransLink and BC Ferries on improving service integration to ensure passengers experience more seamless travel.
 - Support the Minister of Transportation and Infrastructure in working with cabinet colleagues, communities and Regions to assess and support the planning of transit projects to reduce commute times for fast growing urban areas, including evaluating possible extension of the West Coast Express.
- **BC Transit Board of Directors Mandate Letter, May 27, 2021**
 - Improve the integrative experience of customers connecting between BC Transit, BC Ferries and TransLink with a focus on opportunities for seamless transfer between services and expanded regional connections and provide a report identifying opportunities by March 2022.
- **Minister of Environment and Climate Change Strategy, November 26, 2020**
 - Work with the Minister of Transportation and Infrastructure to integrate TransLink and BC Transit services.
 - Reduce congestion and make transit an option for more people by working with TransLink to improve and expand the network for people living in the Fraser Valley and Sea-to-Sky regions, including by expanding West Coast Express service.
- **Minister of Transportation and Infrastructure Mandate Letter, November 26, 2020**
 - Work with the Minister of Environment and Climate Change Strategy to integrate TransLink and BC Transit services.
 - Make BC Ferries more responsive and accountable by encouraging improved service at peak times, an improved reservation system and better coordination with public transit.
- **Minister of State for Infrastructure Mandate Letter, November 26, 2020**
 - Work with cabinet colleagues, communities, and regions to support the planning and development of key transit projects, like high-speed transit links for the North Shore and the expansion of rail up the Fraser Valley, which will bring cleaner transit, support economic growth and deliver more construction jobs for B.C. workers.



Appendix 2: Phases of Work



Transit-Ferries Service Integration in BC

Project Report



May 2022



Ministry of
Transportation
and Infrastructure



McElhanney



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At a Glance

As we work together to meet BC's climate goals, people in British Columbia (BC) deserve access to quality public transportation that meets their needs and provides a convenient, affordable alternative to driving personal vehicles. This includes interregional trips often provided by multiple agencies, namely TransLink, BC Transit, and BC Ferries.

To encourage growth in interregional transit use, the Province facilitated an exploratory process to bring the three agencies together to collaboratively explore ideas for an improved, integrated transportation network. Delivering a positive customer experience for interregional travel will motivate more people to choose public transportation, thereby increasing ridership and revenue as we continue our pandemic recovery and strengthen our public transportation systems.

The integration ideas formulated by the three agencies through a series of workshops fall into four broad categories:

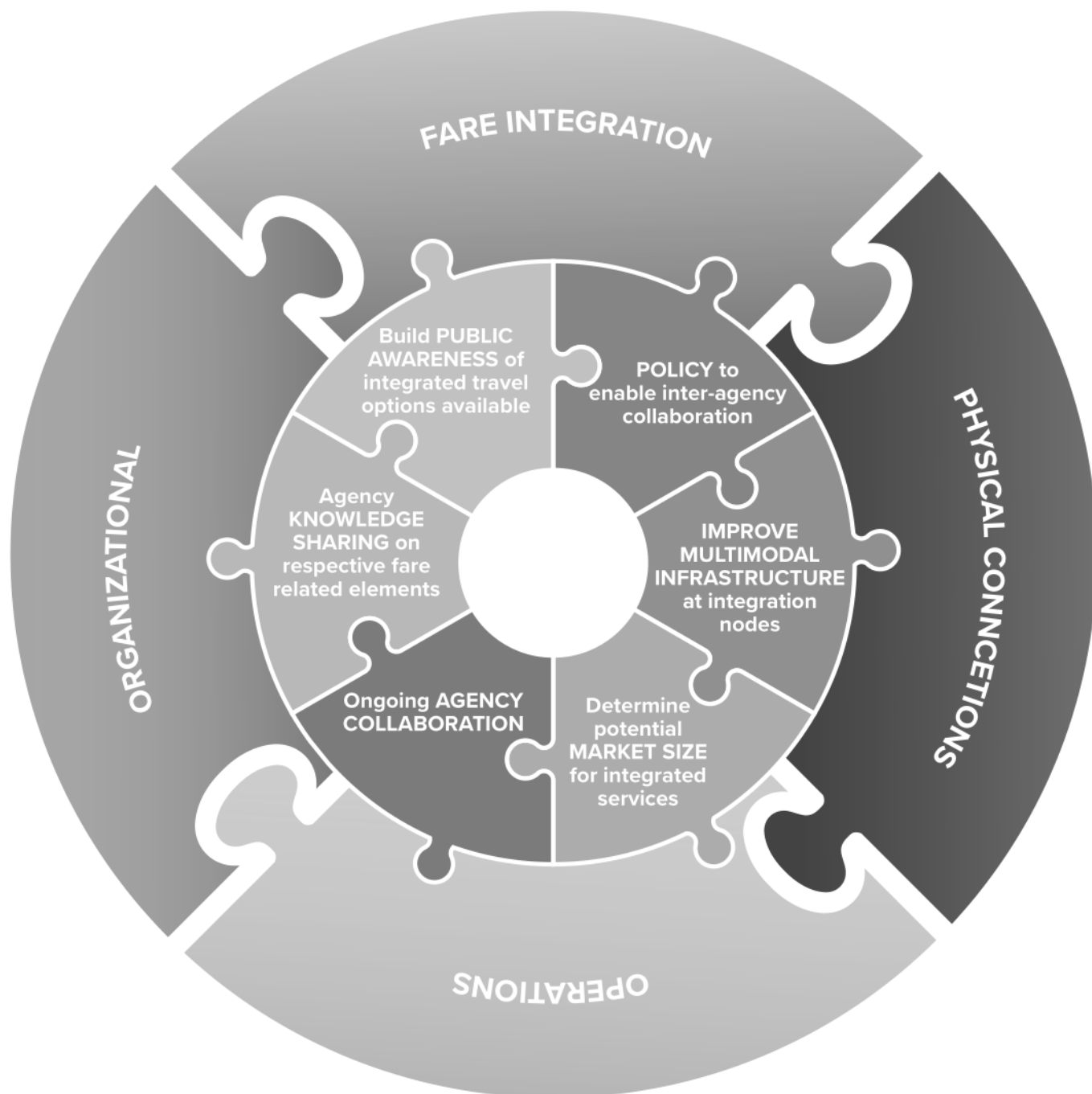
1. Physical Multimodal Connections at Exchanges and Terminals
2. Fare Integration (used here, "fare integration" is a catch all term made up of multiple facets, e.g. payment system, technology, fare structure, policy, revenue sources, etc.)
3. Operations (e.g. customer service, trip planning, scheduling, alternative service options, etc.)
4. Organizational

Some of the ideas are foundational to achieving service integration and are shown in **Figure 1**.

Other ideas extend beyond what might typically be considered when discussing integrated services, namely fare/schedule integration/alignment. With an emphasis on customer experience, all agencies highlighted that improvements to the physical infrastructure at integration nodes, and improving sustainable mode (walk, roll, bike, transit) access to these nodes, will significantly benefit the integration of services overall.



FIGURE 1. FOUNDATIONAL ELEMENTS AS IDENTIFIED BY THE AGENCIES
THROUGHOUT THE EXPLORATORY PROCESS



Background

The BC Ministry of Transportation and Infrastructure (MoTI) has facilitated an exploratory process to bring partner agencies together in a collaborative way seeking to build a sustainable and integrated interregional transportation network. Integration is about improving the customer experience to encourage more people to choose transit – service should be convenient, affordable, and accessible for everyone. The Province is also working to better align transportation and land use planning to build complete, compact and connected communities, and support Clean-BC's Roadmap to 2030 as British Columbia continues on the path to reducing greenhouse gas emissions.

British Columbia's public transportation system includes three primary agencies: TransLink, BC Transit and BC Ferries.

The Province is interested in exploring potential opportunities and hearing from TransLink, BC Transit and BC Ferries on how to better integrate services provincially. This would lead to a more coordinated system of interregional travel that provides customers with a seamless travel experience as they move across service modalities. Service integration will make transit a more competitive and convenient choice by improving interregional travel experiences for non-vehicle travellers, furthering regional and provincial goals to build a sustainable and integrated transportation network.

The Ministers of Environment and Climate Change Strategy and Responsible for TransLink, Transportation and Infrastructure, and Minister of State for Infrastructure all have mandates to integrate and/or expand transit services. Furthermore, BC Transit's Board of Directors has received a mandate to improve the integrative experience of customers connecting between BC Transit, BC Ferries, and TransLink with a report identifying these opportunities.

As such, MoTI has convened a working group with TransLink, BC Transit, and BC Ferries to facilitate discussions on how interregional and multi-modal travel could potentially be better integrated provincially. This report outlines the ideas the agencies developed. The Province encourages the agencies to continue work on the integration of transportation services and remains committed to facilitating these discussions to help improve the customer experience and increase ridership and revenue.





Overview of Agencies



TransLink

TransLink's service area covers 21 municipalities, the Tsawwassen First Nation and Electoral Area 'A' in Metro Vancouver, extending as far north as Lions Bay and as far east as Maple Ridge and Langley. TransLink also runs the West Coast Express commuter rail service between Downtown Vancouver and Mission.



BC Transit

BC Transit coordinates, in partnership with local governments, the delivery of public transit services in all other regions of BC outside of Metro Vancouver, which amounts to over 130 communities across the province. BC residents often travel across regional borders and use more than one service or mode.



BC Ferries

BC Ferries provides year-round transportation service on behalf of the Province, with 35 vessels operating on 25 routes from 47 terminals covering over 1,600 kilometres of coastline. The agency's services link Vancouver Island to the mainland of British Columbia and connect many isolated coastal communities to either Vancouver Island or the mainland. BC Ferries also manages ferry transportation services on other remote routes through contracts with independent operators, also on behalf of the Province.



Project Overview

This project will inform potential future phases of work as well as ongoing evaluation of continually improved integrated services and customer experience over time. To reach a successful outcome for the project, a consistent, collaborative approach between TransLink, BC Transit, BC Ferries, and the Province is required to identify opportunities that are both feasible and visionary as we explore what an integrated public transportation system can look like provincially.

Ongoing evaluation of continually improved integrated services and customer experience over time.



Overarching Project Purpose, Objectives, and Principles

Purpose

To explore pathways to integrate services between TransLink, BC Transit, and BC Ferries as part of the Province's ongoing work to make public transportation more equitable, accessible, affordable, and convenient, in addition to improving transportation and land use planning.

Project Objectives

The project objectives are summarized as follows:



Identify opportunities to better integrate services across agencies (TransLink, BC Transit, BC Ferries)



Identify opportunities to improve the user experience for passengers using inter-agency services



Identify opportunities for inter-agency collaboration and alignment in seeking service integration

Project Principles

The project principles are defined as follows:

- Ease of travel for non-vehicle-using travellers;
- Putting people first;
- Connecting communities;
- Lasting and meaningful reconciliation;
- Equity and anti-racism;
- A better future through climate change mitigation; and
- A strong, sustainable economy that works for everyone.



Target Markets

When considering integration opportunities, it is important to define the various target markets of such integrated services, especially in the context of the principles and objectives. These target markets include:

- **Dependent** – those who don't have a choice but to travel on multiagency services for their trip
- **Choice** – those who choose to travel on multiagency services for their trip
- **Commuter** – regular multiagency commuter trips for work or other regular activity (e.g. Fraser Valley Express, Bowen Island, Sunshine Coast, others)
- **Business** – infrequent trips using multiagency services
- **Tourists** – infrequent trips using multiagency services, typically travelling in groups and with baggage
- **Students** – those travelling daily to and from school by ferry or bus (e.g. Bowen Island, Fraser Valley Express, others)
- **Potential** – potential new users of multiagency services



Project Process

Four agency interactions are summarized below from which ideas emerged to move towards achieving the objectives and principles of an integrated, multiagency transportation service. The specifics of each interaction are detailed in the report sections that follow.



Interaction 1

A brainstorming document was completed by each agency in October and November 2021 to identify possible short-, medium-, and long-term opportunities for integration of transit and ferry services in line with the project's goal, objectives, and principles.



Interaction 2

Separate agency workshops were held in December 2021 at which the preliminary brainstorm information each agency provided was further explored, as well as other ideas and opportunities for integration of transit and/or ferry services in line with the project's goal, objectives, and principles. Discussions focused on the physical integration nodes, current apparent and perceived blockages, and challenges and opportunities to achieving operational integration.



Interaction 3

A multiagency workshop was held in February 2022 at which a preliminary list of themes, ideas, and opportunities for integration was presented based on the information that emerged from Interactions 1 and 2. In a collaborative discussion each idea was discussed, additional ideas sought, and initial thoughts were shared on how some of these ideas might move forward in the future. The multiagency workshop allowed each agency to hear the other agencies' perspectives.



Interaction 4

Separate agency workshops were held in late February and early March 2022. The preliminary evaluation of each integration idea was discussed specific to each agency, recognising that each agency might interpret and would likely evaluate some of the ideas differently. Each idea was again explored in more detail, and additional ideas sought.

From these four interactions, a comprehensive list of integration ideas emerged. Considering the project objectives and principles, as well as the target markets of multiagency integrated services, an initial evaluation framework was used to stimulate discussion and gain a better understanding from each agency on the specifics of each idea. The evaluation framework is more fully defined below.

Evaluation Framework

Prior to Interaction 4 with the agencies, a preliminary evaluation framework was applied to each integration idea identified. This framework was used to both test the applicability of the criteria and to drive conversation and discussion.

The evaluation framework applied to the emerging integration ideas is provided in **Table 1**. A prioritization methodology was not defined recognising that there is, at this early stage of ideation, no commitment to move forward with any of these ideas until further consideration by the Province and other stakeholders.

TABLE 1. EVALUATION FRAMEWORK

	Criteria	Considerations	Evaluation Symbology
Preliminary Screening	Alignment with Project Objectives & Principles	<ul style="list-style-type: none"> Potential to achieve Objectives and Principles 	<input checked="" type="checkbox"/> : Yes <input type="checkbox"/> : No
Qualitative Evaluation	User Growth Potential	<ul style="list-style-type: none"> Potential to increase the number of users of multiagency integrated services 	● : High ● : Medium ● : Low
	Improves Customer Experience	<ul style="list-style-type: none"> Improves the existing customer experience Potential to attract new users of multiagency integrated services 	● : High ● : Medium ● : Low
	Level of Effort	<ul style="list-style-type: none"> Complexity of the task / assignment Number of agencies involved and coordination efforts between agencies Person hours to achieve 	● : Low ● : Medium ● : High
	Ability to Achieve	<ul style="list-style-type: none"> Alignment with current policy, regulation, bylaws, governance, or similar 	● : High ● : Medium ● : Low
Cost	Cost to Deliver	<ul style="list-style-type: none"> Relative cost associated with achievement of the desired outcome (e.g. planning, hiring of external resources (consultants), equipment, vehicles, construction, operational, software, others) Cost shared between those agencies involved 	\$: Low: (Study, Survey type costs) \$\$: Medium: (Planning, Operation type costs) \$\$\$: High: (Minor Infrastructure, Platform Change type costs) \$\$\$\$: Very High: (Major Infrastructure, Vehicle Asset type costs)



Agency Interactions

From the agency interactions described in the Project Process section of this report, emerging ideas were organized to reflect the key themes of discussion. These themes fell into four broad categories:

- 1 Physical Multimodal Connections at Exchanges and Terminals
- 2 Fare Integration (used here, “fare integration” is a catch all term made up of multiple facets, e.g. payment system, technology, fare structure, policy, revenue sources, etc.)
- 3 Operations (e.g. customer service, trip planning, scheduling, alternative service options, etc.)
- 4 Organizational

This categorization helped identify an understanding of the challenges, barriers, limitations, aspirations, and processes of the three agencies in relation to potential integration opportunities, and provided a foundation for discussion around how to address these.

The following sections capture the discussion at each workshop.



Workshop #1

Background

Prior to these workshops, each agency's brainstorming worksheet (Interaction 1) was forwarded to the respective agency's invited participants to stimulate conversation at the workshop. The three respective workshops (one for each agency) were well attended by over ten individuals per session, all from relevant departments within their organizations.

In general, the conversations were open and productive. The format followed a simple structure of: presentation, discussion, and project next steps, with most of the time spent in discussion. It was made clear that the overall goal was to explore ideas related to integrating transit (provided by TransLink and BC Transit), ferry services (provided by BC Ferries), and active modes (where relevant) and that discussions were exploratory only. The discussions were initially focused on two broad topics, both exploring the obstacles, challenges and opportunities relating to integration:

- Physical infrastructure
- Operations

From these conversations, four key themes emerged. A summary of the major points of discussion are provided below. These points informed the development of the evaluation criteria and assisted in determining potential integration opportunities.

Physical Connections

At the outset of each agency discussion, the presentation established the current known connections between that agency's operations and the other two agencies. These took the form of a series of transit-transit or transit-ferry nodes either at bus stations or ferry terminals. Given the broad geographic reach of BC Transit and BC Ferries in particular, there are several potential locations where integration opportunities exist. As would be expected, there is overlap between all three agencies (hence the interest in integration) and the physical nodes of these services are summarized in **Figure 2** to **Figure 4**.



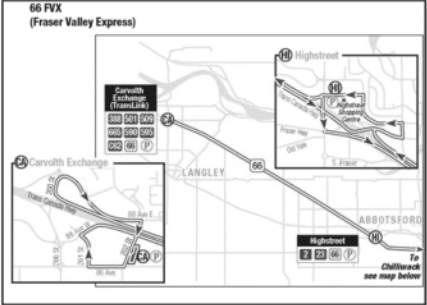
FIGURE 2. BC TRANSIT INTEGRATION NODES



A: BC Transit / TransLink



B: BC Transit / TransLink



C: BC Transit / TransLink



FIGURE 3. BC FERRIES INTEGRATION NODES

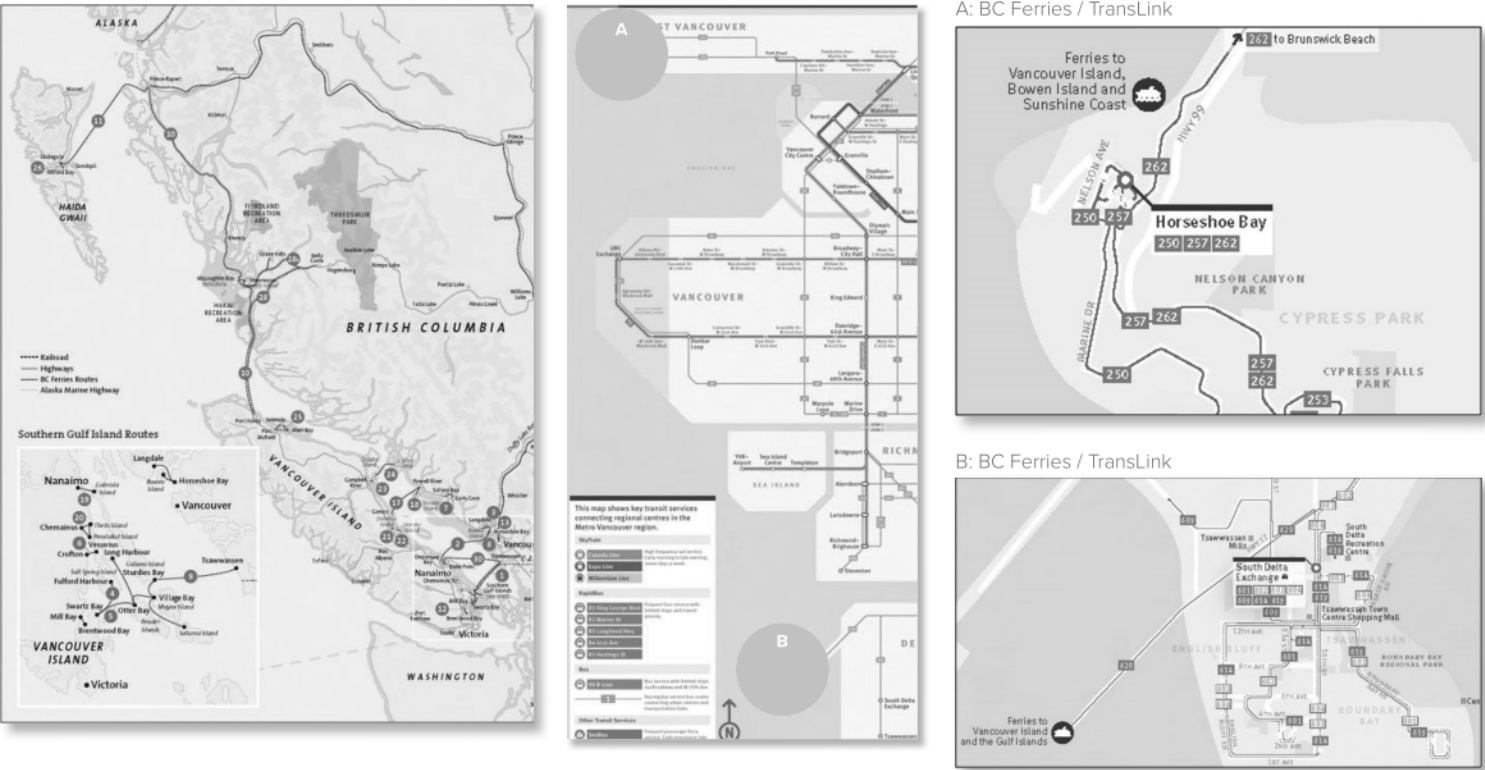
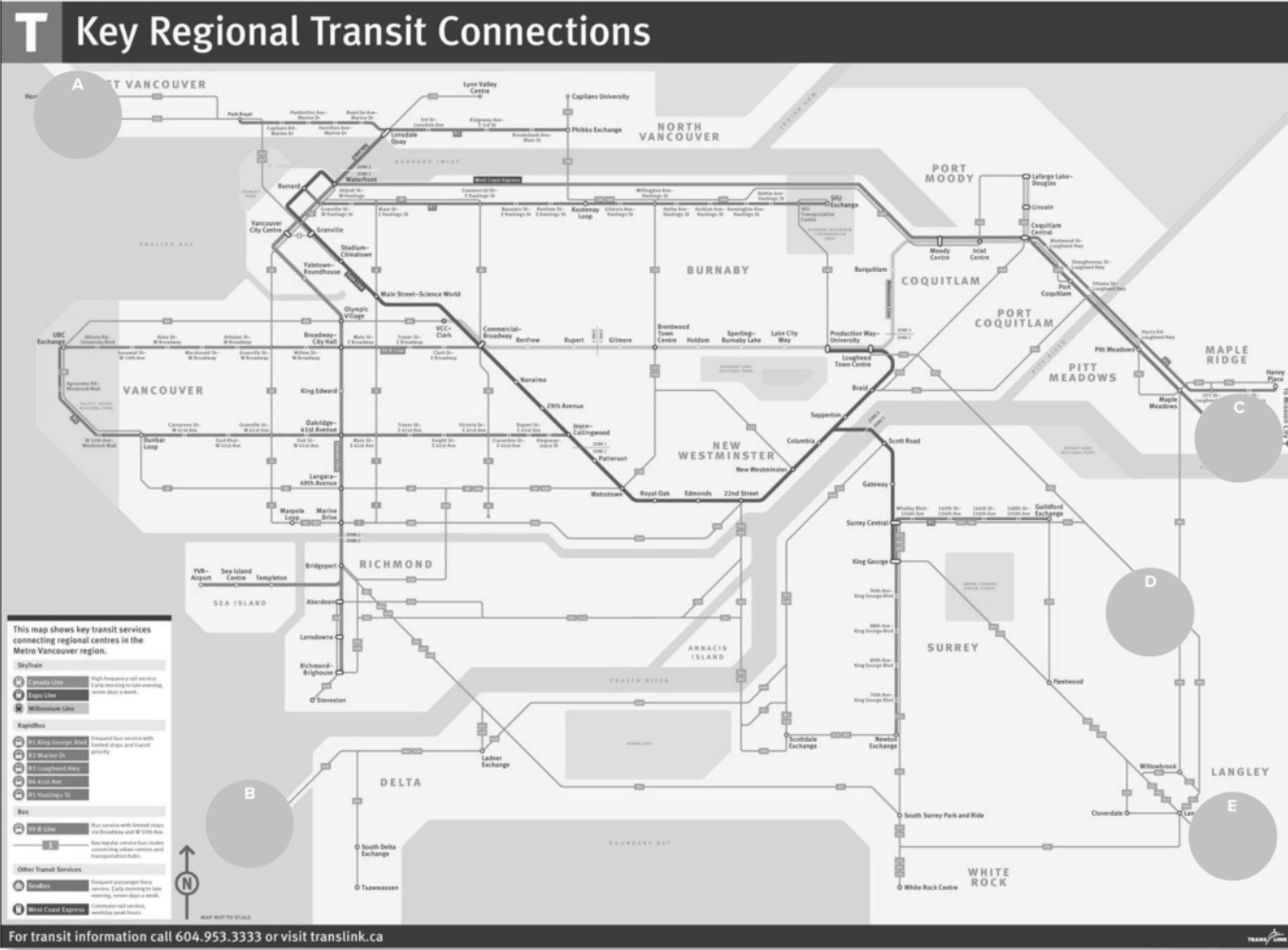


FIGURE 4. TRANS LINK INTEGRATION NODES



Map of the Horseshoe Bay area showing bus routes 250, 257, and 262. The map includes labels for Nelson Canyon Park, Cypress Park, Cypress Falls Park, and Highway 99. A ferry icon indicates service to Vancouver Island, Bowen Island, and Sunshine Coast.

A detailed map of the Tsawwassen Mills and South Delta Exchange area. The map shows the Fraser River to the west, with a ferry route labeled 'Ferries to Vancouver Island and the Gulf Islands' and a ferry icon. Major roads include Highway 17, Highway 1, and Highway 101. Key locations marked include Tsawwassen Mills, South Delta Exchange (a major transit hub), Tsawwassen Town Centre Shopping Mall, and South Delta Recreation Centre. Numerous bus routes are indicated by numbers along the roads, such as 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000. The map also shows the English Bluff, Soun-dary Bay, and various parks and recreational areas.

A detailed map of the Mission Hill area in Vancouver. The map shows several streets including 7th Ave, 6th Ave, 5th Ave, 4th Ave, 3rd Ave, and 2nd Ave. Key locations marked include Carrington House, School, Library Centre, Central School, Mission Hills Mail, Post Office, Mission City Station, West Coast Express, and various bus stops. Bus routes are indicated by numbers in boxes: 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857,

[illegible]



During the discussions it was noted that these graphics (taken from agency websites) are not fully representative and additional nodes will be included in the near future as new services are launched.

There was some discussion on other potential ideas that could support integration such as active transportation mode connections, and these are captured in the Related Ideas section later in this report. The following points aggregate the key themes on integration that emerged during the course of the three agency workshops:

- a. There are clearly defined nodes where transit-transit and transit-ferry connections are made, and these are well-articulated on the various agencies' websites (a minor number of omissions aside). While the Vancouver International Airport-transit connection is quite strong with the Canada Line, it was noted that transit connectivity at Abbotsford International Airport could be improved.
- b. It was noted that while this is a transit/ferry integration study, the need for first/last mile connections is equally important. This must include private auto (park & ride) as a realistic part of the overall mobility system. There is a challenge in getting people out of their cars once they've decided to use them, but the cost of parking at one's destination should be an incentive to encourage park & ride as a journey type.
- c. Amenities (e.g. washrooms) and wayfinding provided at transfer/integration nodes between agencies need to be consistent and comprehensive to support longer journeys, particularly for older passengers who may need a comfort break mid-journey. The responsibility for providing these facilities is often uncertain. Facilities at ferry terminals generally improve the larger the terminal and in line with overall demand levels, and as such it is difficult to justify capital investment on routes with lower volume and connections. Similarly, rapid- and regional transit routes tend to have more comprehensive facilities than local routes.
- d. Transit connections at ferry terminals are not always nearby, often due to nearby land uses or geographic reasons relating to maritime infrastructure requirements. Larger terminals with more comprehensive passenger pick-up and drop-off facilities tend to be able to provide more formalized (and closer) transit stops but there may be opportunities to relocate bus stops to reduce the walk time between ferry and bus.
- e. Pets are not allowed on buses (unless in a carrier), whereas they are allowed on ferries, thus making end-to-end journeys challenging for pet owners, the number of which has increased significantly during the pandemic.

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Operational

Operational aspects, which include reliability, scheduling, and customer service when delivering ferry and transit services, were very focused on the customer experience.

- a. Real-time information and trip planning on an end-to-end journey basis is not readily available, with transit agencies sometimes relying on third party vendors to provide travel option information (e.g. Google Maps). Without a convenient method of planning end-to-end trips, the public perception of transit may be that it will be slower/ more costly/ difficult/ inconvenient versus driving.
- b. The various agencies have disjointed schedules which are updated at different times of the year (seasonal or otherwise), with minimal coordination between agencies when these changes occur, further making trip planning difficult for the public due to the unpredictability of connecting services.
- c. There is limited communication or marketing of the integrated services that are currently available (e.g. onward bus routes from ferry terminals). Any improvement in communication would need to take account of the different needs of different users (tourists, commuters, business travellers, etc.) and may have to be tailored to the time of day and season.
- d. There is limited to no information on customer feedback with regards to integration. BC Ferries undertakes customer surveys with some questions around connecting modes, but there is no broad picture of the public need or demand for end-to-end integrated services.
- e. Buses cannot always wait if a ferry is delayed as their schedules are mostly linked to the local bus service which is prioritized over ferry passengers. There are some exceptions to this where additional time is built into bus schedules to allow for some variation in ferry arrival time.



Organizational

While there are interventions/changes agencies could make that would improve the potential for integration, without effective organizational alignment it will be challenging to undertake long-term or large-scale initiatives.

- a. Agencies function internally at different speeds, have different priorities, and have uneven resources, demands, and funding with very different mandates and challenges. Their relative sizes and available resources make achieving alignment on larger topics like fare integration challenging.
- b. Agency stakeholders vary in number and geographic spread with BC Transit, for example, serving six discrete and spread-out geographic areas making one system of broad integration across all networks complex and requires significant engagement on multiple levels.
- c. Coordination between agencies has typically been ad hoc and situationally/project dependent – such as communication between ferry operators and transit operators to advise when there are high volumes of walk-on traffic that may require additional onward transit service, and the Fraser Valley Express bus service. Going forward, the agencies have identified a need to establish an ongoing, collaborative inter-agency structure to continue working toward improved service integration.

Conclusions

The outputs from the three agency workshops provided a snapshot of how the various agencies view integration and their perception of the barriers and obstacles that need to be addressed, and opportunities that exist. The key areas of physical improvements, fare integration, operational change, and ongoing collaboration were consistently raised by all three agencies and provide a basis for the development of a framework to evaluate integration ideas that have emerged.

Workshop #2

The second workshop was a multi-agency discussion that took place on February 14, 2022. The workshop included a summary of the work to date, and confirmation of the scope and intent of the overall study. The ideas and challenges heard had been collected into the preliminary evaluation framework and organized according to the identified themes (physical connections, fare integration, operations, intermodal connections, and organization) and the discussion broadly kept to those themes. Ideas related to intermodal connections are provided in the *Related Ideas* section later in this report.

In addition to presenting and clarifying the various ideas identified during the first-round of workshops, a collaborative discussion on related plans and initiatives provided an opportunity to refine, add to, combine, or omit some ideas from the emerging framework.

A summary of the Workshop #2 discussion is provided below, organized according to themes for consistency and clarity.





Physical Integration

- a. There are some locations where the proximity of a bus stop interferes with the ferry line-up. As an example, at Swartz Bay there are often 30-60 passengers waiting to get on the bus who block access to the ferry.
- b. TransLink is exploring a bike-bus service between Bridgeport Station and Tsawwassen Terminal. Service would include a modified bus with increased storage for bikes.

Fare Integration

- a. Lessons from Ontario on the challenges associated with harmonization come down to understanding classes of fares and concessions. In BC there are different eligibility criteria across the different agencies for the same concession type.
- b. BC Ferries is hoping to increase the number of reservations for walk-on passengers to understand and better manage demand.
- c. Although foot passenger pass-ups are infrequent, there is a sense it would be beneficial to give customer guarantees on being able to walk-on to a ferry without worrying about capacity limits.
- d. An exploration of different payment cards talking to each other and leading to a payment clearing house that allows use across different services. This is different to the combined-journey-fare which is a more problematic endeavor due to the cost / revenue-sharing implications.

Operations

- a. Carpool-ride-matching services for cross-jurisdictional park and ride connections are available in some areas.
- b. Pets on transit have been examined and seems unlikely to change.
- c. Smaller terminals have issues with queuing and capacity which can delay transit service to / from the terminals. An assessment of traffic conditions near terminals to increase transit reliability would be beneficial.

Organization

- a. The varying agency lead times to implement initiatives and changes are different and proactive collaboration to enact joint initiatives would be helpful.
- b. It would be empowering for all agencies to have a unified goal that they can agree to and actively work towards.

Conclusions

There was broad agreement that the grouping of ideas around specific themes was an appropriate approach to organizing the study and no major gaps were identified in terms of missed challenges or opportunities. Agencies were encouraged to reflect and think of other new ideas or themes prior to the third workshops.

Some ongoing agency initiatives already align with the objectives of this integration study, such as TransLink's exploring a bike-bus service between Bridgeport Station and Tsawwassen Terminal.

One action that would be beneficial was to develop a unified, province-wide, multiagency policy on integration, thereby demonstrating a commitment to this as an ongoing objective.



Workshop #3

Between February 25, 2022 and March 3, 2022, separate workshops were held with the three agencies to discuss the themed ideas, present an initial evaluation framework, and receive feedback on the preliminary evaluation applied to each idea from the perspective of each agency. Given that some ideas are only applicable to certain agencies, not all workshops contained discussion on all ideas.

A summary of the workshop discussions is provided below, organized according to theme for consistency and clarity.

Physical Integration

- a. Any surveys undertaken should be tailored to the varying catchment areas and not generic. Surveys should capture the experience of passengers making physical transfers between agencies so as to inform areas for improvement.

Fare Integration

- a. When passenger demand forecasting, there are potential markets that are currently not well understood using available data sources, especially non-commuter passengers such as tourists.
- b. There are many elements to consider when developing business cases such as harmonizing rider classes, concession eligibility, etc. As a result, a series of interagency meetings would be required to establish and agree on rider classes/concessions across the region.
- c. A description of what a fare clearing house would look like is required.
- d. "Integration" might be a problematic term, with "interoperability" perhaps more appropriate when discussing fares / payment.
- e. Each agency is at a different stage with debit card payment, and as with credit cards, the card cannot discern between rider classes or concessions.
- f. A pilot project to gather data and introduce the concept of integration could be done on a select route such as Bowen Island to Horseshoe Bay.
- g. An example of a business case from San Francisco has comparable challenges: (https://mtc.ca.gov/sites/default/files/documents/2021-10/Draft_FCIS_Report.pdf).
- h. Revenue Loss Tolerance is a metric to consider when implementing any kind of fare integration and must be included in the business case.
- i. Mobility-as-a-Service (MaaS) should not be left out of discussions.





Operations

- a. Surveys are already done on a regular basis and could be leveraged for the purposes of this project. For example, BC Ferries sends an online survey to all passengers who book reservations focused mainly on customer service and value of services offered on board, and other in-person surveys are done by all agencies at various times of year.
- b. There is varying ability to provide trip planning across all agencies, and adding payment is not currently possible. There is agreement that cross-agency marketing would help with customer trip planning.
- c. The current ferry foot-passenger reservation limit is set at 50 passengers per sailing, and conversations are ongoing as to when and how to increase this. It is important to avoid over-supplying walk-on capacity thereby impacting multi-occupancy vehicle reservations.
- d. Schedule related communication is essential, however it is recognized that each agencies' ability to adapt to change varies and there are different degrees of flexibility.
- e. There are select routes where dedicated bus services at ferry terminals make sense for the bus to be fully aligned with the ferry.
- f. Establishing data sharing agreements between agencies will avoid privacy issues.
- g. Consider options for real-time customer satisfaction feedback on transit and ferries.

Organization

- a. MoTI should be included across all organizational related ideas, noting that a governance model for integration is currently being established and has broad agreement across all agencies.

Conclusions

Following four rounds of agency interactions (the initial brainstorming feedback and three workshops) a list of integration ideas had emerged and could be applied to the evaluation framework.



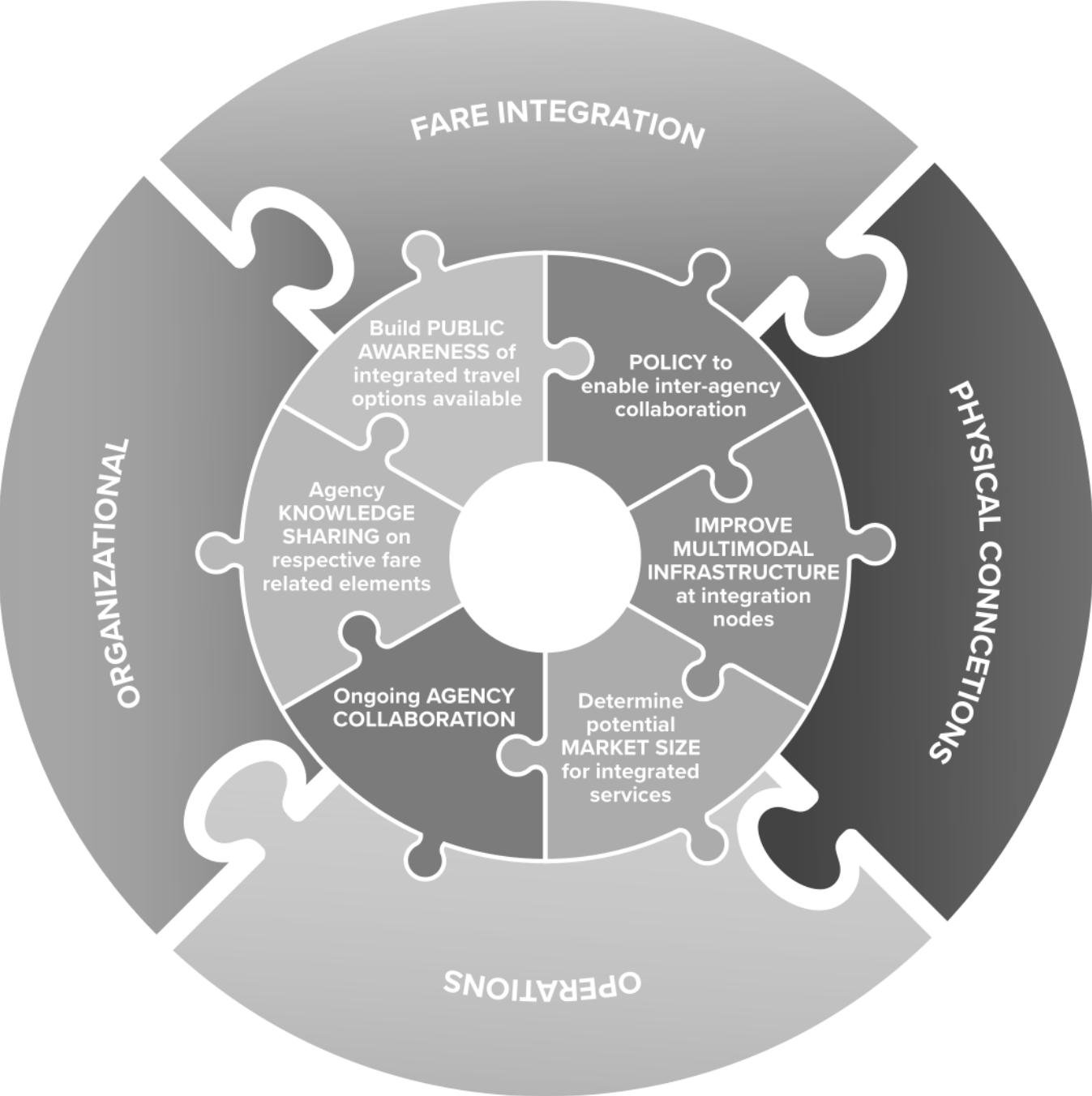
Idea Evaluation

The integration ideas developed under each of the key themes that emerged at the interagency discussions - Physical Connections, Fare Integration, Operations, and Organizational - were applied to the evaluation framework. The results are shown in **Table 2** to **Table 5**. Comments to better clarify the idea or the evaluation are also included in the framework.

Many of the ideas formulated extend beyond what might typically be considered when discussing integrated services (i.e. fare/schedule integration/alignment). With an emphasis on customer experience however, all the agencies highlighted that improvements to the physical infrastructure at integration nodes, and improving sustainable mode (walk, roll, bike, transit) access to these nodes, will significantly benefit the integration of services. The sustainable mode ideas are provided in the Related Ideas section later in this report.

It is further evident that several of the ideas formulated are foundational to achieving service integration, some of which are shown in **Figure 5**. Further exploration of the foundational elements could inform future plans for the integration of services to be developed, and the prioritization of the other ideas.

FIGURE 5. FOUNDATIONAL ELEMENTS AS IDENTIFIED BY THE AGENCIES
THROUGHOUT THE EXPLORATORY PROCESS



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Related Ideas

While not strictly within the scope of this report, the agencies noted consideration to provide incentives for higher vehicle occupancy on the ferries, such as fare reduction for a higher number of passengers per vehicle. The agencies also highlighted that improving sustainable mode (walk, roll, bike, transit) access to integration nodes will significantly benefit the integration of services. Improving this access will help both retain existing customers and potentially grow passenger numbers through marketing and customer word of mouth promotion of the improved connections. Several of these initiatives can be led by the agencies themselves in partnership with the local governments and might qualify under various other funding programs. These initiatives will also help the Province achieve its CleanBC target to increase the share of trips (e.g., commuting for work, personal activities, etc.) made by walking, cycling, and transit to 30% by 2030, 40% by 2040, and 50% by 2050.

Agency active transportation related discussion included:

- a. Walking/cycling is an important connection, but it was noted that it requires local government/ Ministry buy-in as the owners of those facilities connecting to terminals/stations. Most (if not all) local governments have active transportation plans that are supportive of connections to transit, but the responsibility for supplying specific infrastructure that is continuous and high-quality in and around station/terminal areas can often require substantial coordination and cost-sharing.
- b. Most buses have a bicycle limit of two bikes on their forward racks which is a physical constraint on high demand routes. There are also limitations on utilizing bike racks after dusk because of the impacts on headlight effectiveness meaning (for example) a cyclist arriving on a ferry after dusk will not be able to board a bus with their bike. There are physical challenges associated with increasing the number of bikes on the front of a bus, but dedicated bike-buses would be of interest on the right routes
- c. The increased use of e-bikes, which are much heavier than typical bikes and more expensive, so owners typically want secure storage facilities to feel confident in leaving them in a public space. The weight of e-bikes on bus racks was noted. There is also limited regional or local government planning that incorporates e-bikes and other micro-mobility devices as the data on their use, needs, and impacts is still relatively new.
- d. Most ferries and terminals do not provide secure areas for bicycle storage with only the larger vessels having designated bike parking areas within the general parking decks. An internal study would be required to review this opportunity.
- e. Ferries are often set up to serve drive-on trips and the terminal operations and physical facilities are designed to facilitate those movements as the dominant mode. This can often lead to environments that are unfavourable for active modes (including walking from bus stops to the ferry terminal and waiting to disembark).
- f. The process of disembarking a ferry as a walk-on passenger who relies on transit was noted as being sub-optimal as there is a perception of a long wait time to disembark and then sometimes a long walk through the terminal before getting to the bus exchange, during which time a bus could depart.
- g. Electric scooters and other micro-mobility vessels should be considered, as well as their storage capacity.
- h. Car share should be included as part of overall journey options.
- i. Initiatives such as the Province's Clean Transportation Action Plan should provide direction on interagency and interregional integration.
- j. When providing secure / designated bike parking there is a vehicle capacity trade-off on ferries, however this is in-line with the goal of affecting modal shift.





Way Forward

The purpose of this project was to work collaboratively with TransLink, BC Transit, and BC Ferries to explore multi-agency service integration as part of the Province's ongoing work to make public transportation options more convenient, accessible, and affordable, and improve customer service. To achieve this, a collaborative approach between TransLink, BC Transit, BC Ferries, and the Province was applied to begin identifying opportunities that are both feasible and visionary as the Province explores what an integrated public transportation system can look like provincewide.

The study achieved the following:

- a. Identified opportunities for service integration including existing and future conditions informed by discussions with the agencies.
- b. Identified issues and problems including barriers to implementation, regulatory, or policy change requirements, time, resources, and impact on other programs or services.
- c. Identified potential opportunities supported by an evaluation framework to put forward in a report to the Ministers responsible.

It is evident that the agencies wish to achieve an improved integrated system. The exploration process with the agencies found that prioritizing these initiatives ahead of their already significant internal priorities is challenging, and more so without a formal mandate to better collaborate on a continuous basis.

The findings of this report may be used to inform potential future phases of this project to continually improve service integration for interregional, interagency travel. At the same time, the Province encourages the agencies to continue work on the integration of transportation services by actioning the opportunities identified in this report where feasible. The Province remains committed to facilitating ongoing discussions about how integration can help improve the customer experience and increase ridership as BC continues to recover from the impacts of the COVID-19 pandemic, and works towards meeting the transportation sector climate goals outlined in the CleanBC Roadmap to 2030.





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and Infrastructure



Submitted to:
**Ministry of Transportation
and Infrastructure**

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BC Ferries, BC Transit and TransLink – Service Integration Overview

Prepared for:

Honourable Rob Fleming, Minister of Transportation and Infrastructure

Honourable Dan Coulter, Minister of State for Infrastructure and Transit

March 28, 2023



Ministry of
Transportation
and Infrastructure

Presentation Outline

- Strategic Context
- Purpose, Objectives, Principles
- Phases
- Governance
- Report Key Findings
- Tiered Action Items
- Focus Areas for Priority and Short-Term Action Items
- Field Trip
- Next Steps

Integration: Strategic Context

- Service integration included in Ministers' mandate letters including Ministers Fleming, Heyman and Ma (2020); and Minister Coulter (2022).
 - **2022 Mandate:** Work with BC Transit, TransLink and BC Ferries on improving service integration to ensure passengers experience more seamless travel.
- Supports the **Ministry's** Strategic Plan Goals including:
 - **Shift to decarbonization of our transportation network;** and
 - **Enhance community livability and connection.**
- Supports the **Division's** Strategic Plan Goals including:
 - **People Focused Mobility;** and
 - **Integrated Transportation Modes.**
- Supports other divisional initiatives including the **People Movement Strategy** and the **Clean Transportation Action Plan.**
- **BC Transit** 2021 mandate letter **to improve the integrative experience** of customers connecting between BC Transit, BC Ferries and TransLink by **producing a report** identifying these opportunities.

Purpose, Objectives & Principles

Purpose: Explore pathways to integrate services between TransLink, BC Transit, and BC Ferries as part of the Province's ongoing work to make public transportation more equitable, accessible, affordable, and convenient, in addition to improving transportation and land use planning.

Objectives



Identify opportunities to better integrate services across agencies (TransLink, BC Transit, BC Ferries)



Identify opportunities to improve the user experience for passengers using inter-agency services

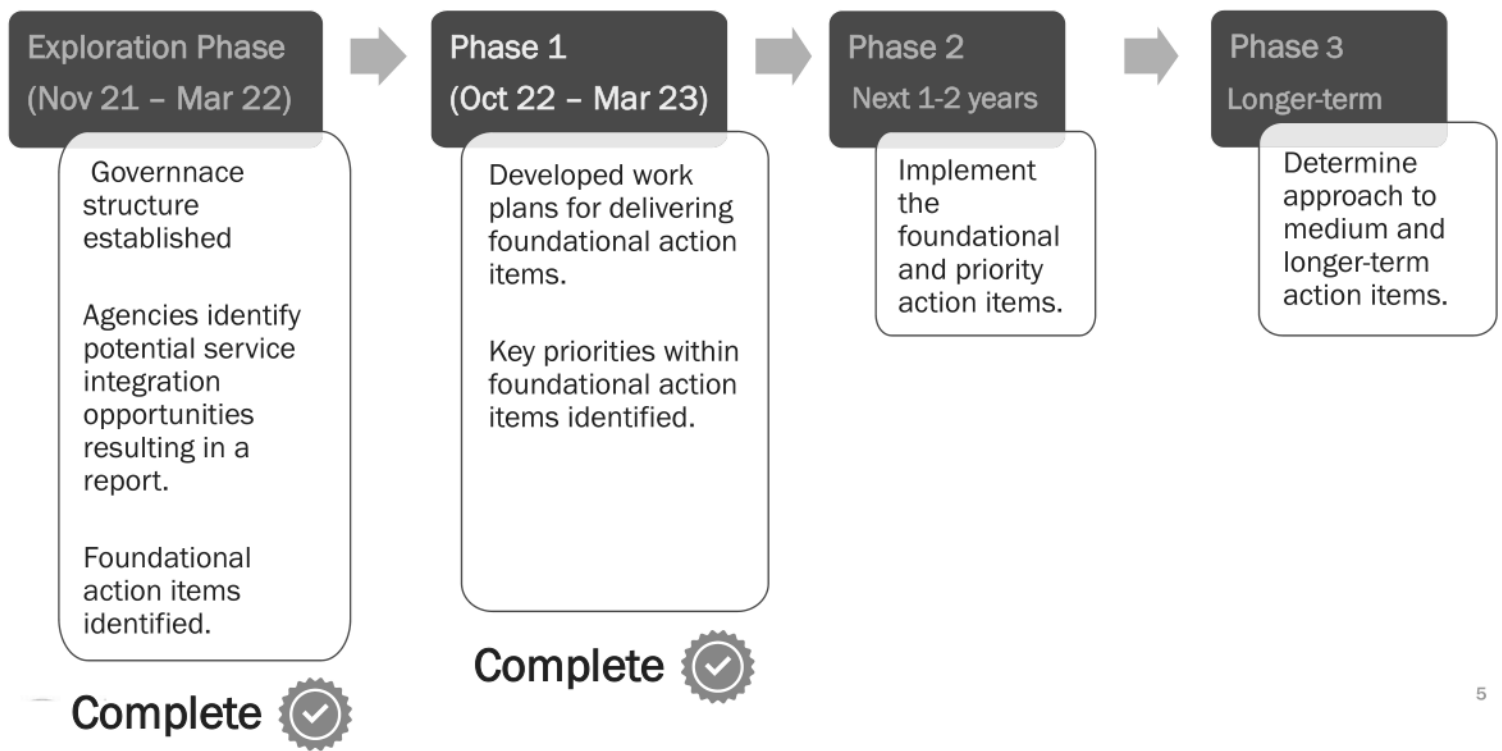


Identify opportunities for inter-agency collaboration and alignment in seeking service integration


Principles

- Ease of travel for non-vehicle-using travelers;
- Putting people first;
- Connecting communities;
- Lasting and meaningful reconciliation;
- Equity and anti-racism;
- A better future through climate change mitigation; and
- A strong, sustainable economy that works for everyone.

2 Project Phases




 Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2023-03-24 10:52:46 AM


 Number: 2 Author: Presenter Notes Subject: Presentation Notes Date: 2023-03-24 8:15:56 AM
governance structure, which includes staff, executive and political representation.

Governance

Group / Frequency	Purpose
Policymaker Group: <i>Ministers, DM, Agency CEOs</i> <ul style="list-style-type: none"> Meets when needed 	<ul style="list-style-type: none"> To provide policy direction and key decisions To be informed of significant and public-facing milestones To engage with peers at the elected official level
Executive Steering Committee: <i>ADM, Agency VPs</i> <ul style="list-style-type: none"> Meets as needed 	<ul style="list-style-type: none"> To be informed of project progress To make decisions on key policy issues as elevated by the working groups
Multi-Agency Working Group: <i>Management</i> <ul style="list-style-type: none"> Meets monthly and in advance of leadership briefings 	<ul style="list-style-type: none"> To make recommendations and provide recommendations on key policy issues
Technical Working Groups: <i>Staff</i> <ul style="list-style-type: none"> Meets depending on steam of work 	<ul style="list-style-type: none"> Subject matter experts examining: <ul style="list-style-type: none"> Physical Multimodal Connections at Exchanges and Terminals Operational integration Organizational integration Communications

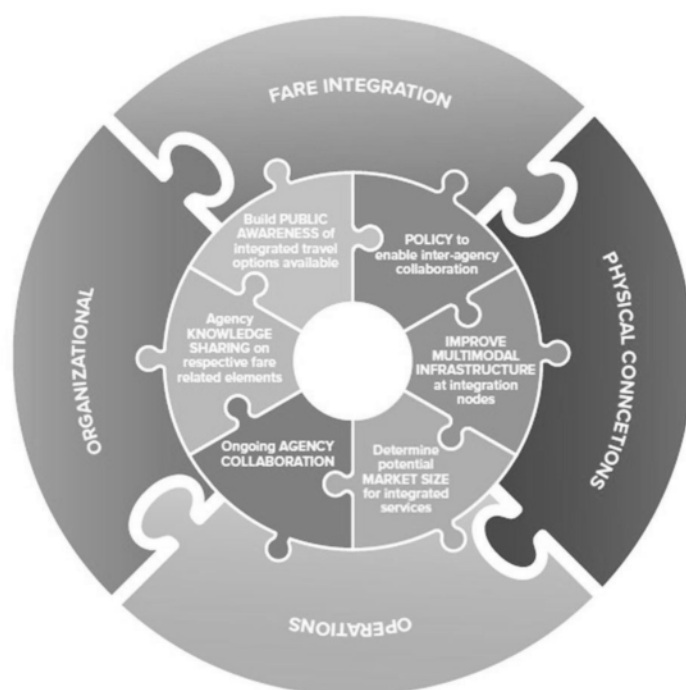


 Number: 1 Author: Presenter Notes Subject: Presentation Notes Date: 2023-03-24 10:52:47 AM
governance structure, which includes staff, executive and political representation.

 Number: 2 Author: Presenter Notes Subject: Presentation Notes Date: 2023-03-24 8:15:56 AM
Exploration Phase report produced in March 2022

Report - Key Findings

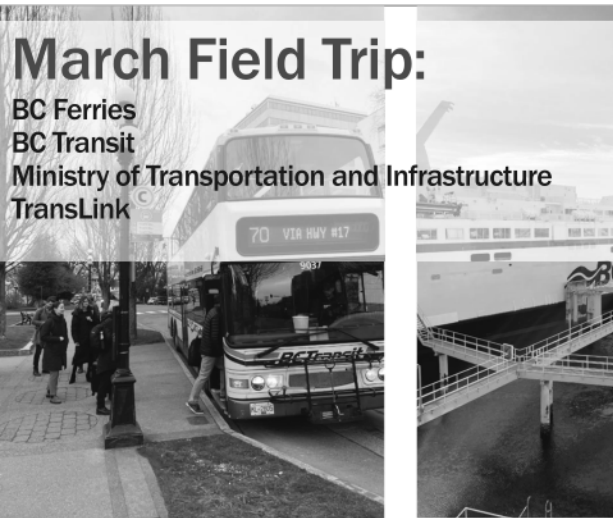
- Four workshops with the agencies identified four **key themes**:
 - Physical multimodal Connections
 - Fare Integration
 - Operations
 - Organizational
- The agencies identified **action items** within the themes that are:
 - Achievable in the short, medium and long-term;
 - Can leverage efforts already underway; and
 - Are **foundational** to achieving service integration.



Foundational Action Items

COMPLETE	<ul style="list-style-type: none">• Establish governance for collaboration• Collaboration on planning and studies• Collaboration on social media campaigns	<ul style="list-style-type: none">• Share information on First Nations engagement• Schedule alignment at integration nodes• Transit considerations into ferry terminal planning
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s.13



Next Steps

Inaugural "Integration Policymakers Group" meeting

- Minister and Deputy Ministers to meet with agency CEOs to:
 - Emphasize that this is a priority for the Province and agencies
 - Review action items identified
 - Confirm collaboration through established governance structure to meet transit related priorities aligned with government mandates.





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Resource Slides

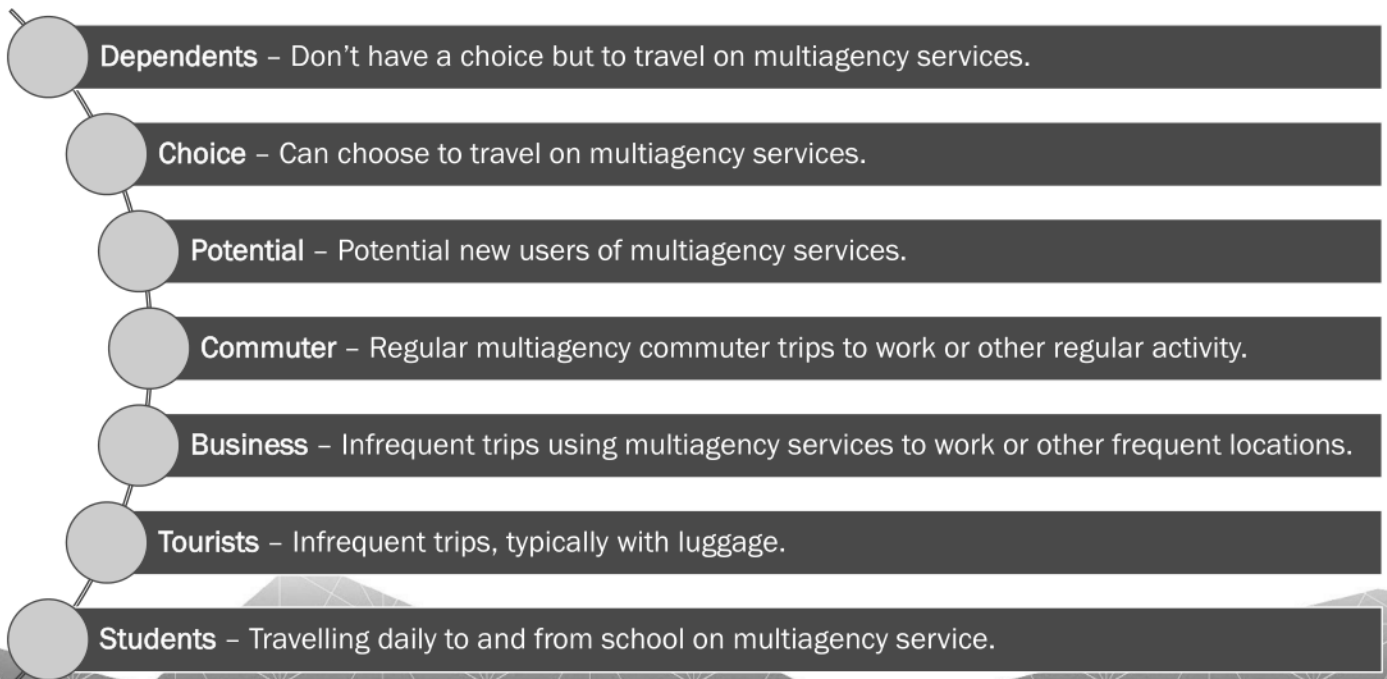


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s.13 ; s.16

Rider types identified



BRIEFING NOTE

BC Ferries Fare Affordability Funding Swartz Bay Ferry Terminal

Briefing Note

What:

The B.C. government is taking action to protect affordability for people who rely upon B.C.'s coastal ferry service through \$500 million in BC Ferries fare affordability funding.

Who:

Event attendees will include BC Ferries Board Chair, Joy McPhail, Interim CEO Jill Sharland, Minister Fleming

Executive Summary:

The goal of the \$500 million in funding for fare affordability will be used, in collaboration with decisions by the BC Ferries Board of Directors and the BC Ferry Authority, to lower the final price cap within the historical range of 2 to 3 percent, which will be made by the independent BC Commissioner September 30 2023.

Background:

Under the Coastal Ferry Act, every four years the commissioner sets the limit on average fare increases, known as the price cap.

Through the recent BC Ferries performance term six (PT6) submission to the BC Ferries Commissioner and the impact of inflation over the past 18 months it became clear that without intervention there was a risk that annual ferry fare increases could have been between 10% and 12% per year or 40% to 48% over the next performance term. This funding intends to minimize fare increases closer to forecasted inflation in the next term.

BRIEFING NOTE

BC Ferries Fare Affordability Funding Swartz Bay Ferry Terminal

The BC Ferries Commissioner is in the process of determining, by March 31, 2023, the preliminary annual fare increases (price cap) for the next four-year period starting April 1, 2024. The final annual fare increases for the next performance term will be published by September 30, 2023.

BC Ferries will draw down the funding over the next four-year performance term (PT6), which runs from April 1, 2024, through March 30, 2028, to support BC Ferries operations, implement other affordability measures and invest in GHG reduction initiatives.

The \$500 million for BC Ferries fare affordability comes from the surplus shown in the Second Quarter Financial Report.

Recommendations:

Announce that Government is stepping in to ensure that ferry fares remain affordable for the next four-year performance term starting April 1, 2024.

BRIEFING NOTE

Fraser River Tunnel Project

What: Fraser River Tunnel Project Status Update

Who: Honourable Rob Fleming, Minister of Transportation and Infrastructure
Kaye Krishna, Deputy Minister, Ministry of Transportation and Infrastructure (MOTI)
Kevin Volk, Assistant Deputy Minister, MOTI

Executive Summary:

s.12; s.13; s.16; s.17

Background:

- The Business Case for the Fraser River Tunnel Project (FRTTP) was approved by Treasury Board in June 2021 with a fixed-price Provisional Design-Build-Finance (ProvDBF) procurement model and a budget of \$4.148 billion. The Project was publicly announced August 2021 and is scheduled to be open to traffic in 2030.
- FRTTP requires an Environmental Assessment (EA) certificate. The EA process for the Project is a complex, consensus-seeking process with up to 24 Indigenous nations, two municipalities, and multiple stakeholders.
- FRTTP in the Readiness Decision phase of the EA process. The Environmental Assessment Office (EAO) is currently circulating the Detailed Project Description with Indigenous nations and technical advisors for comment. The EAO will be 'seeking consensus' with nations on their Readiness Decision. A Readiness Decision is anticipated this spring.

BRIEFING NOTE

Fraser River Tunnel Project

s.12; s.17

Discussion:

Environmental Assessment Process

s.12; s.13; s.17

BRIEFING NOTE

Fraser River Tunnel Project

Procurement Method and Budget

s.12; s.13; s.17