



MAP STRATHCONA

..... Mobility Advocacy Plan



JANUARY 2018



ACKNOWLEDGEMENTS

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Executive Summary

Transportation and mobility in Strathcona are critical issues for the Strathcona Business Improvement Association (SBIA) and its 720 members. A unique area, Strathcona is home to offices, retailers, residential buildings and a large number of manufacturing and light industrial businesses that ship and receive a considerable and varied range of goods.

As an organization, SBIA has heard from members about current transportation issues and challenges, including traffic congestion, limited employee parking opportunities, and how new developments and area plans may further impact transportation and mobility in Strathcona.

To help understand and address these issues, in 2017 SBIA launched the MAP (Mobility Advocacy Plan) Strathcona project with support from the Real Estate Foundation of BC. A unique undertaking with no local precedent, SBIA worked with members, SBIA committees, and key transportation and mobility partners to research transportation and mobility issues in Strathcona and identify actions that SBIA could undertake with partners to address them. Over the six-month project period, SBIA engaged with members to explore how these issues impacted their businesses, and to develop an action plan for SBIA to pursue. This action plan is designed to achieve shared mobility and transportation objectives for the Strathcona area.



SBIA - ADVOCACY IN ACTION

SBIA's core mission is to promote a strong local economy through advocacy, cultivating relationships, supporting business participation in the community, delivering innovative programs and fostering community leaders. As a business improvement association, we recognize that we may not have authority or control over areas where SBIA members have a common interest in an action, policy or outcome. This is why we take an advocacy approach where we work with partners and stakeholders to influence decision makers to bring about the changes we all wish to see.

From a transportation and mobility perspective, we recognize that the actions MAP Strathcona identifies are more likely to be successful if:

- Actions align with existing local government plans (e.g., Downtown Eastside Neighbourhood Plan, Transportation 2040)
- There is proven community and member support
- There is data to back up findings
- We build a network of relationships with implementing partners

MAP Strathcona identifies 15 phased actions for SBIA to pursue over the strategy's seven-year planning horizon. These actions include:

- Seven high-priority, **quick start actions** to be initiated within eight months of MAP Strathcona plan completion. Quick starts are simple, cost-effective, pilot actions that provide a capacity-building opportunity and build momentum for future actions.
- Seven **medium-term actions** to commence within 18 months of MAP Strathcona plan completion.
- One **spot improvements action** to be pursued over the life of the plan as opportunities and City capital plans permit. This spot improvement category will need to be regularly updated.

Collectively and individually, the actions address a number of deeply interconnected transportation and mobility issues and MAP Strathcona's four related, overarching plan objectives, which are described in more detail on page 14:

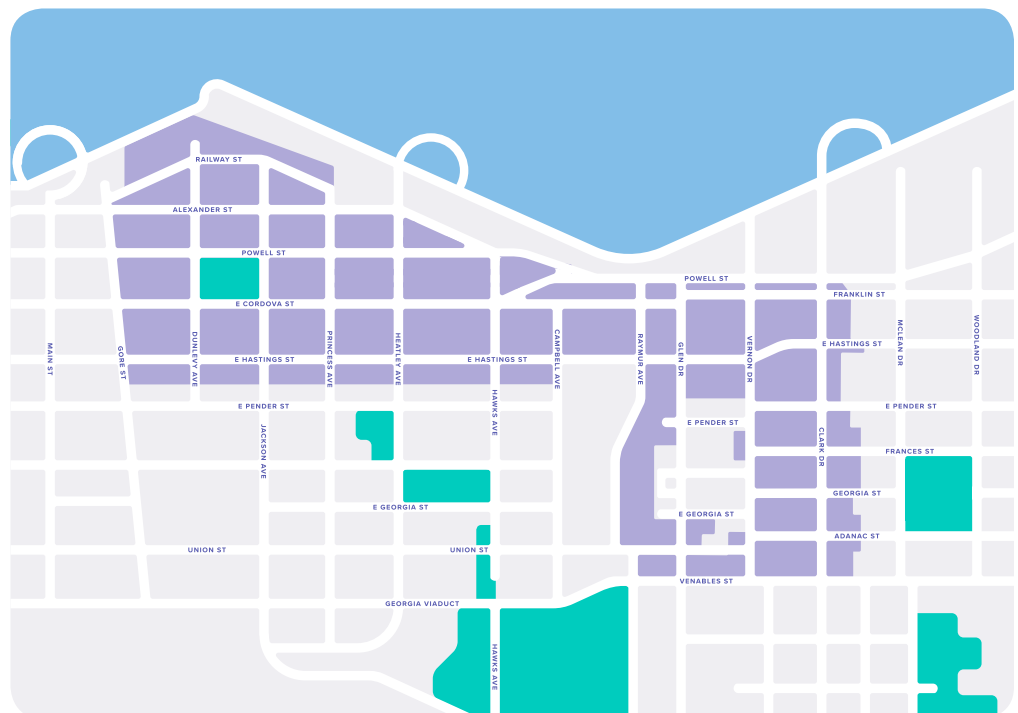
- Improve employee transportation options
- Improve active transportation facilities and connections
- Support efficient goods movement
- Improve transit facilities and services

Actions are summarized next. They are presented in order of priority based on SBIA member and transportation partner feedback and level of potential positive impact to SBIA members. Some actions are more traditional advocacy initiatives, where SBIA's anticipated level of effort will not be as significant as those actions where SBIA will play more of a program management role. Many actions seek to leverage partner capacities and resources in order to implement actions that benefit SBIA members. The anticipated levels of effort required to undertake the action is also noted.








OUR MEMBERS

The Strathcona BIA catchment area stretches from Clark Drive in the east to Gore Avenue in the west, and from Railway Street in the north to Venables Street in the south.









Strathcona's zoning allows for the growth of a wide variety of businesses. We have 720 members, 70% of which are industrial in nature.



Plan-on-a-page

QUICK START ACTIONS		MAP STRATHCONA OBJECTIVES SUPPORTED	SBIA INVOLVEMENT / LEVEL OF EFFORT	POTENTIAL POSITIVE IMPACT TO SBIA MEMBERS*
<i>Q-1 'Roll Out' – green commuting program</i>	Develop coordinated program linking larger employers with one another and existing organizations (e.g., TravelSmart), mobility providers (e.g., Modo), and services (e.g., Spare Rides) to support and encourage more sustainable commuting choices and reduce employee parking needs. The program could also include helping businesses work with the City to put in bicycle racks in front of businesses needing them.	<ul style="list-style-type: none"> Improve employee transportation options Improve active transportation facilities and connections 	<ul style="list-style-type: none"> Advocate Manager 	Medium - High
<i>Q-2 District parking pilot</i>	Work with City and development partners to pilot a new, district parking approach to structured parking that would “bundle” a range of more flexible and adaptive vehicle and bicycle parking options in a single facility (e.g., one-way and two-way carshare, tenant parking, public parking, bicycle storage).	<ul style="list-style-type: none"> Improve employee transportation options Improve active transportation facilities and connections 	<ul style="list-style-type: none"> Advocate 	Medium - Low
<i>Q-3 'Productions & Constructions' -parking management initiative</i>	Work with the City of Vancouver, BC Film Commission, Vancouver Regional Construction Association and other stakeholders to explore no net impact parking program for area construction projects and film productions. Also seek to ensure minimal impact on alley access and use.	<ul style="list-style-type: none"> Support efficient goods movement Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	Medium - High
<i>Q-4 'Lab on the Street' - green mobility and transportation pilots</i>	Position Strathcona as a ‘test bed’ for innovative transportation solutions through Vancouver Economic Commission’s Green and Digital Demonstration Program. The program works with smart city entrepreneurs to prototype and test new green and digital approaches to a range of urban issues, including transportation and mobility. For SBIA members, particularly those members with a goods movement component to their businesses, the action could include the testing of new technologies and services around fleet vehicle sharing, route choice and efficiency, delivery logistics, and fleet fuel conversion.	<ul style="list-style-type: none"> Support efficient goods movement Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	Medium - Low (impact could vary widely)
<i>Q-5 New 95 B-Line bus stop</i>	Advocate for new 95 B-Line stop in Strathcona at Heatley Avenue as well as other transit station safety improvements.	<ul style="list-style-type: none"> Improve transit facilities and services Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	High
<i>Q-6 'State of the Streets' -annual MAP Strathcona report</i>	Provide an annual “State of the Streets” update at the SBIA AGM and through other channels to inform members on MAP Strathcona action implementation and notable transportation and mobility innovations from around the region and abroad. Update can include SBIA’s “Most Walkable Street 2021” project and be linked to an annual transportation and mobility “snap shot” members’ survey.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Manager 	Medium - Low
<i>Q-7 'Shared Mobility' - BIA partnership initiative</i>	Meet annually with other Vancouver BIAs to discuss common transportation issues and opportunities to work together on joint programs and advocacy.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Manager 	Low

* High - many SBIA members positively impacted. Medium - some SBIA members positively impacted. Low - few SBIA members positively impacted.

MEDIUM-TERM ACTIONS		MAP STRATHCONA OBJECTIVES SUPPORTED	SBIA INVOLVEMENT / LEVEL OF EFFORT	POTENTIAL POSITIVE IMPACT TO SBIA MEMBERS*
Bicycle network connections	Support development of an additional north-south bicycle connection on Heatley Avenue between the existing Adanac-Union Corridor bike route and planned Alexander Bikeway on Alexander Street.	<ul style="list-style-type: none"> Improve active transportation facilities and connections Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	High
SBIA parking shuttle feasibility study	Determine feasibility of establishing a parking shuttle to and from underused parking facilities in nearby neighbourhoods (e.g., Chinatown parkade, Gastown parkade). For parking lots near transit hubs (e.g., Main Street Station), opportunities for pick-up/drop-off could be explored.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Manager Advocate 	Medium - Low
Goods movement pilot program exploration	Determine advocacy role in additional goods movement pilots, such as a goods-movement hub or transfer station (i.e., redistribution node) to support load consolidation and/or green last mile delivery.	<ul style="list-style-type: none"> Support efficient goods movement 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'Lab on Street 2' - street parking pilot program	Work with City of Vancouver's parking department to test new street parking strategies and approaches, including variable/dynamic parking rates and more flexible time limits. Note: This action may commence earlier, as the City is considering Strathcona for a 1-year pilot to test a pay station parking approach with no time limits specifically targeting commuter / employee parking.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'Most Walkable Street 2021'	Continue with public realm improvements on Hastings Street to help make it Canada's most walkable street by 2021.	<ul style="list-style-type: none"> Improve active transportation facilities and connections 	<ul style="list-style-type: none"> Manager Advocate 	Medium - Low
Commercial alley improvements	Work with the City of Vancouver for improved management of commercial-only alleys, including advocating for repaving of key alleys, improved signage and wayfinding, enforcement and cleaning.	<ul style="list-style-type: none"> Support efficient goods movement 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'MAP Assets' - SBIA asset sharing initiative	Link SBIA businesses with unused assets (e.g., bike storage, parking) to other members who may need it through on-line sharing/listing platform.	<ul style="list-style-type: none"> Improve employee transportation options Improve transit facilities and services 	<ul style="list-style-type: none"> Manager 	Low
'Charge it' EV charging station program	Work with members, developers, carshare companies and City to prepare for future EV charging space needs.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Advocate Manager 	Low

SPOT IMPROVEMENTS ACTION		MAP STRATHCONA OBJECTIVES SUPPORTED	SBIA INVOLVEMENT / LEVEL OF EFFORT	POTENTIAL POSITIVE IMPACT TO SBIA MEMBERS*
Spot public realm and mobility improvements	Continue working with City to identify and prioritize spot mobility and transportation improvements. See actions summary for preliminary spot improvement ideas.	<ul style="list-style-type: none"> Improve active transportation facilities and connections Support efficient goods movement 	<ul style="list-style-type: none"> Advocate 	Medium

* High - many SBIA members positively impacted. Medium - some SBIA members positively impacted. Low - few SBIA members positively impacted.

Project Summary

The Strathcona BIA catchment area stretches from Clark Drive in the east to Gore Avenue in the west, and from Railway Street in the north to Venables Street in the south. To help better understand and address members' transportation and mobility issues, SBIA launched the **MAP (Mobility Advocacy Plan) Strathcona** project with support from the Real Estate Foundation of BC. Over the six-month project period, the project engaged SBIA members to explore issues in the unique, mixed-use, industrial neighbourhood, including goods movement, employee commuting, and customer parking. A unique undertaking with no local precedent, the project also involved key implementation partners (e.g., City of Vancouver, TransLink, vehicle and bicycle sharing businesses [Modo, Evo, Car2Go, Mobi], etc.) to identify actions that SBIA could undertake with partners to the neighbourhood's transportation and mobility issues.



SBIA took a participatory approach to the MAP Strathcona project, working with members, standing committees, and neighbourhood transportation and mobility stakeholders and partners. Project engagement and development components are briefly outlined in this section.



Project Working Groups

- **Sustainability Committee:** SBIA's eight-member Sustainability Committee was an active partner in the development of MAP Strathcona. The standing SBIA committee met regularly over the course of the project, reviewing plan research, member feedback, and draft versions of the MAP Strathcona plan.
- **Advisory Group:** SBIA established a project Advisory Group to provide input and guidance on the project, which included core neighbourhood transportation and mobility partners such as the City of Vancouver's Transportation Department, HUB Cycling (a cycling advocacy organization), Modo, and the Vancouver Economic Commission. Advisory Group members met regularly over the course of the project and were particularly important in linking SBIA to other stakeholders and transportation decision-makers to include in project outreach.

Research

MAP Strathcona included a research component where project consultants and SBIA project staff carried out initial research on mobility and transportation issues in Strathcona. The first component of this research included a series of key informant interviews with over 20 transportation and mobility decision makers, mode experts, thought leaders, major employers in the area, and SBIA members who had been active in Strathcona transportation and mobility research and advocacy. Key informant interviews included transportation and development planning staff from the City of Vancouver, TransLink, HUB Cycling, BC Trucking, Port Metro Vancouver, MODO, the Vancouver Economic Commission, UBC, and Metro Vancouver. The project team also coordinated with the Pembina Institute, which is carrying out a neighbourhood-based local transportation project focusing on goods movement with a local BIA in northwest Toronto (DUKE Heights BIA). Similar to Strathcona, DUKE Heights boasts a large number of industrial, retail and manufacturing businesses in a relatively dense neighbourhood that also includes residential and local commercial businesses.

The key informant interviews were augmented by other research and resulted in the creation of a Backgrounder document (see next section). The interviews also fed into the development of a member survey (see below).

MAP Strathcona Survey

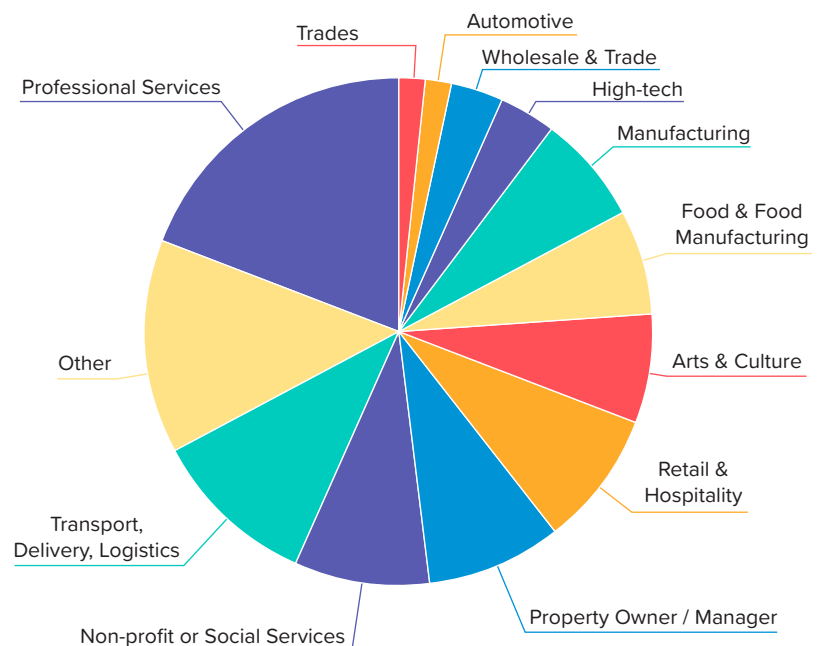
SBIA developed an on-line survey to help assess and prioritize transportation and mobility challenges and explore potential strategies to address them. About 75 members responded (10% of SBIA membership) representing a broad cross-section of business sectors.

The survey helped confirm that the area has three dominant (and interconnected) transportation and mobility issues:

- **Parking** – limited parking options (primarily for employees, but also affecting customers)
- **Active transportation (cycling and walking)** – connections, safety, infrastructure and amenities
- **Goods movement** – deliveries, shipping, traffic congestion

The survey also noted some discordant views. In particular, bikes and bike lanes remain polarizing issues. While most members are very supportive of cycling and bike lanes, others

Breakdown of survey respondents by sector



are less so, linking them to area transportation and mobility challenges around goods movement and parking. While research from the City and other jurisdictions indicates otherwise, the negative perception associated with bike lanes and bikes underscores the need for continued education and communication within SBIA.

The survey also helped highlight four interconnected transportation and mobility opportunity areas that respondents felt presented the best opportunities for change:

- **Parking and goods movement** – Pilot and prototype new approaches and models in Strathcona, “find fits” between potential pilots and businesses willing to participate
- **Collaborate and communicate** – Work with member businesses and employers to help them shift modes, commute more sustainably and share learning and lessons
- **Support emerging and growing modes** – Bicycle, transit, and carshare (one-way, two-way)
- **Spot public realm and safety improvements** – Support improved crosswalks, lighting and signage (wayfinding)

Future Strathcona Forum

SBIA hosted an action-oriented breakfast meeting with SBIA members and transportation and mobility partners. The 36 participants reviewed and discussed preliminary MAP Strathcona action ideas at three themed break-out discussion tables which were staffed by table content experts and implementing partners. The three tables were:

- Active Transportation and Transit
- Parking, Traffic/Congestion and Goods movement
- Planning, New Development and Research

Participants had a chance to cycle through two discussion tables during the event. A focus of the workshop included a prioritization activity and working session where participants discussed implementing the top-ranked preliminary actions. The event also resulted in the refinement and sometimes consolidation of action ideas.



Other Community and Member Outreach

Throughout the project, SBIA reached out to the broader public and member businesses at community events and focus-group style events. This included a MAP Strathcona table at the Powell Street Festival and the Strathcona Street Party (part of the Vancouver Mural Festival) where attendees were invited to provide feedback on the project and transportation and mobility issues in the neighbourhood. The events also featured communication materials produced for the project, including the MAP Strathcona Project Backgrounder (see next section), project information posters, and a project information postcard.

Outreach activities also included two HUB Cycling assessment rides with members and project staff to assess neighbourhood cycling needs and opportunities, including an assessment of potential bike route connections between the Union Bikeway and the Alexander Street Bikeway. A final ride assessment document will be used as an additional advocacy tool with relevant stakeholders.

To ensure adequate engagement with the varying industry sectors and mobility issues of the SBIA, additional outreach to goods movement stakeholders was conducted. This included phone interviews with several businesses to learn about their goods movement challenges from a first-hand perspective.

Finally, project outreach included an information table and feedback table at SBIA's 2017 Annual General Meeting. With its more relaxed social setting, this meeting provided the opportunity to meet with members who had not previously participated in the project and generated a number of innovative action ideas that made their way into the final plan.



Planning Context

Strathcona Today

This section provides some information on the current state of transportation and mobility in the area, as well as basic information on the many plans, developments and projects that will shape it in the next few years.

Development and Planning

There are many new plans, projects, and policies that are going to impact transportation and mobility in Strathcona in the coming years, and, in some cases, months.



ACTIVE TRANSPORTATION PROJECTS

· **Mobi Bike Share:** As approved by Vancouver City Council in November 2017, the Mobi bike program is expanding into the Strathcona (and Grandview-Woodland) neighbourhood in 2018. Several potential stations in the SBIA area have been identified – most of which align with

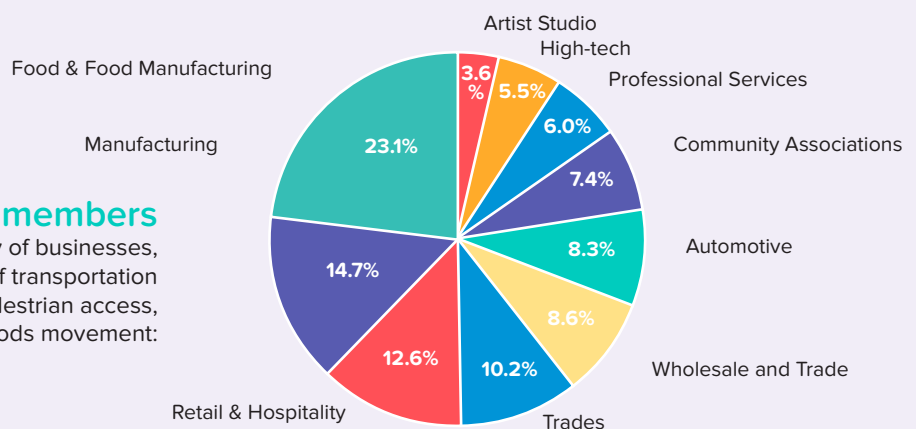
WHAT'S THE CURRENT STATE OF TRANSPORTATION & MOBILITY IN STRATHCONA?

BUSINESS IN STRATHCONA



More than
7000
employees
work in
Strathcona

THE SBIA HAS **720 members**
from a diversity of businesses,
representing a range of transportation
needs including pedestrian access,
parking, and goods movement:



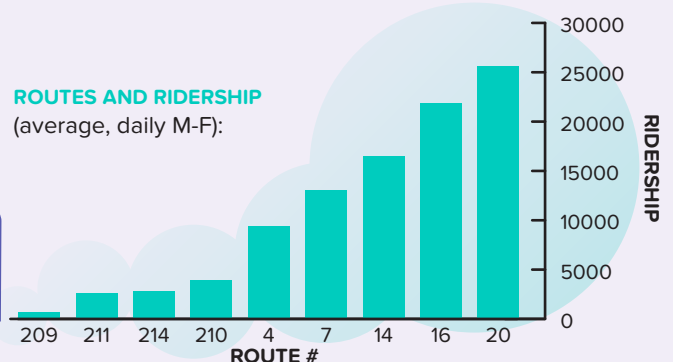
TRANSIT SERVICES

MORE THAN **96,000** TRANSIT PASSENGERS
pass by on an average work day.

Route 95 (B Line on Hastings)
has just been added.



ROUTES AND RIDERSHIP (average, daily M-F):



feedback on potential Mobi locations that was gathered through the MAP Strathcona process. The first stations to be developed in the area (potentially by late winter 2018) include:

- Alexander Street and Railway Street
- Union Street and Glen Drive (NE side)
- Campbell Avenue and East Hastings

Heatley and Hastings has also been suggested as potential location. Local level engagement is required for all stations. Mobi presents an opportunity to reduce neighbourhood parking demands if more people ride and to increase access to local businesses. The new stations also present the chance for increased parking pressures if not properly planned, as spots are removed for the stations.

Upcoming City of Vancouver bicycle network expansion: The City is planning to develop a new bike route along Alexander Street to connect to the separated bike lane on the Powell Street overpass. Planning and engagement is currently underway and work could commence in 2018. A new north-south connection to link the new Alexander Bikeway (on Alexander Street) with the Union-Adanac Corridor (bike route) has also been proposed. MAP Strathcona has suggested Heatley Avenue as the connector in the shorter-term.

MORE ON THE CURRENT STATE OF TRANSPORTATION & MOBILITY IN STRATHCONA...

BIKE AND CAR SHARING

THREE CAR SHARING SERVICES:

- 4 EVO** designated parking spots
- 8 CAR2GO** designated parking spots
- 8 MODO** cars located in SBIA area

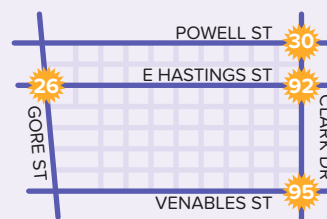
No bike sharing (Mobi) stations yet, but **coming soon!**



TRAFFIC



KEY ACCIDENT INTERSECTIONS (2015)



HOV LANE ON HASTINGS:

EASTBOUND
Bus and bike only
Monday - Friday between
3 - 6pm

WESTBOUND
Bus and bike only
Monday - Friday between
6:30 - 9:30am

PARKING

APPROXIMATELY 2180 ON-STREET PARKING SPOTS:

- ~1200** No restrictions
- ~300** Metered
- ~580** Time restrictions or other special designations (passenger loading, etc.)
- ~100** Car share or permit-only



P PARKADES

403 East Hastings St: **40 spots**

PERMIT ONLY:

611 Alexander St: **300 spots**
349 Railway St: **53 spots**

MONTHLY ONLY:

1265 Powell St: **20 spots**



PARKING TICKETS ISSUED IN SBIA



~50%
of tickets
each year
are for
exceeding
time limits
or paid time





MAJOR CONSTRUCTION PROJECTS

- **Georgia/Dunsmuir Viaducts removal:** While the exact timing is unknown, it is likely that the viaducts will be removed during the lifespan of MAP Strathcona. A replacement arterial is still being determined by City and Park Board (William Street, National or Malkin Avenues). Removal of the Viaducts will reroute about 43,000 vehicles/day onto alternate routes through nearby neighbourhoods, including Strathcona.
- **CN Rail rail crossings:** With the reactivation of the Burrard Inlet spur line by CN Rail in January 2017, the City of Vancouver is considering how best to manage traffic at key at-grade crossings including Venables Street, Union Street, Glen Drive and Cordova. With six trains a day using the line, congestion is particularly acute at Venables and Union. New overpasses may be considered at some locations over the long term.
- **Centerm facility expansion:** Port Metro Vancouver has embarked upon a major expansion project that will increase the facilities container capacity by 2/3. Slated for completion in early 2020, the project includes a new overpass to be constructed at Centennial Road, starting December 2017. For the three to six months of construction, about 1,000 vehicles per day will be diverted via the Heatley Avenue overpass to East Hastings or Cordova Street (with about a 50/50 split expected between the two streets). Traffic impacts are expected to be negligible during this time. Heatley overpass will be removed by the end of 2019. During construction, there will be limited parking access on Heatley Avenue and limited through-traffic on Alexander Street. After construction is completed, up to 650 additional container truck trips (325 in-bound, 325 out-bound) are expected on Clark Drive per day.
- **St. Paul's Hospital Relocation:** A new St. Paul's hospital campus is to be built in the False Creek Flats area at Station Street and Prior Street. With a six-year construction window starting in 2018, the new hospital will be a major local and regional destination that will generate a significant number of vehicle trips. Improvements to cycling and walking access to the campus are planned, which will include improvements in the SBIA area (including Gore Ave./Station St. complete streets improvements). The project may result in improved transit to the area.
- **East Hastings Street parking regulation changes:** In summer 2018, part of East 1st Avenue will be shut down for an extended period for major natural gas line work/renewal. To accommodate additional traffic, HOV lanes on Hastings – in-bound and out-bound – will have extended hours that the City of Vancouver intends to make permanent. Some parking will also be permanently removed near right hand turns at key intersections.



NEW CITY OF VANCOUVER PLANS AND POLICIES

- **Railtown Rezoning to support the growing creative economy:** New zoning adopted in 2017 allows for 'Creative Products Manufacturing' (CPM) in Railtown buildings to accommodate design and prototyping activities. This new zoning change could encourage more CPM businesses to locate in Railtown and result in more employees in the area than under the previous manufacturing zoning. The change could exacerbate parking issues, but could also increase the viability of transit improvements and bike/car share options.
- **False Creek Flats Plan:** Approved in spring 2017, the plan calls for cycling and pedestrian network improvements near the SBIA area and is actively exploring innovative goods movement and parking management tactics that could be expanded into SBIA. As a major future employment centre, the area's development will likely create additional traffic for the SBIA area. In addition, the Plan seeks to create and facilitate new mobility and transportation options and connections, which, if implemented would likely benefit the Strathcona area.
- **Gastown Transportation Plan:** With planning commencing towards the end of the MAP Strathcona

project, the project will result in street improvements, bike and pedestrian improvements in the Gastown area, and the potential development of a streetcar route along Water Street, all of which could impact SBIA transportation and mobility opportunities directly and indirectly.



NEW RESIDENTIAL/MIXED-USE DEVELOPMENTS

· **East Hastings mixed-use development:** East Hastings from Heatley Avenue to Clark Drive has been identified as a “let go” area, meaning that the City will consider mixed-use residential development along the Street. Strathcona Village, a three-tower, 350-unit complex at 955 East Hastings is nearing completion and indicates the potential scale of development for assembled properties in the area. Several lots along Hastings have been assembled and will likely be developed over the next few years. The new development presents opportunities to improve the public realm along East Hastings and through community amenity contributions contribute to other improvements (e.g., bike or carshare stations, bicycle facilities, sidewalk improvements). The underground parking facilities associated with the development also present opportunities for the district parking structure opportunities highlighted in MAP Strathcona actions.

Strathcona Tomorrow

In addition to the plans, projects, and policies highlighted in the previous sub-section that are going to impact transportation and mobility in Strathcona in the coming years, there are additional considerations SBIA will need to monitor and stay informed about over the coming years. These future changes revolve around emerging technological, socio-demographic and social policy changes.

- **Mobility pricing:** TransLink and regional partners are currently exploring mobility pricing (i.e., road pricing) approaches for the region. If implemented, the changes could both impact transportation choices and modes, but also create a new funding stream to expedite transportation network (road, transit, bicycle, etc.) across the region and in the SBIA area.
- **Emerging technologies and services:** In the lifespan of MAP Strathcona it is likely that new transportation technologies, including some forms of autonomous vehicles (on road, sidewalk delivery units, drones), services (e.g., Uber, shared fleet vehicles), and mobility and transportation applications (e.g., Routific, Mojio) will become increasingly available. Collectively, these emerging technologies and services will likely influence and impact transportation and mobility in Strathcona and the larger region. EVs and hybrids will also become far more common for fleet vehicles and goods movement.
- **Climate change and air pollution:** Over the next several years, BC’s (and Canada’s) carbon tax may both impact travel choices, but also generate revenues to expedite transportation network (transit, goods movement, cycling) improvements in the neighbourhood and region. Looking abroad, the growing evidence around the health impacts of diesel is leading to both an expedited phase-out in a number of European and Asian cities and countries and could result in significant fleet turnover and drive greener goods movement options. Whether Vancouver, BC or Canada picks up on these changes remains to be seen, but, globally, they could help drive local level transportation changes in Strathcona.
- **Demographic and socio-economic changes:** From rapidly declining car ownership amongst Millennials to population shifts and increases in regional housing affordability, demographic and socio-economic issues will continue to influence and impact transportation and mobility in Strathcona.

The timelines for any of these future changes are, of course, unknown. However, their likelihood is not to be discounted. As one MAP Strathcona key informant recommended, “Stay informed, stay in touch, and stay nimble.”

MAP Strathcona Objectives

Based on MAP Strathcona engagement and research, four transportation and mobility objectives emerged. The four objectives are all interconnected and also closely align with transportation objectives outlined in the City of Vancouver's Downtown Eastside Neighbourhood Plan.

- **Improve employee transportation options**

From parking options for those employees who drive to work, to improved transit connections (including B-Line and rapid transit linkages) and cycling facilities, efficient and effective employee transportation and mobility options are critical to the ongoing health and wellbeing of member businesses.

- **Support efficient goods movement**

With a large percentage of manufacturing and industrial operations, including a significant number of major food processing businesses in the Strathcona area, efficient goods movement is particularly important.

- **Improve active transportation facilities and connections**

Active transportation represents a growing mode choice for many Strathcona businesses, particularly the growing number of high-tech businesses that have been entering the area. Supporting and improving active transportation facilities and connections will not only support these businesses, but also one of the area's fastest growing transportation mode choices.

- **Improve transit facilities and services**

Local and regional transit connections to the SBIA area not only help with employee retention and attraction, but also supports business retention and attraction in Strathcona. As employees travel increasingly further distances to Strathcona, efficient, safe and effective transit facilities and connections are more important than ever to SBIA members.



MAP Strathcona - Action Plan

MAP Strathcona identifies 15 phased actions for SBIA to pursue over the strategy's seven-year planning horizon. These actions include:

- **Quick Start Actions:** Seven high-priority, quick start actions were identified to be initiated within eight months of MAP Strathcona completion. Quick starts are simple, cost-effective, pilot actions that provide a capacity-building opportunity and build momentum for future actions.

Quick Start Actions are foundational opportunities that will help support future projects and help build community momentum for future initiatives. As previously noted, the phasing indicates when the action implementation should commence. Given the range and scope of actions identified, the time to complete them will vary.

- **Medium-term Actions:** Seven medium-term actions were identified to commence within 18 months of MAP Strathcona completion.
- **Spot Improvements Action:** Physical improvements actions are spot improvements to the public realm and traffic management system that can be pursued over the life of the plan as opportunities and City capital plans permit. This category would be regularly updated through the life of the plan.

Collectively and individually, the actions address a number of deeply interconnected transportation and mobility issues and MAP Strathcona's four related, overarching plan objectives:

- Improve employee transportation options
- Improve active transportation facilities and connections
- Support efficient goods movement
- Improve transit facilities and services



Together, the actions in this plan will further develop and build SBIA's role as a key mobility advocate and innovator. Most actions also seek to leverage partner capacities and resources in order to implement actions that benefit SBIA members. If circumstances change (e.g., a new funding stream opens up, implementing partner priorities change), actions can easily be moved up or down in priority or between categories.

This section provides a summary overview of all MAP Strathcona actions and more detailed information on MAP Strathcona's seven high-priority, Quick Start actions. They are presented in order of priority based on SBIA member and transportation partner feedback and level of potential positive impact to SBIA members. Some actions are more traditional advocacy initiatives, where SBIA's anticipated level of effort will not be as significant as those actions where SBIA will play more of a program management role. The anticipated level of effort required to undertake the action is also noted.

It is anticipated that many Quick Start actions could be initiated concurrently, and with little 'active' effort by SBIA staff at any one time. As an advocacy plan, many actions involve some work up front to convene partners and/or organize members, followed by a less active period of 'checking in' and reporting back to members.

For each of the seven Quick Start actions, the following information is provided:

- **Overview:** A summary description of the action.
- **Objective(s) supported:** A summary of MAP Strathcona objectives the action addresses.
- **Level of effort:** The anticipated level of effort for SBIA to undertake and/or advocate for the action.
- **Impact potential:** A short description of the potential positive benefits of implanting the action for SBIA members where "High" indicates benefits for many members, "Medium" indicates benefits for some members, and "Low" indicates benefits for only a few members.
- **Policy connections:** Highlights of the key City of Vancouver policies the action addresses.
- **Timing and first steps:** A summary of any potential action phasing considerations.
- **SBIA role and anticipated level of effort:** A description of SBIA's role as advocate or manager of the action and an anticipated level of effort required to undertake the action.
- **Partners:** An overview of key action partners and implementer roles.
- **Measuring progress:** A summary overview of how action outcomes (i.e., impacts) could be tracked by SBIA, either independently, or with the support of implementing partners.

Quick Start Actions Summary

Q-1. 'Roll Out' - green commuting program

OVERVIEW:

Develop coordinated program linking larger employers with one another and existing organizations (e.g., TravelSmart), mobility providers (e.g., Modo), and services (e.g., Spare Rides) to support and encourage more sustainable commuting choices and reduce employee parking needs. SBIA can also support members in requesting bike racks from the City.

OBJECTIVE SUPPORTED:

- Improve employee transportation options

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Medium - High

This action has the potential to impact many SBIA members, directly for those who participate in smart commuting programs, and indirectly for those who do not, but benefit from reduced single-vehicle trips to the area.

POLICY CONNECTIONS:

This action is supported by several key policy documents, including:

- *Downtown Eastside Neighbourhood Plan* – 11.2.5, 11.3.4
- *Greenest City Action Plan* – Key Strategies to 2020

TIMING AND FIRST STEPS:

This action is relatively straightforward and can be initiated fairly quickly by SBIA's Sustainability Coordinator. In addition to contacting support organizations (e.g., TravelSmart) about the initiative, SBIA can also reach out to members who have already expressed an interest in green commuting and connect the groups to each other. SBIA can also look into pilot projects for best practice examples.

SBIA ROLE:

Advocate / Manager

Given the existing green commuting programs and services available, SBIA's role is anticipated to be limited to convening initial meetings and distributing partner information materials to member businesses (through general SBIA information channels or targeted outreach). Should member interest warrant, SBIA could take on more of a managerial role and provide an ongoing information services role to members on available employee transportation programs, services, and technologies. Such a managerial role would need to be costed with additional costs, potentially, needing to be covered through a program delivery service fees or other funding mechanism.

The program could also include SBIA helping businesses work with the City to put in bicycle racks in front of businesses needing them for employees. MAP Strathcona engagement determined that bike racks and other end-of-trip facilities are limited and lacking in the SBIA area.

PARTNERS:

SBIA could work with several local organizations, including:

- **TravelSmart:** TravelSmart is TransLink's Transportation Demand Management (TDM) Program that offers business programs where program advisors can work with SBIA businesses to provide an expert-level, strategic approach to employee commuting, and transportation issues.

- **Modo:** A two-way vehicle sharing co-operative, Modo provides a cost competitive business program.
- **Spare Rides:** A community driven ride-sharing service geared toward commuting with more than 3,000 trusted members in Vancouver.
- **HUB Cycling:** A cycling advocacy organization that could support outreach, engagement and education around safe bicycle commuting
- **BEST (Better Environmentally Sound Transportation):** A local non-profit organization that organizes Commuter Challenge BC.
- **Biko:** Is an app-based incentive program that rewards bicycle commuters. It can help encourage bicycle commuting.

MEASURING PROGRESS:

The following indicators could be monitored to track implementation progress. Data could also likely be provided by participating program administrators (i.e., TravelSmart, etc.), although SBIA could also track overall employee travel behaviour through an annual “snap shot” transportation and mobility survey (see Q-6).

- Number of member businesses participating in TravelSmart (or similar) green commuting program (e.g., Modo business program).
- Number of member businesses participating in Bike-to-Work week or other HUB Cycling bicycle commuter programs.
- Members employee mode share reporting (see Q-6)



District parking pilot

OVERVIEW:

Work with City and development partners to pilot a new district parking approach to structured parking that would “bundle” a range of more flexible and adaptive vehicle and bicycle parking options in a single facility (e.g., one-way and two-way carshare, tenant parking, public parking, bicycle storage, etc.). The concept could potentially reduce building parking requirements (and development costs).

OBJECTIVES SUPPORTED:

- Improve employee transportation options
- Improve active transportation facilities and connections

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Medium - Low

This action would have cumulative impacts over time should the district parking approach prove attractive and effective for developers and the City, but any new development would likely only have positive impacts for SBIA members located close by to the development.

POLICY CONNECTIONS:

This action is supported by several key policy documents, including:

- *Downtown Eastside Neighbourhood Plan* – 11.2.8
- *Greenest City Action Plan* – Key Strategies to 2020

TIMING AND FIRST STEPS:

This action could be initiated relatively quickly by SBIA. A preliminary meeting with City of Vancouver staff (Area Planner, Parking) and potential project partners (e.g., Modo, Evo, Car2Go) and advisors (e.g., Urban Development Institute) to work through the concept and identify potential development partners would be the first task. There was considerable interest in the concept at the Future Strathcona Forum with the City of Vancouver, implanting partners and representatives from the development community.

SBIA ROLE:

Advocate

SBIA's role is anticipated to be limited to convening initial meetings and, potentially, identifying possible development partners. Later exploration and negotiation of the option would be between the City of Vancouver, project proponent/developer, and parking facility partners.

PARTNERS:

City of Vancouver (Downtown Eastside Area Planner, Parking), parking facility partners (e.g., Modo, Evo), potential development partners, EasyPark

MEASURING PROGRESS:

The following indicators could be monitored to track implementation progress.

- Number developers seeking information, or interested in piloting district parking approach.
- Number of “bundled” district parking structures developed.



'Productions & Constructions' - parking management initiative

OVERVIEW:

Work with the City of Vancouver, BC Film Commission, Vancouver Regional Construction Association and other stakeholders to explore no net impact parking program for area construction projects and film productions. Also seek to ensure minimal impact on alley access and use. The program could include shuttling in production/construction employees from areas with sufficient parking, coordinating film production around off-peak hours or weekends where practical or possible, linking construction and film production companies with green commuting programs like TravelSmart to try to reduce overall parking demand.

OBJECTIVES SUPPORTED:

- Improve employee transportation options
- Support efficient goods movement

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Medium - High

The action could generate positive impacts throughout the SBIA area for goods movement, employee parking, and customer parking. Through MAP Strathcona outreach, many businesses reported on the difficulties that neighbourhood film production and construction projects can generate – from displacing whole blocks of parking for long periods of time, and temporarily blocking streets and/or commercial alleys and hindering goods movement.

POLICY CONNECTIONS:

- *Downtown Eastside Neighbourhood Plan* – 11.2.8

TIMING AND FIRST STEPS:

A first step for this action would be to research innovations or best practices in parking management for construction or productions from other jurisdictions. SBIA should then contact the City of Vancouver's parking planners and discuss options and who within the City would be involved. Following this, a meeting with City of Vancouver should take place. Eventually, production and construction industry groups will be involved and a pilot can be conducted.

SBIA ROLE:

Advocate

SBIA's role is anticipated to be limited to initial research and convening meetings. Over time, SBIA would likely need to check in on progress.

PARTNERS:

City of Vancouver (Parking, other departments), potentially production and construction industry groups.

MEASURING PROGRESS:

Tracking the success of any pilot program would require follow-up interviews with area businesses. Their feedback would likely be required to fine-tune any parking program over time. Coordinating with film crews and construction companies would also be required, to ensure that any program implemented does not negatively impact these businesses and their work, which also contributes to the overall economic vitality of the SBIA area.



‘Lab on the Street’ - green mobility and transportation pilots

OVERVIEW:

Position Strathcona as a ‘test bed’ for innovative transportation solutions through the Vancouver Economic Commission’s *Green and Digital Demonstration Program*. The program works with smart city entrepreneurs to prototype and test new green and digital approaches to a range of urban issues, including transportation and mobility. For SBIA members, particularly those members with a goods movement component to their businesses, the action could include the testing of new technologies and services around fleet vehicle sharing, route choice and efficiency, delivery logistics, and fleet fuel conversion.

OBJECTIVES SUPPORTED:

- Improve employee transportation options
- Support efficient goods movement

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Medium - Low (Impact could vary widely)

Impacts will depend on piloted technology. Given the wide range of potential green and digital solutions that could be developed and tested, and considering the success of “made-in-Vancouver” digital mobility innovations like PayByPhone (bought by VW for \$250 million), Routific, SpareRides and HonkMobile, the action presents considerable potential “upside” for SBIA at little opportunity cost.

POLICY CONNECTIONS:

This action is supported by several key policy documents, including:

- *Downtown Eastside Neighbourhood Plan* – 11.4
- *Greenest City Action Plan* – Key Strategies to 2020

TIMING AND FIRST STEPS:

This action could be initiated fairly quickly by SBIA. The Vancouver Economic Commission (VEC) is currently working with the City of Vancouver on a “Green and Digital Demonstration Program” that matches innovative startups with City resources (i.e., buildings, streets, vehicles, digital infrastructure) to test green and digital solutions to a range of urban issues, including transportation and mobility. The demonstration program has been up and running with the City for three-years and will be expanding to include TransLink later in 2018.

The first step for this quick start would involve working with the MAP Strathcona Advisory Group to identify specific problem areas (places, issues, and stakeholders) to which a technological solution might be applied, and the appropriate City/TransLink department responsible for helping resolve that issue. VEC could then help SBIA review program applicants for those that might have applicable solutions for the Strathcona context.

To support the initiative, SBIA can also look into pilot projects from other jurisdictions for best practice examples. Here, SBIA could reach out to Pembina Institute for other green and digital best practices. Pembina has been working on green goods movement through a project with a local BIA in Toronto, as well as carrying out research and advocacy on a national scale. Academic institutions (UBC mobility and transportation researchers) could also support this research.

SBIA ROLE:

Advocate

SBIA's role is anticipated to include:

- Researching best practices and existing solution providers;
- Identifying issue areas with the City/TransLink to test new technologically enabled solutions; and
- Communicating demonstration project interest to VEC for consideration as applicants are admitted to the demonstration program.

PARTNERS:

City of Vancouver, TransLink, Vancouver Economic Commission, academic institutions (UBC, SFU), smart city entrepreneurs

MEASURING PROGRESS:

Impact and outcome data would likely be tracked closely by the digital solutions provider. Additional tracking could include follow-up interviews with area businesses and/or businesses involved in the pilot. SBIA could work with the digital solution provider to link them to additional pilot businesses.



New 95 B-Line bus stop

OVERVIEW:

Advocate for new 95 B-Line stop in Strathcona at or near Heatley Avenue. Outreach and coordination for this action could also provide an opportunity for SBIA to advocate for improved bus stop amenities and safety features at existing transit stops in the area (e.g., lighting, cameras, real-time wait info, schedules).

OBJECTIVES SUPPORTED:

- Improve transit facilities and services
- Improve employee transportation options

LEVEL OF EFFORT:



IMPACT POTENTIAL:

High

Improving transportation connections would benefit a large number of SBIA members, particularly manufacturing and food processing businesses who reported having difficulty in retaining and attracting labour positions given the area's relatively poor regional transit connections (i.e., two distant B-Line stops and poor connections to SkyTrain).

POLICY CONNECTIONS:

This action is supported by several key policy documents, including:

- *Downtown Eastside Neighbourhood Plan* – 11.3.1, 11.3.4
- *Greenest City Action Plan* – Key Strategies to 2020

TIMING AND FIRST STEPS:

This action would involve three organizations. TransLink (Transit Network Management, Transportation Planning and Policy Division) is responsible for the transit network (routing, frequency). The decision to add an additional B-Line stop would first be made with this group. Coast Mountain Bus Company would then work with the City of Vancouver (Transportation and Engineering) to determine stop details based on right-of-way space, curb infrastructure, bus stop infrastructure, and operational safety. Coordination with local businesses and strong advocacy and organizing would also be required, which is where SBIA could assist.

Outreach and coordination for this action would also provide an opportunity for SBIA to advocate for improved bus stop amenities and safety features at existing transit stops in the area (e.g., lighting, cameras, real-time wait info, schedules).

SBIA ROLE:

Advocate

SBIA could support the initial request, potentially with the City of Vancouver and help support engagement with local businesses that may be impacted by the stops (e.g., loss of street parking).

PARTNERS:

TransLink, Coast Mountain Bus Company, City of Vancouver

MEASURING PROGRESS:

Should a new stop be implemented, TransLink/Coast Mountain Bus Company would track boarding and alightings, and overall ridership which SBIA could monitor. Additional tracking could include follow-up interviews with area manufacturing and food processing businesses to determine how, and if, the additional stop is benefitting their employee recruitment and retention activities.



'State of the Streets' - Annual MAP Strathcona report

OVERVIEW:

Provide an annual 'State of Streets' update at the SBIA AGM and through other channels to inform members on MAP Strathcona action implementation and notable transportation and mobility innovations from around the region and abroad (e.g. emerging issues, technologies, best practices). The update could also inform members on SBIA's "Most Walkable Street 2021" project. SBIA can present the 'State of the Streets' at the annual AGM, but should also develop member communications materials (e.g., website update, email update) for members who do not attend the AGM.

In addition to reporting out on MAP Strathcona action implementation and any partner impact data, content for 'State of the Streets' could also be supplemented from a yearly "snap shot" SBIA survey of members (see text box).

OBJECTIVES SUPPORTED:

- Improve employee transportation options

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Medium - Low

Ongoing communication and engagement with SBIA members is an important mechanism to share implementation learnings and successes and to encourage additional member uptake of new opportunities. It is also an important component of educating members about emerging transportation and mobility opportunities that could positively impact their businesses.

SBIA TRANSPORTATION AND MOBILITY SURVEY

To effectively track transportation and mobility in the area over time, and to stay informed of members' transportation and mobility issues, SBIA could conduct a short, "snap shot" members' survey every year to assess mode share (i.e., how employees get to work), goods movement, employee (and customer) parking issues, active transportation (walking and cycling) issues, and neighbourhood transit issues.

In order to measure progress towards the objectives in this plan, there are several specific survey questions that should be asked each year. They build off of the original MAP Strathcona members' survey, which can be used as a baseline. A draft survey is included in the Appendix.

While a survey could be done as a standalone survey, it could also be incorporated into a larger yearly survey of members on various topics.



POLICY CONNECTIONS:

NA

TIMING AND FIRST STEPS:

This action will require some research each year by SBIA staff to summarize transportation and mobility research tracked through the year.

Presenting the findings can take place during regularly scheduled SBIA Annual General Meetings. The short presentation would provide an overview of MAP Strathcona work over the past year and, ideally, highlight one or two local businesses who have benefited from MAP Strathcona actions and programming, and present available and relevant implementing partner data from their monitoring work.

The information should also be made available through other channels (e.g., SBIA newsletters, website) for members who do not attend AGM.

SBIA ROLE:

Manager

PARTNERS:

NA

MEASURING PROGRESS:

SBIA could evaluate the success of MAP Strathcona communications by testing members' awareness of actions being implemented at the AGM and on the "snap shot" survey. SBIA should also coordinate with likely action partners (e.g., TravelSmart, Vancouver Economic Commission, City of Vancouver) to keep them up-to-date on member feedback and to ensure that they are also aware of other MAP Strathcona actions that may have implications or leveraging opportunities for the actions they are engaged with.



'Shared Mobility' - BIA partnership initiative

OVERVIEW:

Meet annually with other Vancouver BIAs to discuss common transportation issues and opportunities to work together on joint programs and advocacy.

While it is unknown what specific actions the BIAs may want to work together on, Q-3 'Productions & Constructions' could be a good candidate.

OBJECTIVES SUPPORTED:

- Improve employee transportation options

LEVEL OF EFFORT:



IMPACT POTENTIAL:

Low

While this action may not have a direct positive impact on members' transportation and mobility issues, over the long term it does provide the opportunity to scale and/or leverage MAP Strathcona actions across a wider neighbourhood. Pembina Institute's neighbourhood BIA goods movement project in Toronto determined that the goods movement actions are limited at the neighbourhood level and more effective at a larger multi-neighbourhood/City scale.

The action also presents opportunities to for SBIA to partner with other business associations to create a stronger voice transportation advocacy to decision makers, build relationships with other BIAs that could be leveraged for other issues, and to uncover new partners, allies and resources.

POLICY CONNECTIONS:

NA

TIMING AND FIRST STEPS:

This action should occur in advance of regularly scheduled SBIA Annual General Meetings, so any results or outcomes of the meeting can be presented to members at the AGM. Meetings could focus on shared transportation and mobility issues faced by BIAs, activities and actions the BIAs may have undertaken to address them, and areas where joint BIA advocacy could leverage shared benefits (e.g., goods movement network investments, regional transit investments and improvements, etc.)

SBIA ROLE:

Manager

PARTNERS:





Hastings North BIA (East Village), Chinatown BIA, Gastown BIA, Hastings Crossing BIA. In addition to meeting with BIAs in close proximity to SBIA, meetings could also be arranged with other BIAs that are taking steps to improve mobility and transportation in their service areas (e.g., Mount Pleasant BIA).

MEASURING PROGRESS:

A key measure of this activity will be quality of relationships with neighbouring BIAs and the identification/implementation of any joint action projects.

Medium-term Actions Summary

The following medium-term actions were identified to commence within 18 months of MAP Strathcona completion.


MEDIUM-TERM ACTIONS		MAP STRATHCONA OBJECTIVES SUPPORTED	SBIA INVOLVEMENT / LEVEL OF EFFORT	POTENTIAL POSITIVE IMPACT TO SBIA MEMBERS*
Bicycle network connections	Support development of an additional north-south bicycle connection on Heatley Avenue between the existing Adanac-Union Corridor bike route and planned Alexander Bikeway on Alexander Street.	<ul style="list-style-type: none"> Improve active transportation facilities and connections Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	High
SBIA parking shuttle feasibility study	Determine feasibility of establishing a parking shuttle to and from underused parking facilities in nearby neighbourhoods (e.g., Chinatown parkade, Gastown parkade). For parking lots near transit hubs (e.g., Main Street Station), opportunities for pick-up/drop-off could be explored.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Manager Advocate 	Medium - Low
Goods movement pilot program exploration	Determine advocacy role in additional goods movement pilots, such as a goods-movement hub or transfer station (i.e., redistribution node) to support load consolidation and/or green last mile delivery.	<ul style="list-style-type: none"> Support efficient goods movement 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'Lab on Street 2' - street parking pilot program	Work with City of Vancouver's parking department to test new street parking strategies and approaches, including variable/dynamic parking rates and more flexible time limits. Note: This action may commence earlier, as the City is considering Strathcona for a 1-year pilot to test a pay station parking approach with no time limits specifically targeting commuter / employee parking.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'Most Walkable Street 2021'	Continue with public realm improvements on Hastings Street to help make it Canada's most walkable street by 2021.	<ul style="list-style-type: none"> Improve active transportation facilities and connections 	<ul style="list-style-type: none"> Manager Advocate 	Medium - Low
Commercial alley improvements	Work with the City of Vancouver for improved management of commercial-only alleys, including advocating for repaving of key alleys, improved signage and wayfinding, enforcement and cleaning.	<ul style="list-style-type: none"> Support efficient goods movement 	<ul style="list-style-type: none"> Advocate 	Medium - Low
'MAP Assets' - SBIA asset sharing initiative	Link SBIA businesses with unused assets (e.g., bike storage, parking) to other members who may need it through on-line sharing/listing platform.	<ul style="list-style-type: none"> Improve employee transportation options Improve transit facilities and services 	<ul style="list-style-type: none"> Manager 	Low
'Charge it' EV charging station program	Work with members, developers, carshare companies and City to prepare for future EV charging space needs.	<ul style="list-style-type: none"> Improve employee transportation options 	<ul style="list-style-type: none"> Advocate Manager 	Low

* High - many SBIA members positively impacted. Medium - some SBIA members positively impacted. Low - few SBIA members positively impacted.

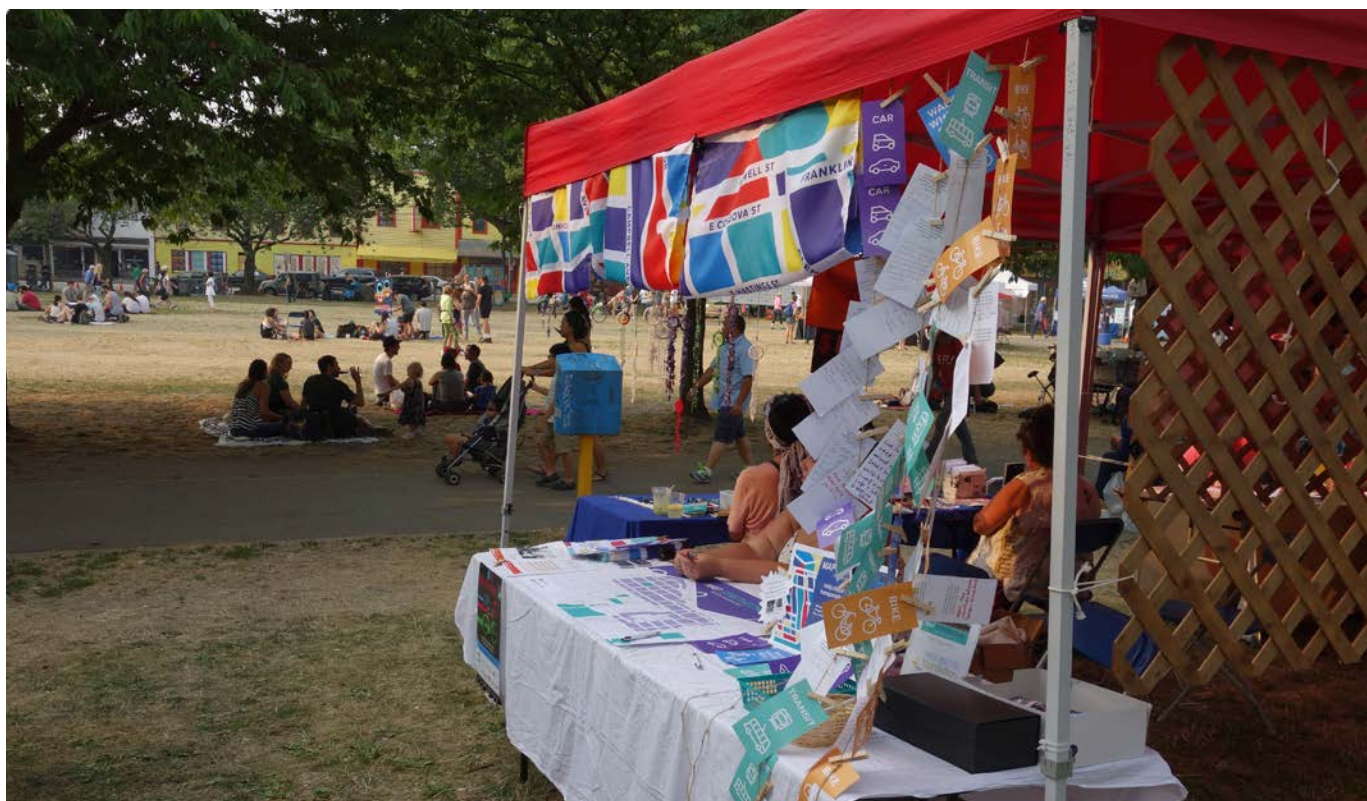
Spot Improvements Summary

Physical spot improvements are to be pursued over the life of the plan as opportunities and City capital plans permit. The spot improvement category will need to be regularly updated.

Improvements should be coordinated with Transport 2040 Annual Cycling Spot Improvement Program, City of Vancouver, and Transport 2040 5-year Cycling Network Plan update, City of Vancouver, where practical and possible.

SPOT IMPROVEMENTS ACTION		MAP STRATHCONA OBJECTIVES SUPPORTED	SBIA INVOLVEMENT / LEVEL OF EFFORT	POTENTIAL POSITIVE IMPACT TO SBIA MEMBERS*
Spot public realm and mobility improvements	<p>Continue working with City and SBIA members to identify and prioritize spot mobility improvements. Early spot improvement ideas include:</p> <ul style="list-style-type: none"> Remove “slip stream” at Vernon and East Hastings and improve public realm Support advance left turn lane on Venables (westbound) at Clark Drive Develop marked pedestrian crosswalks on Alexander Street at Jackson Avenue, Heatley Avenue, and Gore Street Consider 4-way stop at Gore Street and Alexander Street Improve intersection/crossing at East Hastings and Princess Avenue (corner bulge, improved lighting, longer cross time, etc.) 	<ul style="list-style-type: none"> Improve active transportation facilities and connections Support efficient goods movement 	<p>Advocate</p> 	Medium

* High - many SBIA members positively impacted. Medium - some SBIA members positively impacted. Low - few SBIA members positively impacted.



Other Action Ideas

A number of mobility and transportation action ideas were identified through the MAP Strathcona process. Actions that were not shortlisted for implementation are noted here. These actions may become more pressing or viable in the future due to changing conditions (e.g. technological, social, economic) or the availability of relevant funding opportunities.

CARSHARE (one-way, two-way)

- Pilot commercial vehicle share program proposed for Flats in SBIA
- Create designated parking spots/hubs for one-way carshare (Evo, Car2go) to prevent them from parking everywhere/anywhere
- Work with Evo and car2go so it becomes possible to reserve a parking spot at the final destination

PLANNING & RESEARCH

- Seek and encourage transportation and health data collection and pilot program opportunities with City, Vancouver Coastal Health Authority, UBC, etc.
- Support development of Hastings-Kiassa Urban Design Guidelines.
- Support development of “Comprehensive Parking Strategy” for the Oppenheimer area from the DTES Neighbourhood Plan

NEW DEVELOPMENT

- Work with developers and the City to ensure new developments do not impede efficient goods movement
- Work with the City to ensure that public amenity contributions support MAP Strathcona / SBIA public realm objectives

GOODS MOVEMENT

- Expanded hours for on-street commercial loading zones
- Expand on-street commercial loading zones

CYCLING

- Advocate for inclusion of requirements for delivery vehicles in consideration of any new bike infrastructure
- Encourage TransLink to provide additional secure bike storage at major transportation hubs

TRANSIT

- Support community bus service through Railtown with connections to SkyTrain - Main Street, Waterfront, Clark Drive
- Improve bus stop amenities and safety features (e.g., lighting, cameras, real-time wait info, schedules)
Note: As noted in Action Q-4, SBIA could advocate for these improvements as part of working towards developing a new B-line transit stop in the area.
- Increased services at night, Sundays and long weekends, and during major community events

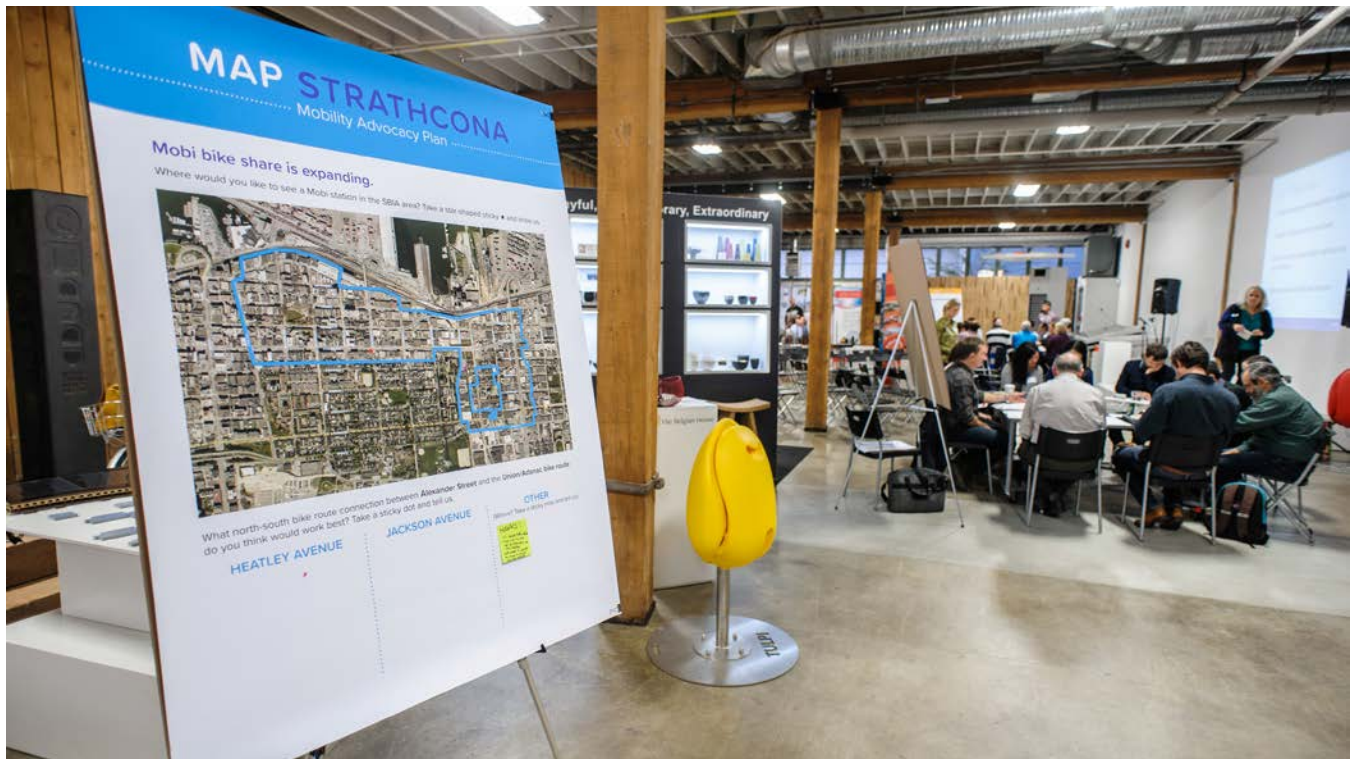
Monitoring & Evaluation

Ongoing monitoring and regular reporting out on MAP Strathcona actions and outcomes to SBIA members is an important part of the larger project. Collectively, monitoring and reporting will keep members updated on the project, increase transparency and accountability, and allow for the plan to evolve over time as circumstances change.

While more frequent updates and implementation news can be reported through regular SBIA communications, the 'State of the Streets' (Action Q-6) will be one of the main vehicles for monitoring and reporting on MAP Strathcona progress and relevant transportation and mobility innovations from around the region and abroad that could be considered for the Strathcona area.

Updating the Plan Over Time

As actions are implemented over time, and as transportation and mobility conditions change in the neighbourhood and larger region, MAP Strathcona will need to be updated. Periodic updates should be done to ensure the actions and objectives stay relevant. Small revisions of the overall strategy can be done in shorter time frames (such as every two years), while a major revision should be done at the end of SBIA's seven-year strategic planning cycle (2025).



Appendix:

MAP Strathcona Members' Survey

The following sample survey could be provided to members annually. Questions are based on the original MAP Strathcona members' survey (2017), which can be used the baseline for measuring changes going forward.

The survey could be administered as a standalone survey, or included as part of a larger yearly survey of members on various topics.

MAP Strathcona – Mobility and Transportation Snapshot Survey

Transportation and mobility in Strathcona are critical issues for SBIA businesses. We've heard from members about current transportation issues and opportunities through the MAP Strathcona project (Mobility Advocacy Plan). We are currently working on implementing some of the solutions and actions outlined in the plan.

To help us understand if MAP Strathcona actions are achieving the desired benefits for members, please take five minutes to complete this survey.

1) What sector is your business in (if applicable)

- Food Manufacturing & Processing
- Manufacturing
- Retail & Hospitality
- Wholesale & Trade
- Automotive
- Professional Services
- High-tech
- Communications
- Arts & Culture
- Other _____

2) How many employees does your business have?

- Less than 10
- 10 to 20
- 20 to 50
- More than 50

3) How do you normally get to work?

- Drive
- Carpool
- Transit
- Bike
- Walk
- Other _____

4) How do most of your employees normally get to work?

- Drive
- Carpool
- Transit
- Bike
- Walk
- Other _____

5) MAP Strathcona identified the top transportation and mobility issues for members. We would like to know if they are still members' top priorities. From your business's perspective, what are the most important transportation and mobility issues in the BIA area? Please drag and drop the issue areas into the box in order of importance to you. You will be asked questions on your top three priorities.

- Parking - limited parking options (primarily for employees, but also affecting customers)
- Active transportation (cycling and walking) – connections, safety, infrastructure and amenities
- Goods movement – deliveries, shipping, traffic congestion
- Transit
- Shared vehicles and transportation options (i.e., Modo, Evo, Car2Go, Mobi)
- Other _____

PARKING

6) Why is parking an issue to your business? Select one.

- Limited parking for employees
- Limited parking opportunities for customers/clients
- Limited alternative options for employees to get to work (e.g. transit, bike, walking)
- Other: _____

Please tell us why you selected the issues you did: _____

ACTIVE TRANSPORTATION

7) Why is active transportation an issue to your business? Select your top two.

- Limited facilities (e.g., secure bike storage, bike racks)
- Limited, unconnected bike routes (on-street and traffic separated)
- Public realm and walkability concerns (e.g., perceived safety issues)
- Traffic safety concerns (e.g., lack of crosswalks, short crossing times on crosswalks)
- Wayfinding (i.e., street maps, walking routes and times)
- Other: _____

Please tell us why you selected the issues you did: _____

GOODS MOVEMENT

8) What is your business's top goods movement issues, or concerns. Select your top two.

- Traffic and congestion makes deliveries and shipments more difficult
- Off-street loading/receiving is difficult for larger trailer trucks
- On-street loading/receiving is difficult for larger trailer trucks
- Commercial alleys are often blocked and congested
- Insufficient on-street loading zones
- Other: _____

Please tell us why you selected the issues you did: _____

TRANSIT**9) Why is transit an issue for your business? Select your top two.**

- Limited connections and route options to and from SBIA area (i.e., routes are inconvenient)
- Buses are not frequent enough
- No stop on the 95 B-Line in Strathcona
- Public realm and walkability concerns (e.g., perceived safety issues on street and at bus stops)
- Other: _____

Please tell us why you selected the issues you did: _____

SHARED CARS AND BIKES**10) Why are shared vehicle options an issue to your business? Select your top two.**

- Employees often use carshare services to get to work and have difficulty finding parking
- New and existing carshare parking spots may reduce parking for private vehicles
- New and potential Mobi bicycle stations may reduce parking for vehicles
- Other: _____

Please tell us why you selected the issues you did: _____

THANK YOU FOR COMPLETING THIS SURVEY.



E HASTINGS ST

GLEN DR

HAWKS AVE

CAMPBELL AVE

KEEFER ST

RAYMUR AVE

E GEORGIA ST

HEATLEY AVE

UNION ST