

**DATE:** April 24, 2019**FILE:** 0540-20/IRTSC**TO:** Chair and Members  
Integrated Regional Transportation Select  
CommitteeSupported by Russell Dyson  
Chief Administrative Officer**FROM:** Russell Dyson  
Chief Administrative Officer**R. Dyson****RE: Regional Transportation Service Delivery and Governance Models - Update**

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**Purpose**

The purpose of this report is to provide further information regarding the committee's exploration of the concept of a single point of contact for transportation-related initiatives in the Comox Valley.

**Recommendation from the Chief Administrative Officer:**

None. This report is provided for information.

**Executive Summary**

In September of 2017 following receipt of the staff report titled *Regional Transportation Service Delivery and Governance Models*, the Integrated Regional Transportation Select Committee (IRTSC) recommended an approach to solicit interest and support from potential participants for a regional transportation advocacy and planning service. Upon consideration, the Comox Valley Regional District Board (the Board) did not endorse the recommendation and instead requested further clarity regarding the proposed service.

The Board has recently confirmed its 2019-2023 Strategic Priorities and identified the Integrated Regional Transportation Select Committee for consideration of regional multi-modal transportation planning and the concept of a single point of contact for transportation-related initiatives in the Comox Valley.

- Various jurisdictions currently provide services related to transportation in the Comox Valley. This report contemplates some of those services that could benefit from greater collaboration.
- This report provides a summary of the committee's past work and recommendation for a regional transportation and advocacy and planning service.
- A further description and analysis of possible service and governance models with examples from other jurisdictions is provided for consideration.
- If the committee feels a particular model or approach is viable and warrants further exploration, it is suggested that a recommendation be advanced to the Board to authorize a feasibility study that incorporates engagement with the potential participants.

Prepared by:

Concurrence:

***J. Martens******J. Warren***


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 Jake Martens  
 Manager of Legislative Services

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 James Warren  
 General Manager of Corporate Services
**Stakeholder Distribution (Upon Agenda Publication)**

None.	
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**Background/Current Situation**

Transportation within the Comox Valley Regional District (CVRD) is a growing issue with a rapidly increasing population putting pressure on the Valley's road network and impacting the economic, social and environmental goals of the region.

The CVRD established the IRTSC in 2016 with a dual-mandate of working towards a multi-use path along Comox Road as well as exploring different approaches to address integrated transportation. In 2017, following a survey of key stakeholders on the range of activities integrated regional transportation could undertake, the committee considered the report entitled *Regional Transportation Service Delivery and Governance Models* (Appendix A) that provided service and governance options respecting a regional transportation framework.

The above-noted staff report touched on the current roles and responsibilities of the various agencies in which the planning and delivery of transportation services and infrastructure is provided within the Comox Valley. These roles and responsibilities can be summarized as follows:

Ministry of Transportation and Infrastructure

- Develops and implements province-wide transportation policies, and administers many related acts and regulations.
- Administers federal-provincial funding programs for transportation projects and initiatives.
- Builds and maintains highway infrastructure, including all public roads within the electoral areas.
- Works with partners and other levels of government, and provides funding in support of public transit and ferry services.

BC Transit

- Works in partnership with the CVRD to plan for and deliver public transit services.

Local Municipalities (Comox, Courtenay and Cumberland)

- Within their respective jurisdictions municipalities own, construct and maintain streets, roads, parks and trails.
- Transportation planning within their boundaries.
- Land-use planning and management within their boundaries.
- Partnering with various stakeholders on regional and multi-jurisdiction projects.

Comox Valley Regional District

- Planning and land-use management within electoral areas.
- Regional Growth Strategy planning which includes broad policies targeting an efficient and affordable multi-modal transportation network connecting settlements areas with municipalities.
- Provides regional transit services in partnership with BC Transit.

- Owns, constructs and maintains CVRD parks, trails and greenways within the electoral areas.

The above summaries demonstrate that while much is being done by the various agencies, a collaborative and integrated approach to transportation within the region is lacking. While achieving a sustainable transportation system is likely a goal of all agencies, attempting to achieve this in isolation is neither efficient nor effective. Further, the absence of regionally-focused, holistic transportation planning and decision-making raises questions regarding potential lost opportunities to support regional transportation infrastructure and programs.

The IRTSC previously recommended the establishment of a regional transportation service focused on advocacy and planning. With the committee now conducting a further review of service options, a summary of potential activities is provided as follows:

- Transportation Planning: policy research and development, data collection, regional transportation plans and surveys, capital and implementation plans, transit planning, monitoring and evaluation.
- Transportation Advocacy: coordinate meetings of those parties in the Comox Valley responsible for transportation infrastructure and maintenance to identify areas of common interest and advocate for projects that integrate across jurisdictions.
- Transportation Program Administration: transportation demand management and active transportation programming, planning and promotions; analytical support services; public transit programming; and intelligent transportation systems development and coordination.
- Transportation Project Administration: coordination and/or support for the delivery of regional infrastructure and services such as road upgrades, transit services and projects, and active transportation projects. Apply for grant funding opportunities for one or more jurisdictions to promote regional projects.

Establishing a more collaborative multi-modal transportation governance and service framework requires an exploration of the service arrangement and structure options. Governance arrangements can vary widely from the current status quo of independent agencies, to informal coordination, to formal coordination with defined authority. A summary of such options adapted from the governance options provided in the *Regional Transportation Service Delivery and Governance Models* report is provided in Appendix B.

In order to fully establish a multi-modal transportation approach, the governance structure and service activities must be able to address issues related to the various transportation modes, including walking, cycling, transit, car travel and goods movement.

Recognizing the current state of services and authorities within the Comox Valley, the establishment of a formal coordination service/authority for transportation would be a significant change and is therefore likely to face challenges in its establishment. The Capital Regional District faced similar challenges in their recent attempt to establish a regional transportation service which was ultimately halted following a lack of support from some of their member municipalities.

With these considerations in mind, it is suggested that a partnership approach, similar in nature to the Sustainable Transportation Partnership of the Central Okanagan is likely the most feasible for achieving stakeholder/partner support. This approach would allow the participants to trial regional transportation services and assess the merits of moving towards a more structured coordination of policies, plans, resources, programs, and projects.

### **Policy Analysis**

The IRTSC has two primary functions:

- Collaboration on regional transportation projects, priorities and infrastructure including the specific promotion of a bike commuter path or multi-use corridor along Comox Road and the development of an application to the Ministry of Transportation and Infrastructure's BikeBC funding program for roadside greenway improvements; and
- Consideration of the concept of a single point of contact for transportation-related initiatives in the Comox Valley.

### **Options**

Options available to the IRTSC are to:

1. Receive this staff report and formulate a recommendation to the CVRD Board to seek the advancement of a particular framework for regional cooperation regarding transportation.
2. Not support an integrated regional transportation model at this time, and focus efforts on the other mandate of the committee; or
3. Refer the concept of an integrated regional transportation model to staff for further consideration, research or models development. This option would need clear instruction from the committee to focus the additional research.

### **Financial Factors**

There are no direct financial impacts associated with this report. If the committee seeks the advancement of a particular approach, it is suggested that approximately \$20,000 be recommended for a formal feasibility study to be conducted under the Regional Feasibilities Studies – Function 150.

Should an integrated regional transportation framework be supported by the potential participants, a financial plan for this service would be developed based on the resources required under the chosen governance and service delivery model.

### **Legal Factors**

None.

### **Regional Growth Strategy Implications**

The CVRD Regional Growth Strategy (RGS) provides for a specific policy area associated with transportation:

Goal 4: Develop an accessible, efficient and affordable multi-modal transportation network that connects Core Settlement Areas and designated Town Centres, and links the Comox Valley to neighbouring communities and regions.

The RGS acknowledges the challenges of the current governance and service arrangement within the Comox Valley and provides the following objectives to achieve the above-noted goal: increase public transit use; improve bicycle and pedestrian infrastructure to increase the use of active transportation options; and develop and maintain an inter-regional transportation system that efficiently and safely facilitates the movement of people and goods.

The establishment of a regional multi-modal transportation framework supports the RGS goals and objectives.

### **Intergovernmental Factors**

Engagement with all potential participants regarding a regional transportation framework is strongly encouraged to ensure support. It is suggested that this be conducted during the feasibility study phase, if supported by the committee and the CVRD Board.

**Interdepartmental Involvement**

Corporate Services and Community Services have collaborated in support of the IRTSC.

**Citizen/Public Relations**

None.

Attachments:      Appendix A – Regional Transportation Service Delivery and Governance Models  
staff report dated August 30, 2017

Appendix B – Transportation Service Arrangement and Structure Options

**DATE:** August 30, 2017

**FILE:** 0540-20/IRTSC

**TO:** Chair and Members  
 Integrated Regional Transportation Select Committee

**FROM:** Russell Dyson  
 Chief Administrative Officer

**RE: Regional Transportation Service Delivery and Governance Models**

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### **Purpose**

To provide options for a single point of contact for transportation-related initiatives in the Comox Valley and to recommend an approach that solicits further interest and support from potential participants for a regional transportation framework.

### **Policy Analysis**

The Integrated Regional Transportation Select Committee (IRTSC) has two primary functions:

- Collaboration on regional transportation projects, priorities and infrastructure including the specific promotion of a bike commuter path or multi-use corridor along Comox Road and the development of an application to the Ministry of Transportation and Infrastructure's (MOTT) BikeBC funding program for roadside greenway improvements; and
- Consideration of the concept of a single point of contact for transportation-related initiatives in the Comox Valley.

### **Executive Summary**

Following receipt of the IRTSC's survey (see August 2017 staff report) to key stakeholders on regional transportation, staff have drafted a series of options (Appendix A) for governance that could be applied in the Comox Valley.

- This report describes the positive and negative aspects of each model as well as clarifies the role that the Comox Valley Regional District (CVRD) could take on, should a regional transportation framework be pursued.
- The recommendation below proposes that the CVRD Board support an approach whereby a delegation comprised of current IRTSC members present the concept to each municipal council and School District No. 71.
- If sufficient interest and support for the selected governance model is achieved from each municipality and the school district, the legislative process noted in Appendix B could be followed by the Board to establish the service.

### **Recommendation from the Chief Administrative Officer:**

THAT the Integrated Regional Transportation Select Committee recommend the Comox Valley Regional District board endorse consideration of an advocacy and planning service for regional transportation initiatives in the Comox Valley, as described in Appendix A of the staff report dated August 30, 2017, by having select committee members attend municipal council, Electoral Areas Services Committee and School District No. 71 board meetings to discuss the concept, seeking participant support;

AND FURTHER THAT the proposed regional transportation advocacy and planning service could

- coordinate meetings of those parties in the Comox Valley responsible for transportation infrastructure and maintenance to identify areas of common interest and collaborate on projects that integrate across jurisdictions;
- develop a Comox Valley transportation plan that illustrates future infrastructure requirements and opportunities for infrastructure partnerships;
- develop a transportation demand management model for the Comox Valley;
- promote education and awareness about transportation issues and opportunities; and
- apply for grant funding opportunities for one or more jurisdictions to promote regional projects;

AND FURTHER THAT a follow-up report be presented to the Integrated Regional Transportation Select Committee on the results of engaging with the municipal councils, Electoral Areas Services Committee and School District No. 71.

Respectfully:

*R. Dyson*

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Russell Dyson  
Chief Administrative Officer

### **Background/Current Situation**

The IRTSC was formally established in July 2016 and has worked on its dual-mandate since that time, working towards a multi-use path along Comox Road as well as service delivery models and learning about the approaches that various jurisdictions take to address integrated transportation. In spring 2017 key stakeholders responded to an IRTSC survey, providing some perspective on the range of activities integrated regional transportation could undertake.

Of particular importance is the legislative limitations put on regional districts, and the subsequent range of duties that an integrated regional transportation service could be expected to achieve. Fundamentally, municipal governments are responsible for roads within their boundaries whereas roads within electoral areas are the Ministry of Transportation and Infrastructure (MOTT)'s responsibility. It is true that regional districts provide trails and greenways, many of which could link directly with municipal trails and greenways including some which are within road allowances. With that, the IRTSC's experience and survey responses suggest that an advocacy and planning role, housed within a CVRD service, could achieve collaboration and joint priority setting. Both of these concepts were alluded to in the IRTSC survey responses as goals that should be sought. Specifically, the deliverables associated with an advocacy and planning service are noted in Appendix A.

Appendix A also lists a variety of governance models that could deliver the advocacy and planning service. The preferred model is noted in the appendix as a traditional service that is delivered through the CVRD. The appendix also describes the activities that could be undertaken by an advocacy service.

Further, Appendix C describes the range of service delivery functions that could be available under a CVRD service. This range begins with the current framework and extends to embed road infrastructure responsibilities with the CVRD. Given the survey responses and current interests that appear evident in the Comox Valley, the advocacy and planning service is being suggested as the most feasible approach to address regional transportation interests.

## Options

Options available to the IRTSC are to:

1. Support the recommendation and propose that the CVRD Board introduce the integrated regional transportation advocacy and planning service to its member municipalities and School District No. 71;
2. Not support an integrated regional transportation service, at this time, while maintaining its focus on the Comox Road multi-use path project. This option would mean the IRTSC would continue to seek a Comox Road multi-use path and, following the conclusion of that project, successful or not, the term for the IRTSC would end; or
3. Refer the concept of an integrated regional transportation service to staff for further consideration, research or models development. This option would need clear instruction from the committee to focus the additional research.

This report is recommending option 1 above.

## Financial Factors

There are no direct financial impacts associated with supporting the recommendation in this report. Should an integrated regional transportation service be supported by the potential participants, a financial plan for this service would be developed. Given that the primary focus for this service would be in an advocacy and planning role, encouraging collaboration and joint planning exercises for transportation projects, costs would be limited to staff time and administration. A proposed financial plan would clearly show that additional staff resources would be required to support the goals of the new advocacy and planning service.

## Legal Factors

The legislative process for establishing an integrated regional transportation service is described in Appendix B. As noted in the recommendation, should the proposed participants support the service, the legislative process would be initiated and include drafting a bylaw, developing financial plans and seeking electoral area director, municipal council, voter and Inspector of Municipalities approval.

## Regional Growth Strategy Implications

A regional transportation service, which focusses on collaboration and identifying joint priorities to coordinate the variety of jurisdictions' responsibilities, would move towards achieving numerous goals named in the Comox Valley Regional Growth Strategy (RGS). Specifically, within the RGS' eight policy areas, three areas directly relate to the benefits from a regional transportation advocacy and planning service:

- Goal 4: Transportation
- Goal 7: Public Health and Safety
- Goal 8: Climate Change

In addition to the goals noted through the RGS, a regional transportation service could bring together the municipalities, CVRD and Ministry of Transportation and Infrastructure to align priorities and infrastructure projects. The CVRD already has an agreement between itself and the ministry that encourages collaboration on major projects and concepts. A service would formalize that relationship, including municipal priorities.



**Intergovernmental Factors**

The IRTSC is a board-approved select committee including representatives from the City of Courtenay, Town of Comox and electoral areas. As noted in the recommendation, presenting this concept to each jurisdiction to solicit additional interest and support for a new service is paramount to advancing the concept. Municipal and CVRD staff have participated in the survey, which acts as a foundation for the collaborative approach under consideration. Continued support from each jurisdiction is required for this concept to prove successful.

**Interdepartmental Involvement**

The Corporate Services and Community Services Branches have supported the IRTSC throughout its tenure. Community Services remains focussed on the Comox Road multi-use path concept, whereas Corporate Services has developed the governance framework and legislative options.

**Citizen/Public Relations**

The IRTSC includes members from the general public, some of whom also participate on other planning groups throughout the Comox Valley. Currently there is no specific communications plan developed in support of this report's recommendations. Should the recommendation in this report be approved and the proposed service participants express interest to proceeding with a service, a plan to engage with the public will be developed in order that public assent for the new service is sought.

Prepared by:

*J. Warren*

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James Warren  
General Manager of  
Corporate Services

Attachments: Appendix A – Governance Options for Integrated Regional Transportation  
Appendix B – Legislative Process to Establish an Integrated Regional Transportation  
Service  
Appendix C – Service Delivery Activities under the CVRD

Prior to considering the models, a clear description of the activities under an advocacy and planning service are important to understand:

**Activities and Purpose: the role of a regional transportation advocacy and planning service includes**

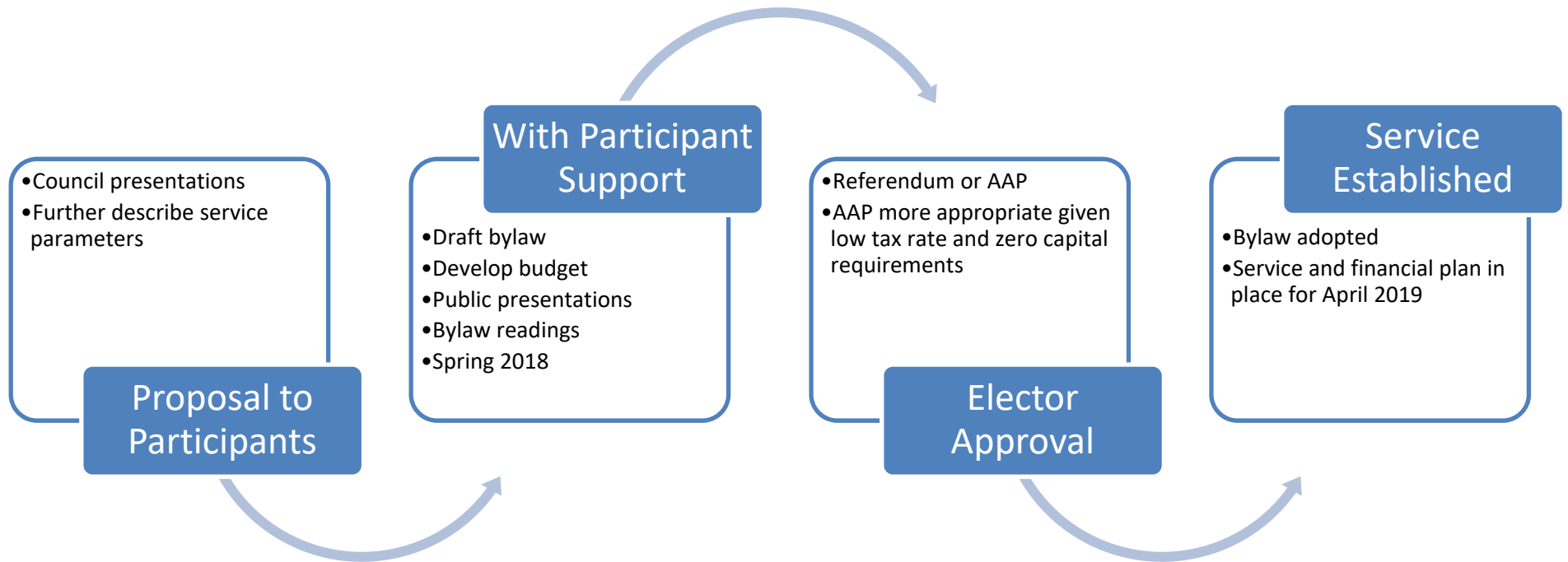
- coordinating meetings of those parties in the Comox Valley responsible for transportation infrastructure and maintenance to identify areas of common interest and collaborate on projects that integrate across jurisdictions;
- developing a Comox Valley transportation plan that illustrates future infrastructure requirements and opportunities for infrastructure partnerships;
- developing a transportation demand management model for the Comox Valley;
- promoting education and awareness about transportation issues and opportunities;
- applying for grant funding opportunities for one or more jurisdictions to promote regional projects;
- supporting one or more jurisdictions in developing transportation infrastructure that enhances travel patterns and options for residents, businesses and visitors; and
- listening to, understanding and communicating the public’s wishes in respect of regional transportation priorities and then working with transportation infrastructure providers to find ways to implement these interests.

Specific to an advocacy service, Table 1 illustrates the positive and negative elements for each governance model and service delivery method.

**Table 1**

<b>Method</b>	<b>Description</b>	<b>Example of Services</b>	<b>Decisions</b>	<b>Positive</b>	<b>Negative</b>
Internal	Resources used to hire staff, develop programs in-house, deliver services directly to residents, ratepayers, client groups	Planning and land-use development, portions of solid waste management, water supply system, parks service and recreation services	Board to set annual budget for service and determine workplan and priorities; staff to implement workplan	Control rests with Board and staff; staff maintains flexibility to respond to Board interests and priorities; reporting relationship to Board is direct and clear	Requirement of staff resources to implement workplan can be seen as a negative;

Method	Description	Example of Services	Decisions	Positive	Negative
External	CVRD under contract with third party combined with some internal resources to provide some or all accounting, human resources, legislative services	Comox Valley transit, Comox Valley economic development	Board to set annual budget based on contracted relationship; staff to recommend service levels	Very specific set of tasks can be achieved through contracted services; accountability to contractor is clear	Contract must be defined in clear and absolute terms, which can be challenging to achieve, especially at outset of new service; ‘advocacy’ can be challenging to determine return on investment – i.e. how is success defined?
Contribution Services	Funds directed to third-party with limited parameters and guidance	Black Creek Community Centre, homelessness support	Board to set annual budget based third-party requests; staff to recommend service levels	Can achieve specific tasks; service delivery is arms-length to CVRD, enabling non-profit creativity and flexibility	Must identify a service provider (non-profit or NGO) to take on advocacy role; must clearly specify goals and expectations



Name	Degree of influence and control	Infrastructure ownership	CVRD service costs
Current / status quo (no CVRD service for regional transportation)	Minimal; requires jurisdictions to independently reach out to other organizations to coordinate plans, arrange funding, set priorities	CVRD does not own infrastructure beyond its parks and greenways; municipalities own roads; Province owns rural and Provincial roads	Nil; no CVRD service
Advocacy and planning service *	Greater; CVRD acts as coordinating body for regional transportation interests, encouraging joint planning, Valley-wide awareness; MoTI and all jurisdictions will need to participate and support the process for success	Same as current / status quo	Minimal; costs required for coordination and administration including additional staff resources to deliver the advocacy and planning service
Off-road greenways transportation service	Greater; CVRD acts as coordinating body (as above) and also plans, constructs, maintains and owns infrastructure across jurisdiction, off-road greenways and trails	CVRD owns off-road greenways and trails in municipalities and electoral areas; other ownership remains as above	Greater; includes costs for land purchase, infrastructure development and maintenance; also costs required for coordination and administration
Regional transportation service	Highest; CVRD assumes responsibility for municipal and rural roads and infrastructure; CVRD administers planning and development; requires high degree of integration with municipalities to assess impacts and coordinate efforts	CVRD owns roads, parks and greenways in municipalities and electoral areas; Province retains ownership for Provincial highways	Highest; budgets to include road maintenance and construction

\* This staff report recommends pursuing an advocacy and planning service

## Appendix B

### Transportation Service Arrangement and Structure Options

The following table provides a summary of transportation service arrangements and structure options.

<b>Governance Model:</b>	
<b>Independent Agencies / Organizations</b>	<b>Description</b>
	This option represents the current status quo within the Comox Valley. Existing jurisdictions largely operate independently from each other with very little sharing of staff and resources for regional transportation planning. Through senior staff relationships and political direction, projects and advocacy periodically garner regional or sub-regional cooperation but it is not a regular occurrence.
	<b>Degree of influence and control</b>
	Minimal; requires jurisdictions to independently reach out to other organizations to coordinate plans, arrange funding, set priorities.
	<b>Infrastructure ownership</b>
	CVRD does not own infrastructure beyond its parks and greenways; municipalities own roads within their boundaries; Province owns rural and Provincial roads.
	<b>Service delivery</b>
	The independent governance model is typically delivered internally by each jurisdiction and with full autonomy regarding decisions, funding and priorities.
	<b>Positive attributes</b>
	Each jurisdiction maintains full autonomy. Most efficient and beneficial if only one jurisdiction exists.
<b>Negative attributes</b>	
Fragmented planning and services with a lack of coordination between agencies.	
<b>Example</b>	
A cursory scan of regional districts across the province has confirmed that many operate under this model as few provide a regional transportation function. Regional transportation matters are most commonly considered as part of the provision of transit services or through regional growth strategy planning.	

## Appendix B

<b>Governance Model:</b>	
<b>Informal Coordination</b>	<b>Description</b>
	This option functions through voluntary governance and service arrangements. Local jurisdictions form a partnership through a service agreement or otherwise and identify specific services to be provided with the required resources contributed by each of the parties. This type of approach operates through voluntary sharing of resources, staff, and funding without the legal requirements or commitment.
	<b>Degree of influence and control</b>
	Existing governance structures and authorities are maintained. Can act as coordinating body for regional transportation interests, facilitate joint planning and provide specific program or service delivery but with limited authority. The Ministry of Transportation and Infrastructure and all jurisdictions would need to participate and support the partnership for success.
	<b>Infrastructure ownership</b>
	Same as current / status quo.
	<b>Service delivery</b>
	The delivery of this model could be done through one of the jurisdictions or through a private non-profit organization.
	<b>Positive attributes</b>
Participation is voluntary and jurisdictions maintain their autonomy. Allows jurisdictions to “test-drive” the partnership and services and assess its effectiveness without the commitment and resources for a legislatively established structure. This model is also relatively easy to form a governance arrangement through voluntary agreements.	
<b>Negative attributes</b>	
Conflicts over implementation of decisions may arise with jurisdictions. Can be easily disrupted from changes in management staff and elected officials. No legal status.	

## Appendix B

<b>Informal Coordination (continued)</b>	<p><b>Examples</b></p> <p><u>Sustainable Transportation Partnership of the Central Okanagan (STPCO)</u></p> <p>The STPCO is a formal partnership of the City of Kelowna, City of West Kelowna, Districts of Lake Country and Peachland, Westbank First Nation and the Regional District of Central Okanagan. This governance arrangement was established with the mandate to improve transportation coordination and planning region-wide, in partnership with senior governments and neighbouring regions. The organization coordinates the regional delivery of sustainable transportation programs and projects in support of common regional policy, plans and interests (economic, social and environmental). The STPCO also provides a formal forum for discussion amongst elected officials, senior and technical staff, as well as stakeholders and the general public.</p> <p>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. The annual budget for STPCO operations is in the order of \$350,000 to \$360,000 per year with funding provided on a cost shared structure.</p> <p><u>Spokane Regional Transportation Council (SRTC)</u></p> <p>The SRTC provides transportation planning services for the area covered by Spokane County. Formed by an interlocal agreement, the SRTC encourages coordination and collaboration between planning and transportation departments at member agencies, including the City of Spokane, Spokane Valley, Spokane County, the Washington State Department of Transportation, Spokane Transit, the Spokane Airport Board, the Washington State Transportation Commission, as well as small cities and towns. The SRTC provides a range of services, including transportation studies, census information analysis, air quality conformity and analysis, traffic count data, geographic information services such as mapmaking and demographic analysis, and travel demand modeling.</p> <p>A board of directors administers the Council with participating entities appointing board members to the Council. The Council appoints an Executive Director to oversee operations as well as its 11 employees. The majority of the Council's funding comes from federal grants, state and local assistance and from interlocal agreements with area cities and other local governments.</p>
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## Appendix B

<b>Governance Model:</b>	
<b>Formal Coordination</b>	<b>Description</b>
	This model provides for a formal partnership amongst agencies through legislation, contracts, or both with defined authority.
	<b>Degree of influence and control</b>
	High level of influence and control with the lead agency assuming responsibility for specific services, infrastructure, planning and development.
	<b>Infrastructure ownership</b>
	Legal entity may own certain infrastructure within municipalities and electoral areas if identified as part of the service.
	<b>Service delivery</b>
	Typically delivered through a regional government or formal corporation or authority created for that purpose through legislation.
	<b>Positive attributes</b>
	Offers the greatest capacity for region-wide integrated multi-modal planning, funding, and delivery of transportation infrastructure and services. High level of integration with less bureaucratic boundaries; greater ability for synergies and efficiencies.
	<b>Negative attributes</b>
May require senior government support and legislation; poses a significant change to existing agencies.	
<b>Example</b>	
<p><u>TransLink (formerly South Coast British Columbia Transportation Authority)</u></p> <p>Established by provincial legislation as the statutory authority responsible for the regional transportation network of Metro Vancouver, including public transport, major roads and bridges. TransLink manages the public transit system, the major roads network, provides TravelSmart programs, supports alternative transportation through planning a regional cycling strategy and helping fund bike infrastructure and cycling paths, and provides transportation planning and research.</p> <p>TransLink is governed by the Mayors' Council on Regional Transportation and TransLink's Board of Directors. The Mayors' Council is composed of the 21 mayors in Metro Vancouver, the Chief of the Tsawwassen First Nation, and the elected representative of Electoral Area "A"</p>	