

Sustainable Transportation Partnership of the Central Okanagan Local Government Advisory Board Meeting AGENDA

Wednesday, December 6th, 2017

1:30 pm to 4 pm

Westbank First Nation Boardroom






Meeting Agenda

Call to Order

- a. Introductions
- b. Adoption of Agenda
- c. Confirmation of Meeting Minutes – June 14th, 2017 ¹



2. STPCO

- a. City of West Kelowna Update (Mayor Findlater)
 - a. STPCO functions, Memo to City of West Kelowna ² (JD)
- b. Governance Review & 3-year or 1-year work plan ³ (RV, MVZ, JD)
 - a. Governance review
 - b. 3-year work plan
 - i. Transit and programs delivery
 - ii. Regional Planning: RSTP and Disruptive mobility
 - iii. Strategic Partnerships: Partnership evolution
 - c. 1- Year Work Plan
 - i. Options
 - ii. Discussion
 - d. Next steps
- c. 2018 Household travel survey ⁴



3. Provincial involvement

- a. Discussion

Next Meeting

Location: Lake Country

Week of June 18th ? (1:30-3:30pm)?



 - referenced document attached.



¹ Meeting minutes June 14th, 2017.

² Memo to City of West Kelowna and presentation

³ Attachment 1: Presentation. Attachment 2: October 24th Memo Including, STPCO Governance Review and Draft 3-year work plan

⁴ Memo

MEETING MINUTES

Sustainable Transportation Partnership of the Central Okanagan (STPCO) Local Government Advisory Board

Wednesday, June 14, 2017
1:30 pm to 3:00pm
Woodhaven Room, RDCO Office KLO Road

Board Members In Attendance:

Chair Gail Given, Regional District of Central Okanagan (Meeting Chair)
Mayor Doug Findlater, District of West Kelowna
Mayor Colin Basran, City of Kelowna
Mayor Cindy Fortin, District of Peachland
Mayor James Baker, District of Lake Country

STPCO Executive Committee Members In Attendance:

Alan Newcombe, City of Kelowna
Tracy Batten, City of West Kelowna
Ron Mattiussi, City of Kelowna
Brian Reardon, RDCO
Michael Mercer, District of Lake Country
Elsie Lemke, District of Peachland

Staff In Attendance:

Jerry Dombowsky, STPCO
Rafael Villarreal, STPCO
Christina O'Reilly, STPCO
Karen Needham, City of Kelowna

Consultant:

Facilitator: Martin Bell, Urban Systems

Regrets

Chief Lindley, Westbank First Nation

Pat Fosbery, WFN

Agenda Item	Notes	Actions
1.	<p>Call to Order</p> <p>Chair Given called the meeting to order at 1:35pm.</p> <ul style="list-style-type: none">a. Introductions: roundtable introductions made.b. Adoption of Agenda. Moved and seconded that the agenda be adopted. Passed.c. Confirmation of Meeting Minutes – December 8, 2016: Moved and seconded that the minutes of the December 8, 2016 meeting be adopted. <i>Passed.</i>d. Introduction of Consultant/Facilitator: Rafael introduced Martin Bell, CEO of Urban Systems who will facilitate the discussion through a review of the STPCO Mission/Vision, organizational structure, and administrative functions – gaining feedback and opinion on the nature and future of the partnership.	
2.	<p>Facilitated session: Facilitator, Martin Bell</p> <p>Summary of the outcomes of the session are provided in pages 6 of the Governance Review report, presented below:</p>	

	<p>Reflections on Governance:</p> <p>The CAO interviews raised a number of questions which helped guide the format and topics for discussion at the Board workshop:</p> <ul style="list-style-type: none"> · If we seek deeper purpose and more meaningful regional collaboration on increasingly significant matters, should senior administrative (e.g. CAOs) participation be delegated? · Given many of the regional priorities touch the Ministry of Transportation and Infrastructure (MOTI), is it important to consider a form of governance and/or participation that includes MOTI more proactively? · What is the ideal form of governance? The ideal form will become clear as the function is better defined. A clear definition of function or purpose is required to inform any fine tuning of the governance model. · How can the strengths of STPCO's voluntary membership and consensus based approach be maintained as the partnership seeks to collaborate on matters of higher strategic importance? <p>Board Workshop Summary:</p> <p>On June 14, 2017, the bulk of the Board Meeting was spent discussing and exploring the context leading up to the establishment of the STPCO and the evolution in the years since. Members reflected on the synergies for future collaboration and aspiration in the partnership. The following summarizes the key themes arising from the conversation.</p> <p>Board members acknowledged the STPCO began as a small partnership that came together around the singular and focused issue of transit governance. The partnership has remained small and operated behind the scenes, with little direct visibility in the community, with adjacent regions, or with Provincial departments (i.e. MOTI). Members acknowledge regional transportation challenges are moving well past the central Okanagan, and see the need for collaboration between Councils and senior leadership valley wide – Penticton to Vernon and perhaps even from Osoyoos to Salmon Arm/Sicamous. The regional transportation challenges are only becoming more complex; with several significant provincial transportation planning studies underway, members are increasingly seeing a need for the STPCO to help provide a singular regional voice. In part, members identified that trust amongst the members is growing to support such aspirations</p>	
	<p>Close of Meeting and Next Meeting</p> <p>The Board meeting adjourned at 3:15 pm.</p> <p>The next meeting is scheduled for December 6, 2017, at Westbank First Nation.</p>	

Sustainable Transportation Partnership of the Central Okanagan

MEMORANDUM

Date: October 25, 2017

File No.: 0705-25

To: West Kelowna Mayor and Council

From: Rafael Villarreal

Subject: STPCO activities specific to West Kelowna

The purpose of this memo to West Kelowna Council is to provide information on the benefits that membership in the Strategic Transportation Partnership of the Central Okanagan offers, and combined with the memo *STPCO Draft Governance Review & SPTCO 2018-2020 Work Plan*, to provide elements to help Council make an informed decision to support the City of West Kelowna's continued participation in this regional partnership.

While the intent of the STPCO is to provide the opportunity for diverse local government partners to provide a cohesive voice and vision regionally, there are benefits to each partner organization. Support is not only administrative, but encompasses financial opportunities and can help create synergies and address capacity deficiencies. To date, The City of West Kelowna is the only STPCO member that has given a notice to withdraw or has shown interest in leaving the partnership. We believe the strength the partnership offers on many levels is well worth your further consideration before making a final decision.

To help this decision, the STPCO CAO Committee will be asking the STPCO Councils and Board to support the following recommendation:

THAT the Council/Board supports The City of West Kelowna, who has given notice to withdraw from the partnership, to have the ability to rescind this notice by December 22nd 2017;

The following is a brief summary of activities West Kelowna has benefited through their participation in regional Transportation Demand Management and the STPCO partnership.

Transportation is a complex area. In addition to the tangible return on investment the support provided to West Kelowna by nature of this complexity is beyond simple quantifiable measurements. The key value the STPCO organization provides to West Kelowna is through equal partnership that joins West Kelowna with its regional partners in developing and delivering a common vision and action on transportation issues. By aligning on common issues and initiatives, West Kelowna, along with the other regional partners can reap the collective benefits. Working together, the STPCO partners give the entire region a competitive edge – one which West Kelowna would not have as a standalone community. Furthermore, the 2018-2020 draft work plan for the STPCO, to be discussed in the December 6th 2017 LGA Board meeting, outlines a path to keep the Councils and Board informed on the delivery of the 3-year work plan.



Over the previous years, the STPCO provided support specific to the City of West Kelowna in several areas:

Transit

STPCO staff have the knowledge and expertise to represent the entire region as key negotiator and gatekeeper for the regional transit system. West Kelowna benefits from STPCO to represent their best interests in the myriad of complex interactions with BC Transit and the Operator. This extends not only to operations, but to financial control, policy, legislation and governance. All the partners agree that a provincially run system would not be a good model and that loss of local control would be precarious.

On a pragmatic level West Kelowna transit is supported through the STPCO in several ways such as:

- U-Pass implementation and management
- Transit fare product and pricing management (special/promotional passes, fare evaluation, review and coordination with partners)
- Management of customer feedback/complaints process and system on behalf of the regional partners – review, triage, log and respond to transit customers inquiries. (approximately 800 yearly individual regional complaints, 10% from West Kelowna)
- Maintain a comprehensive bus stop GIS inventory and asset management system which includes 160 West Kelowna locations, of 960 in the region.
- Working with BC Transit and West Kelowna Engineering and Operations staff to coordinate production and installation of bus stop schedules; these bus schedules are updated bi-annually; and the ordering and installation of all other bus stop signage – (e.g., 115 West Kelowna bus stops retrofitted to new signage standard in 2017)
- Support BC Transit and West Kelowna staff with development of the Transit Future Action Plan, which includes transit network and schedule package development/analysis as well as identification of future major transit infrastructure projects (Public Transit Infrastructure Funds candidate projects)
- Development of Central Okanagan Transit Service Standards in 2017/18.
- Transit operation company liaison on behalf of all partners – monthly meetings with First Transit to address pending customer service priorities, construction and event service impacts, infrastructure and safety issues and other timely operational concerns
- Management of the on-bus advertising contract (in excess of \$200k to West Kelowna over current contract life)
- Regional Transit Exchange Security contract management
- Regional Transit Marketing including:
 - Class Rides Free in West Kelowna schools (218 student rides to date in 2017; 3 school groups/4 West Kelowna Recreation Department groups)
 - 40th Transit Anniversary promotion (2017)
 - Development of annual regional transit marketing plans
 - Propass program administration
 - Community campaigns e.g., United Way Bus Pull, Santa Bus, Stuff a Bus
 - Pass and fare product retailer network management (5 West Kelowna locations)
 - smartTRIPS website management – regional active transportation information hub

Programs

Transportation is far more than physical infrastructure. It is about options and personal choices. Citizens need support and direction in order to make behavioural changes. Acting regionally, there are significant economies of scale that benefit the STPCO partners that could not be attained individually, by delivering programs at a regional level, there are opportunities for cost savings and a greater ability to make an impact.

To this end, STPCO staff deliver community transportation education and awareness programs in West Kelowna and collaborate with colleagues in other communities, organizations, and levels of government on a regular basis. Examples include:

- Bike to Work Week 2017 – 2,134 cyclists - 102 West Kelowna participants, 9 business teams; approximately \$80,000 in-kind community support and sponsorship in 2017 (6 West Kelowna business sponsors in 2017); excess of \$150k regional grant funding received since 2004
- In partnership with the School District #23, STPCO partners fund a School Traffic Safety Officer position enhancing student safety at all regional schools including West Kelowna, easing traffic congestion, improving safety and providing community connections
- Bike to School Week 2017 – 3,242 student participants – 782 West Kelowna students from 3 schools
- Bike Rodeos – 10-12 delivered annually with up to 2,200 students - elementary school level cycling education including at West Kelowna schools annually (2 schools in 2017)
- BCAA student crossing guard training delivered region wide by the Traffic Safety Officer
- School Travel Planning in conjunction with Regional Air Quality delivering safe routes to school, establishing local transportation infrastructure investment priorities, and creating a community link for citizen involvement (George Pringle Elementary 2014)
- Ridesharing through the ride matching service carpool.ca with over 10% of users currently being West Kelowna registrants

Planning

The STPCO acts as a cohesive regional voice in transportation planning. This has been demonstrated in the funding attracted to the region over the years and through the land use scenario generation and model calibration for the Central Okanagan Planning Study. There is strength in a regional partnership when negotiating with the provincial or federal government. Development and adoption of plans are critical and the STPCO is and can be used as the hub that connects all the partners' transportation interests into one vision. This is not only in respect to planning and policy but also in funding. Through the STPCO and regional representation, West Kelowna has been able to receive provincial and federal government funding for infrastructure and development of plans. Regional planning and funding examples include:

- Kelowna Rapidbus Project (2010-2014): foundational for West Kelowna's flagship Rapid Bus service connecting the community with the greater region including key destinations like UBCO (\$44m total regional project)
- Central Okanagan Regional Active Transportation Plan (2012) instrumental in establishing the foundational work for the development of the City of West Kelowna Pedestrian and Bicycle Infrastructure Plan and for West Kelowna's access to Regionally Significant Grant funding for active transportation corridor improvements (\$386,000)

-
- Household Travel Survey (2013), including West Kelowna specific data, made possible through regional grant funding (\$150k)
 - Regional Active Transportation Wayfinding Signage Standards (2015-2016)
 - Westside Regional Trail Plan (2015)
 - Regional Land Use Scenarios for Transportation Modeling (2014)
 - Regional Transportation Model with Ministry of Transportation (2015)
 - Regional Strategic Transportation Plan and TDM Plan to establish regional opportunities and priorities including those specific to West Kelowna, initiated in 2017 to be completed in 2018-2019 (\$600k grant funding)
 - Creation and maintenance of regional data bank, including data specific to partner communities including West Kelowna

Membership in the STPCO connects each partner to something bigger and offers capacity to its members that they would not have in isolation. The benefits are evident in Transit where the STPCO helps West Kelowna maintain local control of a complex transit operation. In the Programs area, West Kelowna can cost effectively participate in strategic programming to manage costly investments in infrastructure. In the Planning area, it gives West Kelowna strength in representing its best interests to senior governments, and opens the door to funding opportunities that would otherwise be limited.

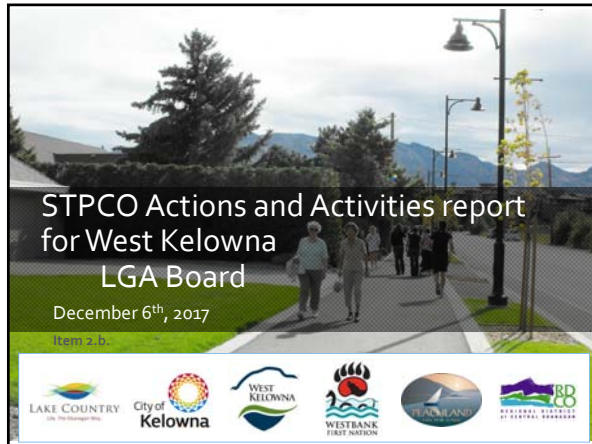
Sincerely,

Rafael Villarreal, P.Eng., MCIP, RPP
STPCO representative

STPCO (Sustainable Transportation Partnership of the Central Okanagan)

"Working together to plan and deliver on a shared vision of sustainable regional transportation."

Partners: City of Kelowna, City of West Kelowna, District of Lake Country, District of Peachland, Westbank First Nation & the Regional District of Central Okanagan.



STPCO Actions and Activities report

- West Kelowna request (extension/withdraw)
 - Dated October 13th (Received Oct 18th)
- STPCO Executive Committee Meeting, October 19th
 - Request other partners to allow rescinding of notice
- Memo to West Kelowna re: STPCO activities, October 25th (attached)
- Presentations to Councils and motions:
 - Kelowna: November 6th (passed)
 - RDCO: November 9th (passed)
 - Peachland: November 14th (passed)
 - Lake Country November 21st (passed)
 - Presentation December 19th
 - WFN December 4th (in-progress)

City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

RDCO
Westbank First Nation

STPCO Actions and Activities report

City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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STPCO Actions and Activities report TRANSIT SUPPORT

- UPASS
- Transit fare/ product pricing
- Customer feedback management
- GIS bus stop inventory
- Stop signage/schedules
- Transit Future Plan
- Service Standards
- Advertising contract
- Security
- Transit Marketing

City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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STPCO Actions and Activities report PROGRAMS

- Bike to Work Week
- Traffic Safety Officer
- Bike to School Week
- Bike Rodeos
- BCAA Student Crossing Guard Training
- School Travel Planning
- Rideshare programming

City of West Kelowna
District of Peachland

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STPCO Actions and Activities report PLANNING

- Rapid Bus
- Regional Active Transportation Plan
- Household Travel Survey
- Regional Wayfinding Standards
- Westside Regional Trail Plan
- Regional Land Use Scenarios
- Regional Transportation Model/ MOT
- Regional Strategic Transportation Plan and TDM Plan

City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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STPCO Actions and Activities report SUMMARY

Membership in the STPCO connects each partner to something bigger and offers capacity to its members that they would not have in isolation.

City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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STPCO Actions and Activities report SUMMARY

Transit:

- helps maintain local control of a complex transit operation

Programs:

- cost effective participation in strategic programming

Planning:

- presents West Kelowna's best interests to senior governments, opening the door to funding opportunities

City of West Kelowna
District of Peachland

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Questions?



Item 2. b


Sustainable Transportation Partnership
of the Central Okanagan (STPCO)
LGA Board
Governance Review and Workplan (3
year and 1 year -transition)
December 6th, 2017







Outline

1. Governance review
2. 3-year work plan
 - i. Transit and programs delivery
 - ii. Regional Planning: RSTP and Disruptive Mobility Strategy
 - iii. Strategic Partnerships
3. 1-Year work Plan
 - i. Strategic Partnerships
4. Next steps


 City of West Kelowna
 District of Peachland


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 District of Lake Country


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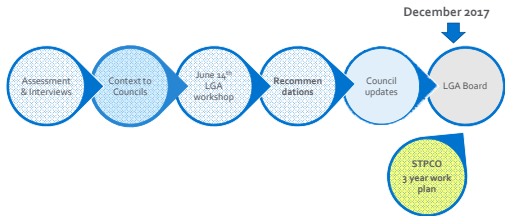
Governance Review


 City of West Kelowna
 District of Peachland


 City of Kelowna
 District of Lake Country


 RDCO
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Context



City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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Steps

1. Review mandate
2. Conduct interviews (CAOs & CFO)
3. Summarize key findings
4. Visioning workshop with the STPCO Board
5. Suggestions

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District of Peachland

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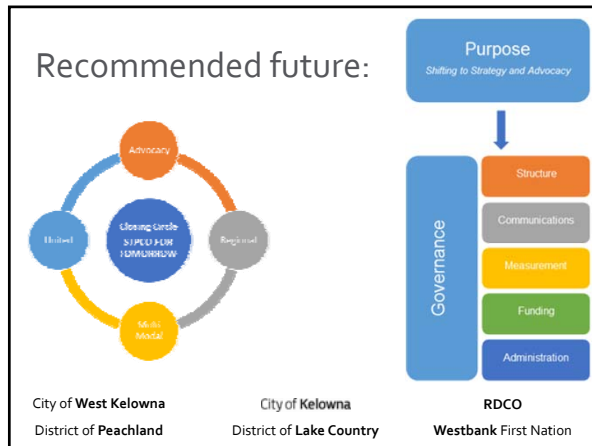
The Evolution of Regional Cooperation

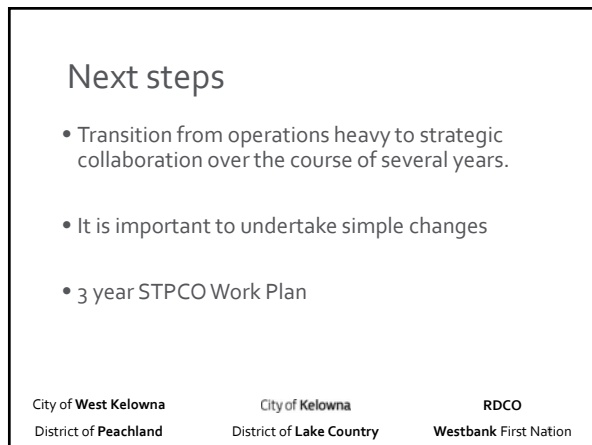
"The Sustainable Transportation Partnership of the Central Okanagan (STPCO) was the result of the evolution of decades of regional cooperation and continues to evolve."

City of West Kelowna
District of Peachland

City of Kelowna
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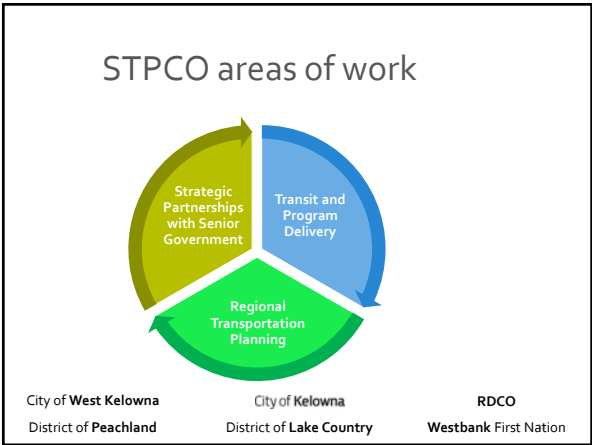


Draft 2018-2020 STPCO Work Plan

City of West Kelowna
District of Peachland

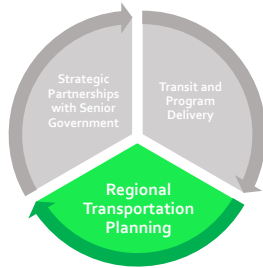
City of Kelowna
District of Lake Country

RDCO
Westbank First Nation

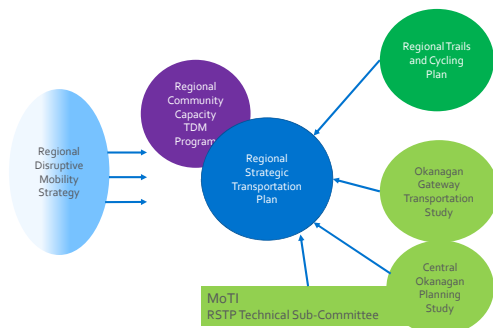


Project/Program and accountable Manager	Description	Funding source	Year	Deliverable
2 Transit and Program Delivery 5.3 Transit Management Accountable Manager: Jerry Demboski	Customer service Safety and security Revenue generation Operations Operational Planning Special events Development review Communications and Marketing Asset management	Operating Charging	Operating Revenue Other assets services needed	<ul style="list-style-type: none">Advertising contract management/ analysisLi-fare administration (update contract- reviews/additions)Bus stop/shelter management: location, maintenance, signageCustomer feedback/complaint managementSpecial event/ construction impact reportCommunity events customer appreciation eventsOperating feedbacks - "Start & Stop", "Start & Stop", etc.Reliability management at exchanges (partners)Bylaw enforcement management: graffiti, recycling legislation, parking, etc.Transit satisfaction and utilization survey (2016, 2018)

ii. Regional Planning Projects



City of West Kelowna City of Kelowna RDCO
District of Peachland District of Lake Country Westbank First Nation



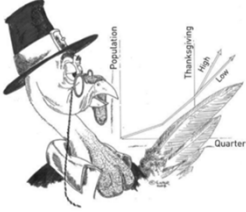
City of West Kelowna City of Kelowna RDCO
District of Peachland District of Lake Country Westbank First Nation

Disruptive mobility strategy

- ▶ Are Driverless Vehicles coming? When?
 - ▶ Driverless vehicles will have a noticeable presence in the transportation system within the next 5-7 years.
- ▶ Do driverless vehicles require action? When?
 - ▶ Need to prepare for the arrival of Driverless Vehicles - **now**.
- ▶ Are driverless vehicles an opportunity? How?
 - ▶ Need to be proactive to ensure driverless vehicles serve to advance existing broad city-building objectives.
- ▶ Will Driverless Vehicles create change? To what extent?
 - ▶ No consensus.

City of West Kelowna City of Kelowna RDCO
District of Peachland District of Lake Country Westbank First Nation

The turkey problem



"A turkey using 'evidence'; unaware of Thanksgiving, it is making 'rigorous' future projections based on the past. Credit: George Nasr"

The Black Swan, Nassim Taleb

City of West Kelowna
District of Peachland

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Jurisdictional Matrix

Auto / Silicon Valley	Federal	Provincial	Municipal
Artificial Intelligence Algorithms Maps Sensors	Provincial and Municipal program funding and oversight	Insurance Governance Lead Regulations Licenses Funding Standards Privacy and Security policy International border issues	First and Last Mile Ridesharing Carsharing Right of Way Design Deployment Transit Ridership Automated Transit Land Use Parking Behavioural Economics
← Labour and Safety → Source: Ontario Planning Journal			

Innovation vs. Disruption

- ▶ Traditional innovation substitutes existing solutions with an added feature or added speed.
- ▶ Disruptive innovations go further to create new markets and change society.
- ▶ The Disruptive Mobility Strategy will support and inform the Regional Strategic Transportation Plan.

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District of Lake Country

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Regional Strategic Transportation Plan

• Key Question:

“What are the strategic, prioritized investments (policies, programs, and capital projects) that will be needed over the next 20 years to achieve the region’s vision and goals for transportation?”

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District of **Peachland**

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District of **Lake Country**

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Regional Strategic Transportation Plan

Plan Timing – aka Why Now?

- Growing Region
- Transportation is inherently a Regional Issue

Key Benefits:

- Prioritized Transportation Investments for Regional Transportation
- Strategic-Decision Making Framework for Transportation
- Coordinated Regional Engagement
- Competitiveness for Project Funding

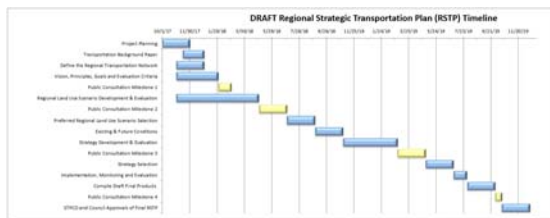
City of **West Kelowna**
District of **Peachland**

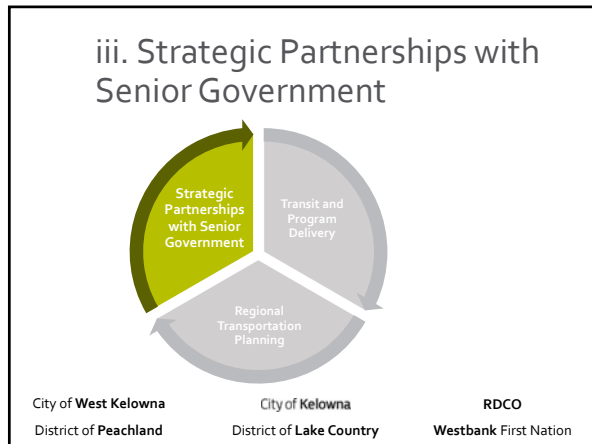
City of **Kelowna**
District of **Lake Country**

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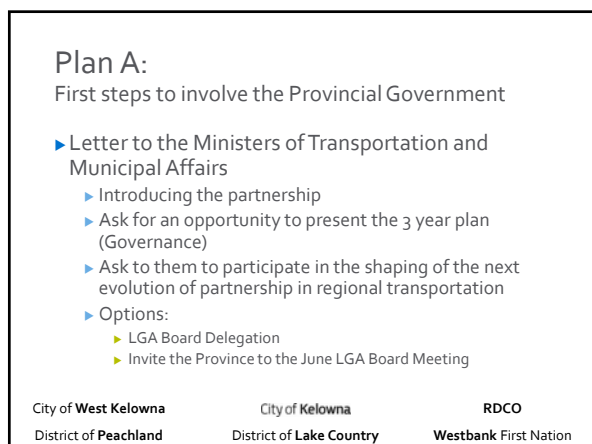
RSTP Key Milestones and Timeline

- Vision and Goals for Regional Transportation
- Define the Regional Transportation Network
- Regional Land Use Scenarios & Evaluation Criteria
- Existing & Future Conditions
- Identify, Evaluate, and Prioritize Potential Policies, Programs, and Projects
- Final Recommendations
- Implementation, Monitoring, and Evaluation Plan
- Draft and Final RSTP









1 Year Work Plan (Transition)

City of **West Kelowna**
District of **Peachland**

City of **Kelowna**
District of **Lake Country**

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Plan B

- ▶ Activate transition of functions and services
 - ▶ March/April STPCO Executive meeting to discuss a proposed transition and 2018 specific outcomes
 - ▶ Transit functions, outside of regular administration
 - ▶ Regional TDM Functions
 - ▶ Example: SD23 partnership, Regional School Traffic Safety
 - ▶ Bike to work week
 - ▶ SmartTrips suite of programs and SmartTrips.ca
 - ▶ Regional Strategic Transportation Plan
 - ▶ Some components to be delivered in 2018

City of **West Kelowna**
District of **Peachland**

City of **Kelowna**
District of **Lake Country**

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Discussion

If the City of West Kelowna confirms its notice to Withdraw?

- ▶ How do you see the future of the STPCO and regional advocacy?

City of **West Kelowna**
District of **Peachland**

City of **Kelowna**
District of **Lake Country**

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Recommendation

THAT the Local Government Advisory (LGA) Board supports the STPCO 3-year work plan,

and if the City of West Kelowna confirms its notice to withdraw from the partnership,

THAT the Local Government Advisory (LGA) Board supports the modified 1-year work plan to activate the transition of functions and services

City of West Kelowna
District of Peachland

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Next Steps



City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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- Disruptive Mobility Strategy (Underway)
- RSTP underway
 - Technical sub-committee workshop (Jan/Feb)
- Provincial involvement next steps (January)
- STPCO Council Updates (April-pending)
- Activate Transition of functions and options to CAO committee/LGA (April)
- Next LGA Board meeting
 - Lake Country
 - Week of June 18th, 2018 (proposed)

Questions?



City of West Kelowna
District of Peachland

City of Kelowna
District of Lake Country

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Westbank First Nation

Sustainable Transportation Partnership of the Central Okanagan

MEMORANDUM

Date: December 6th, 2017
File No.: 0705-25
To: STPCO LGA Board
From: Rafael Villarreal
Subject: STPCO 2018-2020 Work Plan or 2018 transition plan

Recommendation:

THAT the Local Government Advisory (LGA) Board supports the STPCO 3-year work plan,
and if the City of West Kelowna confirms its notice to withdraw from the partnership,

THAT the Local Government Advisory (LGA) Board supports the modified 1-year work plan to activate
the transition of functions and services

Enclosed:

**STPCO October 24th Memo including: STPCO Governance Review Document, October 2017
and Draft STPCO 2018-2020 Work Plan**



Sustainable Transportation Partnership of the Central Okanagan

MEMORANDUM

Date: December 6th, 2017

To: STPCO LGA Board

From: Rafael Villarreal

Subject: 2018 Household Travel Survey

Recommendation:

THAT the Local Government Advisory (LGA) Board supports in principle a one-time request of \$64,000 to help fund the 2018 Household Travel Survey in 2018.

Background:

In the October 19th STPCO executive committee meeting and via email, the executive committee supported in principle to bring this funding request to deliver the Household Travel Survey to the LGA Board.

Household Travel Survey (trip diary study)

The trip diary survey is the most comprehensive way to measure change in travel behaviors and quantify transportation, these type of surveys are delivered ideally every 5 years. Most of larger cities do trip diary studies, not only to calibrate transportation models, but also to identify origin, destinations, and overall utilization of the transportation system. (Please see enclosed FAQ sheet for the 2013 survey).

This one-time budget request for \$64,000 will help deliver the survey in 2018. These type of surveys/studies are delivered every 5 years and close to the Census year. The region did one in 2007 (2006 Census), then 2013 (2011 Census), and now in 2018 (2016 Census).

The cost of the trip diary study in 2013 was \$180,00 including Vernon, the expectation is to deliver the 2018 study for a similar or a lower cost

The proposed split for the \$180,000 total cost will be:

- \$36,000, STPCO Reserves
- \$80,000 external contributions (City of Vernon, Coldstream, and data collection funds from RSTP)
- **\$64,000 STPCO Partners (2018 ask)**



Okanagan Travel Survey: General FAQs

Media Sponsors



Prize Sponsors



Charity Partner



- **Why is this survey being conducted?**

To obtain data regarding the travel patterns of residents in the study area. This data is vital to supporting informed decision making when it comes to spending tax dollars for transportation infrastructure and services such as roads, bridges, and transit buses.

- **Why should people participate in the survey?**

Each person's input will represent a portion of how people travel in the region. Essentially, survey participants will help "tailor" the transportation system to "suit" their travel needs, influencing the way the transportation system is planned for the future. As a bonus, every household that completes the survey in its entirety will be entered to win one of a number of prizes. Plus, every survey submitted will support your local United Way (see below).

- **What are the survey incentives?**

A total of approximately **\$21,300 worth of prizes** will be provided in the form of **over 100 prize draws**, which will include one Grand Prize of a \$5000 shopping spree, 3 prizes of \$1000 shopping sprees, 8 prizes of gift cards totaling \$500 each, and 15 prizes of gift cards valued at \$100 each. Plus:

- ▶ **60 x \$25 Gift Cards** from **Kelly O'Bryan's Neighborhood Restaurant** (value \$1,500)
- ▶ **2 x Season Tickets** and **8 x FlexPack tickets** from **West Kelowna Warriors** (value \$1500)
- ▶ **1 x Weekend for a Family of 4** (including lift tickets, lessons, lodging, rentals, tubing, and skating) and **10 x Opening Day lift tickets** from **Big White Ski Resort** (value \$4790)

Draws for the prizes will be made in early November 2013. Winners will be contacted and news of the draw will be announced on the survey website.

And for every completed survey, **\$1 will be donated to the local United Way**—up to a **maximum of \$5,000**—by the survey company, Acuere Consulting.

- **What if I don't receive a survey invite through the mail?**

As the survey invitations will be delivered through Canada Post's Admail services, homes registered or marked (i.e. red-dotted) to prohibit receiving Admail such as flyers will not be provided invitations. For these residents, they can request an invitation through the website (www.OKTravelSurvey.ca; email: info@oktravelsurvey.ca) or by phone (1-877-778-8220).

- **Why do you need my personal information such as my name, address, and income level?**

Home addresses are required to ensure an adequate representation of residents is made across the study area. As transportation is about moving from place to place, knowing where people live is a key part of the information needed. Also, in combination with the name, phone number, and email address, home addresses will be used to contact and verify winners of the prize draws. Information such as income levels is required to estimate the number of trips and how people travel, as studies indicate some correlation to income levels to how people travel. From this information, we will be able to use compute models to forecast future trips made in, to and from the region. Acuere Consulting Inc., the firm conducting the survey and processing the data, uses secure databases and web servers to keep personal information in strict confidence and will not provide personally identifiable information to the local government partners.

- **Who are the government contacts for this project?**

City of Vernon: **Amanda Watson**, Transportation Engineer (awatson@vernon.ca | 250-550-3587)

Central Okanagan: **Mike Kittmer**, Transportation Coordinator (mkittmer@kelowna.ca | 250-469-8531)

- **What company is conducting the survey?**

Acuere ["a cure"] Consulting Inc., a transportation analytics and planning company, is conducting the survey on behalf of the municipal government partners. Bold Communications is providing the communications expertise for the survey.

MEMORANDUM

Date: October 24th, 2017
File No.: 0705-25
To: STPCO LGA Board, Councils and Board
From: Rafael Villarreal
Subject: STPCO Draft Governance Review & STPCO 2018-2020 Work Plan

Purpose:

To present the draft report of the Governance Review of the Strategic Partnership of the Central Okanagan and the draft 2018-2020 STPCO work plan that will achieve the reforms as recommended in the Governance Review report. These two draft documents will be discussed in the next STPCO Local Government Advisory Board meeting to be held on December 6, 2017, at Westbank First Nation.

STPCO Draft Governance Review:

Established formally in 2013, the Sustainable Transportation Partnership of the Central Okanagan (STPCO) was formed as the result of the evolution of decades of regional cooperation. After four years, the Executive Committee felt it prudent to do a review of the organization and mandate to ensure it remains relevant in an ever changing environment. In spring of 2017, Urban Systems was engaged to perform a comprehensive review of the partnership. The review aimed to achieve the following objectives:

- Document the factors leading to the establishment of the STPCO
- Clarify the current STPCO mandate
- Understand how the STPCO is serving member municipalities and achieving its mandate – what are the successes and where is the partnership falling short
- Engage directly with both staff and elected officials to understand opportunities for regional transportation collaboration
- Suggest renewed mandate for the Partnership (if applicable), along with specific opportunities for strategic collaboration

The report outlines 3 key focus areas:



October 24, 2017

Regional Transportation Planning focuses on appropriate multi modal applications for each community, and members' collaboration to establish town centres connected by regional transportation corridors. These activities happen in an integrated and coordinated fashion facilitating collaboration for capital infrastructure funding application, development planning, infrastructure delivery, and effective goods movement. Integrated planning focuses on strategies for disruptive mobility and community partnerships to help shift the culture to support future sustainable transportation options.

Regional Trails and/or Cycling Networks is focused on development to augment and enhance current efforts on the Rails to Trails network and major regional transportation corridors. Regional trail networks (extending from Penticton to Vernon at a minimum) have been contemplated for years, but coordination and leadership is required amongst all members for implementation. The required leadership involves, at minimum, coordination during development approvals, capital funding, lobbying senior government for such funding, and designation of future right-of-ways.

Next Generation Strategic Partnerships with Senior Government focuses on opportunities for the membership to coordinate regional transportation priorities in sustainable transportation, governance and funding with senior government.

The report also mentions that the shift from operations and project delivery to strategic collaboration will occur over the course of several years. Initially, it is important to undertake simple changes that can elevate the partnership to discussion and collaboration around strategic items related to the three focus areas. Short term wins highlight actions suggested for the next 6 months to a year. The actions are intended to be completed within the existing framework and agreements that govern the STPCO. More substantial shifts may be appropriate once momentum around the focus areas has been established.

Recommendations from the report:

- Invite Provincial collaboration into the STPCO to support the region in thinking strategically about moving each of the focus areas forward. (Work Plan Pg. 6)
- Send a letter from the Mayors to the Minister of Municipal Affairs and the Minister of Transportation and Infrastructure informing them of the STPCO and inviting them or a representative to the December 2017 Board Meeting. (Work Plan Pg. 6)
- Revise roles and responsibilities of STPCO members and staff to help support a shift from operations and delivery to strategic collaboration. (Overall Work Plan)
- Schedule presentations by the STPCO Director to each of the six member Councils in 2018. (Work Plan Pg. 7)
- Establish the Executive Team and host an inaugural meeting. Use the initial meeting to establish a high level work plan and strategic actions to move ahead in 2018. (LGA Board Meeting, December 6th)

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- Establish STPCO staff responsibilities and duties related to the 2018 work plan (related to communications, administration, measurement/tracking, and operations.) (Work Plan – accountable manager)
- Develop an STPCO newsletter to be shared with Councils and the public. (Work Plan)
- Retool Communications to ensure activities of the STPCO are effectively communicated to all members. (Work Plan Pg. 7)
- Create a highlight reel of activities and decisions following from each Executive and Board meeting. (Overall Work Plan)
- Establish protocols for quick communication between the Executive Team in between formal meetings (i.e., email; conference call; individual meetings with Director, etc.)
- Establish key indicators for the STPCO related to operations and strategy in 2018. Measurement should be closely related to the 2018 work plan. (Delivery Column in Work Plan)

Draft 2018-2020 STPCO Work plan

Enclosed, please find the STPCO three-year draft work plan (2018-2020) addressing preparation for the next evolution of the Regional Partnership, while delivering on key initiatives that have the potential change the face of transportation in our region. Following the recommendations of the review conducted by Urban Systems, the three areas of focus for the next 3-year term of the partnership (2018 – 2020) will be Transit and Programs Delivery, Regional Transportation Planning and Partnerships.

Overall, this review of the STPCO and the 2018-2020 Work Plan are a further step in the evolution of regional cooperation. One of the key objectives of the 2018-2020 work plan will also be to establish the reformation of the partnership and preparing the transition for a future model for regional collaboration in 2021-2024.

Submitted by,

Rafael Villarreal, P.Eng., MCIP, RPP.

Enclosed:

Draft Sustainable Transportation of Partnership of the Central Okanagan Review (21 pages)
Draft Sustainable Transportation Partnership of the Central Okanagan 2018-2020 Work Plan (8 Pages)

Sustainable Transportation Partnership of the Central Okanagan

REVIEW

Draft

October 2017

URBAN
systems

Introduction

The Sustainable Transportation Partnership of the Central Okanagan (STPCO) was the result of the evolution of decades of regional cooperation and continues to evolve.

STPCO was formally established in 2012. At that time, the partnership agreement contemplated the joint funding and delivery of services related to transportation demand management, regional transportation planning and regional transportation surveys and studies. Five years on, the context for transportation in the Central Okanagan has evolved and a change of elected officials and administrations in some of the member communities has also occurred. Regional transportation priorities and aspirations of each member community have shifted, resulting in the need to review the STPCO's governance and fit in delivering on its intended mandate. This review represents continued opportunity for further innovation, enhanced inter-municipal service delivery to the community, and efficient use of tax supported funds.

The STPCO review aims to achieve the following objectives:

- *Document the factors leading to the establishment of the STPCO*
- *Clarify the current STPCO mandate*
- *Understand how the STPCO is serving member municipalities and achieving its mandate – what are the successes, and where is the partnership falling short?*
- *Engage directly with both staff and elected officials to understand opportunities for regional transportation collaboration*
- *Suggest renewed mandate for the Partnership (if applicable), along with specific opportunities for strategic collaboration*

- *Suggest shifts in governance approaches to support the renewed mandate (if applicable).*

In order to achieve the STPCO review objectives, the project team undertook an assessment of existing conditions within the Partnership, and engaged the expertise and perspectives of staff and leadership within the member municipalities.

Key work plan steps were as follows:

1. Review existing STPCO mandate and operation
2. Conduct interviews with each of the six CAOs from member communities
3. Summarize key findings and provide an update at a STPCO CAO meeting
4. Host a visioning workshop with the STPCO Board to gather perspectives about STPCO regional transportation collaboration opportunities, proposed mandate, the commitment necessary to foster inter-municipal transportation service delivery
5. Prepare a summary document and graphics outlining suggestions for a renewed mandate, opportunities for strategic collaboration, and potential shifts in governance approaches.

The following report outlines the findings from the STPCO review.

The suggestions for shifts to the STPCO model are intended to be implemented over the course of 2018 to 2020. It is expected that future iterations of the partnership will occur in the 2021 to 2024 timeframe.

STPCO Yesterday and Today: Mandate and Governance

The STPCO is the result of years of regional cooperation (See Figure, Evolution of STPCO). Today the STPCO is a partnership between the District of Lake Country, City of Kelowna, City of West Kelowna, Westbank First Nation, District of Peachland, and the Regional District of the Central Okanagan. It exists to enhance the local transportation governance structure, plans and programs within the region, and to ensure decisions and investments move the region toward a common goal of sustainable transportation.

Specifically, STPCO's objectives are to:

- Establish a more efficient means of administering, governing and coordinating the delivery of services such as transit
- Establish a single voice to lobby senior government for support in the achievement of the Partnership's sustainable transportation goals
- Pool limited funds and resources to collaboratively achieve more significant and positive impacts
- Establish region-wide unified policies and strategic transportation plans
- Regularly collaborate through senior officials and key multidisciplinary staff on regionally significant projects and programs
- Establish a region-wide monitoring program to measure and evaluate progress in the achievement of sustainability goals.

GOVERNANCE

The STPCO is established through a Local Government Service Agreement, under the auspices of the Local Government Act, which authorizes the formation of the STPCO Board to govern the partnership's activities.

The Board is authorized to approve jointly established funds, approve the annual STPCO budget, establish policy, and appoint a Director and Financial Officer. The Board is comprised of the Mayor or elected official designate from each member municipality.

Typically there are two Board meetings per year. In general, the purpose of the Board meetings is to provide:

- A forum for discussion and collaboration, and to offer leadership and policy direction
- Process and consultation in regards to regional transportation plans, priorities, and policies
- An opportunity to identify and engage collaboratively in support of STPCO goals
- Provide leadership and direction to integrate regional transportation with economic, environmental, and social domains.
- Monitoring of regional goals and strategies.

The Board operates on a consensus model, whereby unanimous agreement of all members is sought in decision making. If a vote is required, a minimum 2/3 quorum is necessary, and a majority of 50 per cent plus one of the members present is required to pass a decision.

BUDGET & FUNDING

The annual budget for STPCO operations is in the order of \$350,000 to \$360,000 per year. Funding is provided on a cost shared structure (see table below).

Table 1: Annual Contributions to STPCO Budget by Members

Member	2016 Contribution	2017 Contribution
District of Peachland	\$9,410	\$9,553
District of Lake Country	\$22,120	\$23,448
City of West Kelowna	\$53,784	\$54,475
Westbank First Nation	\$14,431	\$14,476
City of Kelowna	\$238,344	\$244,627
Central Okanagan Regional District	\$12,602	\$12,874
TOTAL	\$ 350,691	\$359,453

FUNDING TIMELINE

Year	Funding Received
Late 90s, Early 2000s	Rails with Trails Feasibility Study initiated via provincial funding grant
2003	\$200K - Funding for Smart Transit Plan (FCM)
2005	Provincial funding approved for inaugural Bike to Work Week
2007	\$10.5M grant received through Regionally Significant and Strategic Priorities funding for Rapid Bus Phase 1: <ul style="list-style-type: none"> • Bus Rapid Transit Stations • Lake Country Transit Exchange • Mission Aquatic Center Exchange • Stevens Exchange • Orchard Park Transit Exchange
2010	\$40+M funding announced for Phase 2 and 3 Rapid bus <ul style="list-style-type: none"> • Upgrade Queensway Exchange • Westbank Centre Exchange • Westside Stations • Boucherie Exchange • Okanagan College • BRT stations in Kelowna, West Kelowna, WFN.
2013	\$150K Gas Tax funding and delivery of the 2013 Regional Household Travel Survey \$2.25M Pooled funds gas tax for a number of regionally significant active transportation projects: <ul style="list-style-type: none"> • Rails with Trails Phase 2 (CoK) • Gellately Rd. Pathway (West Kelowna) • Beach Ave. Pathway (Peachland) • Bottom Wood Lake Rd AT improvements (LC) • Goat's Peaks park pathway improvements (RDCO) • Old Okanagan Hwy bike lanes (WFN) \$4.4M Regionally Significant projects grant received for Regional Transit system use (new buses, facility upgrade, ITS)
2016	\$600K funding for Regional Strategic Transportation Plan development received \$5M funding announced for UBCO Transit Exchange

ADMINISTRATION

The STPCO is administered by staff within the City of Kelowna, and supported through technical guidance and advice from all members. Technical and administrative collaboration and input is achieved through meetings with CAOs or staff from member administrations.

Initially, the CAO Meetings were held each month, but subsequently cut back to quarterly sessions based on feedback from the membership and a desire to ensure that meeting agendas had sufficient content to warrant a meeting. Also, it is noted that over time, most CAOs have delegated responsibility and attendance at these meetings to other staff members.

CAO Interview Summary

Interviews were conducted with all of the member community CAOs and senior staff involved in the technical committee meetings. The intent of the interviews was to gather candid feedback about what has been working well and what has been challenging with the STPCO. During each interview, the following questions were posed:

- Describe your understanding of STPCO's mandate?
- What are your expectations for STPCO service delivery?
- Where is STPCO exceeding your expectations? Why?
- Where is STPCO falling short of your expectations?
- How have the regional circumstances related to regional transportation changed in the last 4 years since STPCO was established?

- What current regional transportation challenges is the STPCO unable to address? Why might this be?
- How do you see sustainable regional transportation changing for your residents over the next 5 years? What trends does STPCO need be mindful of adapting to?

INTERVIEW THEMES

Areas of Success

Staff Support - Members indicated that STPCO is exceeding their expectations with the level of staff support and resources they provide to members.

Transit Service - Transit service is working well. In particular, members are satisfied with the funding and infrastructure associated with Bus Rapid Transit routes.

Voluntary Participation - Many suggested the voluntary nature of participation by member communities is a source of strength. With no official mechanism 'locking in' members, each participant is actively choosing to participate, which serves to reinforce the genuine value of the partnership.

Quality Data & Analytics - Members indicated the quality of data and analytics produced by staff is strong, and is supporting decision making for the partnership and each community individually.

Areas for improvement

Evolving Purpose - Many within the senior administrations reflected on the purpose of the STPCO. Initially, the purpose for collaborating was clear: push back on BC Transit and allocate funding for regional investments. Over time as the partnership was successful in dealing with that mandate, the purpose for collaboration has become

less clear. Common questions emerged: What unites us? And, what are the principles guiding us?

A Need for Deeper Conversations - Members identified a need for deeper conversations related to major and long-lasting planning initiatives (e.g. Central Okanagan Planning Study - COPS) underway now. The regional municipalities of the Central Okanagan have no unified perspective to put forward to the Province on COPS. This is a glaring gap. Generally, the group is meeting on items that are agreeable to all members, yet least difficult to all (e.g. Bike to Work Week). These types of initiatives are unlikely to move the needle on regional priorities that will make a long-term impact. These insights speak to the need for deeper, more strategic and impactful conversations at the STPCO.

Collaboration for Impact - Beyond COPS, the CAO interviews highlighted interest from members to collaborate on matters of region-wide importance, such as the Rails to Trails corridor or regional transportation corridors. Members highlighted uncertainty about how the STPCO is positioned to respond: how does STPCO make decisions about funding and prioritization? And will the current model serve this purpose?

Meeting Cycle - During the interviews, many CAOs acknowledged that the time between meetings is too short given the agenda currently being delivered. More conversation is required at the joint strategy level but fewer meetings on review of tactics and implementation.

Delegation of Responsibility - As the STPCO has evolved, the CAO spot at the table is being delegated down in organizations: the agenda pursued is following suit. When all CAOs were in the room, the STPCO seemed to progress on the deeper issues impacting regional transportation. There is a sense items pursued now are those least offensive

to all members rather than attempting to forge a more strategic or impactful agenda together.

A Need for Protocol - There appear to be significant differences in how community representatives (elected and administrative) connect with STPCO staff. A common protocol for communications and response is required to ensure consistent and equitable service delivery.

Mayors Forum - the CAOs questioned if it is effective and appropriate to have a forum that receives insight from the Mayors given they do not speak for their Councils. Other models within the Okanagan focus on a forum for information sharing and networking. These comments beg the question: what is the appropriate format and membership to support decision making at the Board level?

Mandate versus Budget - Members suggested the budget for the STPCO is modest compared to the potential for its aspirations.

Communications - Some members feel out of the loop, and have suggested the STPCO should be making more effort to engage directly with each member Council. Currently the STPCO does not engage directly with the public outside of specific events (i.e. Bike to Work Week), and CAOs acknowledged most in the public would not know about the partnership or its purpose. The membership needs to decide its role in communicating and/or engaging with the public.

Measuring Success - During the interviews, the CAOs acknowledged that the STPCO's goals are not necessarily easy to measure and it can be challenging to understand and communicate the community progress and impact arising from the partnership.

Reflections on Governance

The CAO interviews raised a number of questions which helped guide the format and topics for discussion at the Board workshop:

- If we seek deeper purpose and more meaningful regional collaboration on increasingly significant matters, should senior administrative (e.g. CAOs) participation be delegated?
- Given many of the regional priorities touch the Ministry of Transportation and Infrastructure (MOTI), is it important to consider a form of governance and/or participation that includes MOTI more proactively?
- What is the ideal form of governance? The ideal form will become clear as the function is better defined. A clear definition of function or purpose is required to inform any fine tuning of the governance model.
- How can the strengths of STPCO's voluntary membership and consensus based approach be maintained as the partnership seeks to collaborate on matters of higher strategic importance?

Board Workshop Summary

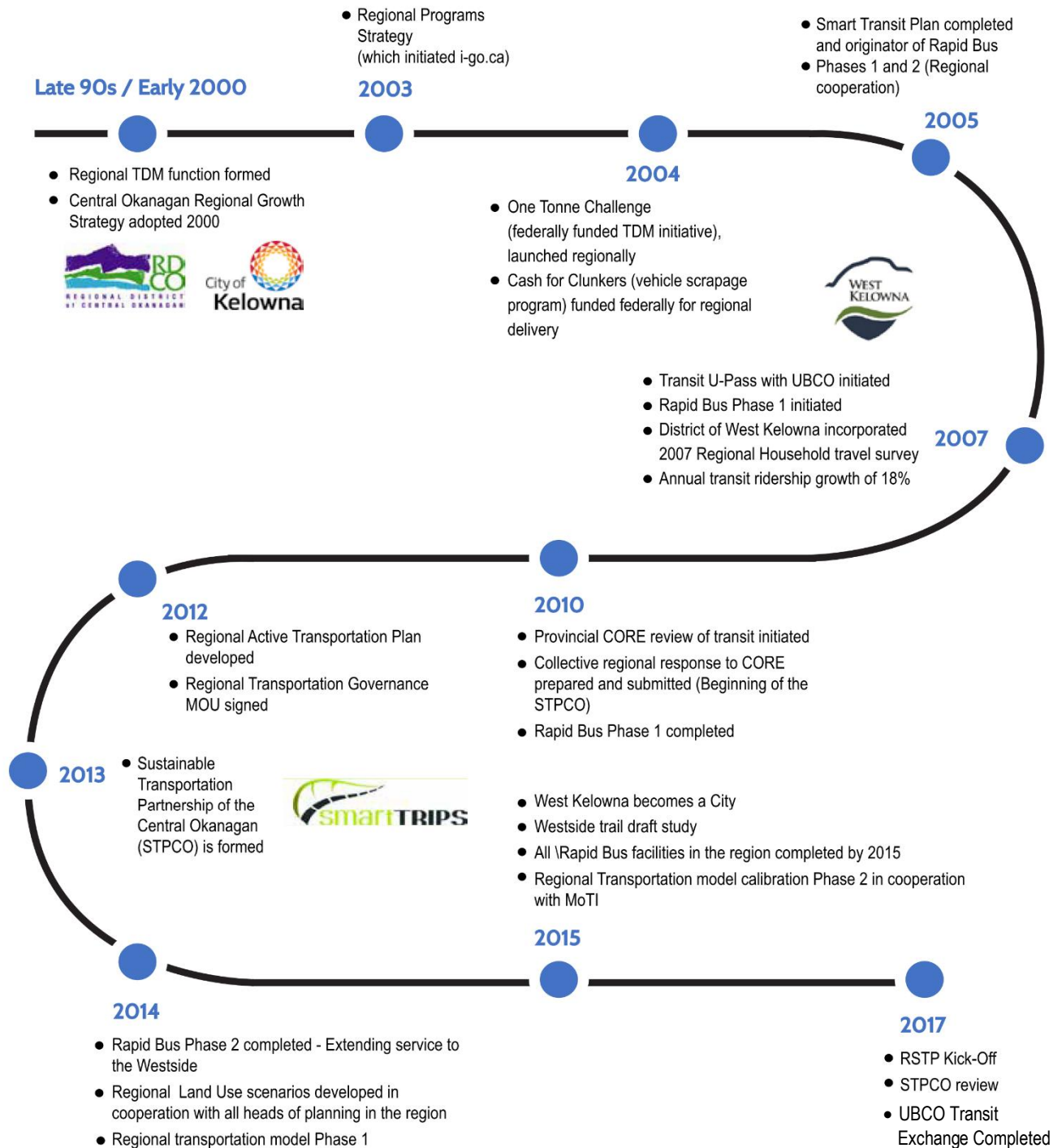
On June 14, 2017, the bulk of the Board Meeting was spent discussing and exploring the context leading up to the establishment of the STPCO and the evolution in the years since. Members reflected on the synergies for future collaboration and aspiration in the partnership. The following summarizes the key themes arising from the conversation.

HOW IS STPCO EVOLVING?

Board members acknowledged the STPCO began as a small partnership that came together around the singular and focused issue of transit governance. The partnership has remained small and operated behind the scenes, with little direct visibility in the community, with adjacent regions, or with Provincial departments (i.e. MOTI). Members acknowledge regional transportation challenges are moving well past the central Okanagan, and see the need for collaboration between Councils and senior leadership valley wide – Penticton to Vernon and perhaps even from Osoyoos to Salmon Arm/Sicamous. The regional transportation challenges are only becoming more complex; with several significant provincial transportation planning studies underway, members are increasingly seeing a need for the STPCO to help provide a singular regional voice. In part, members identified that trust amongst the members is growing to support such aspirations

EVOLUTION OF STPCO

Over the years the region has leveraged tens of millions of dollars through regional planning efforts. The STPCO has been 20 years in the making thanks to the long term strategic perspectives of its members. Throughout its evolution, there have been significant opportunities for learning and collaboration amongst members. Key milestones in its evolution are highlighted below.



REGIONAL TRANSPORTATION GAME CHANGERS

The ‘game changers’ for regional transportation are emerging in a number of forms – both in regional trends as well as broader market and technology innovations.

Technology – Technology will have a large impact on our transportation system, but so far, it is tough to predict with certainty various outcomes, or even the timelines in which to expect their introduction. Foremost on this list is autonomous vehicles. Widely anticipated to revolutionize transportation systems, their impact has significant implications for community planning, infrastructure requirements, and perhaps, demand. Other technology game changers include: intelligent transportation systems (ITS), open source data (increasing numbers of applications including predictive route finding based on road volumes), and the use of drones for delivery.

Emergence of Similar Organizations - Over the past 5 years, Board members identified the emergence of other external organizations playing a convening and organizing role around regional sustainable transportation. Such aspirations are reminiscent of the broad mandate of STPCO. For example, the Okanagan Rail Trail Initiative has successfully initiated the regional multi modal corridor project along the former CN Rail bed, and is leading fundraising efforts for its construction. The government response to the initiative has been through a separate government coalition, the Inter-Jurisdictional Development Team which consists of the City of Kelowna, District of Lake Country, Regional District of North Okanagan and Okanagan Indian Band.

Light Rail - As the region grows, light rail continues to emerge as a longer term

opportunity to move significant numbers of people along a fixed route. Board members acknowledged the introduction of light rail in the region would significantly alter the picture and offer different opportunities for subsequent investments. There is also a recognition that significant increases in regional population, land use integration, density and concentration of growth in urban centers would be required before a relevant business case might be made for light rail.

Planning and Development - Community planning and development is evolving in the region to more defined growth around town centres and transit nodes, combined with increasing focus on public place making. Despite this evolution in land use planning, some systems are slower to evolve and this causes dislocation and other impacts. For example, the lack of French immersion programs on the west side is causing upwards of 200 children (and families) to cross the bridge into the City of Kelowna each school day.

Additional game changing transportation trends include:

- Climate change
- Increasing costs of fuels
- Focus on planning and public health.

OPPORTUNITIES FOR COLLABORATION

The Board identified five key areas around which future collaboration could generate a lasting and long-term impact on sustainable regional transportation:

Regional Transportation Planning- members suggested integrated planning should focus on multi modal planning, development of town centre nodes with associated, connecting regional transportation infrastructure, and integrated connectivity amongst institutions, and the Airport.

In addition to the Regional Strategic Transportation Plan, the STPCO, City of Kelowna, Airport, MoTI and UBCO are working on a grant application for the Okanagan Gateway Plan, a comprehensive multi-modal network and transportation plan for the Okanagan Gateway (Airport and University areas). This work is critical for the progress of the entire region.

Senior Government Advocacy with One Voice - members acknowledged the COPS initiative led by the Province presents an opportunity to respond collectively with one voice. Tactics employed by the Province, in the absence of a desire to respond collectively, are resulting in contradictory and misaligned responses to the initiative by each individual municipality. As a result, the region's municipalities have diluted their negotiating power, making it more challenging to advocate for the best outcomes for their jurisdictions and the region as a whole. All Board members and senior leadership in member municipalities have highlighted the considerable power a united partnership would have to initiate positive long-term transportation funding and outcomes for all members, while also ensuring Provincial investment in regional transportation infrastructure is in the best interests of all communities.

Regional Trails and/or Cycling Networks - the region is enjoying significant momentum related to the development of regional trail corridors. However, achieving a world class, branded, valley wide trail system (beyond the Kelowna – Coldstream leg currently underway) will require significant leadership and investment of resources. Members acknowledged the potential of such a corridor to both transportation and economic development throughout the region.

Transit - Members identify that while transit is one aspect of the STPCO that is working well currently, there is opportunity to do more, including exploring greater autonomy

from BC Transit, or better collaboration around route planning amongst member municipalities.

Goods movement - The Board identified the need to collaborate on a Corridor Study for Goods Movement and associated implementation to ensure smooth movement of goods throughout the valley. All members recognize the importance of goods movement to the economic viability of the region.

MEASURES OF SUCCESS

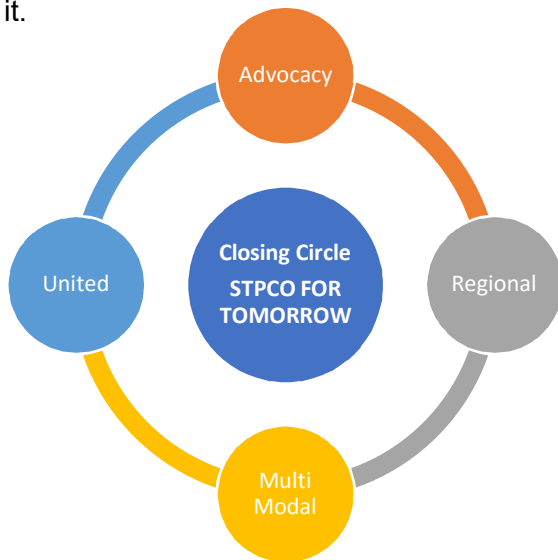
Board members identified various indicators that will demonstrate the partnership is succeeding in collaborating around more complex, strategic transportation challenges. First and foremost, STPCO can demonstrate success through its ability to communicate with one voice at forums (i.e. UBCM) or directly with the Province (i.e. COPS). More specific benchmarks will need to be developed around other strategic initiatives. As the STPCO invites greater strategic collaboration, success also means all members (including Councils) recognize the value of the partnership in exchange for their investment.

DEMONSTRATING VALUE FOR MONEY

A key aspect of Board feedback includes the need for STPCO staff to evolve its communication with members. At present, communication is ad hoc, and rarely do STPCO staff present to each of the 6 member Councils. This is identified as an oversight, and a factor contributing to a perceived lack of understanding about the partnership and its value amongst member Councils. Ideas included a highlights reel of activities, decisions, and events following each STPCO meeting, as well as ongoing quarterly attendance at Council meetings by STPCO staff.

DESCRIBING THE FUTURE OF STPCO

To close the meeting, each Board member was asked to use one word to describe STPCO in the future. These terms offer a window into the importance of the STPCO, and how the members see STPCO's purpose evolving. These key words inform how the governance model shifts to support it.

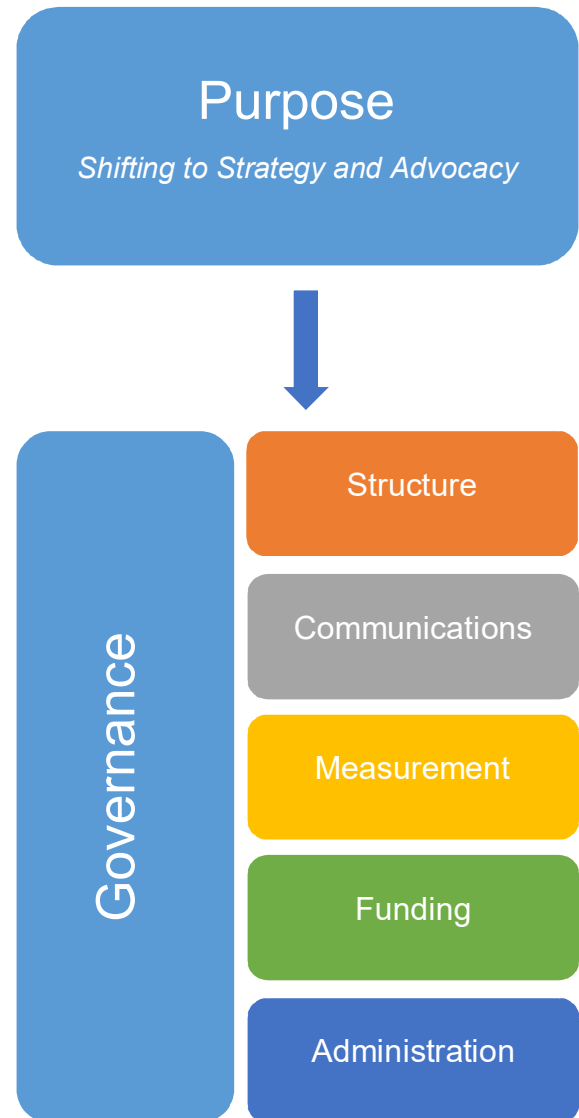


STPCO For Tomorrow

Both the CAO interviews and the workshop with the Board informed key elements of how STPCO can evolve to offer long term positive impacts to the regional transportation system. What is clear is that the STPCO has established significant relational capital and trust amongst its members, which can be used as a foundation from which to evolve the collaboration model.

Recommendations for shifts in the partnership are based on form following function. A governance model for regional transportation service delivery must be based on the aspirations and purpose for the group collaborating in the first place.

Therefore, recommendations are organized as follows:



Purpose

Shifting to Strategy and Advocacy

The key message from engagement with STPCO members is our current context for regional transportation is calling for a greater level of strategic collaboration between members. This higher level purpose is necessary to achieve multi modal infrastructure for all municipalities supporting individual and regional sustainability. This type of evolution is also necessary for the partnership to remain relevant.

It should be acknowledged some of the need for strategic collaboration is embedded in the original mandate used to establish the STPCO. What might be driving the disconnect? In the absence of clear and explicit purpose around the *type* of collaboration for the membership, the partnership has evolved in practice to work on activities at the “easiest” level of agreement amongst all members (e.g. those items which are least offensive to all). Typically, this has meant completing activities like Bike to Work Week but limiting deeper conversation about impactful but potentially challenging initiatives.

There is a need to acknowledge the differences in local context and geography contributing to each municipality’s transportation strategy. For example, Peachland is extraordinarily hilly, with residential neighborhoods ranging from the flat lands along the lake, to steep, hillside development several hundreds of metres above lake level. This geography coupled with a high proportion of older residents, makes bike lanes a lower priority than it is for some communities with flatter terrain.

Similarly, some communities are primarily focused on the delivery of basic services and

infrastructure for citizens. This is somewhat linked to the age and evolutionary stage of each government, as administrations mature and shift to focus on different types of priorities over time. Members highlighted the importance of acknowledging these differences as the partnership collaborates around higher level, strategic aspirations.

Shifting to advocacy with a united voice is the single greatest evolution of purpose recommended for STPCO. Although the most pressing need to respond with a singular voice is currently COPS, there are ongoing opportunities for greater collaboration in interacting with MOTI and BC Transit, or at forums such as UBCM. Establishing a united voice amongst member municipalities with distinct priorities and resources will require trust building, leadership, and elevated, deeper conversations between all members.

Directing some of the efforts of STPCO towards regional advocacy, and pursuing the 3 focus areas (see below) will need to be tested and confirmed with each member Council over the course of 2018 (starting with STPCO presentations to member Councils).

The member communities can make significant progress toward enabling a sustainable regional transportation system through 3 key focus areas:

1**Regional Transportation**

Planning focuses on appropriate multi modal applications for each community, and members collaborate to establish town centres connected by regional transportation corridors. These activities happen in an integrated and coordinated fashion facilitating collaboration for capital infrastructure funding, development planning, infrastructure delivery and effective goods movement. Integrated planning focuses on strategies for disruptive mobility and community partnerships to help shift the culture to supporting future and sustainable transportation options.

2**Regional Trails and/or Cycling Networks**

are developed to augment and enhance current efforts on the Rails to Trails network and major regional transportation corridors. Regional trail networks (extending from Penticton to Vernon at a minimum) have been contemplated for years, but coordination and leadership is required amongst all members for implementation. The required leadership involves, at minimum, coordination during development approvals, capital funding, lobbying senior government for such funding, and designation of future right-of-ways.

3**Next Generation Strategic Partnerships with Senior Government**

focuses on opportunities for the membership to coordinate regional transportation priorities in sustainable transportation, governance and funding with senior government.

Governance Structure

Currently the members enjoy the lack of bureaucracy associated with STPCO, and do not necessarily desire onerous administrative requirements or a distinct, independent office to lead its activities. However, several shifts to support the STPCO's revised purpose and mission are suggested, specifically around rebooting roles and responsibilities, and matching meetings and attendees.

RESPONSIBILITIES

A key challenge for STPCO to date has been engaging the right individuals from each member municipality to achieve the overall mandate. Thus, a key focus for renewing the governance structure must focus on empowering the right people, for the right type of work. This also involves actively considering the nature and responsibility of those asked to participate in STPCO forums and activities. We suggest evolving the roles and responsibilities as follows:

Board of Directors - The Board's key function should be prioritizing the annual work plan and associated funding for the partnership, assessing benchmarks and measurements of success, and ensuring the financial health and sustainability of the partnership. It is not a decision making body for specific initiatives, or a forum for members to establish a position of unity around a specific topic.

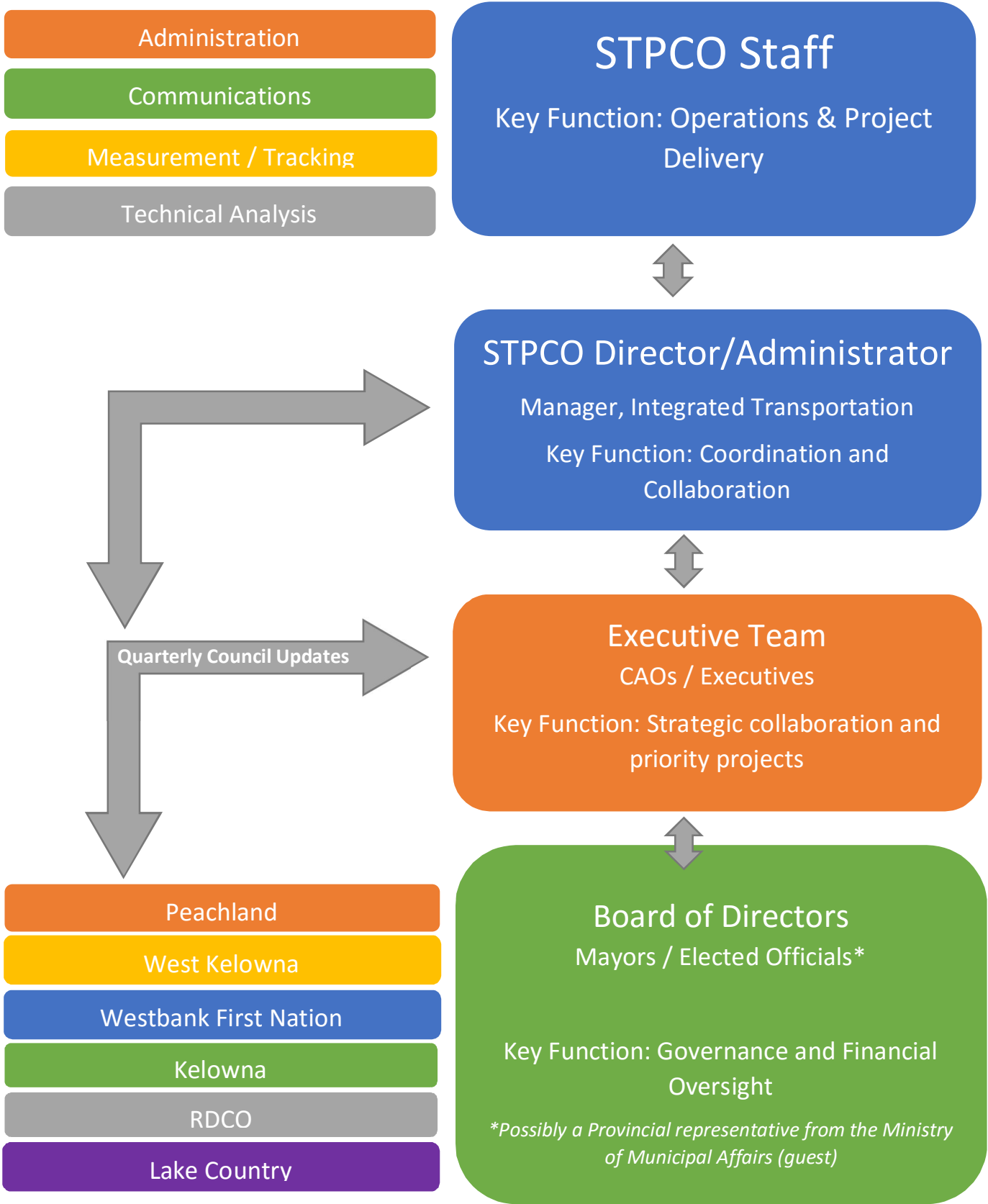
Executive Team - Strategic conversations must be led by individuals who are empowered and responsible for strategic transportation decisions. These individuals are typically senior administrators (i.e. CAOs). Guided by the overarching priorities and funding allocated by the Board, these senior leaders should focus on finding common ground in each of their priority

areas, assessing key opportunities, understanding technical information, and prioritizing how to move forward on specific initiatives. The Executive Team should be responsible for gathering strategic direction from their respective Councils as needed to enable streamlined decision making at this level. Establishing direct connections with Councils can support aligning the STPCO's activities directly with the Council priorities in each community. Key decisions around establishing advocacy and unity in the partnership are driven by a team of senior administrators receiving direction from their Councils.

STPCO Director - The STPCO Director is appointed to act as the key liaison between all parts of the STPCO. In particular, the Director is responsible for facilitating collaboration amongst the Executive Team and directing the work of the STPCO Staff in response. In recent years, the Director function has been filled by the Director of Regional Services in the City of Kelowna. The Regional Services Department was merged with newly created Integrated Transportation Department, and administrative lead for the STPCO was taken by the Manager of the Integrated Transportation Department. This department integration has been working well as it builds from the already strong transportation team within the City of Kelowna.

However, this position will need to be reviewed for the 2020 – 2023 evolution of the STPCO. As the activities of the partnership evolve to greater and more impactful collaborations with potential involvement from senior government, it may be difficult for the City's transportation lead to also fill the role of STPCO Director. Therefore, it might be expected that the activities of the STPCO involve a full time resource. Such changes will require review and potential reallocation of budget and resources, and changes to the agreement.

STPCO GOVERNANCE



STPCO Staff - The STPCO staff, technical advisors, analysts and communications professionals are responsible for conducting the STPCO's daily activities, and take direction from the STPCO Director. To date, the staff support has been delivered exclusively through specific staff of the former Regional Services department. This has generally been working well, although incorporation of skills from the staff of other members in the partnership or broader technical staff in the Integrated Transportation Department needs to be evaluated as STPCO's activities have broad implications for each community. This may be something considered annually depending on the skills required to pursue each priority area. It is clear the aspirations of the partnership warrant dedicated staff resources for the partnership well past simple meeting facilitation and administration. In addition, there is a need to consider the skills and competencies required from staff to deliver on the operational aspects of the STPCO (programs, communications, meetings) but also to deliver on the new strategic directions of the partnership.

MATCHING MEETINGS & ATTENDEES

Meeting agendas must be reflective of the individuals attending. For example, meeting agendas for the Executive Team will need to support strategic collaboration, and focus less on the details of project or activity delivery (e.g. tactics). As a result, it may be necessary for STPCO staff and technical advisors to meet separately on certain initiatives outside of the Executive Team meetings.

Communications

Review participants noted the STPCO needs to move from an organization operating in

the shadows, to one that is out in front of key issues representing the collective voice of the membership. In order to make the shift, it is recommended the partnership begin with improving internal communications efforts. Improving internal communications may consist of the following activities (at a minimum):

- STPCO Director present to each member Council twice per year (minimum), and ideally quarterly
- Following each Executive Team and Board meeting, a highlight reel is prepared, that describes in plain language key decisions, outcomes, and upcoming activities. This 'highlight reel' should be separate and in addition to meeting minutes.

These suggestions are not currently delivered by STPCO staff, and will require budget and staff capacity.

Effective internal communications will build greater awareness of the STPCO's activities for elected officials and senior administrations. Such awareness is a baseline condition to achieve more strategic advocacy around significant and challenging provincially led initiatives, such as COPS.

Subsequent communication elements may need to incorporate a public awareness campaign that may require an online presence offering information about the partnership's activities, position statements, and upcoming events.

Rebranding - Throughout the reviews, it was noted countless times the name STPCO is unwieldy – both the full name as well as the acronym. Some even highlighted the name as reflecting a cumbersome and unclear partnership, or vice versa. It is prudent at this juncture to consider rebranding and renaming the partnership to something better representing the partnership's aspirations.

Measurement

Currently, there is little ongoing measurement of the STPCO's impact on regional transportation initiatives beyond transit ridership and Bike to Work Week participation. Evolving measurement activities quality and results orientation will be necessary to build trust and momentum in the partnership. This will support increased resources and improve the activities undertaken. Specifically, it is recommended that under guidance from the Executive Team, STPCO staff establish a series of indicators related to the partnership and its activities.

Indicators should relate to both operational and strategic functions of the partnership. These can be used as a starting point for regular measurement and reporting on the partnership's progress.

Funding

The membership's shift in purpose and priorities may necessitate a commensurate shift in the funding each member municipality allocates to the STPCO. For example, collaborating on a response to COPS may require the following activities amongst the membership:

- A process of joint technical analysis
- Negotiation and collaboration amongst senior decision makers
- A series of 'briefing documents' to describe the STPCO's and/or respond to COPS analysis
- Meetings with MOTI and senior provincial government ADM/Ministers

The costs for this type of collaboration and response alone may exceed the current STPCO budget, and don't take into account the additional three focus areas, coupled

with communications, measurement, and administration of the partnership.

At this juncture, it is paradoxical to suggest the funding allocation for each municipality may need to increase, when a key theme from the review is that some members question the value they receive from the partnership, or have trouble communicating the value to the rest of their Council. Therefore, the funding model may need to evolve over the course of several years following a focused effort on demonstrating the STPCO's value for all members. For this reason, focused communication efforts are a precursor to gathering buy in for additional funding commitments. Both are likely necessary for the partnership to make progress in achieving its aspirations.

It may be possible for the partnership to explore ways to diversify its sources of funding. In particular, it may be possible to move to a model that has a greater proportion of senior government funding and support. This can be pursued over time as the STPCO raises its profile with the Province and starts to engage in more strategic advocacy and projects.

Chief Financial Officer - Currently, the Chief Financial Officer for the STPCO is responsible for managing and reporting on the partnership's budget and finances. However, this individual is not part of strategic conversations or priority setting. This is unusual for most integrated CFO positions. As the STPCO evolves to support higher aspirations, there is opportunity for the CFO to provide strategic financial advice to the Executive Team. Further to this, the CFO may participate in building funding, financing, and budgeting strategies to enable the STPCO to deliver on key initiatives. Like with other key roles, as the partnership continues to evolve, the CFO function may need to shift to outside of the City of Kelowna

to provide an independent viewpoint to the partnership's members.

Administration

Currently, the STPCO's administrative tasks (scheduling meetings, logistics etc.) are the responsibility of the City of Kelowna staff representative. Many of these tasks may be better completed by an administrator that is part of the overall STPCO staff team.

Next Steps

The shift from operations and project delivery to strategic collaboration will occur over the course of several years. Initially, it is important to undertake simple changes that can elevate the partnership to discussion and collaboration around strategic items related to the three focus areas. Short term wins highlight actions suggested for the next 6 months to a year. The actions are intended to be completed within the existing framework and agreements that govern the STPCO. More substantial shifts may be appropriate once momentum around the focus areas has been established.

As stated at the start of this review, the STPCO is step in the evolution of regional cooperation. One of the key objectives of the 2018-2020 work plan will be also to establish the next step in evolution of the partnership and prepare the transition for the 2021-2024 model for regional collaboration.

Short Term Wins

Invite Provincial involvement in STPCO

to support the region in thinking strategically about moving each of the focus areas forward.

- Send a letter from the Mayors to the Minister of Municipal Affairs and the Minister of Transportation and Infrastructure informing them of the STPCO and inviting them or a representative to the December 2017 Board Meeting.

Revise roles and responsibilities of STPCO members and staff to help support a shift from operations and delivery to strategic collaboration.

- Schedule presentations by the STPCO Director to each of the six member Councils in 2018.
- Establish the Executive Team and host inaugural meeting. Use the initial meeting to establish a high level work plan and strategic actions to move ahead in 2018.
- Establish STPCO staff responsibilities and duties related to the 2018 workplan (related to communications, administration, measurement/tracking, and operations.)
- Develop STPCO newsletter to be shared with Councils and the public.

Retool communications to ensure activities of the STPCO are effectively communicated to all members.

- Create a highlight reel of activities and decisions following from each Executive and Board meeting.
- Establish protocols for quick communication between the Executive Team in between formal meetings (i.e. email; conference call; individual meetings with Director, etc.)

Establish key indicators for the STPCO related to operations and strategy in 2018. Measurement should be closely related to the 2018 workplan.

- Following the initial Executive Team meeting, STPCO staff to draft key indicators related to the 2018 workplan. Staff to review the indicators with the Executive Team, and present to the Board for review and comment by mid 2018.

APPENDIX A

NOTES FROM BOARD MEETING – JUNE 14, 2017

Theme: Evolution

- Small & behind the scenes
- How do we take on more leadership?
- Trust between partners
- Think regionally
- Valley wide past Central Okanagan – Mayors & CAOs
- What does STPCO do?
- Getting more out of STPCO

Theme: Opportunities for greater collaboration

- Town centres and focus on smooth movement of goods
- Regional Transportation Plan – multi modal
- Get a regional transit function here
- Goods corridor study for region
- More coordinated regional transportation planning
- Transit function – local BRT
- TDM – anchor?
- One voice – COPS & senior government
- Regional cycling corridor
- Regional trails network
- Safety initiatives with transit
- BC transit resource transfer?
- Multi modal regional plan
- Leadership – regional transportation plan
- Integrated UBCO and airport connectivity
- Transit operations facility
- West Kelowna highway mobility
- Reduction in GHG / Charging stations
- Regional roads of significance
- Alternate regional roads
- Increase connectivity Penticton – Vernon
- Education

Value for money or redundancy?

- Ongoing STPCO communication to Councils
- Highlights from STPCO
- Communication is a big issue
- Minutes of STPCO to Councils
- Communicating with Councils? How? How often?
- BC Transit vs. local approach

Assets

- BRT
- Move to more formal governance? Vs. evolution?

Game changers

- Regional transit plan
- Governance for BRT
- One voice with MOTI

Theme: What is Changing?

- Light rail
- Open source data
- External organizations completing similar projects – Rails to Trails society
- Technology - Autonomous vehicles
- Public health / health related aspects
- French immersion – specific to Central Okanagan – nothing on Westside, therefore many families having to bring their kids across the bridge to access the program
- Focus on public place making
- Integrated transportation services
- Urban planning
- Climate change
- Inconsistent network investments
- Bypass issue is divisive
- Schools and community programs
- Drones for delivery of goods
- Self contained communities
- Cost of fuel
- Focal points
- Usage of agriculture vehicles rising

Theme: Measures

- STPCO - one voice
- Benchmarks
- Resourcing will drive value and results
- All in one office @ UBCM lobbying senior government
- Value for money clear

Draft 2018-2020 STPCO Work Plan

Sustainable Transportation Partnership of the Central
Okanagan



October 2017

Sustainable Transportation Partnership of the Central Okanagan

2018-2020 STPCO Draft Work Plan

The Sustainable Transportation Partnership of the Central Okanagan (STPCO) is the result of the evolution of decades of regional cooperation and continues to evolve. Following the recommendations of the review conducted by Urban Systems, the three areas of focus for the next 3-year term of the partnership (2018 – 2020) will be Transit and Programs Delivery, Regional Transportation Planning and Partnerships.

Transit and Program Delivery (Pg. 2 - 4)

Focuses on the efficient and responsive provision of transit services, the delivery of transit infrastructure, transportation programs, and the introduction of new technologies. These activities involve engagement of community groups and development of new partnerships. Related to accessible transportation, development of feedback networks and creation of new policy to manage growing demand.

- Transit management
- Transit infrastructure
- Community capacity building around transportation
- HandyDart service management
- Transportation programs delivery and implementation
 - Open Streets pilot
 - Bike Share pilot

Regional Transportation Planning (pg. 4 - 6)

Focuses on appropriate multi-modal applications for each community. Members collaborate to establish town centres connected by regional transportation corridors. These activities happen in an integrated and coordinated fashion facilitating collaboration for capital infrastructure funding, development planning, infrastructure delivery and effective goods movement. Additionally, regional trail networks have been contemplated for years, but coordination, leadership and clear road map is required amongst all members for implementation. Integrated regional planning focuses on strategies for disruptive mobility, regional trails and active transportation and community partnerships to help shift the culture to supporting future and sustainable transportation options.

- Regional Strategic Transportation Plan (RSTP), including the following sub-components:
 - Regional Hubs and Regional Transportation Network
 - Regional Land Use Scenarios
 - Regional Community Capacity Building TDM program
 - Regional Trails and Cycling Plan
 - Disruptive Mobility Strategy
 - Okanagan Gateway Transportation Study
- Coordination with MoTI on Highway Planning Studies

Next Generation Strategic Partnerships with Senior Government (pg. 6)

Focuses on opportunities for the membership to coordinate regional transportation priorities in sustainable transportation, governance and funding with senior government.

- Engagement of senior levels of government
- Explore possibilities for independently funded governance models
- Goal is to have 2021-2024 model that is independently funded

This work plan outlines the priorities, times, expected outcomes and responsible manager, and it can be used to report on progress to each member Council and Board.



No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
1	Transit and Program Delivery				
1.1	Transit Management Accountable Manager: Jerry Dombowsky	Customer service Safety and security Revenue generation Operations Operational Planning Special events Development review Communications and Marketing Asset management	Operating- Ongoing	On-going Multi-year unless specific delivery is specified	<ul style="list-style-type: none"> • Advertising contract management: on-bus • U-Pass administration (update contract-revisions/additions) • Bus stop/shelter management: location, maintenance, signage • Customer feedback/complaint management • Special event/ construction impact mgmt. • Community events: customer appreciation events, community fundraisers – ‘Stuff a Bus’, ‘Santa Bus’, etc. • Security management at exchanges (contractors) • Bylaw enforcement management: graffiti, no-smoking legislation, panhandling, etc. • Transit satisfaction and utilization survey (2018, 2020)
1.2	Enhancing the partnership with BC Transit Accountable Manager: Jerry Dombowsky	Operations Service standards Finance Safety and security	Operating –Staff time	On-going Multi-year unless specific delivery is specified	<ul style="list-style-type: none"> • Operations liaison with service operator (First Canada) and BC Transit – planning, customer service, operational issues, infrastructure & safety issues, committees & working groups. • 3-year Service Agreements & MOUs • AOA process management • Creation of regional service standards and performance measures (Transit Future Plan deliverable) (2018) • Technology – AVL communications & marketing planning re: implementation, APC passenger count protocols, on-bus CCTV communications. (2018) • Review operational performance indicators (2018) • Cost and revenue sharing
1.3	Sustainable Transportation Programs (Transportation Demand Management TDM Programs)	Cycling Rideshare Education Walking	Operation – Staff time	On-going Multi-year unless specific delivery is specified	<ul style="list-style-type: none"> • Bike to Work/School Week • Bike Rodeos • Ridesharing promotion • School Travel Planning/Safe Routes to School (2 Schools per year) • Class rides free transit program



No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
	Accountable Manager: Jerry Dombowsky				<ul style="list-style-type: none"> Companion pass transit program
1.4	Bike Share Pilot Accountable Manager: Jerry Dombowsky	This project would include a dockless bikeshare program within the City of Kelowna that could be implemented, on a pilot basis, at no cost to the City of Kelowna. Results and effectiveness will be monitored to determine if the pilot should become a permanent program and key findings and recommendations will be summarized and shared with regional partner jurisdictions.	Partnerships - Pending	Kelowna 2018 Regional 2019	<ul style="list-style-type: none"> Bikeshare pilot program Bikeshare Pilot Results summary & evaluation
1.5	Open Streets Pilot Accountable Manager: Jerry Dombowsky	This project will include an open streets event, which closes streets to vehicle traffic and permits people to walk, bike, and enjoy public city streets as part of a celebratory event. Open Streets events help to support, promote, and encourage active and sustainable transportation and are becoming more popular throughout North America.	Pilot 1: CoK + Partnerships- Pending	Kelowna 2018 Regional 2019	<ul style="list-style-type: none"> Open Streets Pilot Event Open streets Pilot Summary & evaluation
1.6	Transit Infrastructure Implementation Accountable Managers: Jerry Dombowsky/Rafael Villarreal	New infrastructure New and renewal bus stops, shelters, Level of Service	Local governments Operation - Staff	On-going Multi-year unless specific delivery is specified	<ul style="list-style-type: none"> Mission, Mid-Town, Glenmore, UBCO connector (Expected delivery, 2018-2019) Rutland Exchange Phase II (Delivery, 2018-2019) U-Pass card reader technology implementation Development of regional bus exchange, stop and shelter standards Level of service (LOS) standards (continuous improvement)
1.7	Major Transit Infrastructure Proposals (Grant proposals- PTIF) Accountable Managers: Jerry Dombowsky/Mariah	Major facilities and exchanges in preparation for the Government of Canada's Public Transit Infrastructure Fund (PTIF)	Grant – Pending	2018-2021	<ul style="list-style-type: none"> Transit Operations Centre/Facility (Structuring 2018, Capital 2019-2021) Mid-Town Exchange (Structuring 2018, Capital 2019-2021) Springfield/Enterprise Transit Priority Corridor (Structuring 2018, Capital 2019-2021) Queensway Security Pavilion



No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
	VanZerr/Rafael Villarreal				Structuring 2018, Capital 2019-2020 • Peachland intra-regional hub Structuring 2018, Capital 2019-2021
1.8	Fare Products Accountable Manager: Jerry Dombowsky	Communication/marketing plan Fare products and technology review Board/Councils reports U-Pass relationship management Marketing strategy (operating) Service reliability (hours)	Operating	On-going Multi-year unless specific delivery is specified	• Vendor network expansion • New fare products – presentations to councils • Digital ticketing strategy (2018-2019)
1.9	Handydart Service Management Accountable Manager: Jerry Dombowsky	Eligibility Travel Options Policy and protocols Service Standards & Service Levels	Operating	On-going Multi-year unless specific delivery is specified	• Fare policy • Eligibility management system • Conventional transit training pilot • Service level standard development
2	Strategic Transportation Planning				
2.1	Regional Land Use Scenario Modeling (Phase 2) Accountable Manager: Mariah VanZerr	In 2014 STPCO led a series of Land Use projections, as part of the Regional Strategic Transportation Plan, various land use scenarios need to be evaluated.	Grant - Funded	2018	• Draft Regional Land Use Scenarios • Preferred Regional Land Use Scenario
2.2	Regional Strategic Transportation Plan (Phase 2) Accountable Manager: Mariah VanZerr	The RSTP will engage regional partners to identify a regional transportation network, a preferred regional growth scenario, and identify and prioritize strategic transportation investments that will support a multi-modal transportation network that contributes to and enhances the quality of life in the Central Okanagan Region.	Grant - Funded	2018-2019	• Consultation and Public Engagement Strategy • Multiple Account Evaluation Framework (Prioritization) • Regional Hubs & Regional Transportation Network • Transportation Modeling • Operations Plan (Asset Management & Renewal) • Implementation, monitoring and evaluation approach
2.3	Regional Trails and Cycling Plan Accountable Manager: Mariah VanZerr	Regional trail networks have been contemplated for years, but coordination and leadership is required amongst all members for implementation. As part of the RSTP, active transportation projects, programs, and policies that affect the regionally-signification regional multi-modal transportation network will be	Grant - Funded	2018-2019	• Updated Regional Active Transportation Plan • Prioritized active transportation projects, programs and policies • The plan should identify, coordination during development approvals, capital funding, strategies to approach senior government for such funding, and designation of future right-of-way.



No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
		identified and evaluated. The vision for the network will include alignment with major intra-regional projects. Final recommendations will be incorporated into an updated Regional Trails and Cycling Plan.			
2.4	Regional Community-Capacity TDM Program Accountable Manager: Mariah VanZerr	As part of the RSTP, this project will seek to identify community organizations across the region that can help to facilitate and support culture and behavior change towards sustainable transportation options, using a bottom-up, community-capacity building approach.	Grant- Funded	2018-2019	<ul style="list-style-type: none"> Community partner organizations Capacity-building opportunities Updated Regional TDM Program
2.5	Regional Disruptive Mobility Strategy Accountable Manager: Mariah VanZerr	As part of the RSTP, this strategy will take a detailed look at the potential benefits and impacts of driverless vehicles in the Central Okanagan, and develop a policy options toolkit for regional partner jurisdictions.	Grant 1 – Funded Grant 2 - Pending	2018-2019	<ul style="list-style-type: none"> Driverless Vehicles Regional Policy Options Toolkit
2.6	Transit Infrastructure Plan and Prioritization Accountable Manager: Mariah VanZerr	As part of the RSTP, this project will identify regionally-significant transit infrastructure needs. The project will also explore the potential for regional “mobility hubs” at key transit exchange locations to help provide first-last mile transit solutions.	Grant - Funded	2018	<ul style="list-style-type: none"> Regional Transit Infrastructure Capital Plan
2.7	Okanagan Gateway Transportation Study Liaison: Mariah VanZerr/Rafael Villarreal	A partnership with MoTI, Kelowna International Airport, The City of Kelowna and UBCO to develop a comprehensive plan for the Airport/University area	Grant - Pending	2018-2019	<ul style="list-style-type: none"> Okanagan Gateway Transportation Plan Conceptual designs
2.8	Central Okanagan Planning Study (HYW Planning) External lead: MoTI	Ongoing	Operating	2018-2019	<ul style="list-style-type: none"> Continue the collaboration with MoTI and its consultant
2.9	Regional Household Travel Survey	A regional travel survey that collects daily travel pattern information from residents. Results are	Reserve - Pending – various sources	2018 - 2019	<ul style="list-style-type: none"> 2018 Regional Household Travel Survey <ul style="list-style-type: none"> Delivery Fall 2018



No.	Program/project name	Description	Funding source	Years	Deliverable / Milestones / Timelines
	Accountable Manager: Mariah VanZerr	critical for looking at changes in travel patterns over time and achievement of targets, such as shifts in mode share.			<ul style="list-style-type: none"> Reporting spring 2019
3	Next Generation Strategic Partnerships with Senior Government				
3.1	Engage provincial government at a strategic level Executive Committee and Local Government Advisory Board	Invite senior governments to participate in STPCO	Operating	2018	<ul style="list-style-type: none"> Include a senior representative from the Ministry of Municipal Affairs to attend the LGA Board meetings
3.2	Advocacy strategy Accountable Manager: Rafael Villarreal	Develop a strategy to engage senior government in the regional partnership	Operating	2018	<ul style="list-style-type: none"> Road map to engage senior levels of government
3.3	STPCO next evolution Accountable Manager: Rafael Villarreal	Structure a proposal for a Governance Model that is funded and mandated by a senior level of government	Operating	2018-2019	<ul style="list-style-type: none"> Engagement with senior levels of government Proposal submission
3.4	STPCO Evaluation and options for the future Accountable Manager: Rafael Villarreal	Report outlying the options for the STPCO moving into the next 3-year term.	Operating	2019	<ul style="list-style-type: none"> Report to be provided to each Council Ideal outcome is a model with independent funding
Overall accountability					
Strategic Direction: STPCO LGA Board Mayors of: City of Kelowna, City of West Kelowna, District of Peachland, District of Lake Country Chair of the Regional District of the Central Okanagan Chief of Westbank First Nation					
STPCO Executive Committee CAO or representatives from all partners					
STPCO Management staff: STPCO Administration and Supervision: Rafael Villarreal Programs and Transit: Jerry Dombowsky Regional Transportation Planning: Mariah VanZerr					



STPCO Workplan Reporting and Schedule 2018-2020

