

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
REGULAR MEETING
BVRTSC CUSTOMER SERVICE CENTRE – BOARD ROOM
(221 BEAVER ST. BANFF)**

AGENDA

February 12, 2014: 2:00pm – 4:00pm

1. Approval of the Agenda
2. Approval of the January 8, 2014 Regular Meeting Minutes
3. Introduction: Manager of Operations Steve Nelson
4. Other Business
 - a. Direct Service Update Steve
 - b. Customer Service Centre update – Steve
 - c. Alberta Winter Games Services summary - Steve
5. Old Business (Standing Items)
 - a. General Manager/ CAO's Monthly report
2014 Bring Forward List of Pending items.
 - b. Audit management report
Report 2014-1 Tangible Capital Asset Policy
 - c. Transit Service Monthly Statistics
6. New Business
 - a. Report 2014-2 Human Resources Policy 1
Housing Incentive Program Policy
 - b. In Camera – Business Planning Discussion
7. Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
January 8, 2014, REGULAR MEETING
BVRTSC CUSTOMER SERVICE CENTRE – BOARD ROOM
(221 BEAVER ST. BANFF)
2:00PM – 4:30PM
MINUTES

BOARD MEMBERS PRESENT

Sean Krausert, Town of Canmore - Chair
Stavros Karlos, Town of Banff – Vice Chair
Ian Mackie, ID#9
Joanna McCallum, Town of Canmore
Grant Canning, Town of Banff (Late arrival 3:00pm)

BOARD MEMBERS ABSENT

Dave Schebek, ID #9

BOARD ADMINISTRATION PRESENT

Koji Miyaji, General Manager/ Chief Administrative Officer/ Meeting Recorder
Michiko Hutchinson, Office Manager/Meeting Recorder

MUNICIPAL/ PARKS ADMINISTRATION PRESENT

Adrian Field, Manager of Engineering, Town of Banff
Jacob Johnson, Acting Manager of Engineering, Town of Canmore

MUNICIPAL/ PARKS ADMINISTRATION ABSENT

Alex Kolesch, Parks Canada

1. Call to Order

The meeting was called to order at 2:00 p.m.

2. Approval of the Agenda

BVRTSC14-1 Moved by Stavros Karlos to approve the Agenda for the January 8, 2014 meeting.

CARRIED

3. Approval of the December 11, 2013 Regular Meeting Minutes

BVRTSC14-2 Moved by Sean Krausert to approve the minutes of the November 6, 2013 Regular Meeting with following change:

Move Alex Kolesch to present

CARRIED

4. Old Business (Standing Items)

- a. General Manager/ CAO's Monthly report
- b. Audit management report
Report 2013-20 Audit Management remaining items
 - Tangible Capital Asset Policy – A tangible Capital Asset Policy to be created and approved by the board.
- c. Transit Service Monthly Statistics
Stavros Karlos requested the breakout of revenues and ridership figures for each route.
- d. Approval of 2014 Operating Budget
Stavros Karlos requested that the Banff Local Service and the Regional Service to be shown separately in future Banff operating requisitions.

BVRTSC13-90 Moved by Joanna McCallum to approve the 2014 Operating Budget with the following amendments: (postponed to this meeting by **BVRTSC13-90a**)

CARRIED

Amendments approved at the last meeting:

BVRTSC13-90b Moved by Stavros Karlos to reduce the business hosting expense to \$3,000 for 2014 and 3% inflationary increase to be added in the subsequent years

BVRTSC13-90c Moved by Stavros Karlos to increase the local advertisement budget of the Banff local service to \$15,000 and inflationary increases to be added in the subsequent years

Proposed amendments from December 11, 2013 meeting postponed to this meeting:

BVRTSC13-90d Moved by Stavros Karlos to delete the customer service centre representative budget

DEFEATED

BVRTSC13-90e Moved by Stavros Karlos to direct administration to report back in September 2014 on the progress of Customer Service Centre to include the stats of number of clients serve, phone calls, walk in and on line inquiries including the number of lost and found inquiries.

CARRIED

BVRTSC13-90f Moved by Stavros Karlos to reduce the regional bus wrap repair budget line to \$2,000 per annum.

CARRIED

BVRTSC13-90g Moved by Stavros Karlos to maintain the funding of the Banff local security cost for 2014 to at the same level as 2013.

DEFEATED

- e. Approval of 2014 Capital Budget
- BVRTSC14-3** Moved by Stavros Karlos to approve 2014 Capital Budget. CARRIED
- BVRTSC14-4** Moved by Stavros Karlos to have a table created (similar to the bus amortization table) that identifies the annual capital contributions for lifecycle replacement for all of the infrastructure items listed in the capital plan. CARRIED
- f. Updating the Bring Forward List of Pending items.
- BVRTSC14-5** Moved by Sean Krausert that the following items be deleted from the “Bring Forward List of Pending Items”
- RFP for Commission Banking;
 - Bike Trailer Review;
 - Trailer Exemption in place for 2014;
 - Town of Banff Transportation Master Plan Work
 - Wi-Fi Connection in Buses;
 - Advertising Next Bus System Implementation; and
 - New Board Orientation Package
- CARRIED
- BVRTSC14-6** Moved by Sean Krausert that the General Manager/CAO provide the commission a charter service report by March 31, 2014 that recommends a business policy for the charter service bookings. CARRIED
- BVRTSC14-7** Moved by Sean Krausert that the General Manager/CAO investigates the details of participating in Canada Day parades in the area or the Calgary Stampede parade in the future and to report back to the Commission by March 31, 2014 with any recommendations. CARRIED
- BVRTSC14-8** Moved by Sean Krausert that the General Manager/CAO provides a report to the Commission on any operating surpluses by March 31, 2014. DEFEATED
- BVRTSC14-9** Moved by Sean Krausert to have administration bring back the BVRTSC13-386 Overload report which includes a written policy by April 30, 2014. CARRIED

5. Other Business

a. Board Orientation Session

BVRTSC14-10 Moved by Sean Krausert that the commission members participate, if available, in a joint orientation session with Bow Valley Regional Housing (BVRH) board members to be facilitated by John McConnell and to be arranged by BVRH in the first quarter of 2014; and that BVRTSC would cover half the facilitator costs to a maximum of \$500 plus any applicable taxes.

CARRIED

7. Adjournment

BVRTSC14-11 Moved by Sean Krausert to adjourn.

CARRIED

Meeting adjourned at 3:51 pm

GM/CAO Monthly Business Plan Progress Update February 2014

Business Plan Goals First and Second Quarter Timelines

Category	Goal No.	Description	1st Quarter	2nd Quarter	Comments
Governance	GOV4	Review wording and content of Bylaw 3-2011		June 30 2014	
Legal Authority and Policy	LAP1	Develop Transit Bylaw.		June 30 2014	
Legal Authority and Policy	LAP2	Investigate Transit Bylaw approval and enforcement responsibilities.		June 30 2014	Obtained process information from province
Legal Authority and Policy	LAP3	Develop an Administration Policy and Procedures Manual.		June 30 2014	
Human Resources	HR1	Develop Organization Chart	Apr 30 2014		
Human Resources	HR2	Evaluate the Hiring of in house transit drivers	Apr 30 2014		Manager of Operatons to provide verbal update during Board meeting
	TS1	Banff local Service Review	on going		Fall Origin / destination survey completed. Outcome reviewed. Winter survey planned to commence in Feb/ Mar 2014
	TS2	Develop Service Plan for Parks Cave & Basin	Apr 30 2014		Received written confirmation for operating the same route for 2014 summer season.
	TS4	Investigate Banff – Canmore Bike Trailer Service	Apr 30 2014		Met with private bike tour operator. Explained our likely path of operation in the future. Looking at some options for 2014. will prepare a commission report for March or April meeting
	INF4	Define Infrastructure Responsibility	Apr 30 2014		Discussions with Banff and Canmore administration planned to identify infrastrucutre maintenance, lifecycle replacement responsibilities and protocols. Will bring back to commission for policy decision
	INF7	Review ROAM Brand Standards for infrastructure.	Apr 30 2014		some discussions underway with Banff TMP on bus posts design specific for Banff. Some sign standardization underway that focuses on hi-liting public transit
	FL1	Develop a 20 Year Fleet Plan		June 30 2014	
	FL2	Develop Bus Specifications		June 30 2014	
	MCS1	Optimize Customer Information Program	Apr 30 2014		
	MCS2	Develop Stakeholder and Public Consultation Program		June 30 2014	
	MCS3	Develop Marketing Program		June 30 2014	Met with ToF C and ToF B marketing reps for draft outline of plan
	FS1	Develop a Fare Strategy		June 30 2014	
	FIN2	Annual Financial Audit Bylaw 3-2011 Clause 5.6	Apr 30 2014		
	PM1	Develop a Customer and Non-Customer Satisfaction tracking program.			
	PM2	Develop a Transit Route and System Performance Methodology.			developing data sources and collection methodology
		Quarterly schedule adherence	Apr 30 2014	June 30 2014	
		Monthly ridership by fare category	Apr 30 2014	June 30 2014	
		Monthly revenues by fare category	Apr 30 2014	June 30 2014	
		Monthly ridership per hour	Apr 30 2014	June 30 2014	
		Monthly ridership per stop	Apr 30 2014	June 30 2014	
		Monthly ridership per route	Apr 30 2014	June 30 2014	
		Monthly fuel consumption	Apr 30 2014	June 30 2014	
	PM3	Quarterly report individual Route Perfomance to the Commission.	Apr 30 2014	June 30 2014	developing data sources and collection methodology
	PM4	Semi-annually report Transit System performance measures (Balanced Scorecard) to the Commission.	Apr 30 2014	June 30 2014	developing data sources and collection methodology
	PM9	Municipal Benchmarking Alberta project measures (quarterly reporting)		year end	developing data sources and collection methodology. These are year end but need to be collected in some form all year
		Operating Expense Per Vehicle Hour		year end	
		Revenue Hours per Capita		year end	
		Operating Revenue per direct operating expense		year end	
		Fuel consumed per kilometre		year end	
		Cost per capita		year end	
		Ridership per revenue hour		year end	
		Boardings per revenue hour		year end	
		Ridership per revenue hour		year end	
		Ratio cash to pass fare		year end	

Bring Forward List of Pending Items (as of Feb 2014)

Item	Date Initiated	Pending Date	Comments
<p>BVRTSC13-36 Create an Emergency Protocol before the end of 2013 In this protocol, communication steps should be identified where Board member are consulted or notified before involvement in emergency situations and deployment of services. Any decision to be made should be brought forth to the Commission.</p>	July 2013	May 2014 Board meeting	
<p>BVRTSC14-9 BVRTSC13-38 Overload policy – Report was brought back. Need to draft a policy</p>	2013	March 31 2014	To be presented for April 2014 Board meeting
<p>BVRTSC14 -6 Charter - Commission requested General Manger to provide a Charter Service report that recommends the business policy for the charter service bookings including recommended hourly rate. GM to bring back this report in the near future, sometime in 2013.</p>	March 2013	March 31, 2014	To be presented for April Board meeting or sooner.
<p>BVRTSC14-7 Calgary Stampede - Administration has been asked to investigate the details of participating in the Canada day parades in the area or the Calgary Stampede parade in the future. This is not a direction to participate in the parades.</p>	July 2013	March 31, 2014	To be presented for April Board meeting or sooner.
<p>BVRTSC13-46- ...Customer Service Center Office Space as outlined in the report 2013-19 with the following additional items; Negotiate a reduced lease rate the Town of Banff for the current office space in the industrial compound when its lease is expired.</p>	Aug 2013	Sept 2014	
<p>BVRTSC13-90e Moved by Stavros Karlos to direct administration to report back in September 2014 on the progress of Customer Service Centre to include the stats of number of clients serve, phone calls, walk in and on line inquiries including the number of lost and found inquiries.</p>	January 2014	Sept 2014	

Report to the Bow Valley Regional Transit Services Commission

Report 2014-1 Request for Decision - Tangible Capital Asset Policy

February 12, 2014

SUMMARY/ ISSUE

The need to have a system of tracking and accounting for all capital assets that the Commission owns.

PREVIOUS COMMISSION DIRECTION/POLICY

During the 2013 annual financial audit, it was recommended by the auditors that we should have a financial policy that accounts for and properly reports all tangible capital assets that the Commission owns in an acceptable accounting manner.

Administration Recommendation:

That the Commission:

- Approve Tangible Asset Policy F-4 as presented in the report.

INVESTIGATION

The Bow Valley Regional Transit Services Commission (BVRTSC) is required to prepare its annual financial statements in accordance with the Generally Accepted Accounting Principles (GAAP) for para-municipal governments as recommended by the Canadian Institute of Chartered Accountants (CICA) and as defined in Section 276 of the Municipal Government Act (MGA). Fulfilling this requirement includes accounting for and reporting Tangible Capital Assets (TCAs) in compliance with CICA Public Sector Standards Section PS 3150.

The purpose of recording TCAs on The BVRTSC's financial statements is to reflect the annualized cost of using these assets to deliver programs and provide services.

IMPLICATIONS:

General

As a management recommendation from the 2012 financial audit, it would be prudent for the Commission to have a suitable policy that addresses the financial accounting needs of the Commission.

BUSINESS PLAN/ BUDGET IMPLICATIONS

The policy will assist in the financial management and accountability of the capital assets as defined in the policy (attachment 1). This policy will assist in defining capital assets that need to be financially

Report to the Bow Valley Regional Transit Services Commission

Report 2014-1 Request for Decision - Tangible Capital Asset Policy

February 12, 2014

accounted for in the statement of financial position, as well, it will assist in deriving life cycle replacement costs and asset depreciation, as well as asset disposal procedure.

RISKS

Without a proper Tangible Capital Asset policy, the Commission may be at risk of not being in compliance with the acceptable accounting practices for a para-municipal government organization.

ATTACHMENTS

Finance Policy F-4 Tangible Capital Assets

POLICY NUMBER F-4

Tangible Capital Assets

1.0 BACKGROUND

The Bow Valley Regional Transit Services Commission (BVRTSC) is required to prepare its annual financial statements in accordance with the Generally Accepted Accounting Principles (GAAP) for para-municipal governments as recommended by the Canadian Institute of Chartered Accountants (CICA) and as defined in Section 276 of the Municipal Government Act (MGA). Fulfilling this requirement includes accounting for and reporting Tangible Capital Assets (TCAs) in compliance with CICA Public Sector Standards Section PS 3150.

The purpose of recording TCAs on The BVRTSC's financial statements is to reflect the annualized cost of using these assets to deliver programs and provide services.

2.0 SCOPE

All tangible property owned by BVRTSC, either through construction, purchase or donation and which qualify as capital assets are addressed in this policy. In accordance with PSAB 3150, tangible capital assets (TCA) are non-financial assets having physical substance that:

- a) are held for use in the production or supply of goods or services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- b) have useful economic lives extending beyond an accounting period;
- c) are to be used on a continuing basis; and
- d) are not for sale in the ordinary course of operations

Subsequent expenditures on a recorded TCA that:

- e) increase output or service capacity
- f) increase the service life
- g) lower associated operating costs
- h) improve the quality of the output

...should be classified as betterments and capitalized accordingly. Any other expenditure should be considered a repair or maintenance and should be expenses in the period.

3.0 RESPONSIBILITIES

- 3.1 All Employees are responsible for:

- a) Keeping accurate records when purchasing, acquiring, selling and maintaining capital assets owned by BVRTSC
 - b) Providing valuation detail such as purchase price, fair market value, replacement value, useful life and scheduled maintenance of existing and future TCAs for which they are responsible.
- 3.2 The Logistics Coordinator is responsible for:
- a) The development and maintenance of an asset registry to track all tangible capital assets.
 - b) Supporting all employees who are involved in the purchasing, acquisition, sale and maintenance of capital assets to ensure the upkeep of accurate records.
- 3.3 GM/CAO is responsible for overall enforcement of the policy.

4.0 PROCEDURES

4.1 THRESHOLD

The threshold for each category represents the minimum cost an individual asset must have before it is to be recorded as a capital asset on the statement of financial position. Capital assets not meeting the threshold of \$5,000 per year are expensed in the year in which they are purchased.

4.2 PURCHASED ASSETS

Cost is the gross amount of consideration paid to acquire the asset. It includes all non-refundable taxes and duties, freight and delivery charges, installation and site preparation costs, etc. It is net of any trade discounts or rebates.

Cost of land includes purchase price plus legal fees, land registration fees, transfer taxes, migration and survey costs. Costs would include costs to make the land suitable for intended use, such as pollution mitigation, demolition and site improvements that become part of the land.

When two or more assets are acquired for a single purchase price, it is necessary to allocate the purchase price to the various assets acquired. Allocation shall be based on the fair value of each asset at the time of acquisition or some other reasonable basis if fair value is not readily determinable.

4.3 ACQUIRED, CONSTRUCTED OR DEVELOPED ASSETS

Cost includes all costs directly attributable (e.g. construction, architectural and other Professional fees) to the acquisition, construction or development of the asset. Capitalization of general administrative overhead is not permitted.

Capitalization of carrying costs ceases when no construction or development is taking place or when the tangible capital asset is completed or ready for use.

4.4 DONATED OR CONTRIBUTED ASSETS

The cost of donated or contributed assets that meet the criteria for recognition shall be valued equal to their fair market value at the date of construction or contribution. Fair market value for land will be based on land assessment value or appraised value, all other items shall be based on fair market value.

4.5 AMORTIZATION

The cost, less any residual value, of a tangible capital asset with a limited life will be amortized over its useful life in a rational and systematic manner appropriate to its nature and use. The amortization method and estimate of useful life of the remaining unamortized portion shall be reviewed on a regular basis and revised when the appropriateness of a change can be clearly demonstrated.

Useful life is normally the shortest of the asset's physical, technological, commercial or legal life. Amortization shall begin in July of the year in which the costs were incurred. No amortization shall be recorded in the year an asset is disposed of. No amortization shall be recorded on a capital asset in progress or one that has been removed from service but not yet disposed of.

4.6 DISPOSAL

When tangible capital assets are taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate shall notify the logistics coordinator of the asset description and effective date. The logistics coordinator shall be responsible for adjusting the asset ledgers.

The disposal of a capital asset shall result in its removal from service as a result of sale, destruction or loss. When a capital asset is disposed of, the cost and the accumulated amortization shall be removed from the accounting records and any gain or loss recorded. Costs of disposal paid by the municipality shall be expensed. A gain or loss on disposal is the difference between the net proceeds received and the net book value of the asset and shall be accounted for as a revenue or expense in the period the disposal occurs

4.7 CAPITAL LEASES

Capital leases shall be formally approved by Board Members. The department head or designate shall notify the logistics coordinator of any capital lease that will acquire an asset with a value of \$6,000 or more. If equipment is acquired through a capital lease, then the logistics coordinator shall account for the capital asset and incur a liability.

4.8 ASSETS EXCLUDED FROM AMORTIZATION

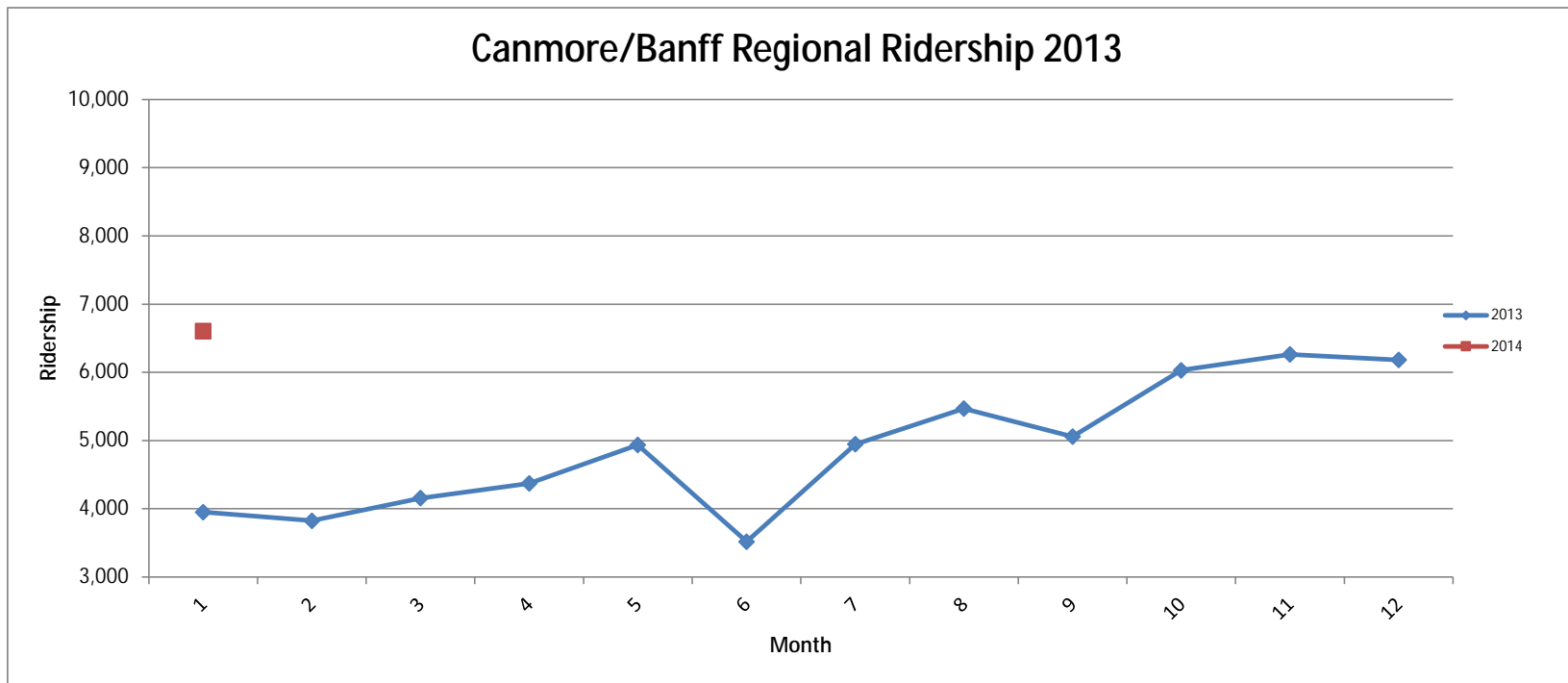
Land shall be capitalized and not amortized. Works of art, historical treasures and intangible assets such as patents, copyrights and trademarks shall not be capitalized nor amortized.

Canmore/Banff Regional Ridership/Revenue Analysis

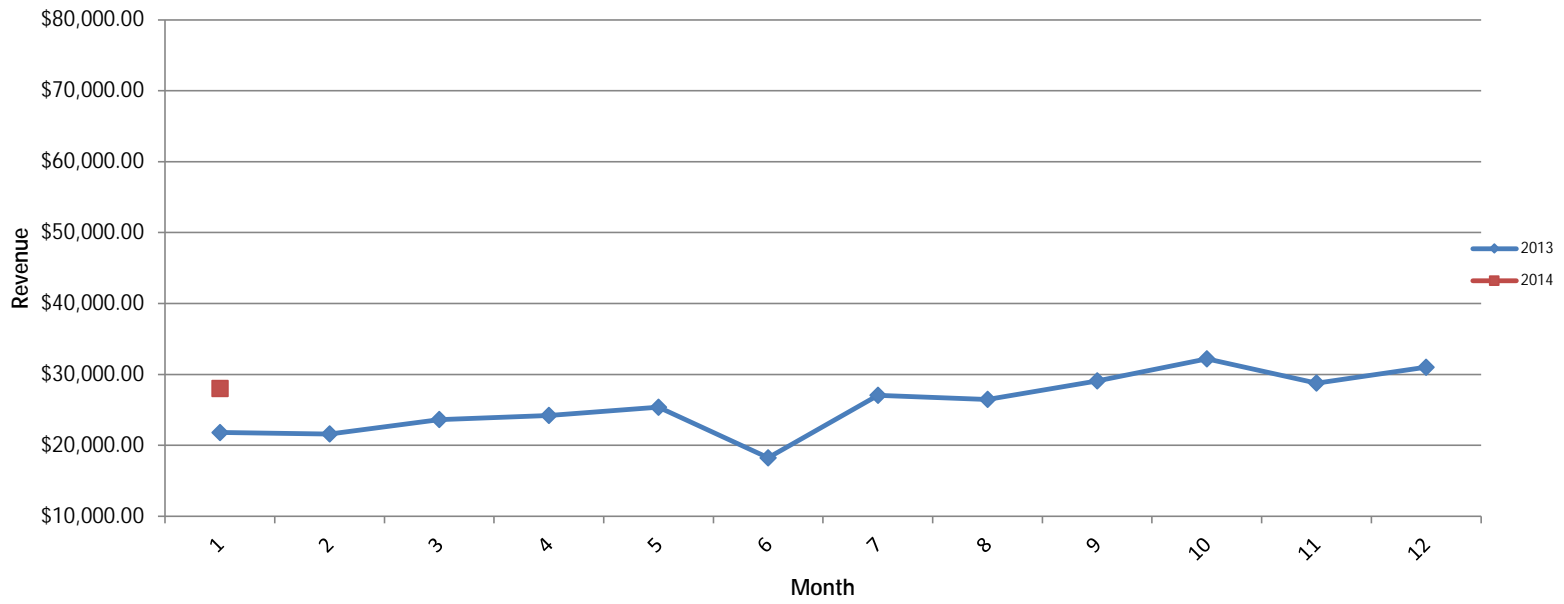
Month	2013	2014	Average
January	3,952	6,603	5,278
February	3,824		3,824
March	4,156		4,156
April	4,371		4,371
May	4,935		4,935
June	3,517		3,517
July	4,947		4,947
August	5,470		5,470
September	5,060		5,060
October	6,031		6,031
November	6,262		6,262
December	6,182		6,182
Grand Total:	58,707	6,603	60,033

Month	2013	2014	Average
January	\$21,814.99	\$27,998.05	\$24,906.52
February	\$21,594.71		\$21,594.71
March	\$23,640.70		\$23,640.70
April	\$24,214.09		\$24,214.09
May	\$25,365.30		\$25,365.30
June	\$18,249.35		\$18,249.35
July	\$27,037.15		\$27,037.15
August	\$26,465.45		\$26,465.45
September	\$29,086.85		\$29,086.85
October	\$32,194.40		\$32,194.40
November	\$28,775.70		\$28,775.70
December	\$31,002.77		\$31,002.77
Grand Total:	\$309,441.46	\$27,998.05	\$312,532.99

Please see note



Canmore/Banff Regional Revenue 2013



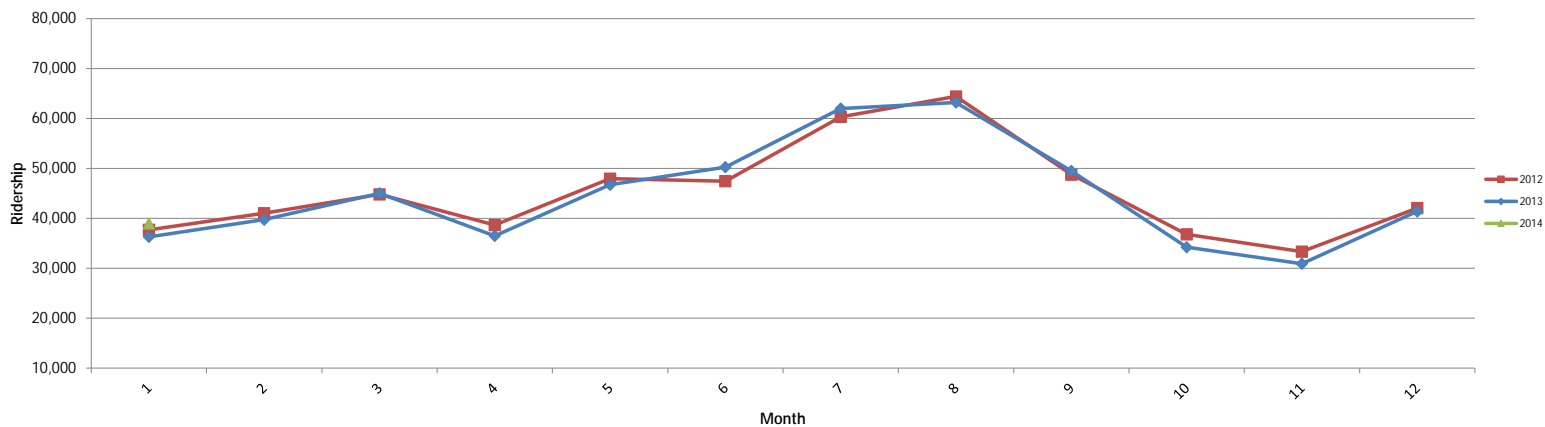
**CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN
2014 Actual**

	Fares (what has been deposited)	Passes	Other	Total	Budget
January	\$23,973	\$4,025		\$27,998	\$21,683.33
February				\$0	\$21,683.33
March				\$0	\$21,683.34
April				\$0	\$22,550.00
May				\$0	\$22,550.00
June				\$0	\$22,550.00
July				\$0	\$33,516.66
August				\$0	\$33,516.66
September				\$0	\$33,516.68
October				\$0	\$23,916.66
November				\$0	\$23,916.66
December				\$0	\$23,916.68
Totals:	\$23,973	\$4,025	\$0	\$27,998	\$305,000

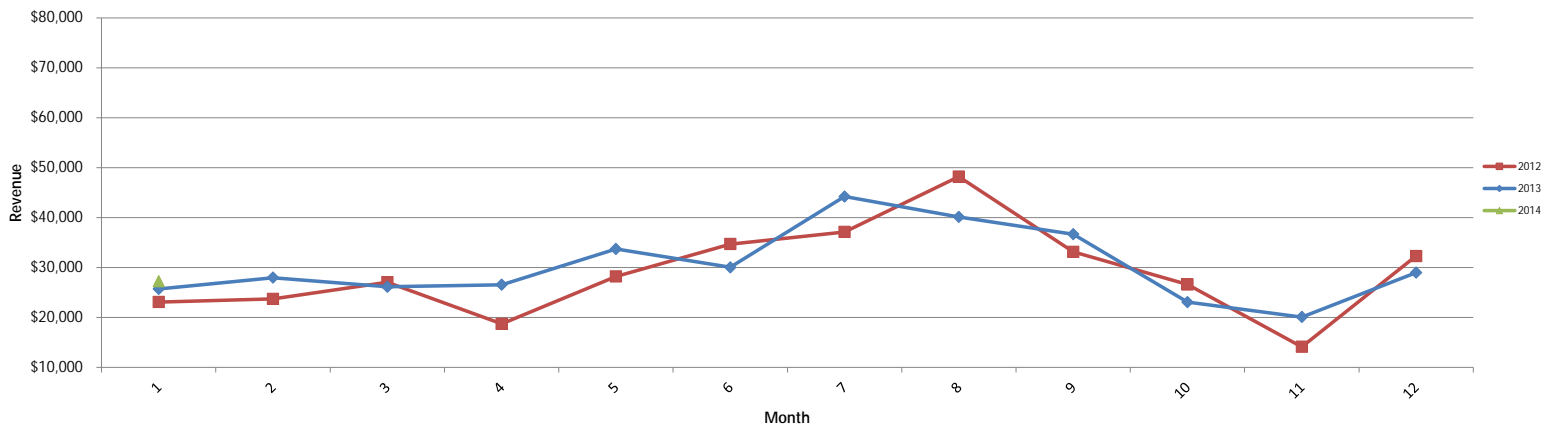
Banff Local Ridership/Revenue Analysis

Month	Ridership				Month	Revenue				
	2012	2013	2014	Average		2012	2013	2014	Average	
January	37,730	36,301	39,021	37,684	January	\$23,104	\$25,711.08	\$27,236.64	\$24,407.39	Please see note
February	41,031	39,738		40,385	February	\$23,695	\$27,958.97		\$25,827.20	
March	44,826	45,039		44,933	March	\$27,056	\$26,138.28		\$26,597.15	
April	38,652	36,510		37,581	April	\$18,700	\$26,536.16		\$22,618.14	
May	47,945	46,739		47,342	May	\$28,224	\$33,720.20		\$30,971.89	
June	47,447	50,267		48,857	June	\$34,706	\$30,033.75		\$32,369.81	
July	60,356	62,003		61,180	July	\$37,127	\$44,219.75		\$40,673.15	
August	64,441	63,224		63,833	August	\$48,190	\$40,125.05		\$44,157.48	
September	48,767	49,512		49,140	September	\$33,119	\$36,670.20		\$34,894.75	
October	36,818	34,244		35,531	October	\$26,578	\$23,066.00		\$24,822.02	
November	33,359	30,911		32,135	November	\$14,119	\$20,087.40		\$17,102.95	
December	42,073	41,403		41,738	December	\$32,287	\$28,993.64		\$30,640.11	
Grand Total:	545,457	535,891	39,021	540,337	Grand Total:	\$ 348,915.52	\$363,260.48	\$27,236.64	\$355,082.00	

Banff Local Ridership



Banff Local Revenue



Banff Local Service Ridership Summary

All Routes	2013																2014	
	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total	January	Total
Cash Fare																		
Adult	6,704	9,362	16,066	8,818	9,479	10,130	8,045	10,713	10,560	13,734	14,867	11,651	7,739	7,294	9,898	122,928	8,954	8,954
Senior	212	365	577	275	435	529	545	2,412	3,411	3,602	3,543	4,013	754	297	475	20,291	332	332
Child	150	276	426	159	105	175	223	146	168	585	694	225	198	107	314	3,099	312	312
Cash Fare Total	7,066	10,003	17,069	9,252	10,019	10,834	8,813	13,271	14,139	17,921	19,104	15,889	8,691	7,698	10,687	146,318	9,598	9,598
Roam Token																		
All Categories	106	80	186	117	219	141	115	66	120	195	114	47	26	18	58	1,236	74	74
Roam Token Total:	106	80	186	117	219	141	115	66	120	195	114	47	26	18	58	1,236	74	74
10 Ride Pass																		
All Categories	24	76	100	75	108	96	62	24	42	82	67	47	25	92	120	840	63	63
10 Ride Total:	24	76	100	75	108	96	62	24	42	82	67	47	25	92	120	840	63	63
3 Day Pass																		
All Categories	12	62	74	29	164	23	40	25	64	157	172	13	18	0	52	757	55	55
3 Day Pass Total:	12	62	74	29	164	23	40	25	64	157	172	13	18	0	52	757	55	55
Day Pass																		
All Categories	440	589	1,029	375	658	677	705	2,268	2,286	3,146	3,641	2,542	914	411	699	18,322	554	554
Day Pass Total:	440	589	1,029	375	658	677	705	2,268	2,286	3,146	3,641	2,542	914	411	699	18,322	554	554
31 Days Pass																		
Adult	2,757	1,171	3,928	934	1,089	872	1,283	802	600	871	544	270	554	641	832	9,292	790	790
Senior	45	21	66	29	0	16	25	52	11	66	47	10	0	0	27	283	54	54
Child	38	2	40	0	0	0	0	0	0	16	0	0	0	0	4	20	2	2
31 Days Pass Total:	2,840	1,194	4,034	963	1,089	888	1,308	854	611	953	591	280	554	641	863	9,595	846	846
93 Days Pass																		
Adult	239	777	1,016	1,236	1,791	1,870	1,202	807	591	796	706	529	652	970	1,655	12,805	3,316	3,316
Senior	32	52	84	55	38	26	21	0	14	13	12	0	0	0	0	179	0	0
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
93 Days Pass Total:	271	829	1,100	1,291	1,829	1,896	1,223	807	605	809	718	529	652	970	1,655	12,984	3,316	3,316
186 Days Pass																		
Adult	207	971	1,178	891	879	1,006	859	945	498	498	527	405	622	1,091	1,933	10,154	2,344	2,344
Senior	0	2	2	19	16	31	4	16	10	12	6	2	28	132	103	379	97	97
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
186 Days Pass Total:	207	973	1,180	910	895	1,037	863	961	508	510	533	407	650	1,223	2,036	10,533	2,441	2,441
Low Income Pass																		
All Categories	148	930	1,078	1,007	1,321	1,288	1,343	1,567	1,359	1,215	924	813	877	706	771	13,191	1,214	1,214
Low Income Pass Total:	148	930	1,078	1,007	1,321	1,288	1,343	1,567	1,359	1,215	924	813	877	706	771	13,191	1,214	1,214
Regional Ride - Pass Holder	0	39	39	38	34	38	37	45	52	37	108	21	39	29	42	520	105	105
Regional Ride - Cash																		
Hotel Partners	22,104	26,562	48,666	21,660	22,853	27,309	21,411	26,401	30,040	36,550	36,534	28,225	21,473	18,817	23,913	315,186	20,328	20,328
Transfers - Local	87	141	228	149	161	248	164	191	285	190	119	320	116	70	167	2,180	100	100
Transfers - Local to Regional										15	12	32	35	19	29	142	25	25
Infant Free Ride	54	102	156	101	107	147	181	173	69	65	181	137	85	111	87	1,444	42	42
Accessories	205	493	698	334	281	417	245	86	87	153	227	193	79	96	203	2,401	234	234
Total Ridership	33,564	42,073	75,637	36,301	39,738	45,039	36,510	46,739	50,267	62,003	63,224	49,512	34,244	30,911	41,403	535,891	39,021	39,021

Banff Local Ridership Sulphur Mtn Route

All Routes	2013															2014		
	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total	January	Total
Cash Fare																		
Adult	2,764	3,911	6,675	3,709	3,709	4,052	3,159	4,118	4,024	5,253	5,713	4,564	3,319	3,000	3,671	48,291	3,515	3,515
Senior	145	170	315	95	195	234	222	850	1,126	1,062	1,208	1,333	293	146	211	6,975	103	103
Child	94	163	257	105	52	69	137	57	56	154	223	76	147	62	169	1,307	209	209
Cash Fare Total	3,003	4,244	7,247	3,909	3,956	4,355	3,518	5,025	5,206	6,469	7,144	5,973	3,759	3,208	4,051	56,573	3,827	3,827
Roam Token																		
All Categories	49	35	84	56	80	49	36	32	40	102	38	15	22	13	5	488	16	16
Roam Token Total:	49	35	84	56	80	49	36	32	40	102	38	15	22	13	5	488	16	16
10 Ride Pass																		
All Categories	15	27	42	36	37	44	42	4	27	38	19	11	16	41	29	344	47	47
10 Ride Total:	15	27	42	36	37	44	42	4	27	38	19	11	16	41	29	344	47	47
3 Day Pass																		
All Categories	12	27	39	5	17	4	13	9	12	71	33	9	8	0	29	210	28	28
3 Day Pass Total:	12	27	39	5	17	4	13	9	12	71	33	9	8	0	29	210	28	28
Day Pass																		
All Categories	199	385	584	184	346	327	402	1,191	869	1,398	1,452	1,071	463	224	475	8,402	252	252
Day Pass Total:	199	385	584	184	346	327	402	1,191	869	1,398	1,452	1,071	463	224	475	8,402	252	252
31 Days Pass																		
Adult	1,464	456	1,920	333	296	356	371	248	263	180	47	22	172	184	152	2,624	177	177
Senior	31	20	51	0	0	0	0	2	7	36	12	8	0	0	0	65	2	2
Child	32	2	34	0	0	0	0	0	0	2	0	0	0	0	4	6	0	0
31 Days Pass Total:	1,527	478	2,005	333	296	356	371	250	270	218	59	30	172	184	156	2,695	179	179
93 Days Pass																		
Adult	95	348	443	467	397	434	246	148	84	132	136	107	205	393	512	3,261	557	557
Senior	2	2	4	3	22	26	21	0	0	0	0	0	0	0	0	72	0	0
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
93 Days Pass Total:	97	350	447	470	419	460	267	148	84	132	136	107	205	393	512	3,333	557	557
186 Days Pass																		
Adult	75	412	487	396	295	390	337	359	190	200	235	183	286	485	639	3,995	556	556
Senior	0	1	1	19	14	30	4	16	8	11	6	2	0	52	29	191	34	34
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
186 Days Pass Total:	75	413	488	415	309	420	341	375	198	211	241	185	286	537	668	4,186	590	590
Low Income Pass																		
All Categories	122	768	890	798	951	874	875	960	739	595	461	453	554	421	467	8,148	609	609
Low Income Pass Total:	122	768	890	798	951	874	875	960	739	595	461	453	554	421	467	8,148	609	609
Regional Ride - Pass Holder	0	21	21	15	23	21	14	26	27	27	68	9	23	21	23	297	44	44
Regional Ride - Cash																		
Hotel Partners	11,489	14,116	25,605	11,715	12,970	15,616	13,774	18,701	19,666	25,337	24,425	19,603	13,712	11,738	14,623	201,880	12,049	12,049
Transfers - Local	35	74	109	84	84	126	100	92	91	84	32	102	74	32	76	977	48	48
Transfers - Regional to Local																		
Infant Free Ride	40	69	109	40	55	83	107	93	40	38	51	45	26	41	44	663	20	20
Accessories	60	180	240	40	32	44	45	40	23	87	107	67	31	35	42	593	50	50
Total Ridership	16,723	21,187	37,910	18,100	19,575	22,779	19,905	26,946	27,292	34,816	34,318	27,695	19,379	16,899	21,219	288,923	18,342	18,342

Banff Local Ridership Tunnel Mtn Route																		
All Routes	2013																2014	
	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total	January	Total
Cash Fare																		
Adult	3,940	5,451	9,391	5,109	5,770	6,078	4,886	6,448	6,191	7,936	8,409	6,639	4,420	4,294	6,227	72,407	5,439	5,439
Senior	67	195	262	180	240	295	323	1,513	2,138	2,408	2,199	2,490	461	151	264	12,662	229	229
Child	56	113	169	54	53	106	86	86	95	383	431	140	51	45	145	1,675	103	103
Cash Fare Total	4,063	5,759	9,822	5,343	6,063	6,479	5,295	8,047	8,424	10,727	11,039	9,269	4,932	4,490	6,636	86,744	5,771	5,771
Roam Token																		
All Categories	57	45	102	61	139	92	79	34	75	93	76	31	4	5	53	742	58	58
Roam Token Total:	57	45	102	61	139	92	79	34	75	93	76	31	4	5	53	742	58	58
10 Ride Pass																		
All Categories	9	49	58	39	71	52	20	20	15	44	48	36	9	51	91	496	16	16
10 Ride Total:	9	49	58	39	71	52	20	20	15	44	48	36	9	51	91	496	16	16
3 Day Pass																		
All Categories	0	35	35	24	147	19	27	16	47	76	133	2	10	0	23	524	27	27
3 Day Pass Total:	0	35	35	24	147	19	27	16	47	76	133	2	10	0	23	524	27	27
Day Pass																		
All Categories	241	204	445	191	312	350	303	1,021	1,245	1,643	2,008	1,384	451	187	224	9,319	302	302
Day Pass Total:	241	204	445	191	312	350	303	1,021	1,245	1,643	2,008	1,384	451	187	224	9,319	302	302
31 Days Pass																		
Adult	1,293	715	2,008	601	793	516	912	552	334	679	491	248	382	457	680	6,645	613	613
Senior	14	1	15	29	0	16	25	50	0	30	31	2	0	0	27	210	52	52
Child	6	0	6	0	0	0	0	0	0	4	0	0	0	0	0	4	2	2
31 Days Pass Total:	1,313	716	2,029	630	793	532	937	602	334	713	522	250	382	457	707	6,859	667	667
93 Days Pass																		
Adult	144	429	573	769	1,394	1,436	956	659	507	662	566	418	447	577	1,143	9,534	2,759	2,759
Senior	30	50	80	52	16	0	0	0	14	13	12	0	0	0	0	107	0	0
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
93 Days Pass Total:	174	479	653	821	1,410	1,436	956	659	521	675	578	418	447	577	1,143	9,641	2,759	2,759
186 Days Pass																		
Adult	132	559	691	495	584	616	522	585	303	298	289	220	336	606	1,294	6,148	1,788	1,788
Senior	0	1	1	0	2	1	0	0	2	1	0	0	28	80	74	188	63	63
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
186 Days Pass Total:	132	560	692	495	586	617	522	585	305	299	289	220	364	686	1,368	6,336	1,851	1,851
Low Income Pass																		
All Categories	26	162	188	209	370	414	468	603	608	608	456	357	323	285	304	5,005	605	605
Low Income Pass Total:	26	162	188	209	370	414	468	603	608	608	456	357	323	285	304	5,005	605	605
Regional Ride - Pass Holder	0	18	18	23	11	17	23	17	23	3	37	11	16	8	19	208	61	61
Regional Ride - Cash										4	95	9	4	6	16	134	17	17
Hotel Partners	10,615	12,446	23,061	9,945	9,883	11,693	7,637	7,494	9,400	10,246	10,539	7,395	7,761	7,079	9,290	108,362	8,279	8,279
Transfers - Local	52	67	119	65	77	122	64	94	130	93	29	123	42	38	91	968	52	52
Transfers - Regional to Local										6	7	19	13	12	15	72	8	8
Infant Free Ride	14	33	47	61	52	64	74	79	24	27	79	74	59	70	43	706	22	22
Accessories	145	313	458	294	249	373	200	43	51	56	101	109	48	61	161	1,746	184	184
Total Ridership	16,841	20,886	37,727	18,201	20,163	22,260	16,605	19,314	21,202	25,313	26,036	19,707	14,865	14,012	20,184	237,862	20,679	20,679

Report to the Bow Valley Regional Transit Services Commission

Report 2014-2 Request for Decision – Creation of a Housing Incentive Program for senior management staff to assist with staff attraction and retention.

February 3, 2014

SUMMARY/ ISSUE

The creation of a Bow Valley Regional Transit Service Commission Housing Incentive Program (HIP) is a recruitment/ staff retention initiative to make living in the Banff/ Canmore attainable and sustainable for staff. This incentive program is targeted to attract and retain senior management employees in a financially restrictive Banff/ Canmore housing market.

PREVIOUS COMMISSION DIRECTION/POLICY

No previous direct motion or policy, however this subject is being brought forward in an effort to improve senior management staff acquisition and retention.

Administration Recommendation:

That the Commission

- Approve the creation of a Bow Valley Regional Transit Services Commission Housing Incentive Program (in a form of a Policy) as presented in this report;

INVESTIGATION

Senior management positions in the public transit industry can be a specialized field where good candidates often may have to come out side of the local recruitment area. Senior management positions are also integral in sustaining organizational stability and business quality continuity, especially in smaller organizations where staff depth may be limited.

Also, the Bow Valley is an attractive destination to have a career for many, however the cost of housing may be prohibitive to some. Being prepared for future hiring needs, and to have a competitive recruitment/ retention strategy, administration is proposing a Housing Incentive Program targeted for senior management positions.

The town of Banff and/ or Canmore can be a difficult place to gain traction in the financially restrictive housing market. After reviewing similar successful housing purchase programs offered by the Town of Banff and Caribou Properties, the BVRTSC would like adopt it's own Housing Incentive Purchase program in an effort to assist BVRTSC senior management staff with a down payment for the purchase of a Banff/ Canmore home. This recruitment incentive program seem to work well with other organizations in the Bow Valley, as well, it was a question that came up a several times in the recent senior management hiring process.

Report to the Bow Valley Regional Transit Services Commission

Report 2014-2 Request for Decision – Creation of a Housing Incentive Program for senior management staff to assist with staff attraction and retention.

February 3, 2014

The following details highlight the key components of the program:

- a) Interest-free loan program to assist employees purchase first home in Banff
- b) Matching down payment of up to \$40,000
- c) Registered on title as a second mortgage and repaid in full at the end of 10 years or sooner
- d) Employee must reside in unit on a full-time basis
- e) Application Approval by GM/ CAO

IMPLICATIONS:

Financial

Implementation of the HIP program would result in a one-time legal fee of approximately \$1,000 to be incurred by the Commission in order to prepare a 2nd mortgage template.

The financial implications to the Commission associated with providing this HIP loan would have minimal cash flow impact to the organization. The annual financial loss to the Commission would be limited to the loss of the annual bank interest on each HIP loan amount. Thus on a \$40,000 loan, the annual loss would be approximately \$140 at the current savings rate of 0.350%

There will be little risk of non-repayment of the loan amount since it will be registered on title as a second mortgage.

BUSINESS PLAN/ BUDGET IMPLICATIONS

There should be minimal implications to the Commission cash flow and savings from the implementation of the HIP as proposed in this report.

No direct negative impact to the business plan.

RISKS/ BENEFITS

The creation of this type of employee assistance program will aid in the long term retention and recruitment of qualified senior management employees who may be difficult to attract given the high cost of suitable housing in the bow valley region.

ATTACHMENTS

Attachment 1 HR Policy 2 - BVRTSC Housing Incentive Program

February 3, 2014

1.0 POLICY

To establish a local, first-time housing purchase incentive for Bow Valley Regional Transit Services Commission (BVRTSC) senior level staff members.

2.0 PURPOSE

The BVRTSC recognizes the challenges of purchasing a home in Banff/ Canmore and the need to encourage its senior employees to live close to their employment. The BVRTSC would like to offer interest free loans to senior level employees wishing to purchase a first-time home in Banff/ Canmore. The BVRTSC would also like the option to adopt existing Banff HIPP programs at the discretion of the BVRTSC members. The BVRTSC believes strongly in its employees and acknowledges its obligation to contribute to community sustainability by having employee live where they work. This program hopes to provide them with a significant opportunity to achieve home ownership.

3.0 SCOPE

This program applies to all qualifying BVRTSC senior employees. The program is not available to BVRTSC administrative members.

4.0 RESPONSIBILITIES

The CAO of BVRTSC or designate is responsible for carrying out, administering, and enforcing this program.

5.0 PROCEDURES

5.1 Program Structure

a) Interest Free Loan – The BVRTSC will match the employee's down payment on the purchase of their first home in Banff up to a maximum of \$40,000 by way of a second mortgage.

5.2 Qualifications

- a) You will qualify to receive an interest free loan that does not have to be repaid for a period of 10 years if you:
- i. can provide valid pre-approval from a CMHC approved mortgage lender;
 - and,
 - ii. commenced employment with the BVRTSC at least one (1) year prior to the loan application date (or approval by the GM/CAO); and,
 - iii. worked continuously with the BVRTSC since that time; and,
 - iv. are a permanent full-time employee (35 hours or more per week)
 - v. and your spouse do not concurrently own another residential property in Banff; and,
 - vi. and your spouse have not previously owned a residential property in Banff or Canmore.
- b) In order to qualify for the interest free loan, the residential property must be occupied by the employee as their primary residence.
- c) If you are already participating in a Housing Incentive Purchase program offered by a Banff or Canmore employer, the BVRTSC may at its sole discretion, consider assuming the existing agreement.

February 3, 2014

5.3 Application Process

- a) An application form (see Appendix 1) is required from all employees seeking an interest free loan to purchase their first Banff or Canmore residential property.
- b) The CAO of BVRTSC reviews loan applications and approves applicants based on meeting the qualification criteria.
- c) Misrepresentation of any of the information supplied for the application will result in dismissal from the HIPP program and/or the loan will become due and payable immediately.

5.4 Loan Registration

- a) The loan amount will be registered on title as a second mortgage at the time of home purchase by the employee at the expense of the employee.

5.5 Repayment

- a) No payments are required to be made on this loan for a period of ten years, at which time the entire loan amount is required to be paid (with no interest). Typically this loan would be replaced by traditional financing with a financial institution.
- b) If for any reason the employee's employment is terminated with the Town (quit, retirement, termination with OR without cause etc.) the loan will become due and payable in full six months from the date of termination.
- c) If the home is sold or the BVRTSC employee ceases to occupy the home for any reason, the loan will become due and payable immediately.
- d) If the employee changes their mortgage to a non-CMHC approved lender, the loan will become due and payable immediately.
- e) If the employee or spouse purchases another residential property in Banff or Canmore, the loan will become due and payable immediately.

5.6 Exclusions/Limitations

- a) Only one loan is available per residential property.
- b) Loan must be for your (and your spouse's) first home purchase in Banff or Canmore.
- c) This program is not available to BVRTSC Commission (Board) members.

5.7 Other

- a) For income tax purposes, the loan interest will be treated annually as a taxable benefit to the employee and included on their annual T4 slip from the BVRTSC.
- b) The BVRTSC must be notified of and approve any additional mortgages, changes in mortgage lenders, or refinancing of the residential property.
- c) Administration will prepare an annual report on the HIPP program for presentation to BVRTSC. The report will provide details on participation in the program, the financial impact to the organization, and any other relevant information that will assist in measuring the effectiveness of the program.