

Transportation Demand Management Action Plan 2021-2025

Encouraging Active Transportation & Transit
Reducing Personal Vehicle Trips

June 2021



Table of Contents

Introduction

About this Plan	1
Process	1
Equity	2
COVID-19	2

Strategic Direction

TDM Action Plan Structure	2
Goals	2
Strategies	3
Actions	4

Metrics

Appendices

Appendix A: Policy context	11
Appendix B: Overview of TDM programs and activities happening in the City of Vancouver	16
Appendix C: Precedent research from other cities and regions	21
Appendix D: Gap analysis – emerging areas of focus	26
Appendix E: Stakeholder engagement	28

Introduction

About this Plan

The Transportation Demand Management (TDM) Action Plan guides the City of Vancouver's transportation promotions and enabling programming in order to encourage more active transportation and transit use, and reduce the number of private vehicle trips. The TDM Action Plan provides strategic direction and identifies key actions to be developed and implemented over the next five years (2021-2025). The plan is part of the City's Climate Emergency Response.

Building off the City of Vancouver's Active Transportation Promotions and Enabling Plan (2016), the TDM Action Plan looks at non-infrastructure based approaches to increasing the use of sustainable transportation in order to reduce our greenhouse gas emissions and improve public health and safety. It outlines specific actions that will help us move closer to the Climate Emergency Action Plan goal that two-thirds of trips will be taken by active transportation and transit by 2030. See Appendix A for more background on the policy context.

Safe and convenient physical infrastructure for active transportation and transit - combined with policies and other physical interventions that encourage alternatives to driving - are key to getting people to shift their behaviour. However, many factors outside of physical infrastructure can act as barriers to using active transportation and

transit. Non-infrastructure TDM tactics increase the use of new and existing infrastructure, with minimal investment.

While newer modes of micromobility are growing in popularity, including e-scooters and e-skateboards, these modes are not yet legal in the City of Vancouver and are not included in this plan.¹ If relevant, however, additional actions within the strategies may be added in the future.

Process

From February to May 2020, the City of Vancouver undertook a public engagement process to get feedback on 19 draft climate actions as part of its Climate Emergency Action Plan. Feedback was received through an online survey, 25 dialogues, 10 stakeholder meetings, and 3 market-research surveys, as well as 94 interviews conducted in Mandarin, Cantonese, and Punjabi. In total, 16,926 comments were received from 3,284 respondents, with more than 800 comments related to promoting and encouraging active transportation and transit.

After reviewing this feedback, the goals, strategies and actions in this plan were developed in collaboration with external stakeholders, with 17 different organizations directly providing input. Staff from 10 City of Vancouver branches were also engaged. See Appendices A-E for more background.

1. In March 2021, the Province of BC announced the approval of a 3-year "electric kick scooter" pilot program, with the City of Vancouver being one of six municipalities participating. The Vancouver pilot is anticipated to begin summer 2021 once bylaw changes are approved by Council.



Equity

Residents of the City of Vancouver come from diverse backgrounds and may have multiple intersecting identities that impact their ability to access and benefit from programs designed to support a shift to sustainable modes. These groups are referred to in this plan as disproportionately impacted communities. The TDM Action Plan embeds a commitment to advancing social equity by ensuring that the mobility needs of disproportionately impacted communities are considered in program design – and that these communities are involved in helping shape initiatives, as much as possible.²

This approach is consistent with the City of Vancouver’s forthcoming Equity Framework as well as the Engineering Diversity & Inclusion Strategy.

COVID-19

It is important to recognize that the COVID-19 pandemic has had an unprecedented effect on how people travel and use public space in Vancouver. The length of the COVID-19 pandemic and its recovery will also affect the implementation timeline of actions within this plan, with some actions being prioritized and others delayed for reasons such as physical distancing concerns. The plan will be flexible in its implementation and adjust to the changing landscape.

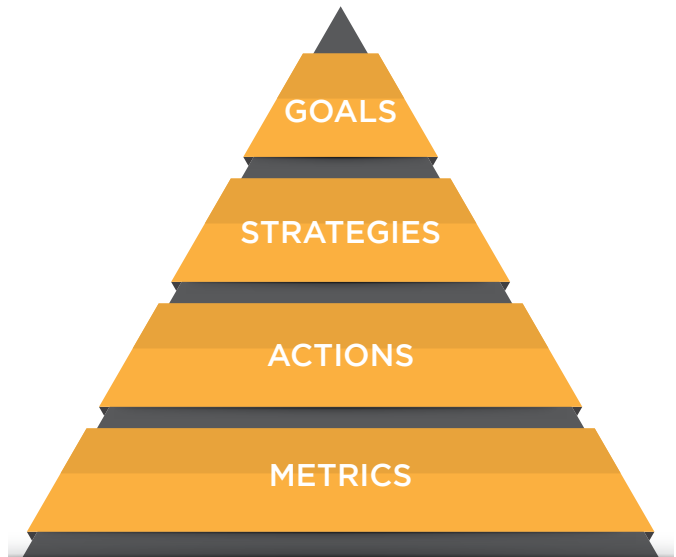


2. In the Vancouver context, disproportionately impacted communities may include Indigenous, Black, and other people of colour, 2SLGBTQ+ people, women, people with disabilities, newcomers, seniors, low-income individuals/families and others. Who is considered as “disproportionately impacted” can change based on the specific program being considered.

Strategic Direction

TDM Plan Structure

The TDM Action Plan is comprised of goals, strategies, actions and metrics.



Goals

The goals of the TDM Action Plan align with wider City transportation strategies (outlined in Appendix A). The focus of this plan is on helping achieve the Climate Emergency Action Plan target that two-thirds of trips in the City of Vancouver will be taken by active transportation or transit by 2030.

1. **Sustainable Modes:** Increase our walking, cycling, rolling and transit mode-share and reduce the percentage of trips taken by private vehicle
2. **Build a Culture:** Build a culture that celebrates and recognizes walking, cycling, rolling and transit as accessible, feasible and safe options, enabling people to access social connections, community resources and economic opportunities without a private vehicle
3. **Collaboration:** Collaborate on a range of TDM initiatives locally, regionally and provincially
4. **Monitor and Evaluate:** Implement a robust monitoring and evaluation feedback loop to drive continuous improvement in TDM programming delivered by the City or its mobility partners
5. **Equity:** Ensure the needs of disproportionately impacted communities are centered in the development of TDM actions and, as much as is possible, involve those who will be directly impacted in the design and implementation of actions

Strategies

These strategies sit below the overall program goals, and provide focus areas for the TDM Action Plan. Each strategy contains specific actions and metrics.

- **Strategy 1:** Develop the necessary **foundation** and mechanisms to support successful implementation of the TDM Action Plan
- **Strategy 2:** Launch and support **programs** and **events** that reduce private vehicle trips and incentivize active transportation and transit, including programs that are tailored to enhancing mobility options for disproportionately impacted communities
- **Strategy 3:** Develop public **campaigns** that promote active transportation and transit options, services, and programs in ways which are culturally appropriate and accessible
- **Strategy 4:** Provide resources and guidance to help **employers** shift and sustain employees and/or customers to active transportation and transit and/or **remote** or **flexible** working
- **Strategy 5:** Partner on and lead initiatives that encourage **tourists** and/or **event** attendees to use active transportation and transit
- **Strategy 6:** Support and **collaborate** with government TDM mobility partners to enhance and improve the coordination of **regional and provincial** active transportation and transit initiatives
- **Strategy 7:** Conduct and review **research** in order to understand and address barriers to using active transportation and transit and share with the public
- **Strategy 8:** **Advocate** for effective TDM programming and policy to be supported by all levels of government
- **Strategy 9:** Expand our **School Active Travel** Program in collaboration with the Vancouver School Board and other educational institutions in order to build and sustain an active travel culture in schools
- **Strategy 10:** Expand **internal coordination** between branches and with the Vancouver Park Board to ensure integration of TDM principles in relevant programs, policies and initiatives



Actions

Individual actions are set out under their corresponding strategy.

Strategy 1: Develop the necessary foundation and mechanisms to support successful implementation of the TDM Action Plan		
Action	Description	Timeline
1A	Secure funding and resources needed to deliver the TDM Action Plan in 2021 and 2022 and ensure adequate funding is budgeted to engage, involve and reach disproportionately impacted communities	In progress
1B	Create a visual identity to effectively promote the programs and initiatives developed through the TDM Action Plan to residents, schools, businesses and visitors	In progress
1C	Develop a dedicated TDM area on the City's public website	By end of 2021
1D	Develop impact reports that demonstrate benefit-cost ratio of TDM initiatives	By end of 2022
1E	Secure funding and resources needed to deliver the TDM Action Plan from 2023 to 2026 and ensure adequate funding is budgeted to engage, involve and reach disproportionately impacted communities.	By end of 2022
1F	Increase the amount of external funding provided for TDM programs (e.g. TransLink, Province of BC)	By end of 2023

Strategy 2: Launch and support programs and events that reduce private vehicle trips and incentivize active transportation and transit, including programs that are tailored to enhancing mobility options for disproportionately impacted communities		
Action	Description	Timeline
2A	Provide support for third-party active transportation and transit promotional events and programs, including initiatives that support disproportionately impacted communities	In progress
2B	Update the City of Vancouver cycling map at least once annually, partner with TransLink on the development of the regional cycling map and work with Google/Apple to increase reliability of digital mapping tools	In progress
2C	Develop and implement a public e-bike incentive program	By end of 2022
2D	Support ongoing open street events that encourage active transportation and explore developing a pilot program with partners that measures results	By end of 2023
2E	Support or coordinate initiatives that increase awareness and use of cargo bikes	By end of 2023
2F	Launch an outreach team with the purpose of engaging with residents to encourage and promote active transportation and transit	By end of 2023
2G	Expand the Walk + Bike + Roll mini grant program to include grants specifically for individuals from or organizations supporting disproportionately impacted communities. Ensure adequate support and resources are provided to successful applicants.	By end of 2023
2H	Support initiatives that recognize and celebrate organizations that encourage active transportation and transit through their actions	By end of 2023
2I	Create or share resources with stratas and rental building managers to assist them in encouraging their residents to travel by active transportation and transit	By end of 2023
2J	Support developing a youth transit encouragement program in partnership with TransLink	By end of 2024
2K	Work with partners and TransLink in order to encourage community tactical urbanism	By end of 2024

Strategy 3: Develop public campaigns that promote active transportation and transit options, services, and programs in ways which are culturally appropriate and accessible

Action	Description	Timeline
3A	Develop an inclusive resource and image library that is representative of Vancouver residents for use in marketing materials and campaigns, and update regularly	In progress
3B	Launch and partner on marketing campaigns to increase use and awareness of new and existing cycling and walking infrastructure as well as transit, and ensure campaign materials are accessible in multiple languages, whenever possible	In progress
3C	Develop or support promotional campaigns that encourage active transportation and transit for shopping and daily needs	In progress
3D	Develop or support campaigns or events that encourage comfortable active travel during the fall and winter months	In progress
3E	Support Mobi by Shaw Go with encouraging and promoting public bike share use	In progress
3F	Support TransLink with encouraging and promoting transit use	By end of 2022
3G	Encourage external transportation stakeholders to take a public health approach to the promotion of active transportation and transportation safety	By end of 2022
3H	Support carsharing organizations with encouraging and promoting carshare use	By end of 2023
3I	Partner on a media training session to improve media reporting of active transportation and transportation-related events	By end of 2023



Strategy 4: Provide resources and guidance to help employers shift and sustain employees and/or customers to active transportation and transit and/or remote or flexible working

Action	Description	Timeline
4A	Research best practices and consult and/or partner with BIAs, local business stakeholders and TransLink in order to share and identify resources needed to best meet employer and staff needs including further adapting to short and long term remote and flexible work trends and promoting active transportation and transit	In progress
4B	Collaborate with local organizations and mobility partners to promote their existing active transportation, transit, remote and flexible work, and carpool offerings	In progress
4C	Develop and share useful resources that help employers encourage more remote and flexible work, including a toolkit	In progress
4D	Develop and share useful resources that help employers increase employee use of active transportation and transit	By end of 2022
4E	Launch an employer TDM webpage outlining resources and services available	By end of 2022
4F	Develop and share useful resources that encourage and assist employers/organizations to use cargo bikes or other shared fleet vehicles	By end of 2022
4G	Develop and share useful resources to assist employers/organizations in increasing the number of customers or clients who use active transportation and transit to shop or use their services	By end of 2023

Strategy 5: Partner on and lead initiatives that encourage tourists and/or event attendees to use active transportation and transit

Action	Description	Timeline
5A	Partner with Tourism Vancouver, BIAs, and other local organizations on marketing initiatives that increase visitor use of active transportation and transit options	By end of 2023
5B	Build relationships with cycle tourism operators in the City to promote active transportation and transit options to visitors	By end of 2023
5C	Promote and raise awareness of the services of existing community organizations and non-profits that can support event hosts with encouraging active transportation and transit options	By end of 2023
5D	Collaborate with Vancouver venues and event hosts to develop initiatives that encourage travel to/from events by active transportation and transit including exploring with TransLink the bundling of transit passes with major event tickets	By end of 2024
5E	Expand the number of wayfinding kiosks	By end of 2025



Strategy 6: Support and collaborate with government TDM mobility partners to enhance and improve the coordination of regional and provincial active transportation and transit initiatives

Action	Description	Timeline
6A	Work collaboratively with TransLink, other regional municipalities, Metro Vancouver and the Province, including participation in the Municipal TDM Roundtable, and share research and knowledge gained through programming	In progress
6B	Launch a municipal TDM listserv for the region in partnership with TransLink	In progress

Strategy 7: Conduct and review research in order to understand and address barriers to using active transportation and transit and share with the public

Action	Description	Timeline
7A	Ensure standard monitoring requirements are built into third party contracts	In progress
7B	Continue to publish an annual sustainable transportation snapshot to showcase mobility trends and help identify and address current mobility inequities	In progress
7C	Keep up to date with TDM research and best practices both locally and internationally	In progress
7D	Incorporate behavioural insights and nudge theories into program planning and delivery	In progress
7E	Conduct regular market research to better understand barriers to traveling by active transportation and transit, and help identify current mobility inequities	By end of 2023
7F	Conduct individual elementary and high school baseline mode-share research	By end of 2023

Strategy 8: Advocate for effective TDM programming and policy to be supported by all levels of government

Action	Description	Timeline
8A	Advocate for the provincial government to expand support for school cycling education programs, either as part of the school curriculum or widely available to all schools through other means	In progress
8B	Advocate to the provincial and federal governments for an e-bike rebate program not linked to disposal of a motor vehicle (i.e. Scrap-it)	In progress
8C	Advocate for increased provincial and federal government support of other active travel programs through “Move Commute Connect” and the development of the National Active Transportation Strategy	In progress
8D	Advocate to TransLink for increased municipal funding for active travel encouragement and promotions initiatives	In progress
8E	Advocate to TransLink for expansion of the Shared Mobility Compass Pilot	In progress
8F	Share research and knowledge gained from City of Vancouver pilots/programs with federal/provincial/regional partners	In progress
8G	Advocate for improvements to the BC Motor Vehicle Act to encourage more active transportation	In progress

Strategy 9: Expand our School Active Travel Program in collaboration with the Vancouver School Board and other educational institutions in order to build and sustain an active travel culture in schools

Action	Description	Timeline
9A	Collaborate with TransLink, the Province, and other regional school stakeholders to share resources and launch new initiatives	In progress
9B	Incorporate a disproportionately impacted communities analysis to identify priority schools	In progress
9C	Launch and/or support encouragement events, programs and campaigns aimed at elementary school students	In progress
9D	Update the School Active Travel Program webpage to improve school/student/teacher/parent awareness of program offerings	In progress
9E	Launch a “School Streets” program that makes pick-up and drop-off safer for children walking, cycling and rolling, and ensure the accessibility needs of students or parents with disabilities are considered	In progress
9F	Launch a Walking School Bus Program	By end of 2022
9G	Scale walking and cycling education to reach all grade 6 and 7 students every two years, with adaptive bikes provided for students with disabilities	By end of 2022
9H	Expand the Walk + Bike + Roll mini grant program for public schools	By end of 2022
9I	Launch and/or support encouragement events, programs and campaigns aimed at parents of elementary school students, particularly while their children are participating in an active travel initiative	By end of 2023
9J	Launch and/or support encouragement events, programs, campaigns or clubs aimed at engaging with high school students, including the creation of an active travel and transit encouragement handbook	By end of 2023
9K	Build and maintain a network of active travel champions in schools	By end of 2023
9L	Create and/or share resources for teachers to better integrate active travel and transit education into their lessons plans	By end of 2023
9M	Expand the number of schools supported annually with the development of active travel action plans	By end of 2023
9N	Encourage development of a “Bike + Roll Playground” where children can practice their traffic skills	By end of 2025



Strategy 10: Expand internal coordination between branches and with the Vancouver Park Board to ensure integration of TDM principles in relevant programs, policies and initiatives

Action	Description	Timeline
10A	Revise the corporate work from home policy to enable increased part-time remote work	In progress
10B	Create a working group of internal TDM stakeholders	In progress
10C	Build relationships with relevant Vancouver Park Board staff to better understand their programs, policies and initiatives related to TDM, and identify opportunities for collaboration	By end of 2021
10D	Update the TDM for New Developments program requirements in conjunction with work to eliminate parking minimums in new developments	By end of 2021
10E	Update the internal Sustainable Commuting Program to help accelerate long-term shifts towards City of Vancouver staff commuting by walking, cycling or transit	By end of 2022
10F	Revise the Green Events Planning Guide to include more sustainable transportation resources	By end of 2023
10G	Identify City programs, policies and initiatives, including large construction projects, where TDM principles could be integrated and support the relevant branches and departments	By end of 2023
10H	Develop a public bicycle parking strategy that includes more sheltered outdoor bike parking as well as secure facilities, and work with TransLink to expand the number of public secure bike parkades	By end of 2023

Metrics

The key metric for the TDM Action Plan aligns with the wider Climate Emergency Action Plan metric of increasing the active transportation and transit mode share.

Overall Metric	Target	Baseline
(%) active transportation and transit mode share (trips by walking, cycling or transit)	67% (2030)	54% (2019)

For each of the individual actions a variety of qualitative and quantitative metrics will be monitored and reported on, including:

- (%) Shift to active transportation and transit
- (#) Marketing and outreach impressions
- (#) Activities (quantification of events held/resources distributed, etc.)
- (#) Participation (participation of target groups in TDM events/activities/initiatives)
- (%) Satisfaction of participants
- (#) Involvement of disproportionately impacted communities
- Other qualitative feedback

Appendix A: Policy context



Policy Context

Transportation 2040 – A Blueprint for Transportation Policy and Investments



The City of Vancouver adopted Transportation 2040 in 2012. Building on the Greenest City Action Plan (GCAP) and the 1997 Plan, the overarching direction was to focus on the three pillars of sustainability in supporting an economically, environmentally and socially sustainable city. The plan took three years to complete, engaging over 18,000 people and over 50 stakeholder

groups. Once complete the plan identified 186 actions, 14 emerging focus areas and 3 key targets:

1. Achieve 2/3 walking, cycling and transit trips by 2040, with an interim target to meet 50% sustainable mode share by 2020 as aligned with GCAP (Interim target met)
2. Reduce vehicle kilometres travelled (VKT) by 20% (from 2007 levels) by 2020 (Met)
3. Work toward zero traffic related fatalities

Specific actions related to non-infrastructure based TDM include:

Encouragement and Promotion

- Promote walking and cycling as fun, practical, and healthy transportation choices
 - » Develop and implement a program to promote walking and cycling as fun, practical, and healthy transportation choices, and a normal part of everyday life (Ongoing)
 - » Continue a “safe routes to school” program that connects schools to their surrounding neighbourhood with high quality walking and cycling routes for at least one block, complemented by promotional strategies that encourage students to use active travel modes (Ongoing)
 - » Continue to support and streamline permitting processes for community events, festivals, and rides that encourage and celebrate active transportation (Ongoing)
 - » Develop recurring ciclovía-style event(s) that celebrate active transportation (Not complete)

- » Consider infrastructure that promotes and celebrates cycling, such as bicycle count displays and foot rests at intersection approaches (Ongoing)

Education

- Support cycling skills training to improve cyclist safety and confidence
 - » Develop and implement a long-term strategy to support cycling education and skills development, including identifying partners and potential resource allocations (Ongoing)
 - » Advocate for making cycling skills training a core part of the school curriculum or widely available to youth through other means (Ongoing)
 - » Develop cycling skills training facilities in key locations around the city (Not complete)

Other Demand Management Tools

- Support transportation demand programs that are employer-, institutional-, and district-based
 - » Support programs that help large employers, institutions, strata councils, business improvement associations, and others develop strategies to reduce motor vehicle trips and encourage trips by walking, cycling, and transit (Not complete)
 - » Demonstrate leadership by providing a transportation demand management program to all City employees and at civic facilities and by sharing strategies and results with others (Complete)
 - » Encourage a BIA-led pilot to enable small businesses to share resources in developing a district TDM program (Not complete)
 - » Support programs such as TransLink’s TravelSmart that provide personalized travel advice and support to residents, schools, and workplaces (Ongoing)

Healthy City Strategy



The Healthy City Strategy is a long-term, integrated plan for healthier people, healthier places, and a healthier planet. It includes 13 goals, with associated targets and indicators to track progress and outcomes over ten years to 2025.

The TDM Action Plan aligns in particular with the following targets:

- By 2020, make the majority (over 50%) of trips on foot, bike, and transit (Met)
- By 2025, every Vancouver neighbourhood has a Walk Score of at least 70
- By 2025, increase the percentage of Vancouver residents aged 18 and over who meet the Canadian Physical Activity Guidelines by 25% over 2014 levels

Active Transportation Promotions and Enabling Plan (ATPEP)



This plan, published in 2016, originated as an action in the Healthy City Strategy's first action plan (2015-2018). ATPEP supports the ambitious mode share targets set out in Transportation 2040. The plan sets out high-level strategies for promotion and encouragement efforts through marketing campaigns, school-based programs, and road user education. It looks at non-infrastructure based approaches to increasing

the number of people who walk, and cycle to their destinations.

High-level strategies

Marketing Campaigns

1. Marketing Walking (Ongoing)
2. Marketing Cycling (Ongoing)

Pilot Projects

3. Active School Travel - Elementary Schools (Ongoing)
4. Promotional events (Ongoing)
5. Peer support (Not Complete)
6. Cycle training and education (Ongoing)
7. Active School Travel - Grades 7-9 (Ongoing)

The key tactics of the plan include:

- Encouraging the behaviour of making more short trips on foot or by bicycle (30 min or less)
- Targeting an audience that already occasionally walk or cycle for transportation, as well as a broader campaign aimed at the general public
- Selecting enabling factors that draw on significant barriers and benefits for occasional short trips by walking and cycling
- Prioritizing the most effective strategies for delivering the identified enabling factors

Climate Emergency Action Plan



In November 2020, Council adopted the Climate Emergency Action Plan (CEAP), including that staff be directed to “Develop a City-Wide Transportation Demand Management Action Plan, including the promotion of remote and flexible work, and begin to seek implementation in 2021”.

Climate Emergency – Big Moves for Transportation

- **BIG MOVE #1** - By 2030, 90% of people live within an easy walk and roll of their daily needs.
- **BIG MOVE #2** - By 2030, two-thirds of trips in Vancouver will be by active transportation and transit.
- **BIG MOVE #3** - By 2030, 50% of the kilometres driven on Vancouver's roads will be by zero emissions vehicles.

Big Move #1 will be addressed under the Vancouver Plan. The Vancouver Plan will be a strategic, long-range plan that collectively guides Vancouver to 2050 and beyond, as a more sustainable, inclusive and affordable city.

The TDM Action Plan will primarily support achieving the Big Move #2 target. The following text was included in the Climate Emergency Action Plan appendices:

APPENDIX C-1: CITY-WIDE TRANSPORTATION DEMAND MANAGEMENT ACTION PLAN

REASON FOR ACTION

Many factors outside of physical infrastructure act as barriers and motivators to using sustainable transportation. Transportation demand management (TDM) applies behaviour change research, tools and incentives to encourage the use of sustainable transportation, focusing on understanding how and why people make transportation decisions.

The TDM Action Plan is an internal document that will guide the City’s encouragement and promotional programming to support more active and sustainable travel, and to reduce the number of vehicle trips in the City of Vancouver. The TDM Action Plan will build upon the high-level strategies for promotion and encouragement efforts set out in the 2016 Active Transportation Promotion and Enabling Plan, as well as Transport 2040.

Most cities and municipalities around the world have a TDM plan or strategy in place, and TDM initiatives cost-effectively support investments in land use and transportation infrastructure, resulting in better use of Vancouver’s transportation system.

CO-BENEFITS BEYOND CLIMATE EMERGENCY TARGET

In addition to reducing the reliance on private vehicles and therefore reducing carbon pollution, TDM initiatives also provide:

- Reduced congestion and resulting time savings
- Maximized return on infrastructure spending by increasing ridership and use
- Health benefits of improved air quality
- Fitness benefits of active transportation (biking and walking)
- Enhanced quality of life in walkable, bikeable communities with many transportation options
- Reduced costs of car ownership and maintenance

WORK TO DATE

Research was undertaken to inform the development of the TDM Action Plan, resulting in a TDM Plan Background Research Memo. The memo comprises the following sections:

- Overview of TDM programs and activities already happening in the City and region
- A review of City policy as it relates to TDM
- Precedent research from other cities and regions
- Gap analysis – emerging areas of focus

Following this, the structure of the TDM Action Plan was drafted. The plan is made up of goals, strategies, actions and metrics, as described below.

- **Goals:** these are high-level goals that align with wider City transportation targets.

- **Strategies:** the strategies provide focus areas for TDM programming in order to achieve the goals.
APPENDIX C PAGE 2 OF 4
- **Actions:** each strategy will have a set of short- and long-term actions. These actions may support more than one strategy.
- **Metrics:** each goal/action will have performance indicators associated with it, to monitor the impacts of our programming.

EQUITY

The TDM Action Plan embeds a commitment to advancing social equity by ensuring that the mobility needs of disproportionately impacted communities are taken into account, and that policies which are appropriate for some, are not assumed to be appropriate for all. TDM actions will take these differences into account and provide flexibility in how actions are applied. This will be guided by taking an approach that considers the multiple intersecting identities of Vancouver residents to evaluate the impacts and benefits of proposed actions.

DRAFT TDM ACTION PLAN GOALS

1. **Sustainable Modes:** Increase our walking, cycling, rolling and transit mode-shares and reduce the percentage of trips taken by vehicle.
2. **Build a culture:** Build a culture that celebrates and recognizes walking, cycling, rolling and transit, enabling people to access social connections, community resources and economic opportunities without a private vehicle.
3. **Collaboration:** Collaborate on a range of TDM initiatives locally and regionally.
4. **Monitor and Evaluate:** Implement a robust monitoring and evaluation feedback loop to drive continuous improvement in TDM programming delivered by the City or its mobility partners.
5. **Equity:** Ensure the needs of disproportionately impacted communities are centered in the development of TDM Actions. As much as is possible, involve those who will be directly impacted or who will benefit in the design and implementation of TDM actions.

DRAFT TDM ACTION PLAN STRATEGIES

- **Strategy 1:** Develop the necessary foundation and mechanisms to support successful implementation of the TDM Action Plan
- **Strategy 2:** Launch and support programs and events that reduce private vehicle trips and incentivize sustainable modes, including programs that are tailored to enhancing mobility options for disproportionately impacted communities.
- **Strategy 3:** Develop public campaigns that promote sustainable transportation options, services, and programs in ways which are culturally appropriate and accessible.
- **Strategy 4:** Through a dedicated employer program, provide resources and guidance to help employers shift and sustain employees and/or customers to sustainable modes and/or remote or flexible working.
- **Strategy 5:** Partner on and lead initiatives that encourage tourists and/or event attendees to use sustainable travel options.
- **Strategy 6:** Support and collaborate with government TDM mobility partners to enhance and improve the coordination of local and regional sustainable transportation initiatives.
- **Strategy 7:** Conduct and review research in order to understand and address barriers to sustainable travel.
- **Strategy 8:** Advocate for effective TDM programming to be supported by all levels of government.
- **Strategy 9:** Expand our School Active Travel Program in collaboration with the Vancouver School Board and other educational institutions in order to build and sustain an active travel culture in schools.
- **Strategy 10:** Support and coordinate with other City of Vancouver and Park Board branches and departments to ensure integration of TDM principles in relevant programs, policies and initiatives.

WORK TO BE COMPLETED

Short- and long-term actions have been drafted to sit under each of the 10 strategies of the TDM Action Plan. Staff from ten different branches helped in the development of the draft strategies and actions. We will be seeking feedback from external stakeholders in October 2020, and will then develop associated metrics. These actions will form the basis of our TDM programming for the next five years. An estimated 50 actions will be included in the plan, and a prioritization exercise will be undertaken to decide the timeline for developing and implementing each of the actions in order to have the most impact. This will be especially important to support Vancouver's economic and mobility recovery following the COVID-19 pandemic.

TIMING

The TDM Action Plan will be complete by the end of 2020. Work to begin developing and implementing the different actions will then take place over the next five years, starting early 2021. A timeline for implementing the different actions is still to be developed and finalized.

RESOURCES REQUIRED

In order to implement the strategies and actions listed in the TDM Action Plan funding will need to be provided through the Climate Emergency Action Plan.

EXPECTED OUTCOMES

The TDM Action Plan will provide strategic direction and identify key actions to be developed and implemented over the next five years (2021-2025) by the City and its mobility partners. As a result of these programs and initiatives, we expect to see a demonstrated increase in the use of sustainable transportation and a reduction in vehicle kilometres travelled.

Appendix B: Overview of TDM programs and activities happening in the City of Vancouver



Current TDM Programs and Initiatives in Vancouver

TDM activities delivered by the City of Vancouver

City-led TDM programs and initiatives are set out in the table below. The focus of these programs is on the ‘softer measure’ side of TDM, and does not include wider infrastructure projects or services that lead to the shared goal of increasing active transportation and transit trips.

Program/Initiative	Overview	Comments
<p>TDM for New Developments</p>	<p>As part of rezoning and/or development permit applications, the City may require a TDM plan. TDM plans encourage developers to prioritize active transportation and transit, and allow developments to reduce the amount of automobile parking being constructed.</p> <p>TDM plans are currently mandatory in the downtown core and on large sites, and optional elsewhere in the city, though the program will soon be expanded across the City as parking minimums are eliminated. A TDM plan is also mandatory for all development permit applications for schools undergoing seismic upgrades.</p>	<p>Little data/reporting to date as the development process is lengthy from a development being approved to being built. While TDM plans have been submitted for some developments, it will be some time before buildings are completed and plan implementation can be reviewed.</p> <p>Ideas for further enhancing:</p> <ul style="list-style-type: none"> • Offer further support to developers to help choose the most appropriate TDM measures • A robust monitoring / reporting process for TDM Plan implementation, both once a development is built as well as ongoing monitoring
<p>School Active Travel Program (SATP)</p>	<p>The City consults with school communities and other stakeholders to identify school transportation challenges and opportunities. Focuses on:</p> <ul style="list-style-type: none"> • Walking, cycling and rolling infrastructure improvements around schools • Increasing education and awareness around active transportation 	<ul style="list-style-type: none"> • Opportunity to widen the reach of our schools programming by providing more service offerings to more schools
<p>Walk + Bike + Roll</p>	<p>Walk + Bike + Roll is the City’s active transportation promotional brand.</p> <p>Activities include:</p> <ul style="list-style-type: none"> • Communications and marketing campaigns e.g. all-year cycling profiles, “It’s Time to Walk + Bike + Roll” • Promotional events that support city-wide and regional events e.g. Bike to Work Week • Annual Transportation “Report Card” 	<ul style="list-style-type: none"> • Consider a wider branding exercise for the whole TDM program with Walk + Bike + Roll underneath • Consider more targeted marketing campaigns to reach those most likely to change their travel behaviour and to increase use of new infrastructure, bus routes, etc. • Consider partnering to launch recurring ciclovia-style open streets events

<p>Sustainable Commuting Program (SCP)</p>	<p>[Internal program] Suite of information, resources, rewards and incentives to encourage City of Vancouver staff to commute by sustainable modes.</p>	<ul style="list-style-type: none"> • Enhancing the SCP is a Climate Emergency Response accelerated action • Support Human Resources in undertaking an all staff commuter survey • Improve the website imagery and resources to improve attractiveness • Opportunity to use the internal SCP as a test / pilot which could inform the roll out of a city-wide employer program
<p>Employer Transit Subsidy Study/ Low-Income Transit Pass Program</p>	<p>A pilot program was delivered by Simon Fraser University, looking at the impact of transit subsidies on downtown Vancouver hotel workers.</p> <p>In September 2020 Council approved an additional pilot program that would provide reduced fares to 50-100 low-income residents, beginning in fall 2021.</p>	<ul style="list-style-type: none"> • Results show transit subsidies are successful in encouraging transit trips - the bigger the subsidy, the more uptake of transit • About one-quarter of those who accepted the new or enhanced transit subsidies were new transit riders

Other TDM Programs and Activities being delivered locally

In addition to City of Vancouver TDM activities, other organisations are delivering TDM programs across the region. The table below provides a summary overview of these.

Organization	Overview of programs and activities
<p>Province of BC</p>	<ul style="list-style-type: none"> • Everyone Rides Grade 4/5 cycling education pilot • BC Healthy Communities Active School Travel Pilot Grant Program for schools
<p>HUB Cycling Charitable non-profit organization</p>	<ul style="list-style-type: none"> • Deliver programs, courses and events (Bike to Work Week, Bike to School Week, Bike to Shop Days, Rush Hour Challenge, Bike the Night, etc.) • Bike education: schools, community centres, workplaces, new immigrants • Recognition: The annual Bike Awards • Marketing campaigns to encourage cycling (i.e. #biketotransit or #20ReasonsToBike) • Bike friendly businesses program: including workplace cycling workshops and bikeability assessments to help with bike room design, workplace culture initiatives • Resources webpage
<p>TravelSmart TransLink's Regional TDM Program</p>	<p>Programs that target:</p> <ul style="list-style-type: none"> • Businesses <ul style="list-style-type: none"> » Resources and information aimed at larger employers, but no real incentives » Compass for Organizations: no monetary discount, the benefit to businesses is simplified administration of compass card loading • Newcomers • Schools <ul style="list-style-type: none"> » Currently reviewing Regional School Active Travel Strategy » Hoping to pilot new projects in 2021 (Walking School Bus, etc.) • Seniors <ul style="list-style-type: none"> » Work with Senior Centers and advocacy groups - travel training seminars, online tools, resources • Carpool/ride matching service • Ridership development focus - increase ridership on underserved routes/RapidBus etc.

<p>Better Environmentally Sound Transportation (BEST)</p>	<ul style="list-style-type: none"> • Manage The Bicycle Valet (funded by TransLink) • Senior Programs: Seniors on the Move • Commuter Challenge (BC wide) • The Parkbus (link from Vancouver to the mountains) • Living Streets (community engagement toolkit - walking tours and street audits)
<p>Cycling Without Age Vancouver</p>	<ul style="list-style-type: none"> • Programs for seniors to ride with volunteers on trikes
<p>Car Free Vancouver Society Non-profit organization</p>	<ul style="list-style-type: none"> • Organize community events designed for people, not cars, including: <ul style="list-style-type: none"> » 3 major Car Free Day street festival sites (Commercial Drive, Main Street, West End) » 20 Car Free Day block parties

Appendix C: Precedent research from other cities and regions



Precedent Research

To guide the development of this TDM action plan, research was undertaken to review industry best practices, and to understand what peer cities are doing in the realm of TDM. Below are some examples.

TDM Approaches in Other Cities and Regions

Seattle

Seattle does not have a publicly available TDM plan, but through their Transportation Options Program, has a lot of resources and information available through their website: <https://www.seattle.gov/transportation/projects-and-programs/programs/transportation-options-program>

The Transportation Options Program works across several core areas including:

- **Commute Trip Reduction Program** – working with major employers (100+ employees) to reduce peak drive alone trips
- **Commuter Benefit Ordinance** – program supporting employers to offer a pre-tax payroll deduction for transit or vanpool expenses
- **Transportation Management Programs** – working with property managers and developers to meet site-specific mode split targets, including an easy to understand program flyer to encourage program sign up
- **MyTrips** – internal commuting program for City of Seattle employees. Incentives include complimentary transit passes and bike facilities
- **Downtown Mobility** – regional coordination program to mitigate construction impacts (discussed in more detail to follow)
- **Flip Your Trip** – broad based TDM campaign for commuters
- **Transportation Equity Program** – connecting historically underserved and cost burdened communities to affordable transportation options

San Francisco

San Francisco has a city-wide TDM plan for the period 2017-2020. This is publicly available via their website:

https://www.sfmta.com/sites/default/files/reports-and-documents/2017/12/11-7-17_item_11_transportation_demand_management_plan_0.pdf

The document sets out the TDM program mission, goals and objectives, and clear implementation strategies and actions. The plan has four key goals, in line with the wider city goals:

- **TDM Goal 1** - Make it easy for residents, employees, and visitors to travel by transit, foot, bike, rideshare or car share when traveling to, from, and within San Francisco.
- **TDM Goal 2** - Institutionalize a culture that embraces walking, bicycling, taking transit and ridesharing.
- **TDM Goal 3** - Collaborate on a wide variety of initiatives to leverage the impact of TDM.
- **TDM Goal 4** - Ensure and prioritize effective programs through monitoring and evaluation.

Under each goal sit clear implementation strategies and actions, including establishing an identifiable brand for the TDM Program, with a program specific webpage, and a clear mandate for monitoring and evaluation of TDM programs.

Region of Waterloo

Waterloo has a TDM Program plan spanning 5 years (2017-21). This is publicly available via the Region of Waterloo website:

<https://www.regionofwaterloo.ca/en/exploring-the-region/resources/TDM---Transportation-Demand-Management-Program-Plan-2017-2021-2122780-v9C.pdf>

The program goals include:

1. Enhance program integration and coordination
2. Continue investing in the TravelWise Transportation Management Association (employer program)
3. Enhance TDM's involvement in Development Application and Review Process
4. Develop and support residential and school based TDM programs
5. Develop comprehensive performance monitoring
6. Enhance internal TDM support for regional employees
7. Invest in strategic community outreach
8. Support the Delivery of Transportation Network Improvements

Case Studies

Community Based Individualized Marketing

Personalized Travel Planning is an outreach approach based on a face-to-face conversation between a trained advisor and an individual resident, employee or visitor. The conversation involves listening to the individual's needs, wants and constraints and guiding them towards a solution involving more active and environmentally friendly transportation choices.

These conversations are most effective when backed up by resources such as maps, 'how to guides' and information about transit services or bike routes. Ideally, they are also complemented by a digital communications strategy and wider community activities.

Salmon Friendly Trips Social Marketing Campaign,

Issaquah, WA

In 2017, the City of Issaquah delivered a social marketing campaign in two separate areas of Issaquah: Highlands and Olde Town. A team of travel advisors was employed to deliver one-on-one conversations with residents at their doorstep about their travel habits, and to promote alternatives to drive-alone trips. In addition to the outreach, the City developed three informational pieces around walking and biking, ridesharing and public transit, held community events, and had a presence at the local farmers' market. Of the 2,000+ households targeted, 23% participated by signing up to the campaign and receiving incentives and resources. Participants surveyed after the campaign reported a 13% decrease in drive-alone trips (60% to 47%), and a 40% increase in sustainable trips (8% to 48%).

To further promote sustainable modes of transportation within Issaquah, a digital marketing strategy was developed. The multi-faceted approach utilized paid advertisements, social media and community blog outlets.

Small Business Transit Pass Incentive Program, WA

Washington State Department for Transportation made available \$1 million funding to support a pilot transit pass incentive program in the Central Puget Sound Area. King County Metro are currently delivering this program (ongoing since early 2019), offering rebates to small businesses and non-profit organizations who start providing employer-subsidised transit passes to their employees. The program is being delivered by a team of trained travel advisors who visit small businesses across the region to promote the incentive program, discuss their employee travel needs, and offer wider transportation support and resources. The street team has been a key benefit for the program, allowing the incentive money to reach businesses who might otherwise not have been reached through online promotion only.

Construction Related TDM

Shift San Diego

Shift is a "one-stop-shop" for alternative transportation resources and up-to-date/real-time construction information for major construction projects in the University City/La Jolla neighborhoods (north of San Diego) over the next several years. The Shift program, formed by the San Diego Association of Governments, is designed to minimize construction impacts to residents, businesses and commuters by providing information and resources to limit disruption, confusion and potential traffic challenges, as well as offer alternative transportation solutions.

Shift provides information through email updates, Twitter, and the program website (ShiftSanDiego.com). In addition to providing project links and program resources specific to the local area, the website also includes:

- An interactive map, allowing users to explore construction projects, transit options, alternative commute resources and real-time traffic data
- Multi-modal trip planner, including cost savings and GHG reductions across travel modes

Squeeze Seattle

This program aims to mitigate the impacts of the Seattle Squeeze, a period through 2024 when private and public transportation projects are causing particular pressure on Seattle's transportation system. TDM efforts include:

- Collaboration with employers to increase use of telework and flexible scheduling, including a "Move the Needle" campaign
- Supporting first-last mile options to provide additional connections to transit
- Launching a broad-based TDM campaign, "Flip Your Trip"
- Ongoing, comprehensive coordinated communications with partner agencies to alert travelers and promote use of added transit service, park and rides, and more

Employer Programs

Smart Commute

Smart Commute is a program of Metrolinx and the municipalities of the Greater Toronto Hamilton Area (GTHA). The program mandate is to encourage those living and working in the GTHA to choose more efficient transportation choices that reduce congestion and help to improve quality of life in the region. The Smart Commute workplace program facilitates travel options for employers and commuters, such as travelling at a different time of day, choosing different modes, or reducing trips through remote working. Unfortunately the program is no longer

being funded by Metrolinx, and work is underway to continue the program with a different funding model.

In 2015, a Smart Commute Program Impact Report was published and found that on a value per dollar basis, the program is delivering an estimated 6:1 benefit cost ratio (BCR). The estimated BCR assumes that as more employees become aware of the travel options and the Smart Commute program, adoption increases in the workplace.

The key calculated regional and commuter benefits include:

- Reduced congestion and travel time quantified in value of time
- Lower commuter operating costs in terms of time and expenditures for commuters
- Improved health with fewer hospital admissions and reduced social costs

TravelWise Waterloo

TravelWise is an employer program delivered in partnership by the Region of Waterloo and local non-profit Sustainable Waterloo Region. Sustainable Waterloo Region manages the day to day delivery of the program. They work with employers in the region to:

- Encourage and support active and sustainable transportation;
- Increase transit ridership through program incentives and promotions; and,
- Reduce the number of employees driving alone by providing active transportation and transit solutions to employees.

The program is funded both by the Region and through a program fee paid by businesses. The program offers services including a reduced rate transit pass (15% discount), emergency ride home (\$75 four times a year), online carpool matching, and trip planning and logging.

Additional services include on-site employee events and promotions, workplace champion training, annual performance monitoring, supported target setting, annual employer awards, and helpful resources to support employers to increase employee engagement.

Some results of the program include:

- The program has grown to include over 50 participating businesses (Sept 2019)
- Over 36,000 employees in Waterloo Region can access TravelWise services

- In 2018, over 6,300 monthly Corporate Transit Passes were sold
- Major employers in the Region, including Toyota and University of Waterloo, have joined the program
- Easy to sell the program to companies with transit service nearby

Telework Peel - Region of Peel Teleworking Policy

Telework Peel is an initiative designed to assist employers explore, implement and evaluate a Flexible Workplace arrangement. The purpose of the initiative is to increase the use of teleworking, flex time, and other similar work arrangements individually or in combination, with the primary benefit being to reduce VKT along with related vehicle emissions.

Telework Peel aims to differentiate itself from past telework initiatives, by focusing on the needs and expectations of a new generation of workers entering the workforce, as well as helping employers to recognise the benefits of teleworking. Telework Peel has designed self-implementation tools and materials which are currently being tested with three pilot organisations.

Incentive Programs with the Public

'Culture Token' - Vienna, Austria

Vienna City Council is testing a smartphone app called Culture Token with 1,000 users for a six-month pilot to incentivize sustainable travel. The app tracks users and their mode of transport, and calculates the CO2 savings in comparison to taking a car. Users collect points as they collect more CO2 savings, and tokens can be exchanged for free tickets at four participating cultural institutions.

A similar app in Vancouver is Biko, which rewards those who cycle and log their trips with free or discounted offers at local companies.

Transit Validation - San Francisco

Transit validation is a concept in which sporting venues contract with public transit operators so that all ticket holder can ride buses and trains for free on game days. Transit validation increases transit ridership, reduces traffic congestion, and reduces pollution and carbon emissions.

In 2019, the San Francisco Municipal Transportation Agency (SFTMA) developed a 'transit bundling' program for Chase Center, the 18,000-seat, newly built arena for the Golden State Warriors. Event tickets serve as transit passes for all patrons on event days, and Chase Center pays for the transit rides on SFTMA buses and rail lines.

San Francisco charges \$5 for a conventional day pass, but Chase Centre pays the city a 'transit service fee' of only \$1.46 per ticket to offer fare-free transit for everyone. The fee is low because many ticket holders do not ride transit, and the Center pays only for the actual transit rides.

Similar programs have seen positive mode shift results. For example, Seattle's 72,000-seat Husky Stadium arranged fare-free public transit on event days, and the share of ticket holders arriving by transit increased from 4 percent to 21 percent after the program began in 1984 .

Youth Transit Passes

Providing free transit passes to youth helps to develop transit habits from a young age. In late 2019 both Victoria and Whistler implemented transit pass programs for local youth, providing them with free monthly bus passes valid on all local routes. The passes in both municipalities are funded through parking revenue. In Kingston Ontario, the City and school board works collaboratively to provide a bus orientation program to high school students, complemented with free transit passes. In the first year of the program there was a 20-fold increase in bus trips by students (from 30,000 trips in 2015/16 school year, to 600,000 trips in 2016/17 school year). A study of the program, conducted by the University of Waterloo, showed about half the students' bus trips were to activities outside school hours, and that students tended to take the bus more often as they got older and gained experience using transit. Following graduation, students continued to use the bus to travel within Kingston.

In Metro Vancouver, the U-Pass BC program offers 140,000 post-secondary students discounted monthly transit travel. The program was launched in 2010, and in early 2020 was extended for a further five years. In 2018, U-Pass BC students accounted for 35 million TransLink journeys, roughly 13% of Translink's passenger journeys.

Appendix D: Gap analysis – emerging areas of focus



Gaps and Emerging Areas of Focus

The list below captures some of the gaps or opportunities within the City's current programs compared to other cities and regions.

- Further enhance the reach of school-based TDM
- Develop and support an employer TDM program
- Community focused outreach – neighbourhood based, corridor based, to support new infrastructure or services
- Identify opportunities to integrate TDM principles into wider city projects, policies and initiatives, for example:
 - » Large construction projects that will likely bring disruption to regular travel habits
 - » Further enhance the TDM for New Development program, and review of parking by-laws
 - » Support improvements to the City's internal staff Sustainable Commuting Program, and investigate opportunities to use this as a pilot for a city-wide employer program
- Create a more coordinated approach to TDM within the City – create a TDM community among those working across different TDM work streams
- Robust monitoring and evaluation for all TDM programming to understand which programs are most effective, and to make data driven decisions
- Explore how we can encourage using active transportation and transit to travel to events in Vancouver, such as large events and conferences
- Review the City visual identity for TDM programming to ensure this is an identifiable brand that is inclusive of walking, cycling, rolling and transit
- Expand and develop marketing campaigns to promote new infrastructure and encourage those most likely to shift their behaviours
- In order to influence travel choices, incorporate behavioural insights and nudge theories into program planning and delivery, including use of the EAST framework to assess the effectiveness of programs (Easy, Attractive, Social, and Timely)
- Identify opportunities to support regular open streets events (i.e. ciclovias)

Appendix E: Stakeholder engagement



Stakeholder Engagement

17 different organizations were involved in the development of this plan. The plan was also shared with staff from 10 different City of Vancouver branches for feedback.

External Stakeholders:

- BC Cycling Coalition
- Car Free Day Society
- Collingwood Neighbourhood House
- David Suzuki Foundation
- Disability Alliance BC
- District Parent Advisory Council (DPAC)
- Downtown Vancouver BIA
- Empower Me
- HUB Cycling
- Mobi by Shaw Go
- Public Health Researchers (Simon Fraser University and University of British Columbia)
- Tourism Vancouver
- TransLink
- TransLink TDM Metro Vancouver Municipal Staff Roundtable
- Transportation Advisory Committee (TRAC)
- Vancouver Coastal Health
- Vancouver School Board



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