



ACCESS.

Perspectives on Regionalism and Governing for it

Transit Governance:
Lessons for the Bay Area

September 2020

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Effective Governance for Growth and Transport



- A little bit about my 'lens' on transport and regional planning
- A caveat...
- Some framework - considering governance for regionalism
- A few case studies - success, challenges, provocations
- Parting thoughts...

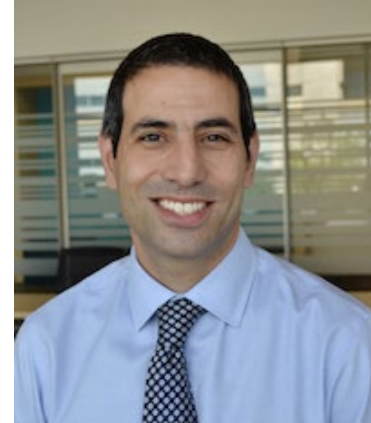
My Lenses



Transportation is 'the background'



Advocate



Bureaucrat @TransLink

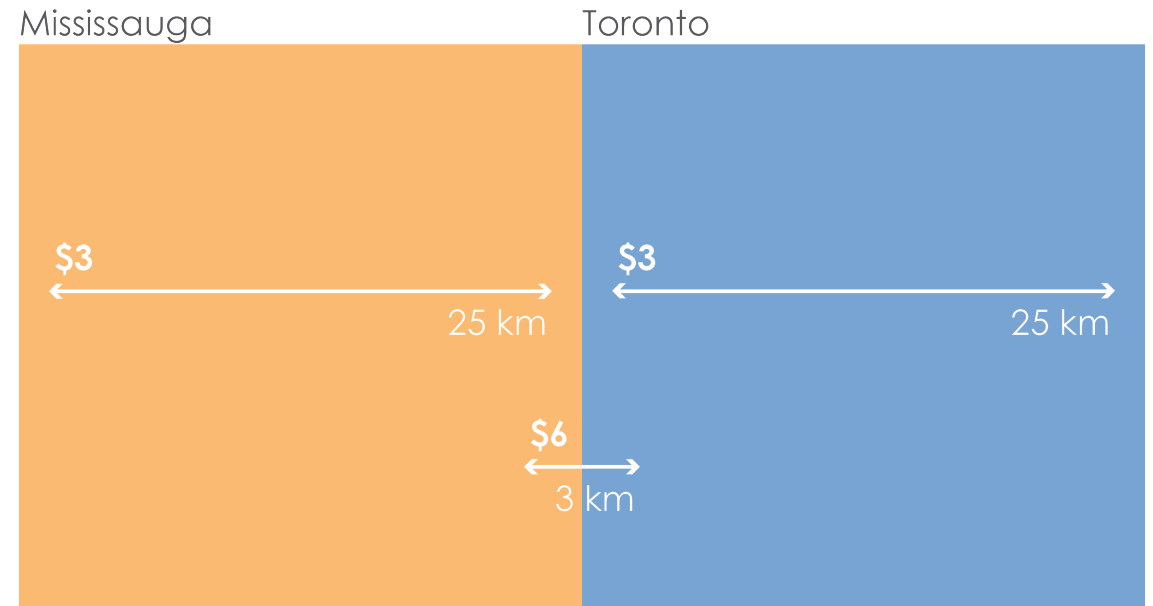
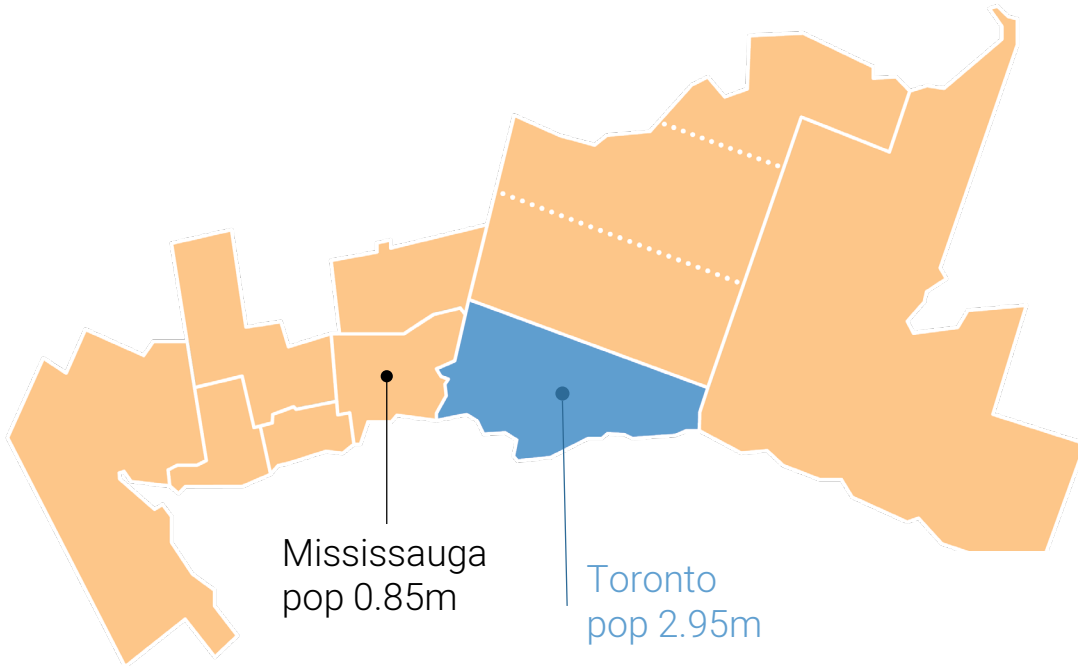


Amongst work... advising on regional planning and governance change in Vancouver, Toronto, Montreal, Edmonton...

Seamlessness...regional travel doesn't respect local boundaries



Greater Toronto and Hamilton Area ~7m



... nor do its impacts



Seamlessness... every transit trips starts & ends as a pedestrian trip



Transit Oriented Communities...are really walking + cycling communities supported by really good transit



**Vancouver:
One Big Transit Oriented
Community**

Governing at the regional scale with a common purpose *enables* seamlessness

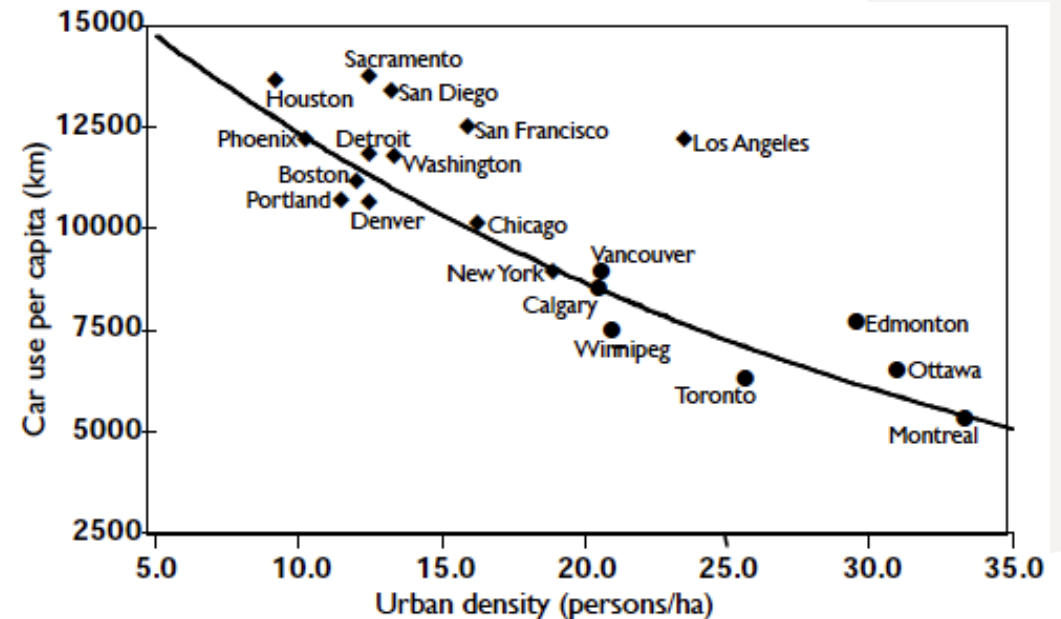
Canadian cities are going the way of their US counterparts into car-dependent sprawl

The US and Us

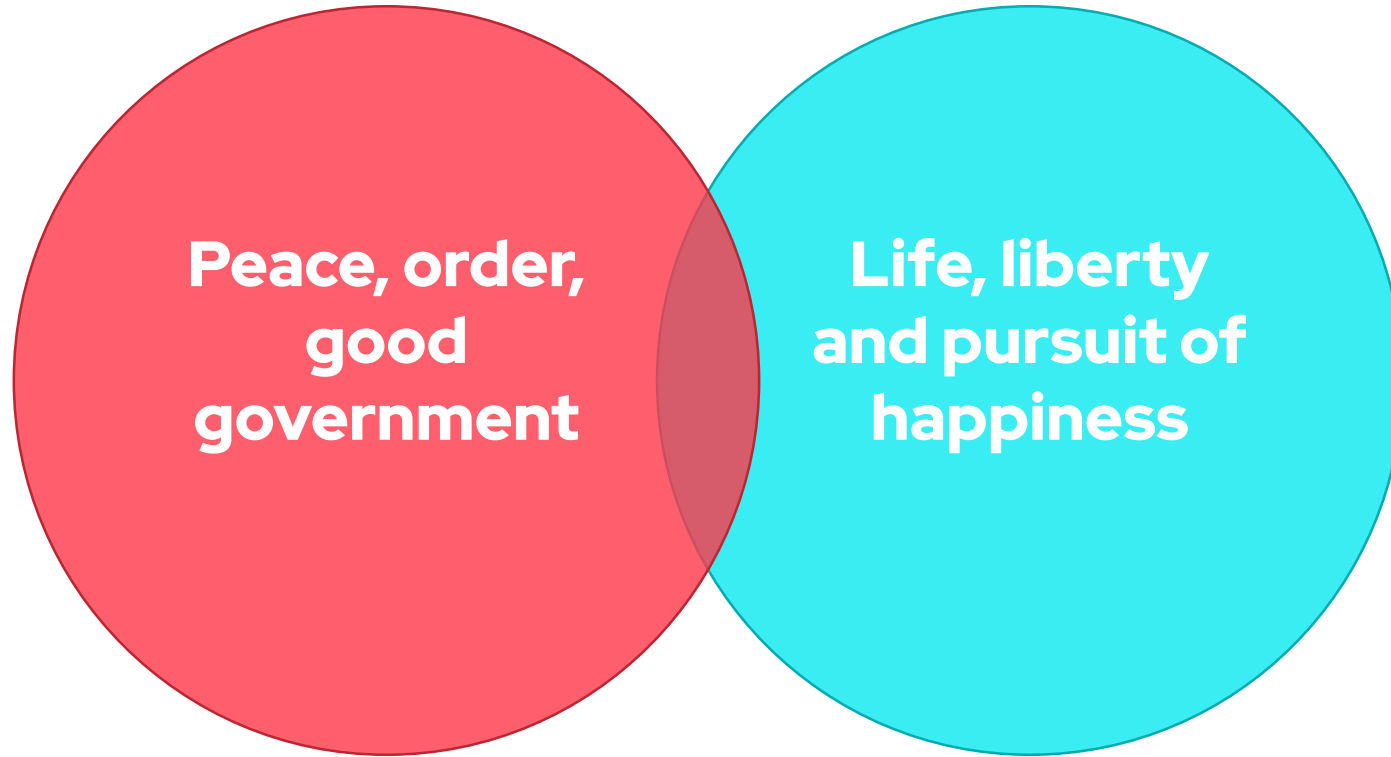
TAMIM RAAD AND JEFF KENWORTHY

THERE IS A WIDESPREAD perception that Canadian and American cities are more or less the same. Large North American cities are widely thought of as expansion of the urban envelope and is seeded by higher-density "nodes" where office, retail and residential land uses occur in healthy mixes. Even lower-density suburban developments are often planned to

Car use and urban density in Canadian and US Regions



Values drive governance effective




These values of cooperation and competition are in tension in all North American cities.

Urban Regionalism

Cooperating, planning and deciding at a scale appropriate to an urban territorial unit that has a shared and interdependent economic, social and ecological destiny.

i.e. Fair integration doesn't just happen, it emerges from values and structures that advance shared purpose

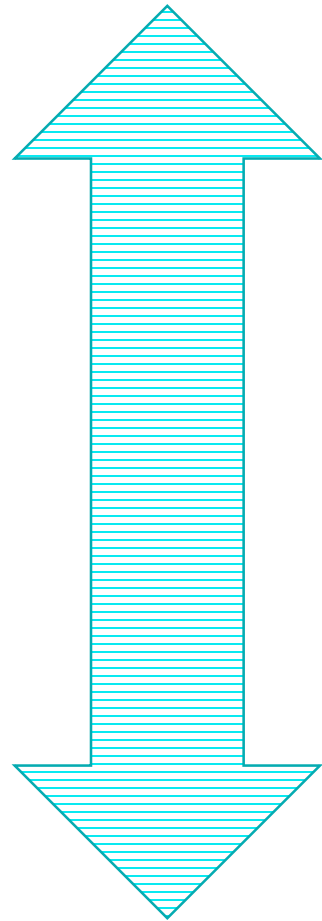
A solid red shape that starts as a thin wedge at the bottom left and expands diagonally upwards to the right, filling the bottom right corner of the slide.



Four Framing Ideas, and a Case Study

**The Caveat:
No Silver Bullets**

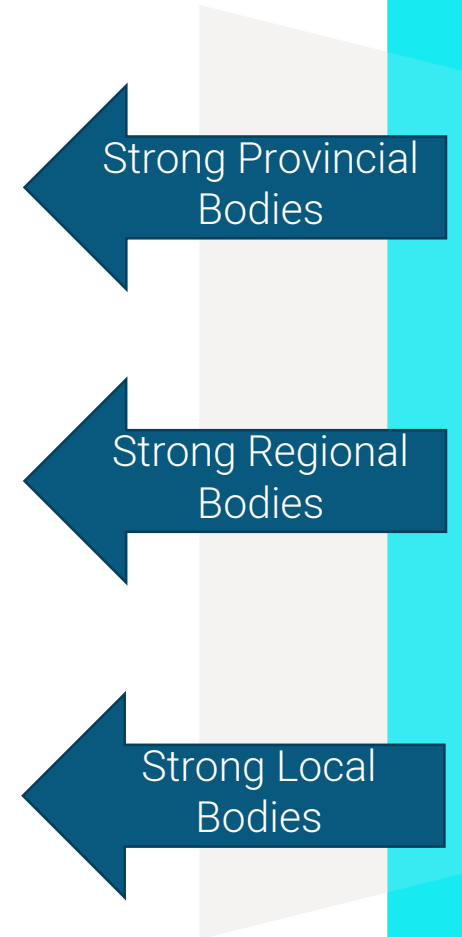
1. A Framework...Plan and Decide at the Right Scale



Accountabilities – (just a sampling)

- Economy/Trade
- Environment + Agriculture Protection
- Travel/roads between regions
- Provincial infrastructure/megaprojects
- Housing
- Regional Planning (growth mgt, bio region, transport)
- Regional Services (sewer, water, transit, roads)
- Local planning (zoning, development, streets)
- Local mobility services (streets, traffic mgt/safety)
- Streets and maintenance, parks

Role/Say



Right Mandated Regional Planning - Rare

(Just a sampling)

- Economy/Trade
- Environment + Agriculture Protection
- Travel/roads between regions
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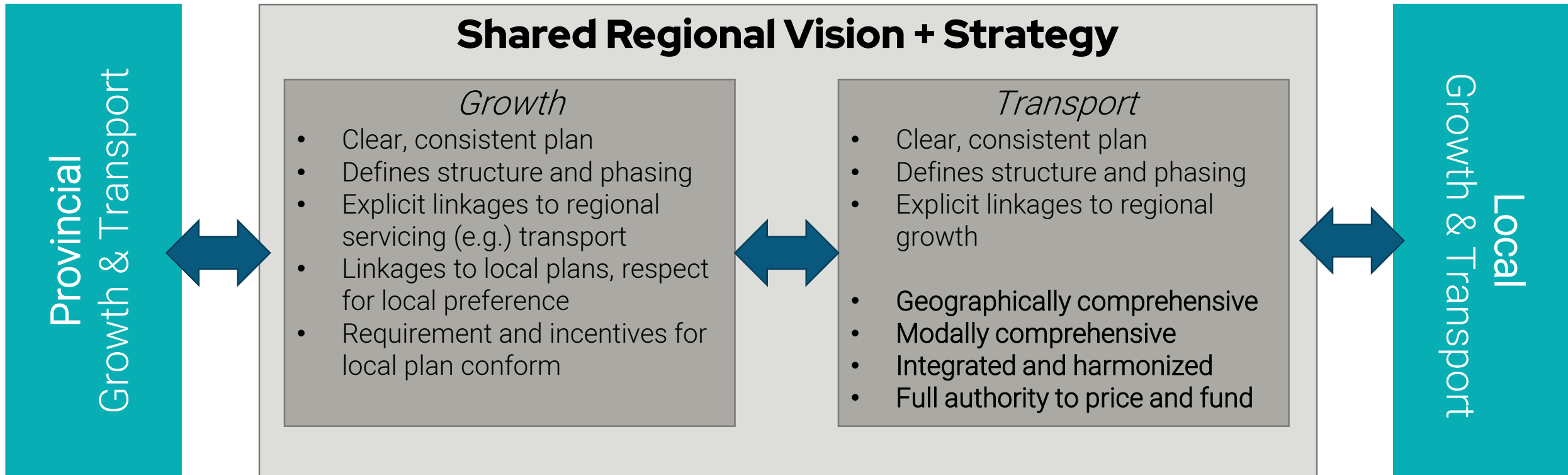
Role/Say

Provincial
Bodies

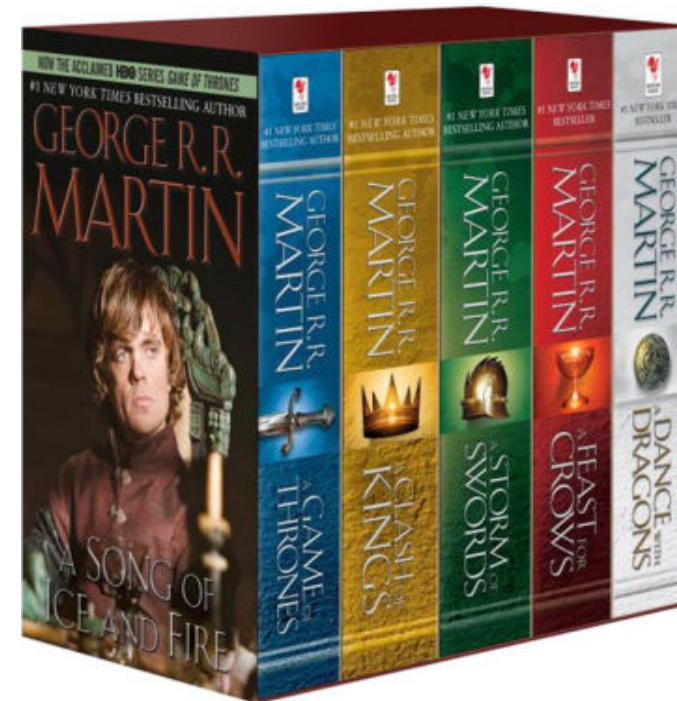
Regional Bodies

Local Bodies

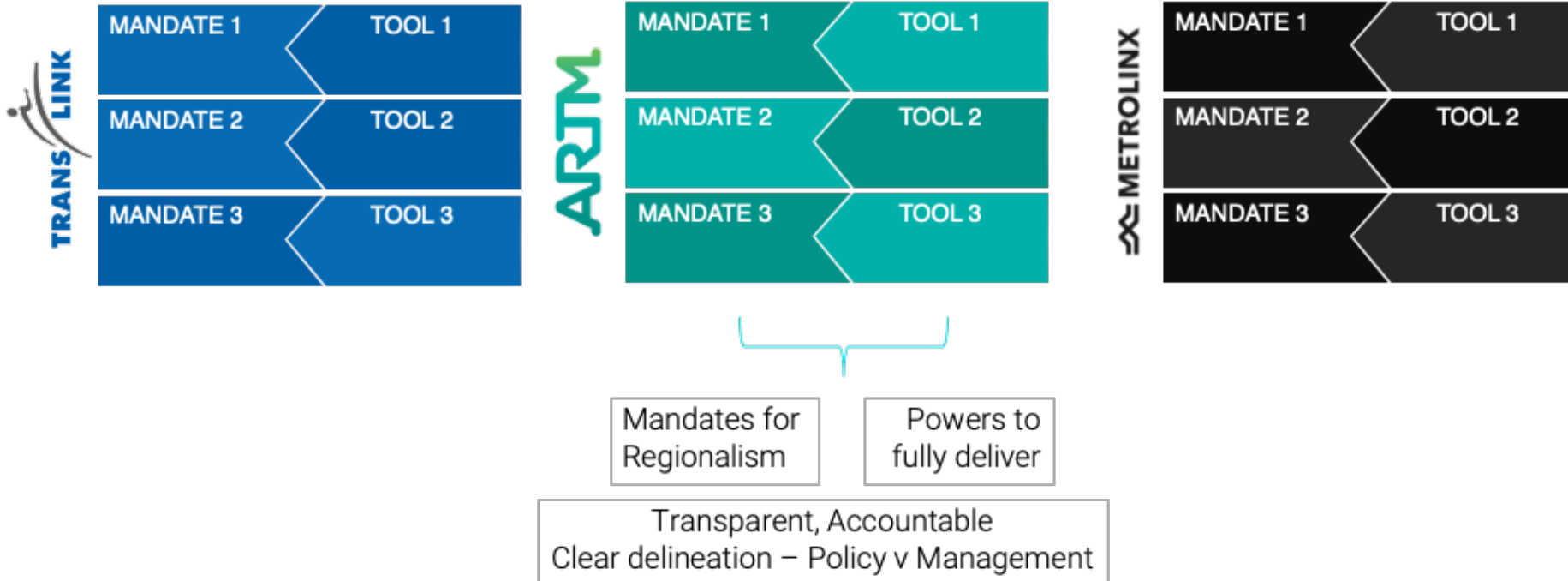
2. Create Clear, Shared Regional Purpose



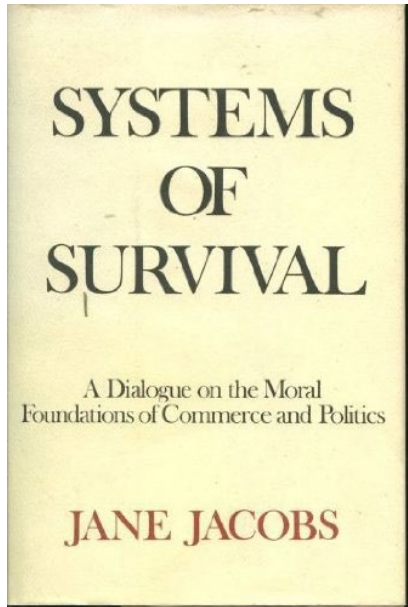
Create Clear, Shared Regional Purpose



3. Mandate and Authorities Should Fit



4. Accountability and Transparency, Fit for Purpose



Category	Accountabilities		Body Accountable for Decisions
Public Policy	<ul style="list-style-type: none"> System-Level Goals and Objectives Strategic Planning and Resource Allocation Serving Social Equity Goals Funding Approving capital, service design/changes, debt limits Fare Policy Integration with Land Use 	<div>Increasing Public Accountability</div>	Elected
Management	<ul style="list-style-type: none"> Annual Service Planning Fare collection Financial Management Human Resources and Labour Contracts Procurement Capital Project Management Marketing and Communications 		Elected Or Non-Elected Board
Implementation and Operations	<ul style="list-style-type: none"> Fleet Maintenance Fleet and Crew Dispatch Road Supervision Security Operations 		Public or Private Operator

Edmonton – Regional Commuter Service Entity Governance Assessment

TransLink: Managing the Region as Shared Destiny



TransLink—an Integrated, Regional, and Multimodal Transportation Authority



Planning Responsibilities – Alignment

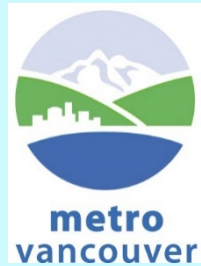


Province



Economic dev't
Provincial Hwy/
Bridges
Megaproject delivery

Regional Governed – Federation of 23 Cities and First Nations



Regional growth mgt
Air quality mgt
Climate change planning
Regional parks
Regional utilities



Regional multi-modal
transportation
planning
Infrastructure and
service delivery

Locally Governed - Cities

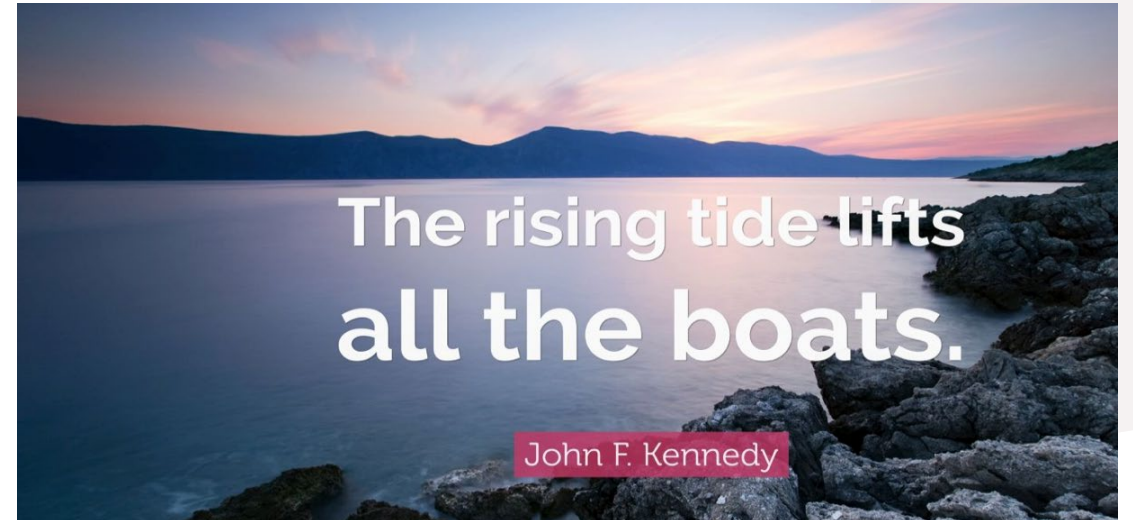


Land use and
zoning
Community design
Streets

Regional Growth Planning Framework

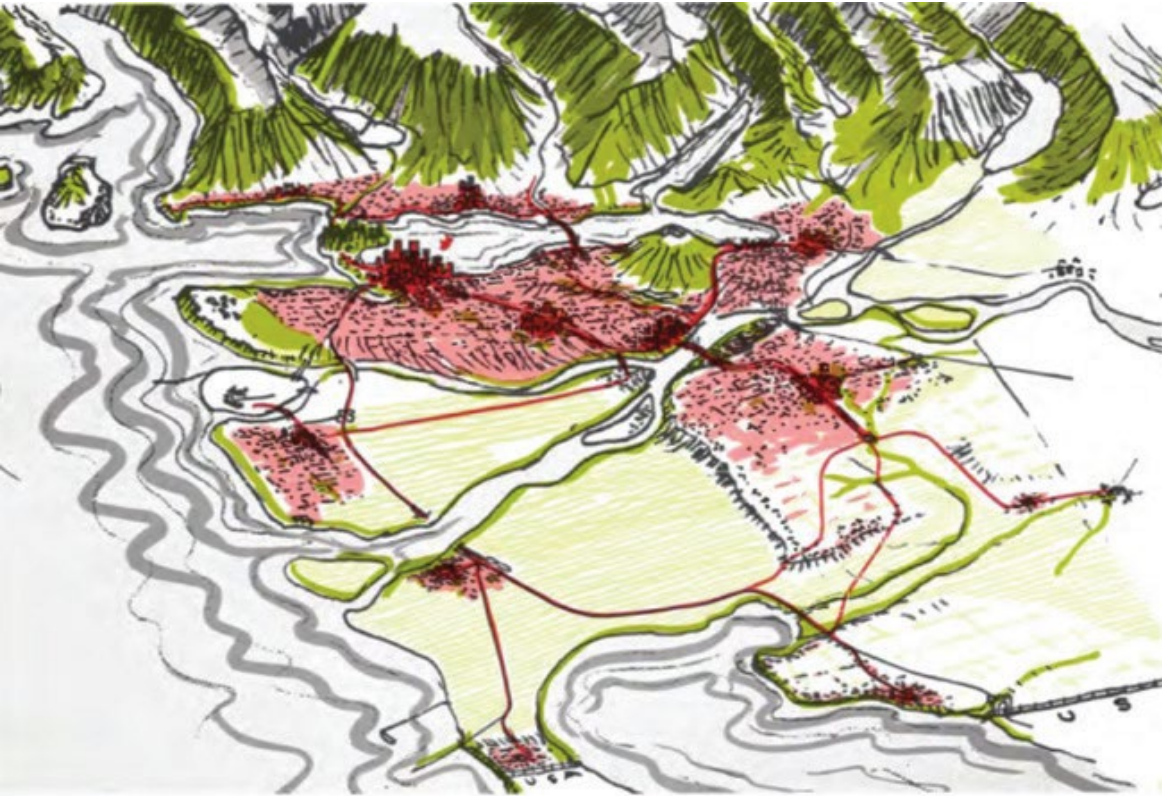


Consistency of Vision – City and Suburbs... Together



Consistency of Vision

1975 - 'Cities in Sea of Green'



2019 - Still... 'Cities in Sea of Green'



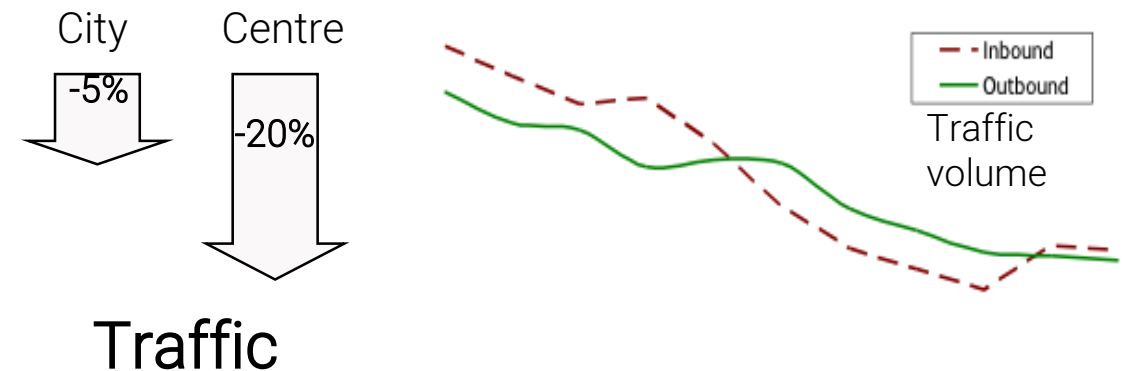
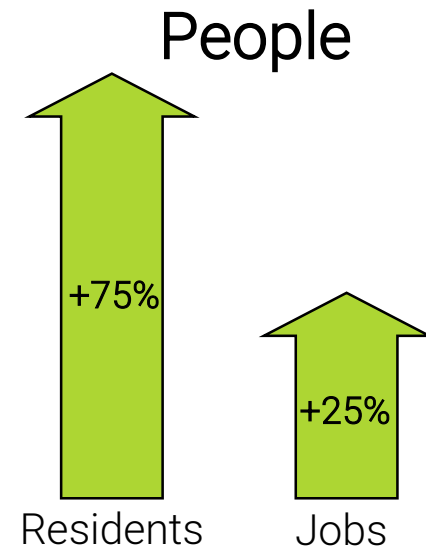
Paths - Big Bang or Evolutionary?



Big Bang?

Evolve?

Demonstrated Success... Growth



Between mid-1990s and mid 2000s

- Population increased greatly
- Little new transit service added
- Traffic went down greatly
- Walking increased 50%

Governance 'Fails' Do Happen in Metro Vancouver



Public Policy Accountability (such as , a taxation + investment decision)

X

Authority Delegated to Unelected Body (e.g. private board)

=

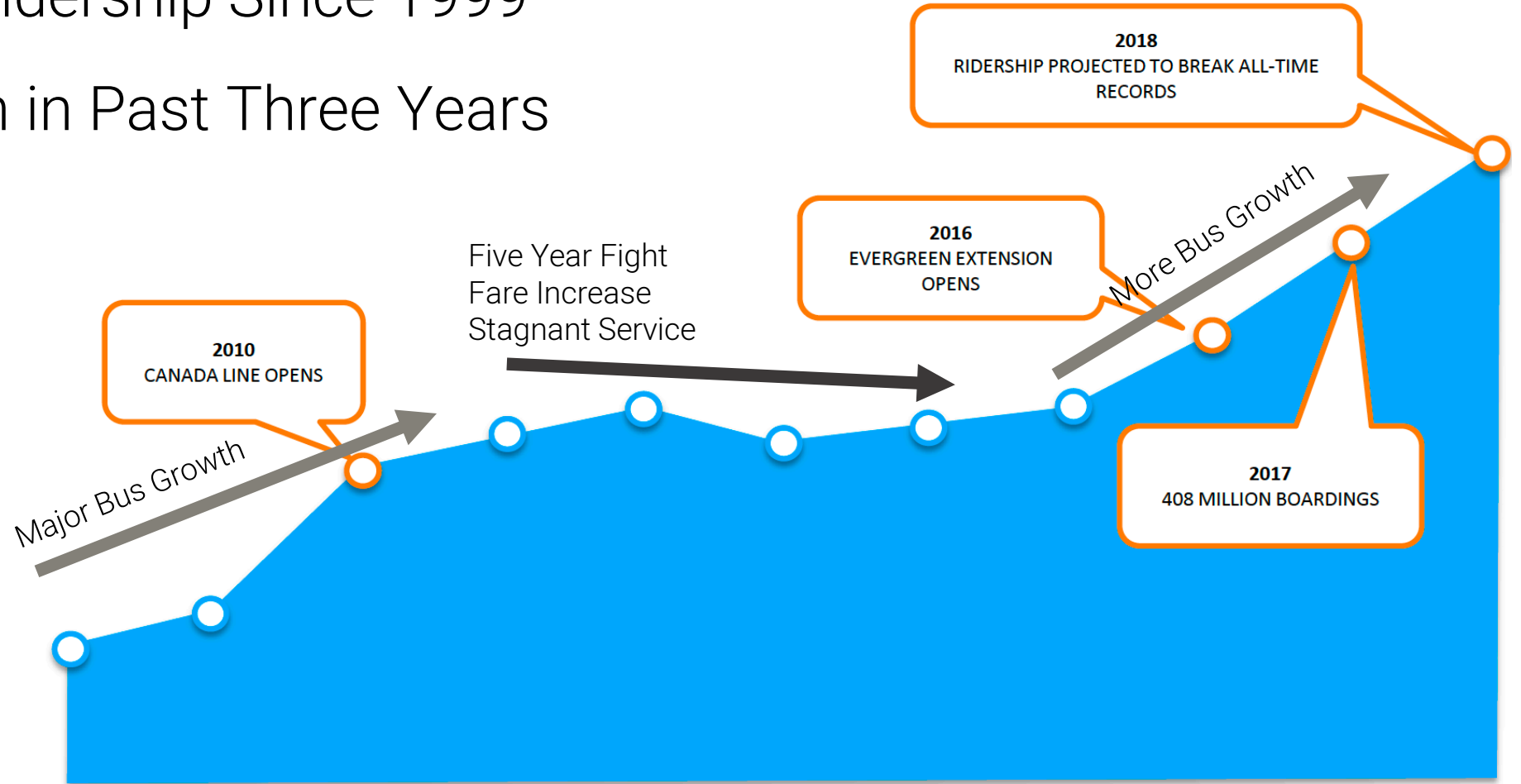
Political Problem

The 100 Year War 5 Year Fight



Success, and Challenge.. Over Time

Doubled Ridership Since 1999
17% Growth in Past Three Years



Source: TransLink

The Public *Wants* to Fund Transit

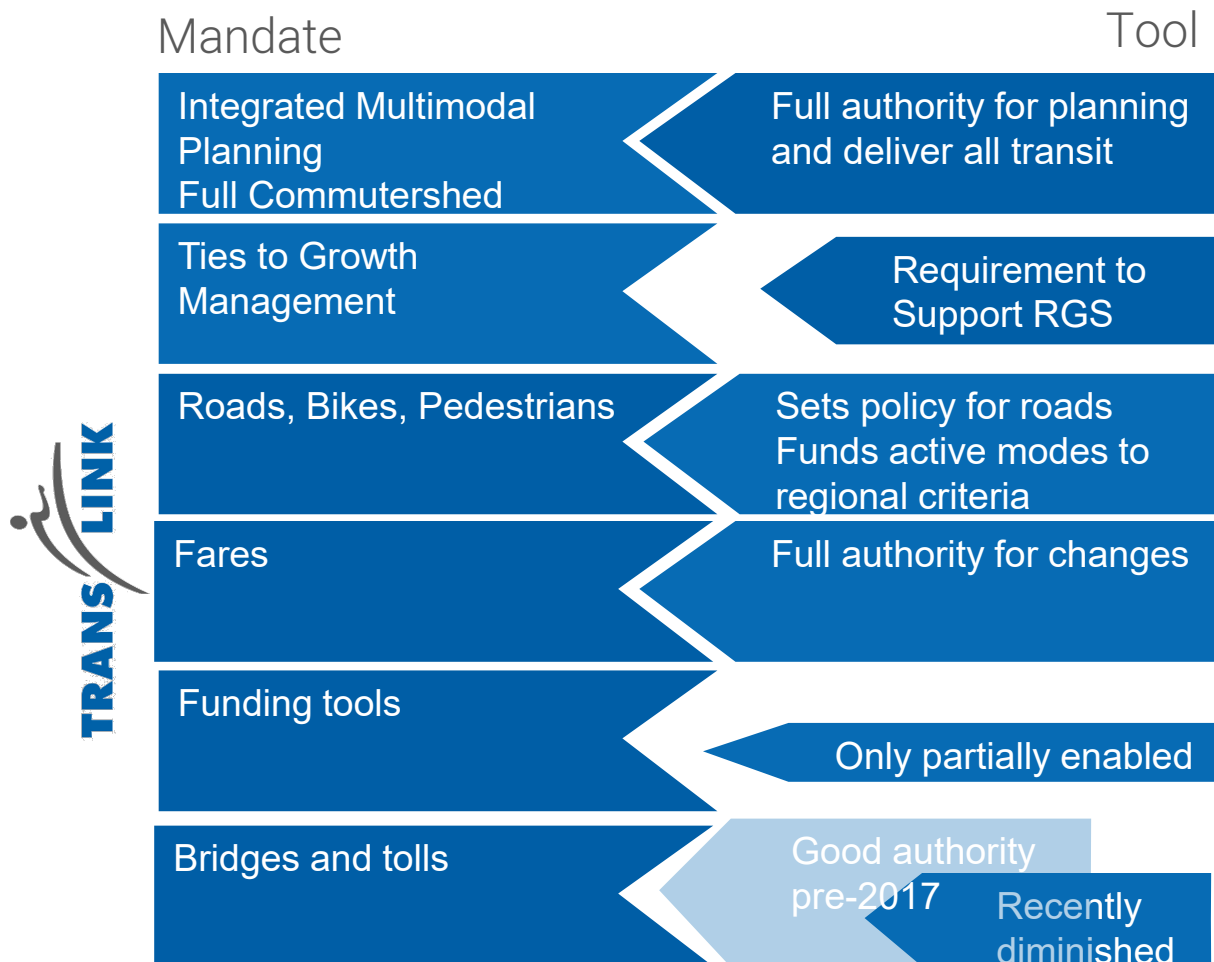
TransLink sources:

- Fares
- Property tax
- Development charges
- Parking tax
- Gas tax

TransLink tax:
20c a litre = 80c gallon!



TransLink - Assessment



Total package - regional transport governance

- Delivers consistent results
- (Mostly) balances regional/local needs

Design challenge

- Public accountability model

Resilient model

- Leaders able to adapt/govern outside failings of Act

Still a 'creature of the province'

- Good and bad

Might it get too big?

Paths – Big Bang or Evolutionary?



Big Bang

- Geographically comprehensive
- Modally comprehensive
- Explicit links to growth
- Authority matching mandate
 - TransLink (1999)
 - TfL (1999)
 - Montreal (2017)



Evolve

- Grow with growth
- Bootstrapped governance
- Starting with low hanging fruit, but forward compatible to vision
- 'Clear path' for bigger change
 - Metro Vancouver (1990s)
 - TransLink Mayors' Vision (1999)
 - Edmonton Region (today)
 - Toronto Pearson and UBC (today)

Thank you!

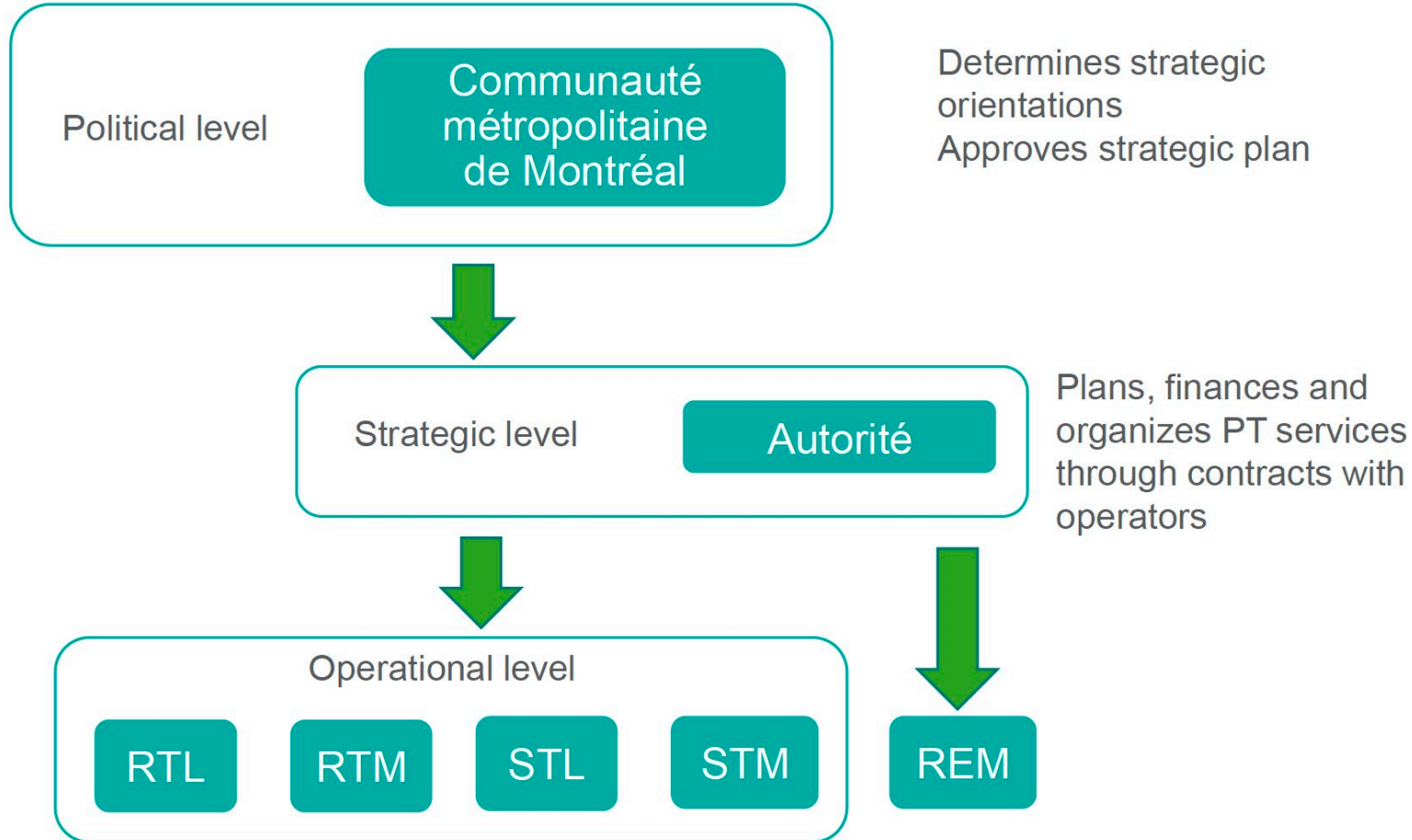
ACCESS.

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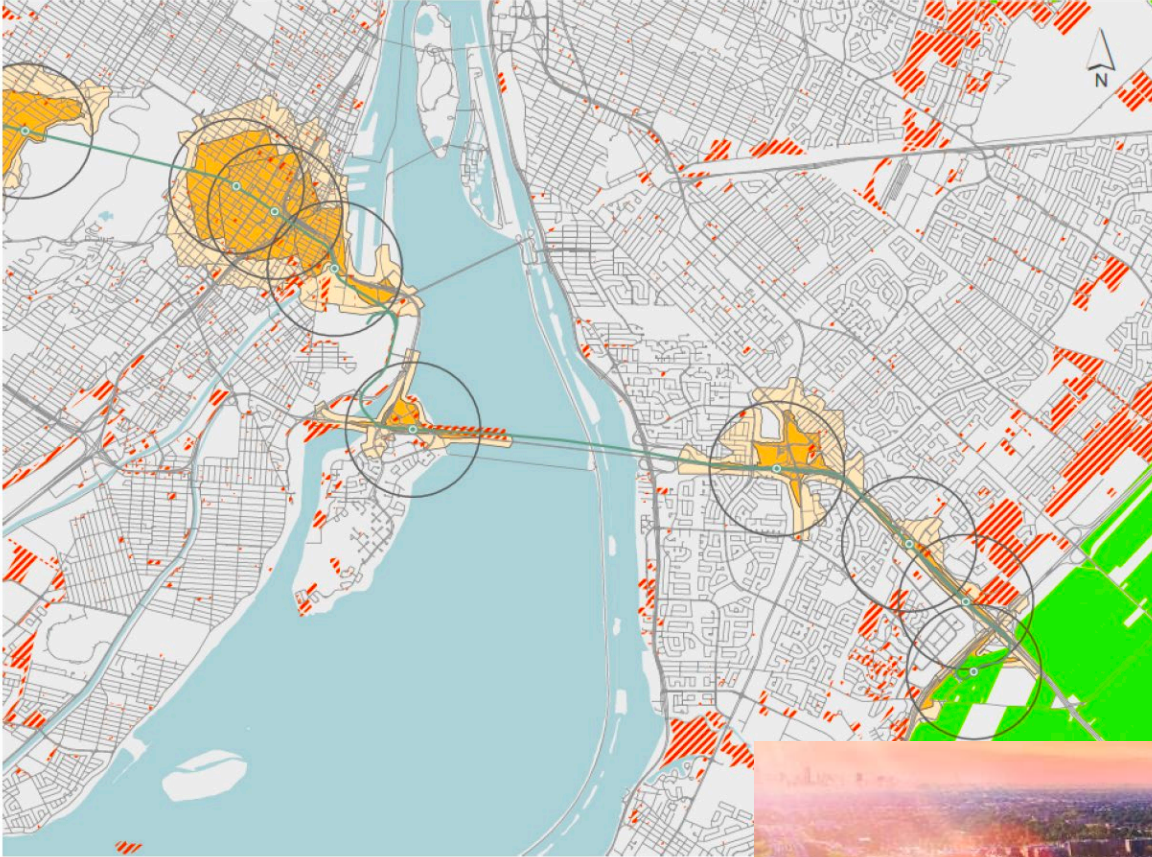
Good Process Design for Designing Good Governance



ARTM – New Model



Early Success – Value Capture



Authority to tax major development

- Within 1 km of station; rate can vary by distance
- Raise \$600m over 50 years
- Requirement to bring in bylaw with 1 year of ARTM establishment
- Revenues now being collected



ARTM – Assessment



ARTM

Mandate

Tool

Comprehensive -
Full commutershed
Modally Diverse

Full region. All transit.
Mixed for other modes.

Explicit links to CMM plans,
Objectives, approvals.

Must support Provincial
and CMM objectives.
CMM approves plans.

Fares

Plans and decides for new
fare structures, products,
prices.

Service and infrastructure
standard harmonization

Suasion

Value Capture

Full authority, but
project based

New stable funding

Limited new
sources.

Early days

Brings together key elements of success

- Geographically comprehensive
- Some modal breadth
- Public accountability (mixed)

Clear mandate for

- 'Harmonization' standards (service, infrastructure)

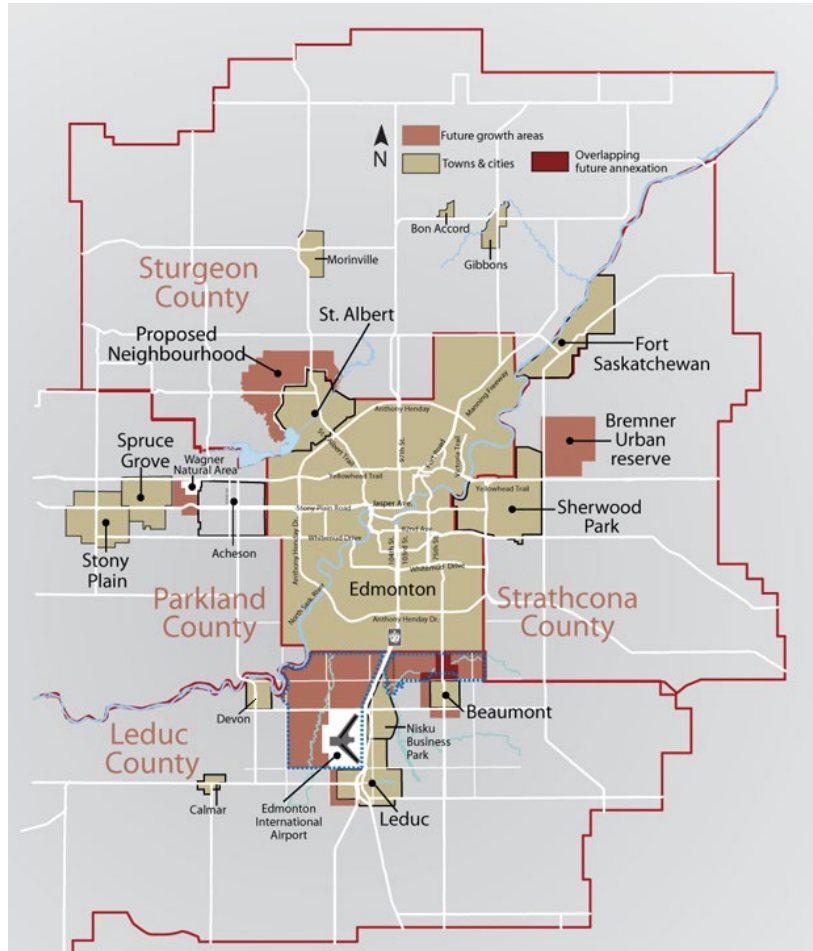
Early success

- Value capture fee

Design challenge

- No dedicated funding

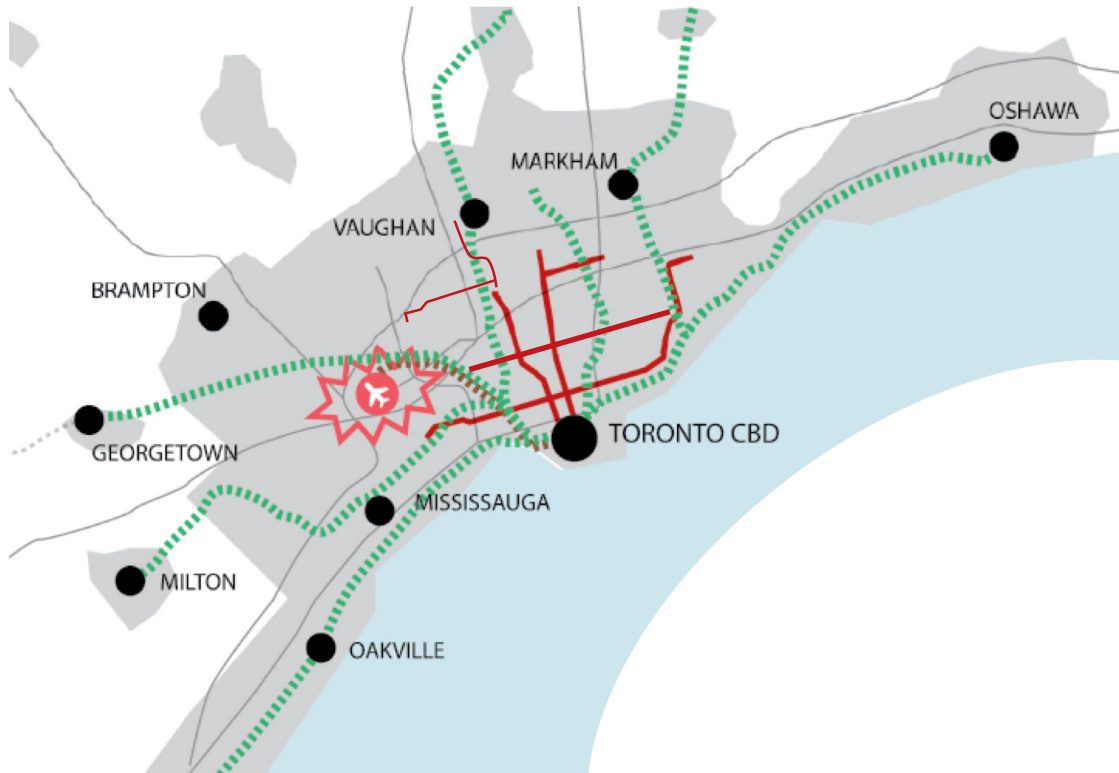
Edmonton – Regional Commuter Service



- Strong suburban growth outside City of Edmonton/ETS service area
- Objectives
 - Increase service levels
 - Harmonization of service
 - Getting ahead of growth
- Start with commuter bus services
 - Lay groundwork for full regionalization
- Region organizing independent of Province
- Selling “shared investment, shared benefit” key
 - Winners and losers?
 - Provincial financial support likely needed

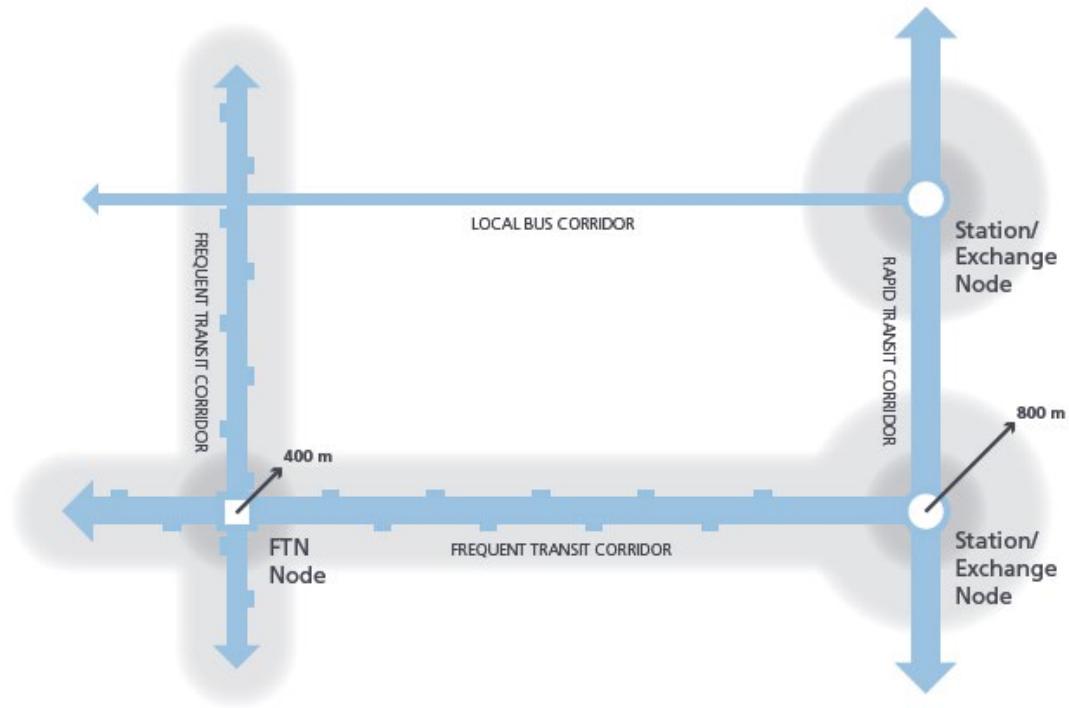
Non-Government Entities

Second largest employment zone in Canada



Second largest employment zone in BC





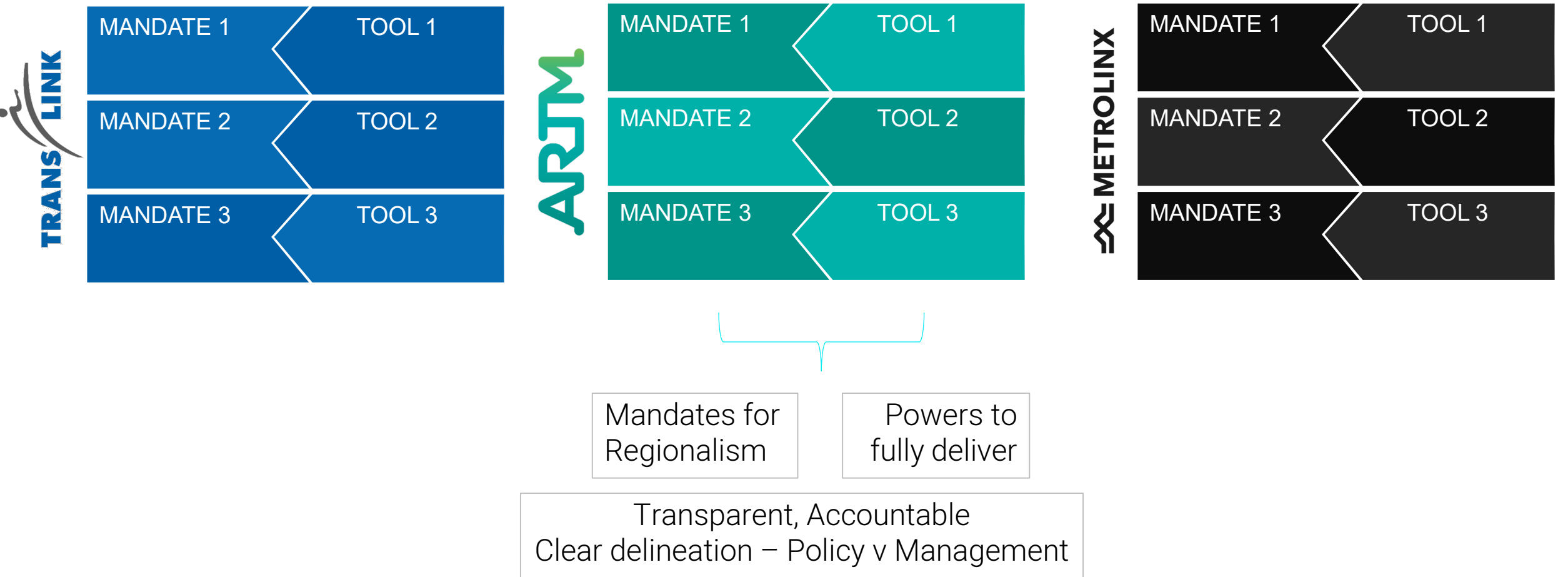
A transit network is a system and requires complex layer of networks to serve different journey speeds and needs...

Supported by 'connective' tissue... pedestrian, bike and road infrastructure.

3. Mandate and Authorities Should Fit



Mandate and Fit – Ideal Design



Transport for London

The background features abstract geometric shapes. A light gray trapezoidal shape is on the left, and a dark gray trapezoidal shape is on the right, both sloping upwards towards the right. They meet at a vertical line, creating a sense of depth and architectural structure.

TfL - Planning at Regional Scale



Transport for London

- Modally comprehensive
- Covers travelshed
- Sets standards
 - Service delivery, brand, fares
 - Delegates much delivery
- Strong executive authority**
 - planning, delivery, funding



The Mayor Drives the Plan
His *Regional* Vision?
Healthy Streets



Making Change Doable



The Boiled Frog



The Warm Bath



Regional Scale - Vancouver



Metro Vancouver
~2.6 million residents

Metro Vancouver – Greater London



Metro Vancouver

~2.6 million residents

Greater London

~9 million residents

Metro Vancouver - Toronto



Metro Vancouver
2.6 million residents

City of Toronto
2.7 million residents