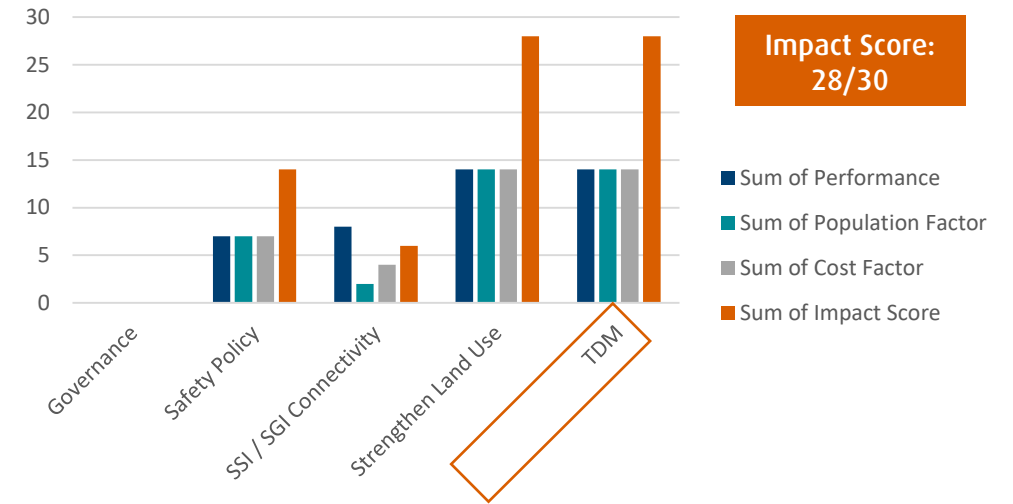


Summary of Implementation Actions

Appendix B: Transportation Priority Area Implementation Strategies

Priority Area	Lead	CRD Implementation Role	CRD Implementation Actions
Transportation Demand Management (TDM)	No Regional Lead	ESTABLISH LEAD: Set clear mandate for regional action on TDM.	Take an active travel planning approach to TDM, working with key trip generators (e.g., DND, major retail centres, universities).
Safety Policy	No Regional Lead	ESTABLISH LEAD: Set clear mandate for regional approach to safety policy.	Complete an operational review of the Traffic Safety Commission to determine how it can support CRD staff with safety policy development.
Active Transportation	CRD Local Governments	IMPLEMENT: Complete a connected, consistent regional trail network and upgrade heavily used urban sections. ADVOCATE: Secure funding for local and regional infrastructure improvements.	Complete the E&N trail and upgrade heavily used urban sections. Advocate to the provincial and federal governments. Develop a policy framework and partnership agreements for the long-term build out of consistent, connected cycling facilities.
Governance	CRD	IMPLEMENT: Use a Transportation Advisory Committee (TAC) to provide a coordination mechanism.	Establish a TAC to advance regional TDM and safety policy and coordinate implementation of a complete, connected active transportation network.
Parking Upgrades	CRD / Province / Local Governments	IMPLEMENT: Upgrade parking at Regional Parks. ADVOCATE: Upgrade parking at Provincial Parks.	Undertake a parking and safety access study and identify possible funding sources.
Strengthen Land Use	Local Governments	COORDINATE: Through the Regional Growth Strategy (RGS), direct growth to centres and corridors along transportation network.	Seek opportunities for funding, incentives and pilot projects to implement the RGS land use concept.
SSI / SGI Connectivity	MoTI / BC Transit	ADVOCATE: Prioritize active travel modes in terminal design and ferry operations, active transportation in roadwork projects and accelerate BC Ferries fleet electrification.	Advocate to MoTI and BC Ferries. Provide data and technical expertise to projects. Administer transportation commissions.
General Transit Investments	BC Transit	ADVOCATE: Improve local transit service in suburban and rural areas, including provision of Park and Rides.	Advocate to BC Transit, MoTI and local governments. Provide data and technical expertise to projects.
Buss Mass Transit (RapidBus)	BC Transit	ADVOCATE: Accelerate implementation, link directly to growth centres, secure funding, locate density near nodes.	Advocate to BC Transit, MoTI and local governments. Leverage transit spending on regional trail improvements. Provide data and technical expertise to projects.
Multi-Modal and Safe Highways	MoTI	ADVOCATE: Prioritize safety and multi-modal improvements that will advance regional climate action and mode shift targets.	Advocate to BC Transit, MoTI and local governments. Leverage highway spending on regional trail improvements. Provide data and technical expertise to projects.
Westshore Passenger Ferry Feasibility Study	MoTI	ADVOCATE: Complete a feasibility study to plan for long-term transportation alternatives.	Advocate to BC Transit, BC Ferries and MoTI. Provide data and technical expertise.
E&N Corridor (Protect, Maintain and Upgrade)	MoTI	ADVOCATE: Invest in corridor upgrades and maintenance to preserve a rail-based transportation option in the long-term.	Advocate to MoTI and the Island Corridor Foundation. Provide data and technical expertise.

Transportation Demand Management (TDM)	
Priority Description	Confirm CRD as lead agency and develop TDM policy and planning
Level of Action	Regional Policy – Set shared direction and make aligned decisions
Level of Impact	CRD action makes the most impact to advance mode shift



Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
No Lead Agency	A lead agency is needed to explore how to capture ongoing benefits from pandemic travel patterns and develop TDM options to incentivize active transportation, transit and high occupancy vehicle use and discourage single occupancy vehicle travel.
Local Governments (LGA, Climate Plans)	Provide various policy, regulatory and program streams (e.g., parking fees, street use policy, provision of bike parking).
Province / BC Transit (Operating mandate)	Provide various policy, regulatory and program streams (e.g., discounted fares, subsidized transit passes).
Employers / Businesses (Internal policy)	Mitigate need for travel through flexible workforce policies (e.g., work from home, flex days, virtual meetings, staggered work hours). Support mode choice for customers / employees through on-site investments (e.g., secure bike parking, change facilities, bus fare discount program).
CRD (LGA)	Provide active travel planning service for schools and school communities. Provide education and encouragement campaigns to support mode choice. Previously piloted successful active transportation encouragement initiatives.

CRD Actions to Implement the Priority	
Action	Description
Establish Lead	CRD Board to give staff the mandate to work with municipal, electoral area and agency partners, reporting through a Transportation Advisory Committee (TAC), to develop TDM options that can be delivered within the scope of the CRD's current authorities.
Develop & Implement (if directed)	Prepare a scope of work to develop TDM options. Pending input from the TAC, take an active travel planning approach to TDM, working with key trip generators (e.g., Department of National Defense, major retail centres and universities).

Transportation Demand Management (TDM)

How does the priority achieve regional outcomes?

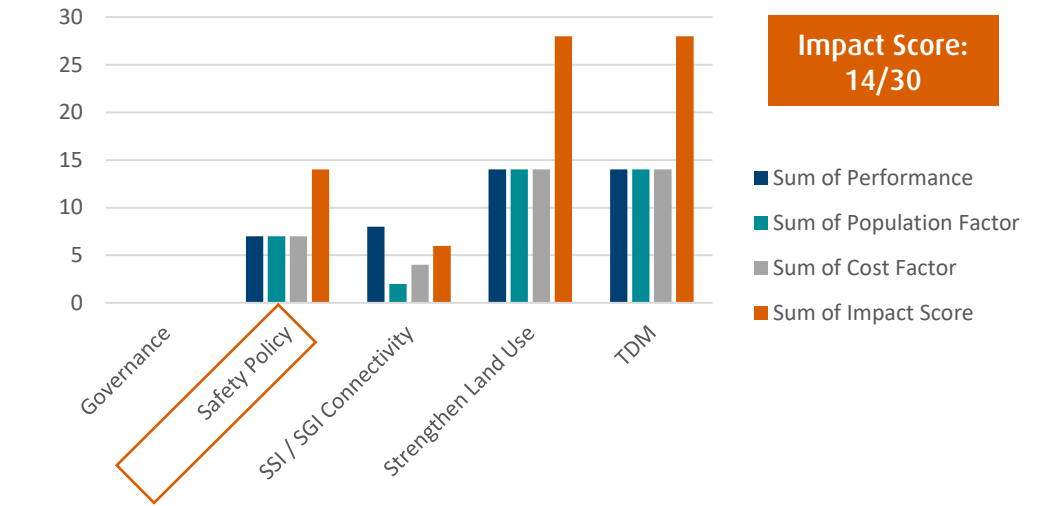
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Medium Potential: Focus on consistent, region-wide education, encouragement, policy and on-site improvements complements investment in active transportation infrastructure and can support people in choosing not to take trips or to make trips by active modes.	2/3
Climate Action	Potential to decrease GHG emissions	High Potential: Many trip generators – businesses, institutions and employers – are committed to mitigating the effects of climate change. There is high potential to work with these groups to develop solutions to support people in choosing to make trips by active modes and to mitigate the need for trips.	3/3
Congestion	Potential to reduce need for peak period travel	High Potential: Focus on flexible work and school arrangements offers greatest potential to mitigate the need for travel / trips, particularly during peak travel periods in the morning and afternoon.	3/3
Safety	Potential to increase safety	High Potential: TDM measures are developed by trained experts prioritizing safety of all road users. Potential to remove vehicles from the road, reducing risk of injury. Potential to remove the need for trips thereby eliminating the chance of being involved in a crash.	3/3
Affordability	% income spent on transportation	High Potential: Mitigating or minimizing the need for travel creates significant savings for users across all modes and shift to active modes offers less costly travel options.	3/3
Total Score			14/15

What is the scale of impact, based on population served and relative cost? (Multiplier of Base Score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Has potential to benefit all residents of the region.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Affordable options when compared to capital and operational costs of expanding roads and transit to accommodate demand for limited peak travel periods.	1 = low .5 = med .25 = high	1 = low
Total Multiplier				2
TOTAL SCORE WITH FACTORS				28/30

Safety Policy	
Priority Description	Confirm CRD as lead agency and develop a “Vision Zero” policy approach that aims to keep all road users safe from risks of injury or death on the road
Level of Action	Regional Policy – Set shared direction and make aligned decisions
Level of Impact	CRD action makes the most impact to advance mode shift

Region’s readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
No Lead Agency	A lead agency is needed to explore how municipal, electoral area and agency partners can consistently operationalize a Vision Zero approach to land use and infrastructure design.
Local Governments (LGA, Climate Plans)	Provide various safety-focused policy, regulatory and program streams.
Province / BC Transit (Operating mandate)	Provide various safety-focused policy, regulatory and program streams.
CRD (LGA)	Through the Traffic Safety Commission (TSC), develop education campaigns and support research to improve traffic safety. TSC has authority to bring forward policy recommendations.



CRD Actions to Implement the Priority	
Action	Description
Establish Lead	CRD Board to give staff the mandate to work with municipal, electoral area and agency partners, reporting through a Transportation Advisory Committee (TAC), to develop safety policy options that can be delivered within the scope of the CRD’s current authorities.
Develop & Implement (if directed)	Prepare a scope of work to develop traffic safety options. Review the TSC operating model to determine how it can best support CRD staff with development of safety policy.

Safety Policy

How does the priority achieve regional outcomes?

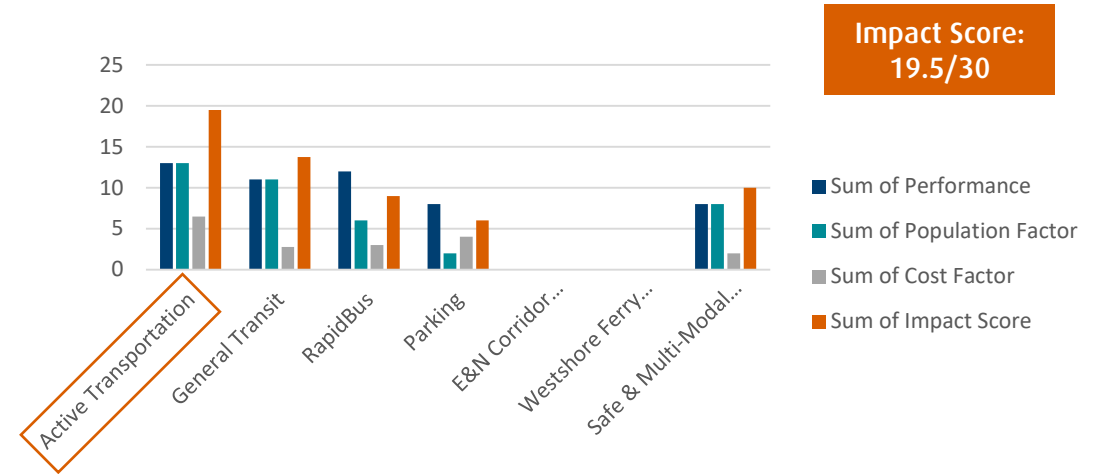
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	High Potential: Sets the decision-making framework that prioritizes the creation of walking and cycling environments that support people choosing to use active modes. If consistently applied, has the potential to influence a large number of trip choices.	3/3
Climate Action	Potential to decrease GHG emissions	N/A – GHG emission reductions is not the focus of this initiative. Emission reductions would be an indirect outcome of mode share changes.	0/3
Congestion	Potential to reduce need for peak period travel	N/A – travel time reduction is not the focus of this initiative. Reduction in congestion would be an indirect outcome of mode share changes.	0/3
Safety	Potential to increase safety	High Potential: Vulnerable road users (e.g., motorcyclists, pedestrians and cyclists) are at a higher risk of injury and death, particularly in mixed traffic situations. This measure prioritizes the needs of these road users in planning and design and has significant potential to increase safety.	3/3
Affordability	% income spent on transportation	Low Potential: This measure would have limited impact on the user costs of transportation.	1/3
Total Score			7/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Has potential to benefit all residents of the region.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Cost to prepare and support application of safety policy is relatively low. Implementation costs would be absorbed in development and infrastructure projections. The potential increase in costs are offset by the health and safety benefits realized by fewer accidents and deaths.	1 = low .5 = medium .25 = high	1 = low
Total Multiplier				2
TOTAL SCORE WITH FACTORS				14/30

Active Transportation	
Priority Description	Complete a connected, consistent regional trail network and seek dedicated funding for active transportation infrastructure
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD action and advocacy makes the most impact to advance mode shift

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: CRD (Regional Trails) (Agreements, Service Bylaws)	Provide policy, planning and design work to complete the E&N Rail Trail and to improve the Galloping Goose and Lochside trails. Trails provide both recreation and active transportation functions. There is opportunity to leverage planned highway and transit improvements adjacent to the regional trail corridors to fund some of this work. The CRD also provides data and technical expertise to support cycling improvements across the region.
LEAD: Local Governments (Local Roads) (LGA / Community Charter)	Lead for local active transportation projects. Plan for and complete a connected pedestrian and cycling network that provides a consistent walking and cycling experience for users. Plan for and implement land uses that are located in proximity to existing cycling facilities.
Provincial & Federal Governments (Operating mandate)	Provide funding for active transportation planning and infrastructure. Create and maintain policy frameworks that prioritize investments that shift from higher to lower emitting modes of transportation.



CRD Actions to Implement the Priority	
Action	Description
Build Infrastructure	Complete E&N Rail Trail and complete trail widening and lighting on designated sections of the Galloping Goose and Lochside trails. Look for opportunities to leverage highway and transit corridor projects for active transportation improvements. Plan, design and complete active transportation in collaboration with partners in the electoral areas (e.g., Mayne Island Demonstration Project).
Advocate	To the provincial and federal governments for dedicated and secure funding for local and regional active transportation infrastructure.
Plan & Coordinate	Continue to provide data and technical expertise to projects. Develop a policy framework and partnership agreements, through a Transportation Advisory Committee, for the long-term build out of a consistent, connected cycling network (e.g., standardized trail crossings, use conflict mitigation).

Active Transportation

How does the priority achieve regional outcomes?

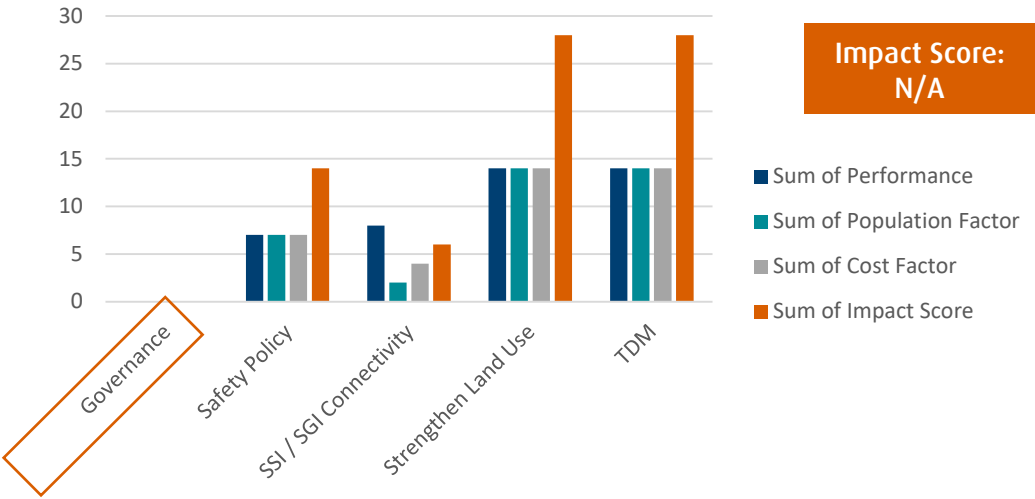
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	High Potential: Dedicated, connected and convenient walking and cycling infrastructure appeals to non-captive users. The pool of potential new users continues to grow as new technologies make active modes more attractive.	3/3
Climate Action	Potential to decrease GHG emissions	High Potential: Lowest emitting of all existing transportation options. Will help reduce the number of vehicle trips if the infrastructure improvements can successfully attract new users.	3/3
Congestion	Potential to reduce need for peak period travel	Medium Potential: Reduce travel time for cyclists through connected infrastructure that prioritizes active modes. Improve travel time for goods and service movement if the infrastructure reduces the number of vehicle trips.	2/3
Safety	Potential to increase safety	Medium Potential: Trail improvements and the build out of an all ages and ability cycling network will improve safety for users.	2/3
Affordability	% income spent on transportation	High Potential: Offers the most affordable transportation option per trip when compared to other modes.	3/3
Total Score			13/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Has potential to benefit all residents of the region.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Capital and operational costs are significantly less expensive than transit and highways. Still requires significant annual capital and operational costs.	1 = low .5 = med .25 = high	.5 = med
Total Multiplier			1.5	
TOTAL SCORE WITH FACTORS				19.5/30

Governance	
Priority Description	Consider the need for new or adjusted decision-making authorities to advance regional transportation priorities
Level of Action	Regional Policy – Set shared direction and make aligned decisions
Level of Impact	CRD action and advocacy plans for long-term regional needs

Region’s readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
CO-LEAD: CRD (LGA)	In relation to current regional transportation priorities, the governance gap is that there is no lead agency or Board-endorsed mandate to deliver region-wide transportation demand management (TDM) initiatives, safety policy or the implementation of a consistent, connected cycling network. A Transportation Advisory Committee (TAC) could address this immediate governance gap. Separate from the delivery of the transportation priorities, determine – if directed – whether there is a need to change who is responsible for making strategic and operational decisions about transportation in the region. Previous Board direction was to stop working on a new service authority.
CO-LEAD: Local Governments (LGA Community Charter)	Local governments have the authority to make decisions about local roads and land use. A TAC would provide a collaborative approach to governance that maintains existing authorities. As the jurisdictional scan shows, the most successful governance structures consolidate authorities under one jurisdiction. Consolidation would require a change to local government authority.
MoTI and BC Transit (Operating mandate, BC Transit Act)	MoTI funds transit infrastructure and funds and builds highway infrastructure in the service of people and goods movement. BC Transit operates transit service. Each is governed according to legislation.



Note on Score: No score is available as this is a study for a long-term priority. No direct impacts can be attributed to the criteria in the short-term.

CRD Actions to Implement the Priority	
Action	Description
Establish a Transportation Advisory Committee	Establish a TAC with the mandate to advise on matters requiring regional coordination. Based on the regional priorities, the initial TAC scope of work should focus on matters requiring immediate regional coordination relate to TDM, safety policy and connected, consistent cycling network.
Problem Definition (long-term)	Determine if there is a need to change the current multi-jurisdictional governance model and clearly identify which jurisdictions should be making strategic and operational decisions about the region’s transportation system and services. Current analysis shows that the existing governance framework allows for projects to progress in alignment with the objectives in the Regional Transportation Plan and could be augmented through the TAC. Prepare governance options, if directed.

Governance

How does the priority achieve regional outcomes?

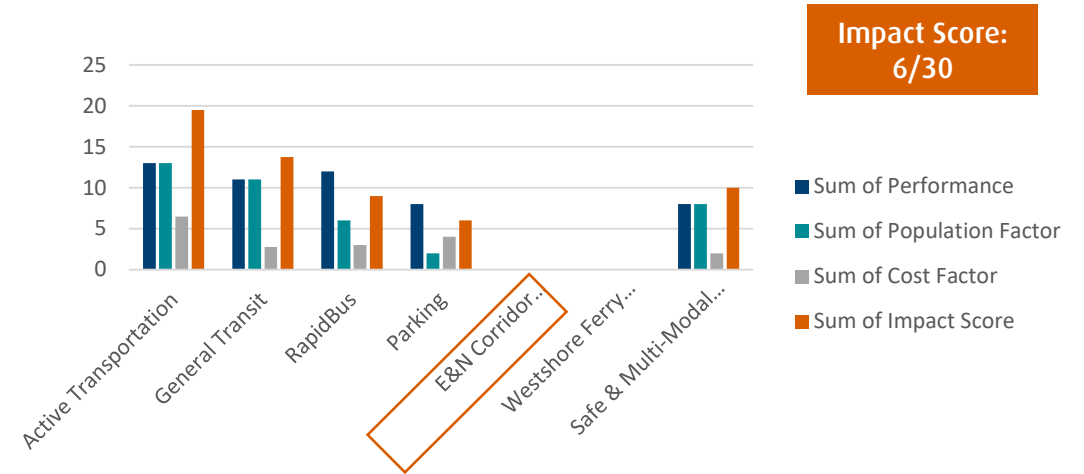
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	No direct impact	0/3
Climate Action	Potential to decrease GHG emissions	No direct impact	0/3
Congestion	Potential to reduce need for peak period travel	No direct impact	0/3
Safety	Potential to increase safety	No direct impact	0/3
Affordability	% income spent on transportation	No direct impact	0/3
Total Score			0/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Any authority changes would impact all regional residents.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Cost would be determined by the scope of service. If the scope includes infrastructure, it has the potential to be significantly higher than if focussed on policy.	1 = low .5 = med .25 = high	.5 = med
Total Multiplier			1.5	
TOTAL SCORE WITH FACTORS				0/30

Parking and Access Upgrades	
Priority Description	Improve parking and access at regional and provincial park locations to address safety and reduce congestion resulting from parking on roadway shoulders
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD action and advocacy supports rural and remote needs

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
CO-LEAD: CRD (Service Bylaw)	CRD Regional Parks operates parks in many of the CRD's smaller, more rural communities. Access to these areas is often only possible through vehicle travel and in some instances by bicycle. There is significant pressure on the small parking lots that provide park access. Often, available parking is full and users are forced to park on the edge of roads or highways that offer no pedestrian infrastructure creating safety and access issues. Parks staff are reviewing this issues as part of its revenue strategy review and strategic planning process.
CO-LEAD: Ministry of Environment (BC Parks mandate)	As with CRD Regional Parks, additional pressure on park access points is resulting in congestion and safety concerns on local roads.
Local Governments & EAs (LGA / Community Charter)	Participate in parking access study and contribute input on local impacts of vehicle parking and congestion on roads.



CRD Actions to Implement the Priority	
Action	Description
Parking Study	Undertake a parking and access study of regional parking and access points in conjunction with local governments and EAs. Once complete, initiate a capital planning process to prioritize expenditures based on safety and overflow.
Advocate	To BC Ministry of Environment – BC Parks to undertake a parking and access study of regional parks and invest in upgrades.

Parking and Access Upgrades

How does the priority achieve regional outcomes?

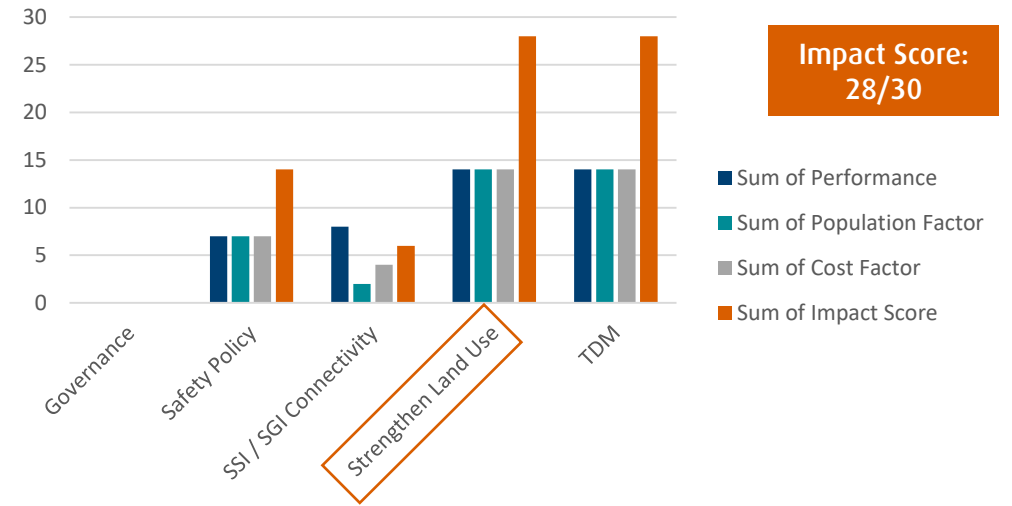
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Low Potential: New Park and Ride station locations could result in localized transit trip increases. Upgraded parking at regional and provincial parks will not increase trips by walking, cycling or transit.	1/3
Climate Action	Potential to decrease GHG emissions	Medium Potential: Park and Rides encourage use of transit and shorten and lessen average vehicle kilometres travelled. Park and rides may offer the only viable option for people in outlying areas to use transit. In some cases charging stations could be provided for electric vehicles particularly at Park and Rides.	2/3
Congestion	Potential to reduce need for peak period travel	Medium Potential: Park and Rides offer a viable option to remove vehicles from the major road networks during peak periods.	2/3
Safety	Potential to increase safety	Medium Potential: Improved parking at regional and provincial parks would remove the need for users to park on highway shoulders and arterials – decreasing likelihood of crashes and serious injury.	2/3
Affordability	% income spent on transportation	Low Potential: While parking costs may be slightly offset, does not reduce the cost of owning and operating a personal motor vehicle.	1/3
Total Score			8/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Benefits people living outside of core population centres. Improves access to parks for all recreation users.	1 = rgn .5 = sub-rgn .25 = EA	.25 = EA /local
Cost	Relative cost to deliver	The costs for Park and Ride stations are considered as part of transit infrastructure improvements and are less costly than expanding road networks or operating transit service in less developed parts of the region. Parking and safety upgrades at targeted regional and provincial parks is more cost effective than providing dedicated transit to sparsely populated parts of the region.	1 = low .5 = med .25 = high	.5 = medium
Total Multiplier				.75
TOTAL SCORE WITH FACTORS				6/30

Strengthen Land Use	
Priority Description	Continue to implement the RGS settlement concept by directing growth to places that encourage walking, cycling and efficient use of public transit
Level of Action	Regional Policy – Set shared direction and make aligned decisions
Level of Impact	CRD advocacy makes the most impact to achieve mode shift

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: Local Governments <i>(LGA Community Charter)</i>	<p>Continue to align to the Regional Growth Strategy (RGS) vision by developing land use policy and plans that support transit oriented development.</p> <p>Achieve the RGS vision by approving development that locates new growth in areas that can be efficiently served by transit and active transportation.</p> <p>Leverage provincial and federal investments in housing and transportation to achieve land use objectives.</p>
CRD <i>(LGA)</i>	<p>Continue to monitor and report on RGS indicators.</p> <p>Identify opportunities to incent rapid implementation of the RGS, official community plans and context statements.</p> <p>Provide research, data and analysis that supports partners to develop settlement patterns that minimize the use of automobiles and encourage walking, cycling and the efficient use of public transit.</p>
MoTI and Ministry of Municipal Affairs <i>(Operating mandate)</i>	<p>Build local government capacity to implement land use policy and plans through funding and programming (e.g., UBCM conferences, grant programs, partnerships).</p> <p>Amend legislation to ensure outcomes are being met.</p>



CRD Actions to Implement the Priority	
Action	Description
Seek Partnership Opportunities	Explore partnership opportunities to incent RGS implementation by working closely with provincial, local government and EA partners on land use and transportation projects, as appropriate.
Plan and Coordinate	<p>Continue to conduct research and analysis on RGS indicators and report on findings annually.</p> <p>Continue to respond to requests for support on RGS implementation and amendments, as needed.</p>

Strengthen Land Use

How does the priority achieve regional outcomes?

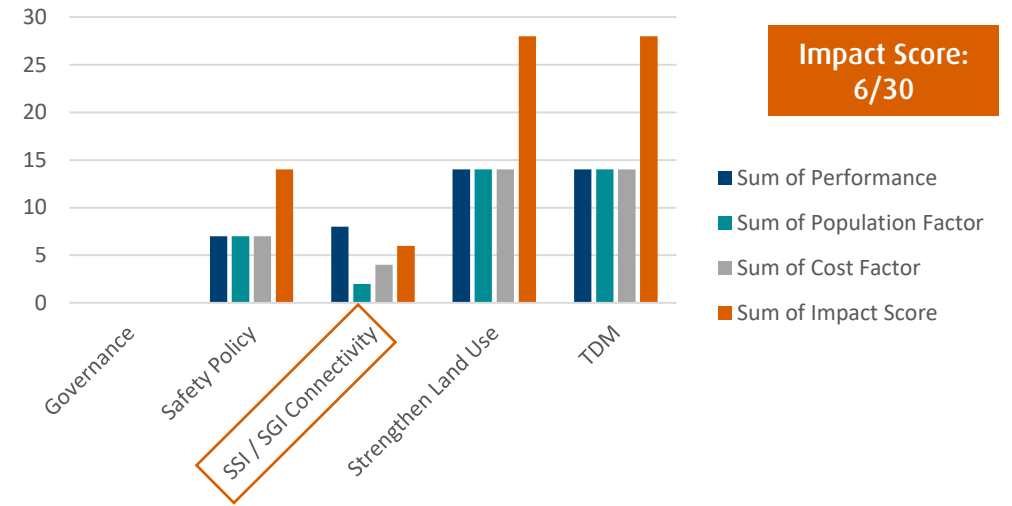
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	High Potential: Sets the decision-making framework that prioritizes the development of complete, connected communities that support people choosing to use active and public transit modes. If consistently applied and implemented, has the potential to influence a large number of trip choices.	3/3
Climate Action	Potential to decrease GHG emissions	High Potential: RGS policies for climate action explicitly recognize the need to create low-carbon communities by planning for transportation systems and buildings that reduce reliance on high-emitting fuels.	3/3
Congestion	Potential to reduce need for peak period travel	High Potential: RGS policies to direct new growth to areas that can be served by transit and active transportation can help mitigate potential congestion increases associated with population growth.	3/3
Safety	Potential to increase safety	Medium: Integrated transportation and land use can enable specific attention to be centred on safety of all road users through design. Allows for shorter distances between home and services resulting in less vehicle kilometres travelled and therefore less opportunity for crashes and injury.	2/3
Affordability	% income spent on transportation	High Potential: Land uses that place people in close proximity to services and employment can reduce costs associated with single occupancy vehicle ownership.	3/3
Total Score			14/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Has potential to benefit all residents of the region.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	This initiative is policy based and can be implemented relatively cost effectively. Integrated transportation and land use can result in significant infrastructure and ongoing service and maintenance savings.	1 = low .5 = med .25 = high	1 = low
Total Multiplier				2
TOTAL SCORE WITH FACTORS				28/30

SSI / SGI Connectivity	
Priority Description	Seek multi-modal safety improvements to enhance connectivity to Salt Spring Island (SSI) and the Southern Gulf Islands (SGI)
Level of Action	Regional Policy – Set shared direction and make aligned decisions
Level of Impact	CRD advocacy supports rural and remote needs

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
CO-LEAD: MoTI / BC Ferries (Operating Mandate and agreements)	MoTI mandates ferry service requirements and sets climate action objectives. MoTI also plans and maintains the road network and sets road-related infrastructure policies. BC Ferries sets operational policy to meet the scope of services set by the Province.
CO-Lead BC Transit (<i>BC Transit Act</i>)	Provides transit service on SSI.
CRD / Electoral Areas (<i>LGA</i>)	Plan, construct and maintain regional and local trails. Develop integrated transportation plans to identify and deliver transportation in partnership with key agencies. Seek funding for projects. Approve transit service and confirm local funding.
Islands Trust (<i>Islands Trust Act</i>)	Authority over land use policy direction under a provincial mandate of preserve and protect.



CRD Actions to Implement the Priority	
Action	Description
Advocate	To MoTI and BC Ferries to prioritize active travel modes in terminal design and ferry operations, adopt policy to include paved shoulder / bike lanes as part of roadwork projects, and accelerate BC Ferries fleet electrification.
Plan and Coordinate	Continue to provide data and technical expertise to projects. Report on lessons learned from Mayne Island regional trail network project and seek opportunities to replicate if successful. Consider how to leverage active travel tourism as an economic development opportunity.
Implement	Administer SSI Transportation Commission and any future transportation service on the SGI.

SSI / SGI Connectivity

How does the priority achieve regional outcomes?

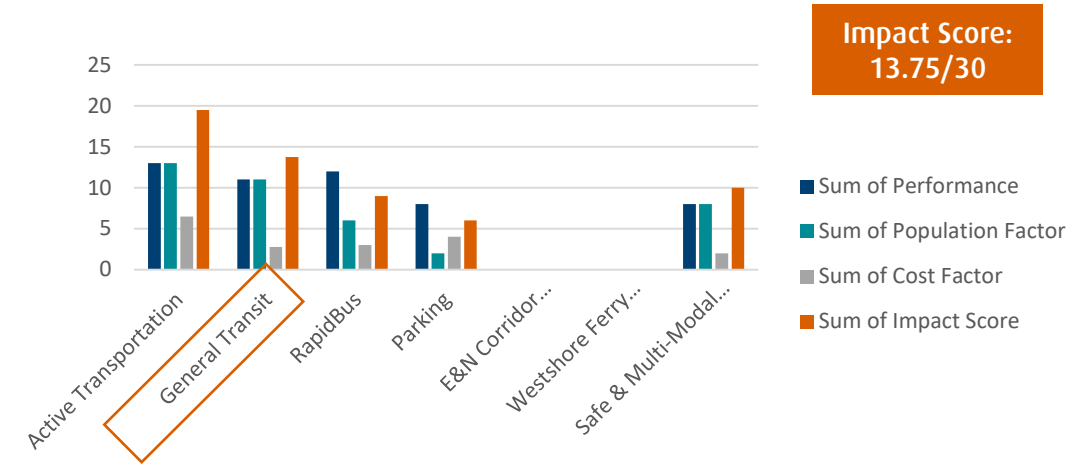
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Low: Infrastructure improvements to roadways and prioritizing active modes and transit to/from/on ferry service will help improve travel mode choices for SSI and SGI residents and visitors.	1/3
Climate Action	Potential to decrease GHG emissions	Medium: Gradual shift to electric and hybrid fleets per the BC Ferries Clean Futures Plan. Transition to electric buses in line with BC Transit policy. Current focus is on vehicular movement with secondary focus on passengers.	2/3
Congestion	Potential to reduce need for peak period travel	Low: Improved internet connectivity and remote work could reduce the need to commute for some island residents. Improving visitor travel mode choice could incrementally decrease travel times in busy periods. Removing the need for personal vehicles mitigates congestion on peak ferry trips.	1/3
Safety	Potential to increase safety	High: Ferry and bus travel is a very safe mode and is facilitated by trained safety teams.	3/3
Affordability	% income spent on transportation	Low: Ferry travel using a vehicle can be expensive.	1/3
Total Score			8/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Limited population reach. Ferry travel is an essential service linking residents to Vancouver Island.	1 = rgn .5 = sub-rgn .25 = EA	.25 = EA
Cost	Relative cost to deliver	High infrastructure delivery costs and ongoing permanent operational costs.	1 = low .5 = med .25 = high	.5 = med
Total Multiplier				.75
TOTAL SCORE WITH FACTORS				6/30

General Transit Investment	
Priority Description	Improve local transit service in suburban and rural areas, including provision of Park and Rides
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD advocacy supports rural and remote needs

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: BC Transit <i>(BC Transit Act)</i>	Complete local area transit plans, adjust operations (e.g., adjusting hours of service, route planning), coordinate operating agreements and coordinate fleet replacement.
MoTI (Operational mandate)	Provide funding contribution. Approve new service hours. Set provincial policy framework (e.g., CleanBC)
CRD <i>(LGA)</i>	Provide data and technical expertise to planning projects.
Local Governments & EAs <i>(LGA / Community Charter)</i>	Provide local share of funding. Confirm desired routing and hours of service. Integrate transit in to land use and transportation plans.



CRD Actions to Implement the Priority	
Action	Description
Advocate	To the BC Transit to ensure fleet greening program proceeds on schedule, adjust operations to implement recommendations of Local Area Transit Plans and consider active modes and accessibility in infrastructure projects.
	To the provincial and federal governments to access the region's fair share of funding.
	To municipal governments to locate new housing developments in proximity to local-serving transit.
Plan / Coordinate	Continue to provide data and technical expertise to projects. Build support during local transit planning for consistency in span and frequency of services and park and rides. Explore partnership opportunities to leverage provincial spending to achieve Regional Growth Strategy objectives.
	Consider how to encourage transit ridership in CRD education campaigns.

General Transit Investment

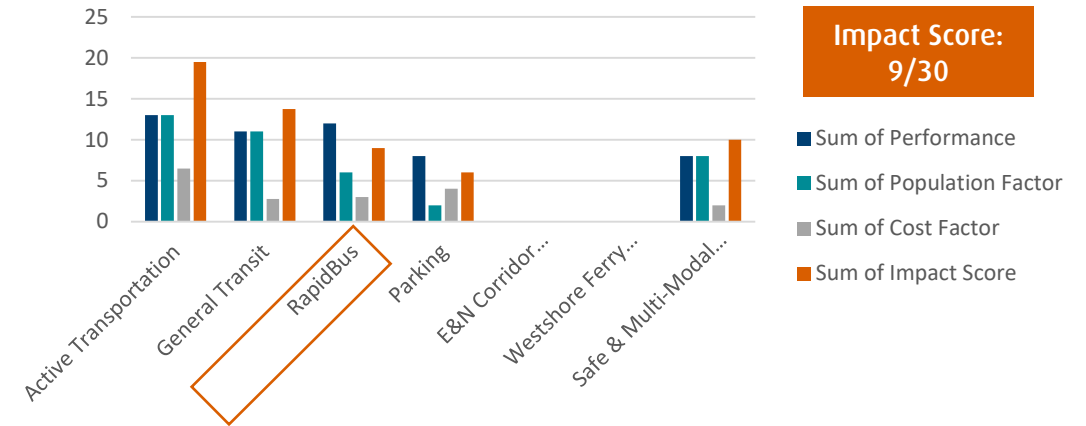
How does the priority achieve regional outcomes?

Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Medium Potential: Improved service will appeal to non-captive users (i.e., people who have capacity to choose other modes). Significant trip increases depend on attracting new transit users and regaining ridership lost through the pandemic.	2/3
Climate Action	Potential to decrease GHG emissions	High Potential: 10 year plan to transition fleet per the Low Carbon Fleet Program. Reduce the number of trips taken by single occupancy vehicles. Success for this pathway depends on attracting new riders.	3/3
Congestion	Potential to reduce need for peak period travel	Low Potential: Proposed improvements focus on off-peak travel times in lower density areas. Uses existing general purpose lanes meaning that it can only travel as fast as general purpose traffic moves.	1/3
Safety	Potential to increase safety	High Potential: A very safe mode facilitated by trained safety teams.	3/3
Affordability	% income spent on transportation	Medium Potential: Offers an affordable alternative when compared to single occupancy vehicles with limited requirement for dedicated infrastructure.	2/3
Total Score			11/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	General transit has the capacity to serve large tracts of the region far more than dedicated RapidBus, rail or ferries.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Capital costs are comparatively moderate but ongoing significant operational costs required to be met by both the Province and local tax base.	1 = low .5 = med .25 = high	.25 = high
Total Multiplier				1.25
TOTAL SCORE WITH FACTORS				13.75/30

Bus Mass Transit / RapidBus	
Priority Description	Accelerate RapidBus implementation
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD advocacy makes the most impact to secure investment and implement service



Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: BC Transit (BC Transit Act)	As the lead agency, key actions include planning, engineering / design, seeking funding approvals and seeking confirmation of phased construction timing. RapidBus is a priority project for BC Transit and forms a component of their work plan. Fast tracking may require reallocation of resources from other projects.
MoTI (Ministerial mandate)	Provide funding through provincial transfers. Owns the key corridors.
Federal Government (Ministerial mandate)	Provide capital funding for transit projects.
CRD (LGA, Bylaws, Agreements)	Provide data and technical expertise to planning projects. Identify and plan for parallel improvements to the Regional Trail System that runs parallel to key corridors.
Local Governments (LGA, Community Charter)	Identify and plan for parallel improvements to the RapidBus corridors including Trail Systems, pedestrian infrastructure and local road connections. Plan for and implement high density land use in proximity to RapidBus stations.

CRD Actions to Implement the Priority	
Action	Description
Advocate	To the Victoria Regional Transit Commission to accelerate implementation, to the provincial and federal governments to access the region's fair share of funding and with municipal governments to locate higher density housing in proximity to designated rapid transit nodes. Staff to develop materials and provide administrative support to advance advocacy with key audiences, and track and report on progress.
Plan / Coordinate	Continue to provide data and technical expertise to projects. Prioritize planning and development of shovel-ready regional trail projects along the key corridors to leverage advancements for active transportation improvements.
Amplify / Encourage	Consider how to encourage transit ridership in CRD education campaigns.

Bus Mass Transit / RapidBus

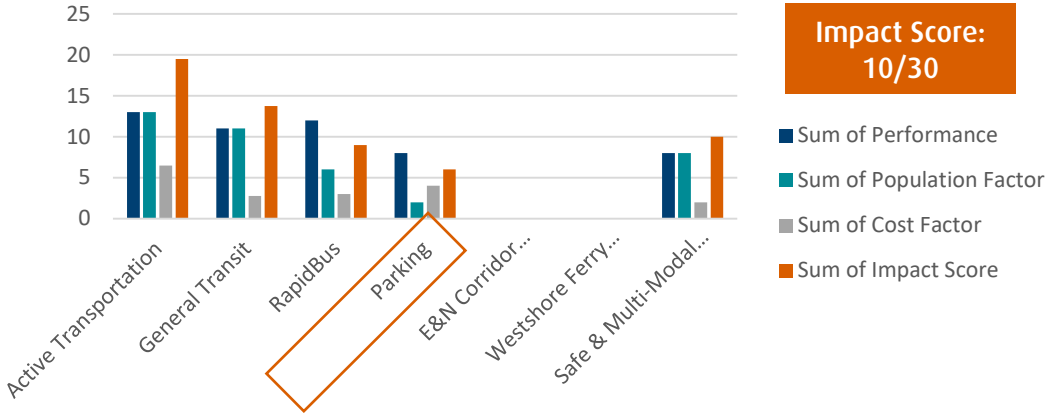
How does the priority achieve regional outcomes?

Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Medium Potential: Improved speed, reliability and frequency appeals to non-captive users (i.e., people who have capacity to choose other modes). Significant trip increases depend on attracting new transit users, rather than transferring existing users to a new service format. Long-term impacts of pandemic ridership loss is a large unknown.	2/3
Climate Action	Potential to decrease GHG emissions	High Potential: 10 year plan to transition fleet per the Low Carbon Fleet Program. Will help reduce the number of vehicle trips if the service improvements can successfully attract new riders.	3/3
Congestion	Potential to reduce need for peak period travel	Medium Potential: Reduce travel time for transit users through improved trip speed, reliability and frequency. Improve travel time for goods and service movement if the service reduces the number of single occupancy vehicles.	2/3
Safety	Potential to increase safety	High Potential: Removes single occupancy vehicles from road, by a very safe mode facilitated by trained safety teams.	3/3
Affordability	% income spent on transportation	Medium Potential: Offers an affordable alternative when compared to single occupancy vehicles but high capital and operating costs to be met by local tax base and the Province. Could lead to increase in rents and purchase prices for real estate in close proximity to stations.	2/3
Total Score			12/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Incremental reach that focuses on growing population on the Westshore. Biggest benefit to people residing near RapidBus corridors.	1 = rgn .5 =sub-rgn .25 = EA	.5 =sub-rgn
Cost	Relative cost to deliver	High infrastructure costs and ongoing permanent operational costs.	1 = low .5 = med .25 = high	.25 = high
Total Multiplier				.75
TOTAL SCORE WITH FACTORS				9/30

Multi-Modal and Safe Highways	
Priority Description	Prioritize safety and multi-modal improvements that will advance regional climate action and mode shift targets.
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD advocacy makes the most impact to secure investment and implement service



Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: MoTI (Ministerial mandate)	MoTI has identified potential highway upgrades through the South Island Transportation Strategy. MoTI has work plans which allocate resources for planning and design and makes budget requests for implementation of key projects.
BC Transit (<i>BC Transit Act</i>)	BC Transit works very closely with MoTI to develop and implement the phased expansion of RapidBus.
CRD (<i>LGA</i>)	Provide data and technical expertise to planning projects. Identify and plan for parallel improvements to the Regional Trail System that runs parallel to the highway corridors.
Local Governments (<i>LGA, Community Charter</i>)	Identify and plan for connections to the highway system.

CRD Actions to Implement the Priority	
Action	Description
Advocate	To MoTI to ensure that all highway projects deliver multi-modal and safety improvements that will advance regional mode share and climate targets, to progress projects that in a timely manner and to prioritize projects that improve the Regional Multi-Modal Transportation Network. To gateway areas to build relationships that will support regional connectivity.
Plan / Coordinate	Continue to provide data and technical expertise to projects. Prioritize planning and development of shovel-ready regional trail projects along the key corridors in order to leverage spending on active transportation improvements.

Multi-Modal and Safe Highways

How does the priority achieve regional outcomes?

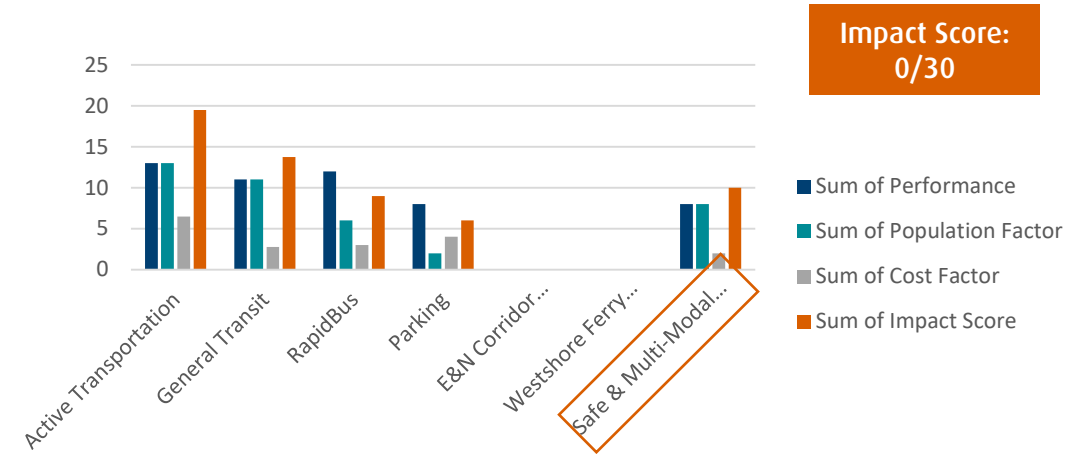
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Medium Potential: Infrastructure improvements (e.g., pedestrian bridges, dedicated bus-only travel lanes) support the provision of multi-modal options. Increased focus on inclusion of transit and active transportation whenever making changes. Upgrades do not equate to new general purpose travel lanes. E.g., RapidBus is dependent on utilizing the highway system.	2/3
Climate Action	Potential to decrease GHG emissions	Low Potential: Installation of electric vehicle charging stations at designated mobility hubs along highway corridors will support the gradual shift to zero-emission vehicles. The inclusion of dedicated transit and active transportation infrastructure on highways assists towards getting more people out of cars and decreasing the associated GHG.	1/3
Congestion	Potential to reduce need for peak period travel	Medium Potential: Potential to reduce queuing / idling through improved traffic flow. Multi-modal infrastructure improvements reduce the number of single occupancy vehicles, improves travel time for goods and service movement.	2/3
Safety	Potential to increase safety	Medium Potential: MoTI takes a Vision Zero approach to infrastructure planning and design. Provides a moderately safe mode or combination of modes of transportation. Focus on inclusion of active transportation and transit safety improvements when undertaking highway changes. Prioritizes safety improvements in high crash locations such as at busy intersections and along the Malahat.	2/3
Affordability	% income spent on transportation	Low Potential: Does not change costs associated with vehicle ownership. May attract greater use of more affordable options such as transit and active transportation as multi-modal projects are built.	1/3
Total Score			8/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Reach of the highway system is expansive and complimented by structured network of connector roads.	1 = rgn .5 = sub-rgn .25 = EA	1 = rgn
Cost	Relative cost to deliver	Very high infrastructure costs and ongoing permanent operational costs.	1 = low .5 = med .25 = high	.25 = high
Total Multiplier				1.25
TOTAL SCORE WITH FACTORS				10/30

Westshore Passenger Ferry Feasibility Study	
Priority Description	Complete a passenger ferry feasibility study to plan for long-term transportation alternatives
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD advocacy plans for long-term regional needs

Region's readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: BC Ferries / MoTI (Operational mandate)	Undertake and fund a full feasibility study on a passenger ferry from Colwood to Downtown Victoria.
CRD / Local Governments (LGA)	<p>Seek dedicated ferry service between Royal Bay in Colwood and Downtown Victoria with a possible stop in Esquimalt. Royal Bay is a developing low to mid density suburban area on the western fringe of Colwood and adjoining rural lands in Metchosin.</p> <p>The long-term desired output is to provide an alternative transportation option that is not reliant on a congested and limited road network.</p> <p>In the short-term, the CRD Board and several local governments have indicated support for a full feasibility study identifying whether there is a business case for the project or not. It is acknowledged that any potential for introducing passenger ferry would be a longer term plan.</p>



CRD Actions to Implement the Priority	
Action	Description
Advocate	To the BC Ferries and MoTI to undertake and fund a full feasibility study on a passenger ferry from Colwood to Downtown Victoria.
Plan / Coordinate	Provide data and technical expertise, if requested.

Westshore Passenger Ferry Feasibility Study

How does the priority achieve regional outcomes?

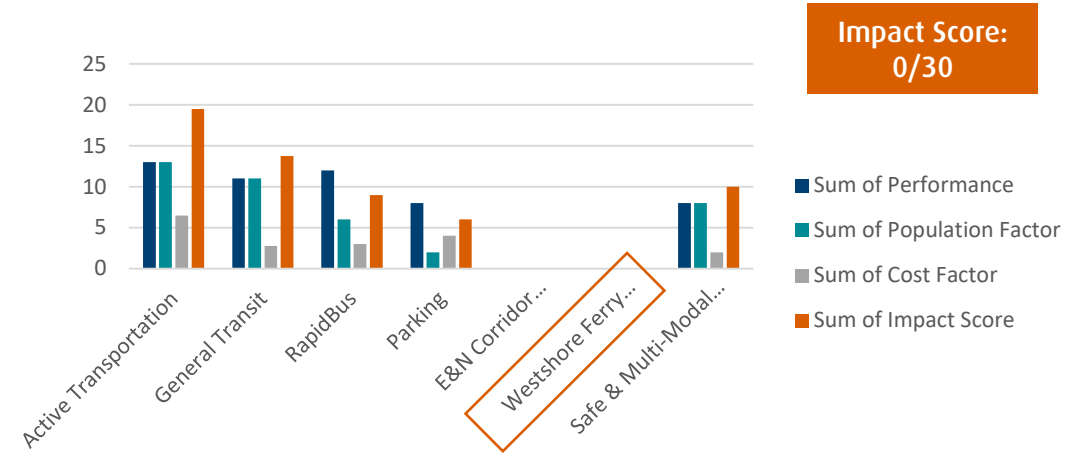
Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	No short-term potential to impact mode shift. Priority relates to a feasibility study not implementation.	0/3
Climate Action	Potential to decrease GHG emissions	No short-term potential to impact mode shift. Priority relates to a feasibility study not implementation.	0/3
Congestion	Potential to reduce need for peak period travel	No short-term potential to impact mode shift. Priority relates to a feasibility study not implementation.	0/3
Safety	Potential to increase safety	No short-term potential to impact mode shift. Priority relates to a feasibility study not implementation.	0/3
Affordability	% income spent on transportation	No short-term potential to impact mode shift. Priority relates to a feasibility study not implementation.	0/3
Total Score			0/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Sub-Regional: Only two or possibly three stops in its entirety, serving the Westshore and downtown.	1 = rgn .5 = sub-rgn .25 = EA	.5 = sub-rgn
Cost	Relative cost to deliver	Relatively low cost to undertake study. No ongoing financial commitments.	1 = low .5 = med .25 = high	1 = low
Total Multiplier				1.5
TOTAL SCORE WITH FACTORS				0/30

E&N Corridor – Protect, Maintain, Upgrade	
Priority Description	Invest in corridor upgrades and maintenance to preserve a rail-based transportation option in the long-term
Level of Action	Infrastructure – Provide transportation options that support mode choice
Level of Impact	CRD advocacy plans for long-term regional needs

Region’s readiness to deliver the priority	
Delivery Partner & Authority	Key Actions, Timing & Commitment
LEAD: Island Corridor Foundation (Operational mandate)	Work collaboratively with partners to maintain and upgrade the E&N corridor for future transportation use.
MoTI	Possible funding source for rail maintenance and upgrades.
CRD / Local Governments (LGA)	Seek upgrades and maintenance to the E&N corridor to preserve the viability of the corridor as a long-term alternative transportation option that is not reliant on a congested and limited road network. In the short-term, the CRD Board and several local governments have indicated support for protecting the corridor through investments. It is acknowledged that any potential for introducing rail service – whether commuter rail or passenger rail – would be a longer term plan.



CRD Actions to Implement the Priority	
Action	Description
Advocate	To the Island Corridor Foundation and MoTI to maintain and upgrade the corridor and enshrine the long-term protection of the corridor in planning and policy documents.
Plan / Coordinate	Provide data and technical expertise, as needed. Protect the corridor for future use through planning and policy documents.

E&N Corridor – Protect, Maintain, Upgrade

How does the priority achieve regional outcomes?

Criteria	Measure	Description	Score
Mode Shift	Potential to increase # of trips by walking, cycling or transit	Policy based action not resulting in short-term transportation options.	0/3
Climate Action	Potential to decrease GHG emissions	Policy based action not resulting in short-term transportation options.	0/3
Congestion	Potential to reduce need for peak period travel	Policy based action not resulting in short-term transportation options.	0/3
Safety	Potential to increase safety	Policy based action not resulting in short-term transportation options.	0/3
Affordability	% income spent on transportation	Policy based action not resulting in short-term transportation options.	0/3
Total Score			0/15

What is the scale of impact, based on population served and relative cost? (Multiplier of base score)

Factor	Measure	Description	Multiplier	Score
Population	Relative population reach	Future potential to serve defined population along a single corridor connecting the Westshore and Downtown.	1 = rgn .5 =sub-rgn .25 = EA	.5 =sub-rgn
Cost	Relative cost to deliver	Maintenance and upgrade costs to be determined but far below those of operational transit. Resources to maintain and upgrade may result in other projects not being funded.	1 = low .5 = med .25 = high	.5 med
Total Multiplier			1	
TOTAL SCORE WITH FACTORS				0/30