

Report to Council



Date: April 18, 2012
File: 0705-25
To: City Manager
From: Ron Westlake, Director, Regional Services
Subject: Sustainable Transportation Partnership

Recommendation:

THAT Council receives, for information, the Report of the Director, Regional Services dated April 18, 2012 with respect to a Sustainable Transportation Partnership;

AND THAT Council approves the Memorandum of Understanding, as attached to the Report of the Director, Regional Services dated April 18, 2012, between the Local Governments of the Central Okanagan for a Sustainable Transportation Partnership subject to development of an Inter-local Agreement to more formally establish the new partnership;

AND THAT Council directs the City Manager to work with his counterparts in local and regional governments in the Okanagan to draft an Inter-local Agreement for the Sustainable Transportation Partnership;

AND FURTHER THAT the Mayor and City Clerk be authorized to sign the Memorandum of Understanding.

Purpose:

To establish a strategic partnership of local and regional governments in the Central Okanagan to coordinate the regional delivery of sustainable transportation programs and projects in support of common regional policy and interests (economic, social and environmental).

Background:

During 2011, the Regional Sustainability Steering Committee met on three separate occasions to consider improvements to the delivery of regional sustainable transportation services and infrastructure. The Committee, comprised of the Regional District Chair, the Mayors of local municipalities and the Chief of the Westbank First Nation, reached consensus on the need to improve the coordination and delivery of sustainable transportation in the Central Okanagan. At their last meeting (July 14, 2011), the Committee referred the information to the local municipal councils.

Following the meetings of Regional Sustainability Steering Committee, the area Chief Administrative Officers (CAOs) met on a number of occasions to advance the concept of a new 'enhanced transportation governance strategy'. A status report on their work was made to area councils during September, 2011. The work of the CAO committee has culminated in the concept of an inter-government partnership which will help local governments progress toward the achievement of a more sustainable transportation system that supports the region's economy, social network and natural ecosystem, while ensuring a more cost effective use, operation and expansion of the system.

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With an initial focus on transit services and related governance issues, the rationale for a new inter-governmental partnership is supported by a number of mutual benefits that are of interest to all local governments, such as:

- The establishment of unified regional policies and strategic transportation plans, which incorporate all modes of transportation (walking, cycling, transit, commercial goods movement, private autos, air travel and regional railways)
- Improved responsiveness and accountability to the public and elected officials for the delivery and coordination of regional transportation services by providing a transportation 'one stop shop' for enquiries and concerns relating to active transportation and transportation demand management, and better integration of local land use and transportation planning at a local and regional level;
- Reduced cost and effort by sharing resources such as staff and expertise, survey data and models, best practices and funding;
- Provides a method through which local governments can monitor and evaluate the benefits and implications of transportation decisions based on more holistic regional sustainability goals to reduce unintended consequences, while taking into consideration the impacts to society, the economy and the environment.
- Provides a forum and collective voice to effectively communicate with senior governments regarding funding for sustainable transportation investments.
- Respects local autonomy and provides a way to maintain trust and positive relationships among local governments.

Further information regarding the enhanced transportation governance strategy is provided in Attachment 1.

Recommendation/Discussion:

Sustainable transportation is not a goal that each jurisdiction can achieve in isolation and can only be achieved by local governments making a deliberate and conscious decision to work together to effectively and efficiently plan, coordinate, manage and monitor the region's transportation system.

Currently, the City of Kelowna administers the Regional Transit and TDM services in partnership with participating local governments. Likewise, a number of common interests and regionally-significant projects have been identified that would be more cost-effective if delivered in a more central or collaborated-manner. In order to further the benefits of synergies in current and emerging opportunities, and achieve the desired 'enhanced transportation governance strategy', a Sustainable Transportation Partnership (STP) has been defined, described in a Memorandum of Understanding (MOU) between the local governments of the Central Okanagan (see attachment 2).

The STP MOU seeks to establish a partnership built on the membership of local governments which include:

- City of Kelowna,
- District of Lake Country,
- District of Peachland,
- District of West Kelowna,

- Regional District of Central Okanagan, and
- Westbank First Nation.

The intent of the partnership is to collaborate in the regional planning and administration of transportation investments, services, and programs in order to best fulfill the collective goals of sustainable transportation. Through this partnership, a sharing of resources (e.g. funds, data, models, staff, equipment, etc.) would be made through proportional contributions from each member partner agency, of which the intent is such that the benefit to each local government is greater than the individual contributions made.

The value of this partnership can be further compounded with similar partnerships and agreements made between neighbouring regions, such as the North and South Okanagan regions, as well as with provincial agencies such as the Ministry of Transportation and Infrastructure and BC Transit. Through the STP, the local governments of the Central Okanagan would speak through the solidarity of 'one voice', providing a more significant and efficient means of communicating and working with senior-level governments.

Overall, the collaborative efforts of the STP would allow the Central Okanagan as a whole to improve its ability to achieve the collective goals of sustainability central to the policies adopted in each local government.


Internal Circulation:

City Clerk

Considerations not applicable to this report:

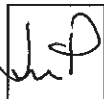
- Legal/Statutory Authority
- Legal/Statutory Procedural Requirements
- Existing Policy
- Financial/Budgetary Considerations
- Personnel Implications
- External Agency/Public Comments
- Communications Comments
- Alternate Recommendation

Submitted by:



R. Westlake, Director, Regional Services

Approved for inclusion:



Jim Paterson, GM Community Sustainability

Towards an Enhanced Transportation Governance Partnership for the Central Okanagan

Abstract

The local governments of the Central Okanagan have been working together to tackle the issues of delivering a sustainable and affordable regional transportation system in light of the current governance structure. This document provides a briefing on the work-to-date towards a proposal for an enhanced governance partnership model.

Current State and Issues

The shift from an auto driver-dominated transportation system towards the use of sustainable modes of travel (walk, bike, transit, carpool) is one of the main objectives required in reaching the goal of sustainable transportation. Currently, approximately 70% of daily trips within the Central Okanagan are auto driver trips (Figure 1).

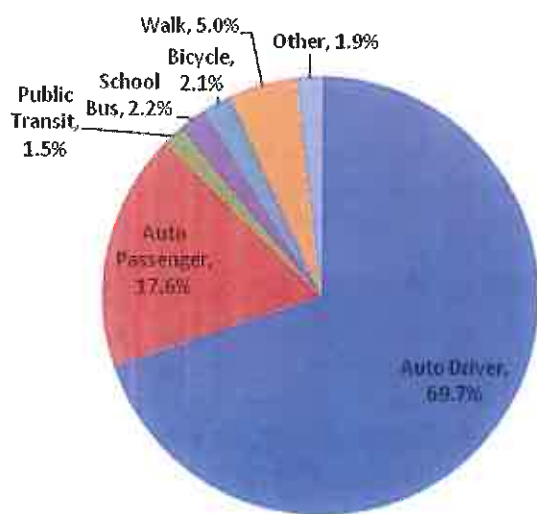


Figure 1. Central Okanagan 24h hour Mode Share, 2007 (Source: Synovate)

As an alternative to the automobile for long-distance or the mobility challenged, transit is the only realistic option. However, the use of transit is approximately 2% of the total “travel choice market”. In order to increase transit use to a

significant share of the travel choice in the region, a number of issues related to transit need to be dealt with, including the issue of transit as a single-mode organization administered from Victoria, the responsiveness of transit services to community needs, the erosion of local input into transit decisions, and the limitations and constraints in funding transit.

While these transit issues are significant, they are common across most regions in the province, with indications of inadequate governance structures. BC Transit itself has acknowledged the need for changes to the governance of transit in its recent proposal for a commission-based model for the Central Okanagan.

Achieving Sustainable Transportation Goals

The achievement of a sustainable transportation system requires a holistic and complete framework. Decisions need to be made through a “triple-bottom line” approach, taking into consideration the impacts to society, economy, and the environment. Otherwise, problems solved in one area may cause negative impacts in other areas.

Secondly, the planning and administration of a sustainable transportation system requires a complete view of the system—not based on a single or independent mode viewpoint but one that is based on a multi-modal perspective. As such there is a need to pursue realistic travel choice options that consider the active transportation modes of walking and cycling.

Thirdly, transportation impacts do not respect local boundaries and problems in one community can migrate to, and affect, neighbouring communities. Local communities are in effect “joined at the hip” and share a common destiny by virtue of their sharing of their geographic locations.

Transportation is a key part in achieving sustainability for communities. Sustainable transportation is also the core goal of essentially all modern transportation plans at all government

Attachment 1

levels, including local, regional, provincial, and federal. But is sustainable transportation too lofty of a goal? Can it be achieved within the challenges of funding limitations? The question may be more specifically: "Can it be achieved in the current structure of the transportation system?", with the structure being not just the transportation system, but the decision making structure underlying the key directions, investments, and actions.

Sustainability is by definition a holistic concept requiring a holistic approach. This starts with local and senior-level governments working in a partnership towards their common goals, with coordination of planning, administration, and operations done as a complete system.

Local Government Response

In mid-2011, the local government agencies of the Central Okanagan (District of Lake Country, City of Kelowna, Westbank First Nation, District of West Kelowna, District of Peachland, and the Central Okanagan Regional District) came together to discuss the issue of changes to the governance structure of transportation within the region in hopes to increase the potential for improvements in order to meet the individual objectives of sustainable transportation.

It was discovered that the individual jurisdictions have very similar goals and policies towards sustainable transportation, indicating that there is much potential in a partnered approach in achieving common goals. The idea of an enhanced governance model for the Central Okanagan was proposed and as a result of the discussions, a set of governance principles were identified:

1. Respect local autonomy
2. Strive for regional fairness and equity
3. Adopt a common set of Regional Transportation Values and Policies
4. Maintain trust and positive relations
5. Employ a consensus-based decision model
6. Adopt Sustainable Funding and Planning principles
7. Employ an adaptive and flexible governance structure
8. Single point for regional transportation and senior government interactions

9. Dedicated leadership at all levels
10. Ensure the structure is adequately resourced and maintained
11. Initial governance model should be simple with further changes as appropriate

An Enhanced Transportation Governance Model

With shared goals and visions of sustainable transportation for the Central Okanagan, there is a desire to work jointly towards this common destiny. This requires a commitment to work together, which can be achieved through a common memorandum of understanding (MOU) that move towards formal partnership agreements between local jurisdictions. Furthermore, protocol agreements can be established in defining how this partnership would function, and a joint transit annual operating agreement (AOA) can be developed that simplifies and centralizes the relationship between BC Transit and the Central Okanagan communities.

The scope of the proposed enhanced transportation governance model is one in which local partners jointly develop regional transportation plans in a holistic and multi-modal fashion, administer regional programs in a consistent and cost-effective manner, and coordinate the funding and delivery of infrastructure and services through shared expertise and "one voice".

Moving Forward

As sustainability is not an option, nor can it be achieved alone, the decision to work together makes sense. The desire amongst Central Okanagan communities to form a partnership exists and the opportunity to achieve one of the key tenets of livability is within view.

The next steps in developing an enhanced governance partnership is to formally establish the partnership locally, which includes establishing a joint planning and administration structure, and developing agreements with senior government agencies to further extend this partnership.

Okanagan Regional Transportation Enhanced Governance Strategy

Sustainable Transportation Partnership Memorandum of Understanding Between the Local Governments of the Central Okanagan

1. Introduction

1.1 Within a region consisting of multiple jurisdictions, sustainable transportation is not a goal each jurisdiction can achieve in isolation. With a shared economic, environmental, and social area, the jurisdictions within a common region share a common destiny in which success can only be achieved together. In order to achieve the sustainable transportation goals defined in the individual plans and policies of the local governments of the Central Okanagan, it is imperative that these government agencies work together to effectively and efficiently plan, coordinate, manage, and monitor the region's transportation system.

1.2 A strategy to enhance the currently existing local transportation governance structure, plans, and programs within the region has been developed based on a multi-jurisdictional partnership founded on a common ground of issues, policies, and investments towards a common goal of sustainable transportation. This enhanced governance strategy seeks to shift the region from a state of individual agencies working independently with only periodic and informal coordination (see **Schedule A** for a status quo summary), to a more formalized partnership with regular and structured coordination of policies, plans, resources, programs, and projects. Therefore, it is not the intent to change the transportation planning responsibilities of each jurisdiction. What is intended is to improve the efficiency and cost-effectiveness of the delivery of transportation planning through a concerted effort, with an initial focus on transit services and related governance issues.

2. Purpose

2.1 The purpose of this Sustainable Transportation Partnership Memorandum of Understanding ("MOU") is to establish the terms of reference and scope for a multi-jurisdictional partnership between the local government agencies within the Central Okanagan Regional District. The MOU is intended to be a broad statement of the intentions of the newly proposed Sustainable Transportation Partnership as defined by the foundational principles and policies outlined in **Schedule B**.

2.2 This MOU is not legally binding and a specific agreement will be required to legally form the partnership defined herein between the participating member jurisdictions.

3. Scope and Objectives

3.1 The scope of the Sustainable Transportation Partnership of the Central Okanagan (STPCO) (or the "Partnership") is broadly defined as the general domain of regional transportation planning and operations.

3.2 Specifically, the objectives of the Partnership are:

- to establish a more efficient means of administering, governing and coordinating the delivery of services such as transit (i.e. through single or shared agreements),
- to establish a single voice to lobby senior-government for support in the achievement of the Partnership's sustainable transportation goals,
- to pool limited funds and resources to synergistically achieve more significant and positive impacts,
- to establish region-wide unified policies and strategic transportation plans,
- to regularly collaborate through senior officials and key multidiscipline staff on regionally-significant projects and programs, and

to establish a region-wide monitoring program to measure and provide feedback towards the achievement of sustainability goals.

4. Statement of Mutual Benefit and Interest

4.1 The case for this Partnership is supported by a number of mutual benefits that are of interest to all member jurisdictions ("Members"). The potential benefits afforded by this Partnership include:

- reduced cost and effort from the synergies in sharing resources such as staff and expertise, data and models, best practices, and funding,
- collectively seek stable, predictable and sustainable sources of on-going funding beyond local property taxes,
- a collective voice to provide an efficient and effective means of communicating to senior levels of government,
- the establishment of a central clearinghouse to provide greater convenience and service, and a stronger coordinated regional image,
- greater regional equity, and
- consistent planning, standards, and operations

5. Membership and Establishment of the Partnership

5.1 The membership in the STPCO is voluntary and initially comprised of the local governments of the Central Okanagan, specifically:

- City of Kelowna
- District of Lake Country
- District of Peachland
- District of West Kelowna
- Regional District of Central Okanagan
- Westbank First Nation

5.2 Together, two or more Members of this partnership establish the Sustainable Transportation Partnership of the Central Okanagan which can represent the Members as a unified front or proxy, as directed by the Members.

5.3 The establishment of the Partnership will require an Interlocal Agreement between all Members. The Interlocal Agreement should address matters pertaining to the partnership such as:

- Policy priorities
- Oversight and decision making
- Operational administration and management
- Committee structures
- Core functions
- Operational funding
- Operating policies and protocols

5.4 Joining this Partnership does not supersede or alter any pre-existing agreements between member agencies. However, the aim of this MOU is to provide a forum for discussion and strategy development in which beneficial improvements can be identified to existing agreements, with modifications as per the terms of such agreements.

5.5 Extensions of membership to jurisdictions and agencies outside of the Central Okanagan region can be established through a similar MOU that establishes a similar umbrella partnership between external agencies and this Partnership.

6. Sharing of Resources

6.1 As the value of the Partnership is leveraged in the sharing of resources, the resources available in each Member jurisdiction, such as staffing, equipment, data, and models, could be shared to the benefit of the Partnership, within reason, as agreed to by sponsoring Members.

6.2 The sharing of resources should be conducted within a spirit of equity such that each Member contributes their "fair share" towards the Partnership either in-kind or through funding allocations.

7. Non-Binding

7.1 All parties agree that this MOU is to establish a statement of intent and proposed set of guiding principles. The parties confirm that this MOU instrument is not intended to create any legally binding permissions or obligations. The parties agree, subject to the approval of their respective governing bodies, to proceed in good faith to finalize definitive legal agreements consistent with these principles. Such agreements can be Interlocal Agreements established between members under the spirit of this MOU, and are subject to the terms of such agreements.

8. Term and Termination

8.1 The Partnership will commence on the _____ of _____, _____ and carry on indefinitely until the Partnership consists of less than two members, in which case the Partnership will cease to exist and be terminated.

9. Amendment

9.1 Amendments to this MOU can be made only with the signed approval of all Members of the Partnership.

10. Signatories

This Memorandum of Understanding (MOU) is entered into by and between the following local government agencies represented by the following duly authorized officer of each member jurisdiction who agree to the terms within this MOU in good faith:

City of Kelowna

Per: _____
Name: _____ Date _____
Title: _____

District of Lake Country

Per: _____
Name: _____ Date _____
Title: _____

District of Peachland

Per: _____
Name: _____ Date _____
Title: _____

District of West Kelowna

Per: _____
Name: _____ Date _____
Title: _____

Regional District of Central Okanagan

Per: _____
Name: _____ Date _____
Title: _____

Westbank First Nation

Per: _____
Name: _____ Date _____
Title: _____

Schedule A – Summary of Current Governance and Regional Arrangements

Current State of Transportation in the Central Okanagan

The current state of the transportation system in terms of demand and performance provides an initial baseline and situational assessment from which desired changes can be based on. Key metrics such as regional travel mode share, transit use, and travel distances can provide a sense of the “health” of the system, and the identification of improvements required to meet local transportation goals.

In a transportation survey conducted in 2007, approximately 70% of daily trips were made as single occupant vehicle drivers, while the remaining 30% were made using sustainable modes such as transit, walking, and cycling (Figure 1).

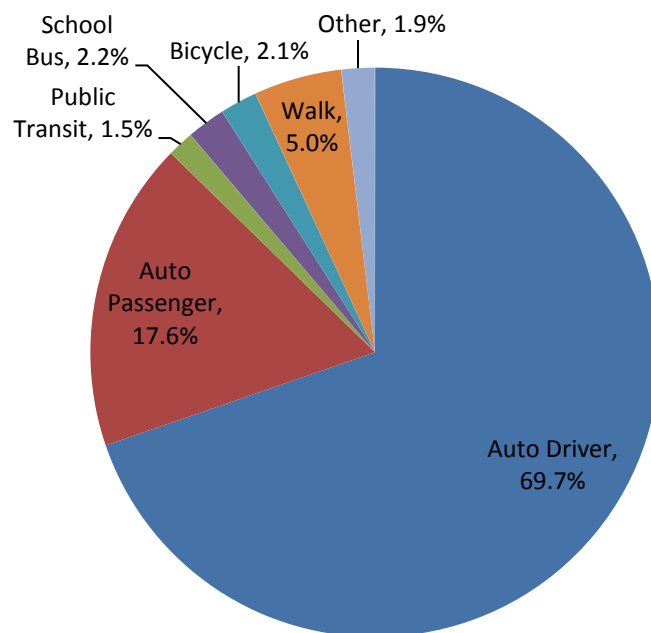


Figure 1. 2007 Central Okanagan Mode Share Split (Source: Synovate)

From Census data collected by Statistics Canada in 2006, almost half of commuters originating from the Kelowna Census Metropolitan Area travelled less than 5km to get to work (Figure 2). Furthermore, typically non-commuting trips are shorter in distance. Given that most walking trips, and majority of cycling trips, are short-distance trips, there is a **large potential for “market gain” in short-distance walking and cycling trips.**

The context of travel demands, and potential for active transportation modes such as walking and cycling to fill this need, brings attention to the significance and potential impact of the transit plans set

forth by the Provincial Transit Plan. In order to support the Provincial Transit Plan's objective to double transit ridership by 2020, BC Transit plans to increase the current (2007) ridership of 4 million annual rides in the Kelowna Region to 18 million annual rides by 2030. However, this substantial ridership growth may only result in a transit mode share of 4.2% in 2030, or an increase of 2.7% compared to current conditions. The amount of investment should therefore be evaluated based on this return in "transportation market share" as well as compared to the return on other investment options.

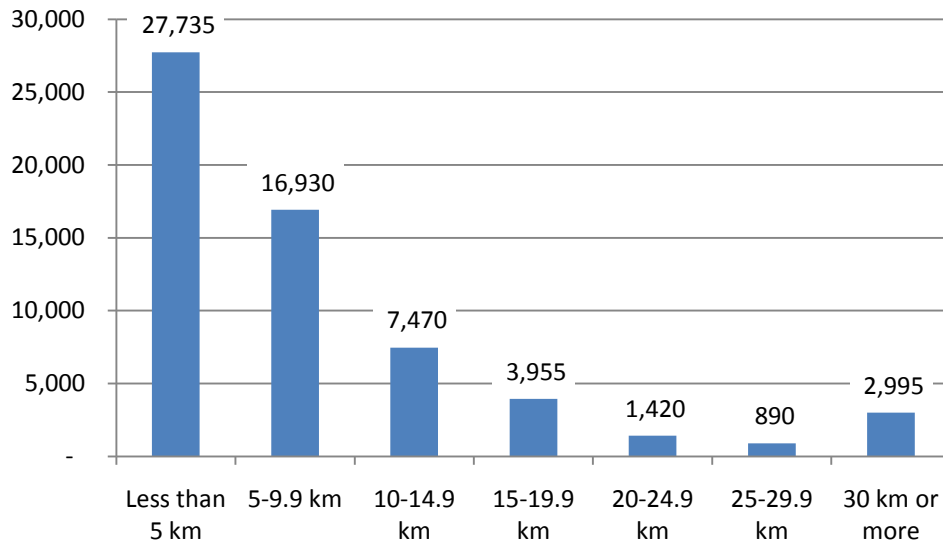


Figure 2. 2006 Commuting Travel Distances by Length Category (Source: StatsCan)

Institutional Arrangements and Roles

A variety of agencies over different levels of government are currently responsible for the planning and delivery of transportation services and infrastructure in the Central Okanagan. These agencies are

- Ministry of Transportation and Infrastructure
- BC Transit
- Regional District of Central Okanagan
- Local Municipalities

The roles, responsibilities, and institutional capabilities of each agency vary and are outlined in legislation that provides the mandate and scope of each institution. Each institution employs plans and policies in order to operate and make decisions on their respective responsibilities. However, although all areas of transportation are covered by the established agencies, and the need for a multi-modal approach is clearly identified in the legislation, the distribution of roles is done under a legislative structure that is more-or-less mode-specific. This is evident at the provincial level, where the BC Ministry of Transportation and Infrastructure is primarily focused on inter-municipal and regional highways, and BC Transit is required to focus mainly on transit.

Of note is the local government's role in approaching the planning and delivery of transportation from a multi-modal perspective given their natural focus of local-in-scope active transportation modes. In particular, municipal agencies are well positioned to cover all areas of the transportation sphere and more specifically, lead the coordination of inter-agency planning and operations.

Transit Arrangement and Costs

Currently, transit services and planning are provided through a 3-way partnership between local governments, BC Transit (provincial government) and a contracted transit operating company (see Figure 3), each with assigned responsibilities and roles as follows:

- **BC Transit** provides the administrative, professional, and financial services, including inspection and auditing, as well as a portion of the required funding.
- **Local Governments** approve fares and routes, install bus stops, report revenues, set system objectives, and ensure good operating environments, as well as a portion of the required funding.
- **Operating Companies** operate the system according to Annual Operating Agreements between the three parties, provide operating and mechanical staff, training, and security, as well as the collection of fares.

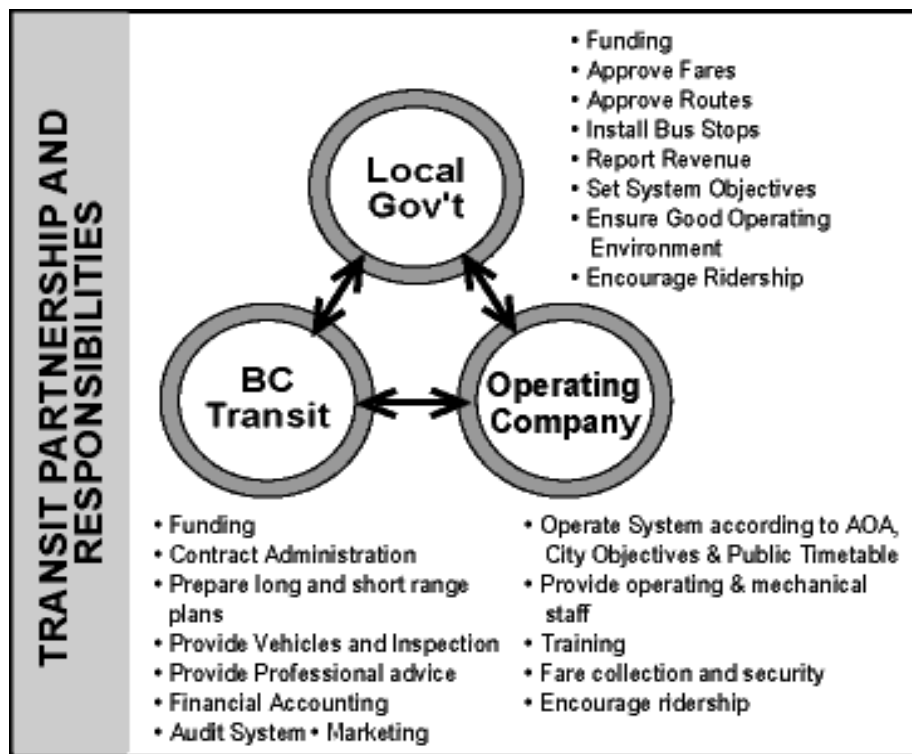


Figure 3. 3-Way Transit Partnership and Responsibilities (Source: BCTransit)

Each of the municipalities in the Central Okanagan has or soon will have a unique Annual Operating Agreement (AOA) that defines a unique 3-way partnership.

The costs for conventional and community transit for the past 5 years is shown in Table 1. A total annual operating budget for 2011/12 was just under \$17 million, which grew by 73% (from just under \$10 million) since 2007/08. The annual BC Transit administration budget for 2011/12 was just over \$1 million, which grew by 122% (from \$473K) since 2007/08. Figure 4 provides the breakdown of BC Transit administration costs by service area.

Table 1. 5-Year Annual Transit Operating and Administration Costs

Conventional & Community Transit Costs					
Year	2007/08	2008/09	2009/10	2010/11	2011/12
Operating Costs	\$9,812,178	\$14,560,862	\$14,950,480	\$16,022,381	\$16,998,794
Change per Year		\$4,748,684	\$389,618	\$1,071,901	\$976,413
% Change per Year		48.4%	2.7%	7.2%	6.1%
Administration Costs	\$472,963	\$699,788	\$830,647	\$1,026,799	\$1,050,814
Change per Year		\$226,825	\$130,859	\$196,152	\$24,015
% Change per Year		48.0%	18.7%	23.6%	2.3%
% of Operating Costs	4.8%	4.8%	5.6%	6.4%	6.2%

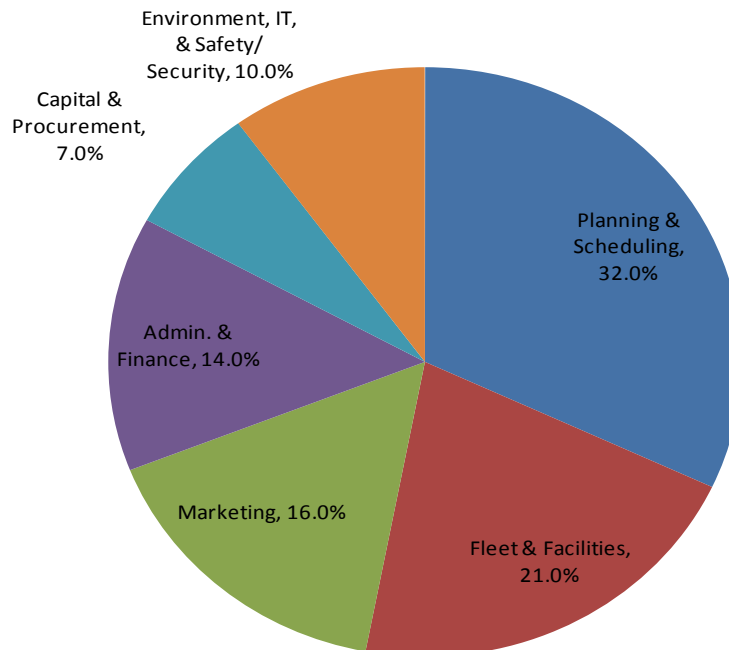


Figure 4. 2011/2012 BC Transit Administration Cost Breakdown by Service Area

Regional Programs

Although many of the transportation-related services, programs, and infrastructure are administered by individual local governments, a few regional transportation services are provided by centralized staff and experts at the City of Kelowna. These regional services include:

Municipal Transit Administration: Contracted to plan, coordinate and direct all transit activities of program and customer service nature to provide services that meets citizen's needs, maximizes customer satisfaction and balances system revenue with taxation funding. Table 2 provides the annual 2011 budget allocation for municipal transit administration by local governments.

Table 2. Municipal Transit Administration Allocation for Conventional and Community Transit (2011)

Allocation by Local Government	
City of Kelowna	\$244,198
District of West Kelowna	\$60,748
District of Lake Country	\$17,287
Regional District of Central Okanagan	\$11,281
Total Budget	\$333,514

Transportation Demand Management (TDM): Contracted to plan, coordinate and direct all activities to influence travel behaviour to support an active and sustainable, less automobile dependent community, reducing road expansion costs and providing broad based economic and social benefits to the region.

The City of Kelowna administers municipal transit for all of the Central Okanagan local governments. However, TDM services are currently only provided to the District of West Kelowna and Unincorporated areas through the Regional District of Central Okanagan. Table 3 provides the annual 2011 budget allocation for TDM.

Table 3. Annual TDM Budget Allocation (2011)

Salary/Benefits TDM staff	
Reg. Programs Manager	\$102,769
Active Transportation Coordinator	\$70,733
Communications Coordinator	\$70,733
School Traffic Safety Officer	\$40,000
Programs (Bike to Work week, Car fee Day, etc.)	\$30,000
Administration	\$2,000
Program Development	\$13,305
General Supplies	\$5,000
Training and Development	\$3,000
Total Budget	\$337,540

Schedule B – Foundational Principles and Example Policies

Foundational Principles

1. Respect local autonomy
2. Strive for regional fairness and equity
3. Adopt a common set of Regional Transportation Values and Policies
4. Maintain trust and positive relations
5. Employ a consensus-based decision model
6. Adopt Sustainable Funding and Planning principles
7. Employ an adaptive and flexible governance structure
8. Single point for regional transportation and senior government interactions
9. Dedicated leadership at all levels
10. Ensure the structure is adequately resourced and maintained
11. Initial governance model should be simple with further changes as appropriate

Foundational Policies

1. Support local OCPs and the Regional Growth Strategy, as well as Provincial and Federal policies.
2. Invest in transportation infrastructure and services that support concepts of Smart Growth, vibrant neighbourhoods and communities, and Livable Cities, and a vibrant economy based on sustainable practices.
3. Support the development of a safe and sustainable transportation system.
4. Support sustainable transportation modes which include walking, cycling, transit, and carpooling, through the expansion of infrastructure and programs as well as options and convenience for these modes.
5. Support the reduction of GHG and CAC emissions, ensuring the marginal impact of investments provide a reduction of emissions from status quo.
6. Investment in transportation should be based on standard triple-bottom-line business case approaches that ensure more efficient and affordable infrastructure and services.

7. Strategic planning should consider a holistic and multimodal scope to minimize unintended consequences that may erode the positive impact of investments and decisions. An appropriate yet effective standardized Multiple Account Evaluation (MAE) should be approved and used for all major investments and planning processes as the basis of business casing.
8. Planning and decisions should be based on evidence through a thorough and complete monitoring program.
9. Adequate, stable, predictable, and sustainable funding sources should be sought beyond local property taxes that link to usage demands and travel choice with subsidies towards cost-effective sustainable modes and initiatives.
10. Pricing should be considered as a form of sustainable revenue to fund the operations and investments of sustainable modes, as well as a feedback signal; funding towards sustainable use and demands by users.

Example Operating Statements and Principles

Example Vision Statement (purpose)

A trusted partnership to lead the Okanagan towards a safe and sustainable transportation system that supports and enhances the region's economy, social network, and natural ecosystem.

Example Mission Statement (job description)

To provide coordinated and centralized planning, administration, and delivery of transportation infrastructure and services in a cooperative and cost-effective manner.

Example List of Operating Principles (operations and engagement of the mission of the entity)

- a. Safety
- b. Customer and Community Service
- c. Environmental Stewardship
- d. Economic Support
- e. Integrity
- f. Excellence and Innovation
- g. Inclusiveness
- h. Accountability
- i. Cost-Effectiveness