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

AGENDA

March 12, 2014: 2:00pm – 4:00pm

1. Approval of the Agenda

2. Approval of the February 12, 2014 Regular Meeting Minutes

3. Old Business (Standing Items)

a. General Manager/ CAO's Monthly report

2014 Bring Forward List of Pending items.

b. Transit Service Monthly Statistics

c. Direct Service Update Steve

4. New Business

a. 2014-3 Parade Participation report

b. Board Orientation update

c. Alberta Transportation 50 Year Strategy

d. Commission Meeting Recording of Votes

e. GM/CAO Annual Performance review process

f. 2014 – 2015 work priority adjustment - In Camera discussion

5. Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
February 12, 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
Ian Mackie, ID#9
Grant Canning, Town of Banff
Dave Schebek, ID #9

BOARD MEMBERS ABSENT
Stavros Karlos, Town of Banff – Vice Chair
Joanna McCallum, Town of Canmore

BOARD ADMINISTRATION PRESENT
Koji Miyaji, General Manager / Chief Administrative Officer
Steve Nelson, Manager of Operations / Meeting Recorder

MUNICIPAL/ PARKS ADMINISTRATION PRESENT
Adrian Field, Manager of Engineering, Town of Banff
Jacob Johnson, Acting Manager of Engineering, Town of Canmore
Alex Kolesch, Parks Canada

MUNICIPAL/ PARKS ADMINISTRATION ABSENT

Call to Order
The meeting was called to order at 2:05p.m.

1. Approval of the Agenda
BVRTSC14-12 Moved by Ian Mackie to approve the Agenda for the February 12, 2014 meeting.
CARRIED

2. Approval of the January 8, 2014 Regular Meeting Minutes
BVRTSC14-13 Moved by Grant Canning to approve the minutes of the January 8, 2014 Regular Meeting
CARRIED

3. Introduction of Manager of Operations – Steve Nelson (by GM/CAO)

4. Other Business

a. Direct Service Update (verbal) - Steve
b. Customer Service Centre Update (verbal) – Steve
c. Alberta Winter Games Services Summary (verbal) – Steve

Commission Members present were pleased to hear that Steve has fit well with BVRTSC and stepped right into the role well, and that each of the above areas are on track or completed successfully (i.e. Alberta Winter Games). However, Commission Members expressed interest in future reports containing a written component in the agenda package containing highlights of the Manager of Operations' report.

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

BVRTSC14-14 Moved by Sean Krausert to approve policy F-4 as presented in the report with the following amendment **"**The BVRTSC shall maintain an up to date table of anticipated useful life with respect to the tangible capital assets owned by the BVRTSC."

CARRIED

c. Transit Service Monthly Statistics
Sean Krausert requested that graphs' Y axis be reduced to see the variances more clearly.

6. New Business

a. Report 2014-2 Human Resources Policy

No motion made to approve this as it would require a change to the recently approved budget. GM/CAO received feedback from Commission Members on the proposed policy, and

GM CAO indicated that this may come back next year for discussion as part of business process/plan.

b. In Camera – Business Planning Discussion

BVRTSC14-15 Moved by Sean Krausert to go in camera 3:40pm

CARRIED

BVRTSC14-16 Moved by Sean Krausert to come out of camera 4:01pm

CARRIED

7. Adjournment

BVRTSC14-17 Moved by Sean Krausert to adjourn meeting

Meeting Adjourned 4:02pm CARRIED

GM/CAO Monthly Business Plan Progress Update March 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		Winter survey commenced Mar 4
	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 commision 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
		Operting 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 March 2014)

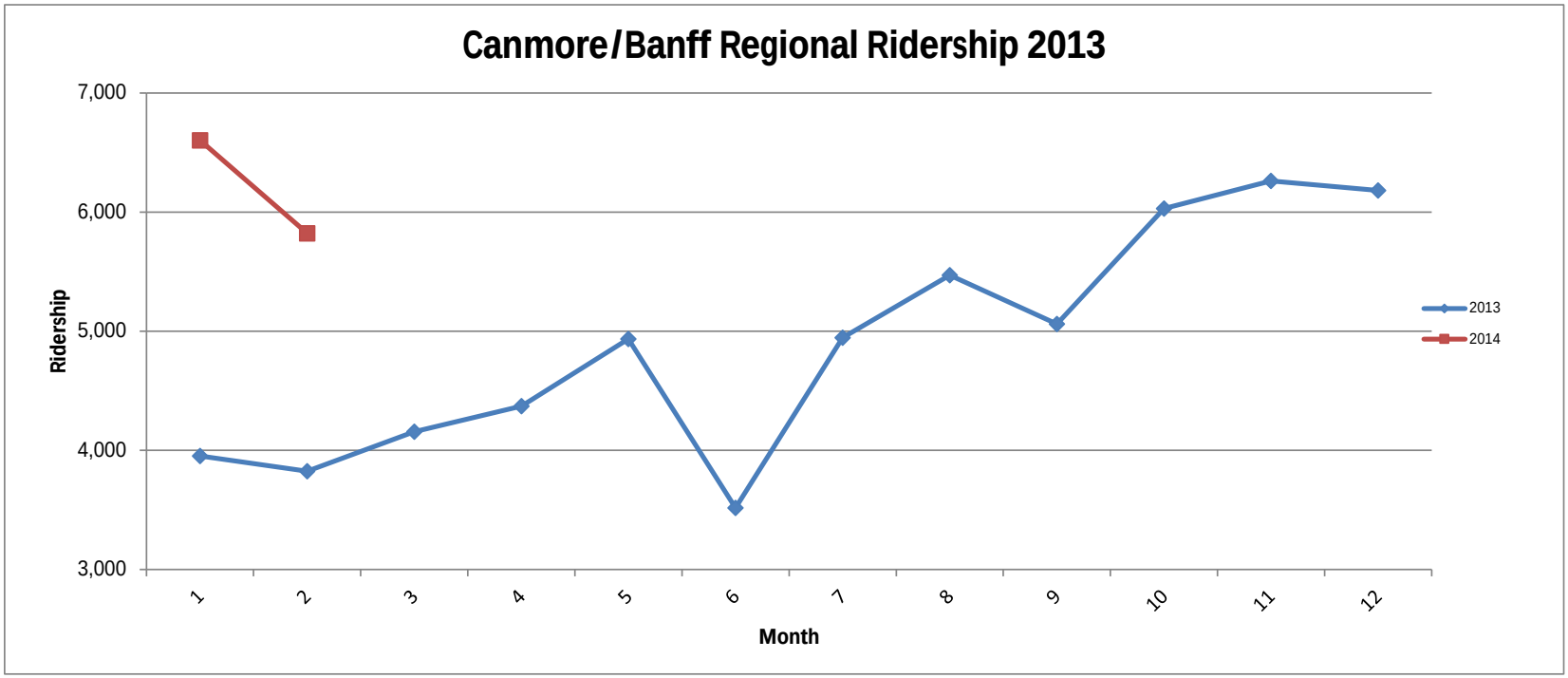
Item	Date Initiated	Pending Date	Comments
BVRTSC14-9 Create an Emergency Protocol before the end of 2013 In this protocol, communication steps should be identified where Board member are consulted or notified before involvement in emergency situations and deployment of services. Any decision to be made should be brought forth to the Commission.	July 2013	May 2014 Board meeting	
BVRTSC13-38 Overload policy – Report was brought back. Need to draft a policy	2013	March 31 2014	To be presented for April 2014 Board meeting
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.	March 2013	March 31, 2014	To be presented for April Board meeting or sooner.
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.	July 2013	March 31, 2014	March Board meeting
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.	Aug 2013	Sept 2014	
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.	January 2014	Sept 2014	

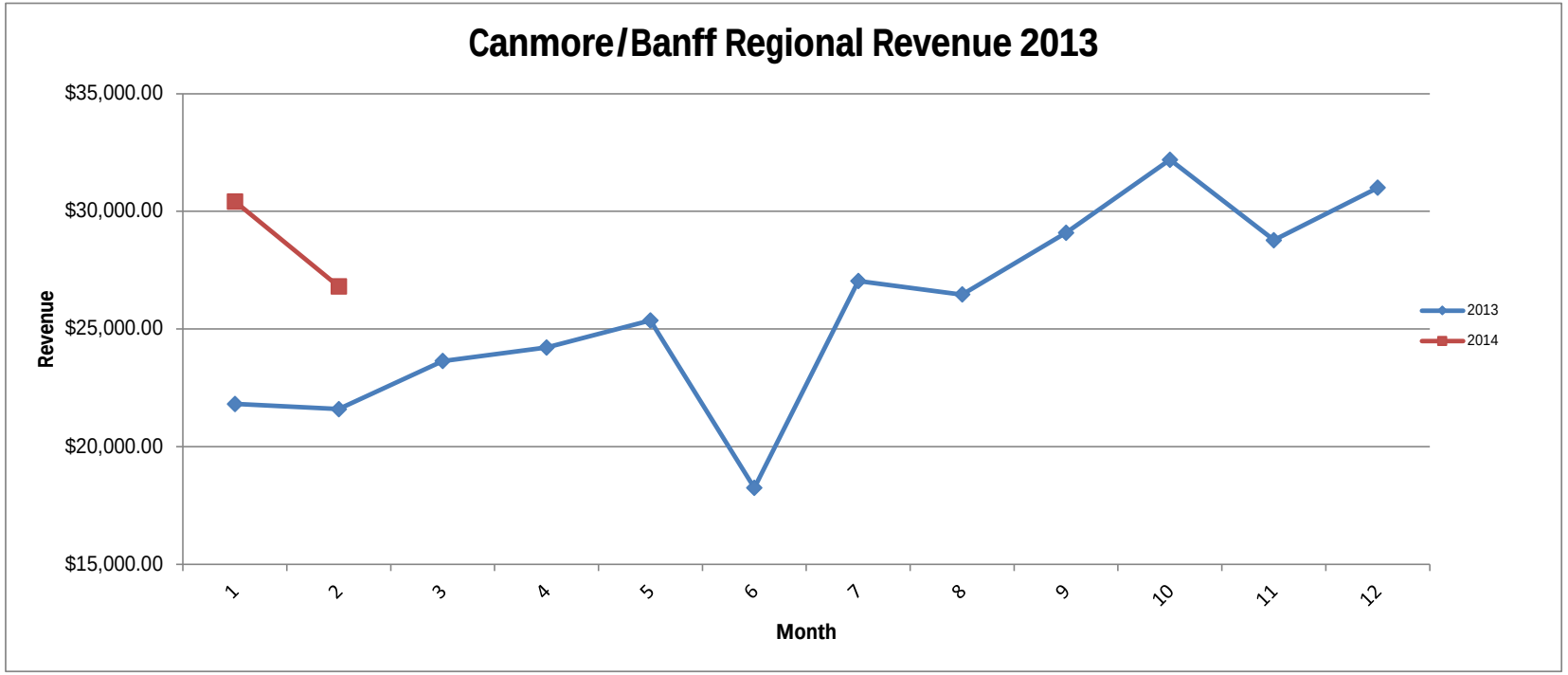
Canmore/Banff Regional Ridership/Revenue Analysis

Month	2013	2014	Average
January	3,952	6,603	5,278
February	3,824	5,823	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**	**12,426**	**60,033**

Month	2013	2014	Average
January	$21,814.99	$30,416.75	$26,115.87
February	$21,594.71	$26,811.31	$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**	**$57,228.06**	**$313,742.34**

Please see note




Canmore/Banff Regional Revenue 2013
$35,000.00
$30,000.00
$25,000.00
$20,000.00
$15,000.00
Revenue
1
2
3
4
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6
7
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9
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12
Month
2013
2014

Canmore/Banff Regional Ridership

anmore/Banff Regional Ridershi

		2013													2014		
	December	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	**Total**	**January**	**February**	**Total**
Cash Fare																	
Adult	2,827	2,809	2,701	2,843	3,108	3,307	2,298	3,222	3,762	3,295	3,921	3,743	3,748	**38,757**	3,752	3,180	**6,932**
Child	42	52	48	76	51	100	96	113	109	64	59	37	81	**886**	100	50	**150**
Senior	61	80	66	91	51	111	74	165	124	221	201	172	194	**1,550**	135	127	**262**
Cash Fare Total:	2,930	2,941	2,815	3,010	3,210	3,518	2,468	3,500	3,995	3,580	4,181	3,952	4,023	41,193	3,987	3,357	7,344
31 Day Pass																	
Adult	440	732	734	788	850	1,018	776	1,075	1,105	1,134	1,427	1,848	1,691	**13,178**	2,103	1,962	**4,065**
Child	0	14	0	0	0	0	0	19	2	24	38	12	10	**119**	20	12	**32**
Senior	13	0	10	15	17	13	11	46	24	2	0	40	46	**224**		68	**68**
31 Day pass Total:	**453**	**746**	**744**	**803**	**867**	**1,031**	**787**	**1,140**	**1,131**	**1,160**	**1,465**	**1,900**	**1,747**	13,521	**2,123**	**2,042**	4,165
10 Ride Pass																	
Adult	142	220	236	292	248	349	220	273	254	254	325	349	355	**3,375**	345	370	**715**
Child	0	11	5	8	7	0	1	2	3	9	13	11	9	**79**	29	9	**38**
Senior	13	8	8	6	11	22	12	16	28	30	28	39	39	**247**	36	19	**55**
10 Ride Pass Total:	**155**	**239**	**249**	**306**	**266**	**371**	**233**	**291**	**285**	**293**	**366**	**399**	**403**	3,701	**410**	**398**	808
3 Days Pass																	
Adult	4	19	0	2	0	0	0	1	23	2	4	0	0	**51**	4	2	**6**
Child	0	0	0	0	0	0	6	0	0	0	0	0	0	**6**	0	0	**0**
Senior	0	0	0	0	0	2	0	0	0	0	4	0	0	**6**	60		**60**
3 Days Passx Total:	**4**	**19**	**0**	**2**	**0**	**2**	**6**	**1**	**23**	**2**	**8**	**0**	**0**	63	**64**	**2**	66
1 Day Pass																	
Adult	20	7	16	35	28	11	22	14	36	24	11	9	7	**220**	19	24	**43**
Child	0	0	0	0	0	1	0	0	0	0	0	0	0	**1**	0	0	**0**
Senior	0	0	0	0	0	1	1	1	0	1	0	2	2	**8**	0	0	**0**
1 Day Pass Total:	**20**	**7**	**16**	**35**	**28**	**13**	**23**	**15**	**36**	**25**	**11**	**11**	**9**	229	**19**	**24**	43
Total Ridership	**3,562**	**3,952**	**3,824**	**4,156**	**4,371**	**4,935**	**3,517**	**4,947**	**5,470**	**5,060**	**6,031**	**6,262**	**6,182**	58,707	**6,603**	**5,823**	12,426
Bycicle	11	4	0	3	18	184	158	32	162	144	38	5	6	754	19	14	33
Regional Transfer from Banff Local Service	2	5	1	4	0	1	0	1	5	4	5	4	7	37	20	4	24
																AWG 129	

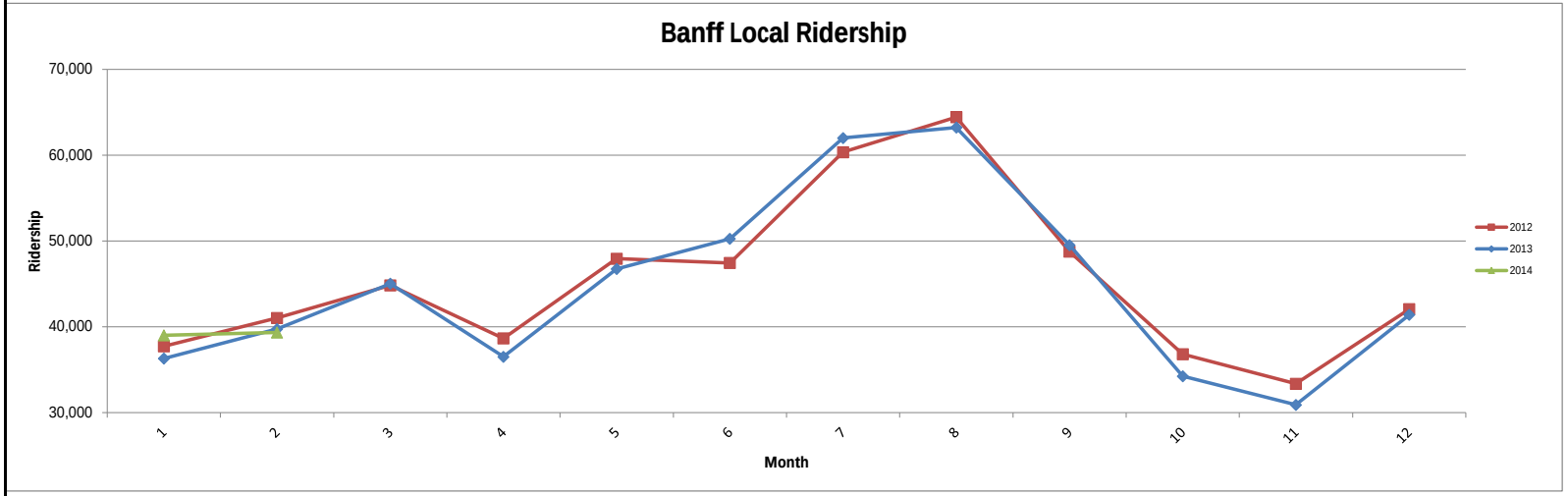
CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN
2014 Actual

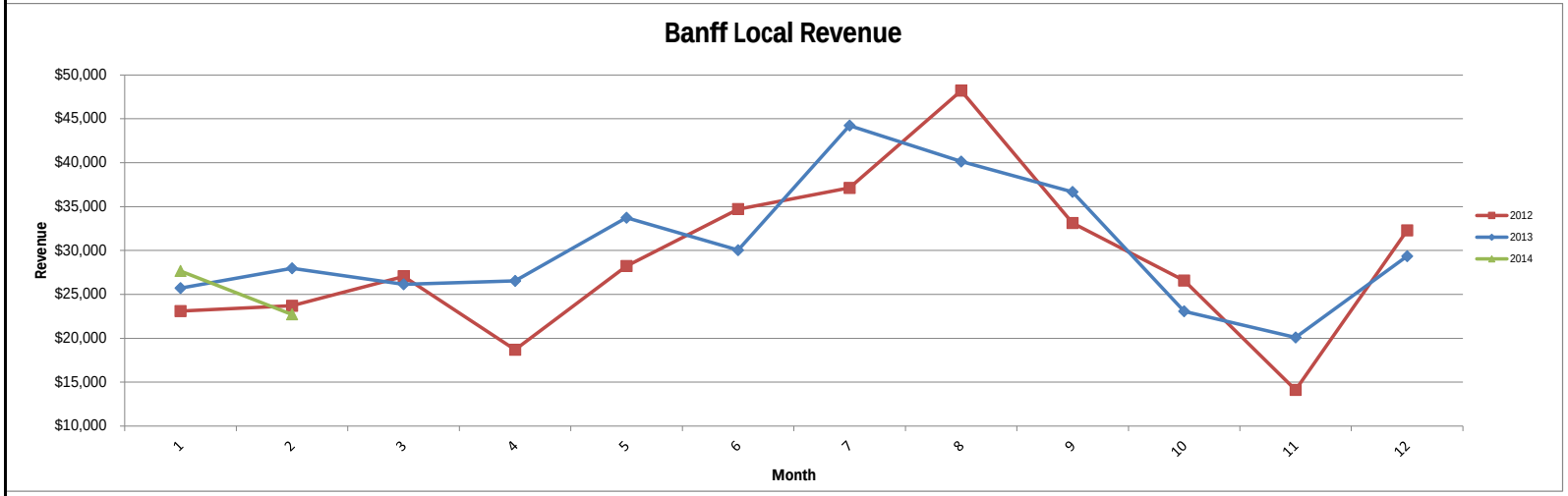
	Fares (what has been deposited)	Passes	Other	Total	Budget	
January	$23,616	$6,801		**$30,417**	$21,683.33	
February	$20,856	$5,955		**$26,811**	$21,683.33	missing number from TOC and Rundle Gift
March				**$0**	$21,683.34	
April				**$0**	$22,550.00	
May				**$0**	$22,550.00	
June				**$0**	$22,550.00	
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:	**$44,472**	**$12,756**	**$0**	**$57,228**	**$305,000**	

Banff Local Ridership/Revenue Analysis

Month	Ridership 2012	2013	2014	Average
January	37,730	36,301	39,021	37,684
February	41,031	39,738	39,353	40,385
March	44,826	45,039		44,933
April	38,652	36,510		37,581
May	47,945	46,739		47,342
June	47,447	50,267		48,857
July	60,356	62,003		61,180
August	64,441	63,224		63,833
September	48,767	49,512		49,140
October	36,818	34,244		35,531
November	33,359	30,911		32,135
December	42,073	41,403		41,738
Grand Total:	**545457**	**535,891**	**78,374**	**540,337**

Month	Revenue 2012	2013	2014	Average	
January	$23,104	$25,711.08	$27,663.94	$24,407.39	Please see note
February	$23,695	$27,958.97	$22,721.27	$25,827.20	
March	$27,056	$26,138.28		$26,597.15	
April	$18,700	$26,536.16		$22,618.14	
May	$28,224	$33,720.20		$30,971.89	
June	$34,706	$30,033.75		$32,369.81	
July	$37,127	$44,219.75		$40,673.15	
August	$48,190	$40,125.05		$44,157.48	
September	$33,119	$36,670.20		$34,894.75	
October	$26,578	$23,066.00		$24,822.02	
November	$14,119	$20,087.40		$17,102.95	
December	$32,287	$29,353.64		$30,820.11	
Grand Total:	**$ 348,915.52**	**$363,620.48**	**$50,385.21**	**$355,262.00**	





BANFF LOCAL TRANSIT REVENUE BREAKDOWN										
2014 Actual										
	Fares (what has been deposited)	**Passes**	**Other**	**Total**	**Budget**					
January	$20,271	$7,393		**$27,664**	**$23,853.33**					
February	$20,853	$1,869		**$22,721**	**$23,853.33**	missing report from Rundle Gift and HIA				
March				**$0**	**$23,853.34**					
April				**$0**	**$29,500.00**					
May				**$0**	**$29,500.00**					
June				**$0**	**$29,500.00**					
July				**$0**	**$44,433.33**					
August				**$0**	**$44,433.33**					
September				**$0**	**$44,433.34**					
October				**$0**	**$25,400.00**					
November				**$0**	**$25,400.00**					
December				**$0**	**$25,400.00**					
Totals:	**$41,124**	**$9,261**	**$0**	**$50,385**	**$369,560**					

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	February	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	8,869	**17,823**
Senior	212	365	**577**	275	435	529	545	2,412	3,411	3,602	3,543	4,013	754	297	475	**20,291**	332	306	**638**
Child	150	276	**426**	**159**	**105**	**175**	**223**	146	168	585	694	225	**198**	**107**	**314**	**3,099**	**312**	**284**	**596**
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**	**9,459**	**19,057**
Roam Token																			
All Categories	106	80	**186**	117	219	141	115	66	120	195	114	47	26	18	58	**1,236**	74	72	**146**
Roam Token Total:	**106**	**80**	186	**117**	**219**	**141**	**115**	**66**	**120**	**195**	**114**	**47**	**26**	**18**	**58**	1,236	**74**	**72**	**146**
10 Ride Pass																			
All Categories	24	76	**100**	75	108	96	62	24	42	82	67	47	25	92	120	**840**	63	72	**135**
10 Ride Total:	**24**	**76**	100	**75**	**108**	**96**	**62**	**24**	**42**	**82**	**67**	**47**	**25**	**92**	**120**	840	**63**	**72**	**135**
3 Day Pass																			
All Categories	12	62	**74**	29	164	23	40	25	64	157	172	13	18	0	52	**757**	55	24	**79**
3 Day Pass Total:	**12**	**62**	74	**29**	**164**	**23**	**40**	**25**	**64**	**157**	**172**	**13**	**18**	**0**	**52**	757	**55**	**24**	**79**
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	640	**1,194**
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**	**640**	**1,194**
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	911	**1,701**
Senior	45	21	**66**	29	0	16	25	52	11	66	47	10	0	0	27	**283**	54	0	**54**
Child	38	2	**40**	0	0	0	0	0	0	16	0	0	0	0	4	**20**	2	0	**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**	**911**	**1,757**
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	3,986	**7,302**
Senior	32	52	**84**	55	38	26	21	0	14	13	12	0	0	0	0	**179**	0	0	**0**
Child	0	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**	**3,986**	7,302
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	2,144	**4,488**
Senior	0	2	**2**	19	16	31	4	16	10	12	6	2	28	132	103	**379**	97	101	**198**
Child	0	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**	**2,245**	4,686
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	1,207	**2,421**
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**	**1,207**	2,421
Regional Ride - Pass Holder	0	39	**39**	38	34	38	37	45	52	37	108	21	39	29	42	520	105	92	197
Regional Ride - Cash										5	179	17	10	10	21	242	26	15	41
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**	**20,166**	40,494
Transfers - Local	87	141	**228**	**149**	**161**	**248**	**164**	**191**	**285**	190	119	320	**116**	**70**	**167**	2,180	**100**	**115**	215
Transfers - Local to Regional										15	12	32	35	19	29	142	**25**	**21**	46
Infant Free Ride	54	102	**156**	**101**	**107**	**147**	**181**	**173**	**69**	65	181	137	**85**	**111**	**87**	1,444	**42**	**159**	201
Accessories	205	493	**698**	**334**	**281**	**417**	**245**	**86**	**87**	153	227	193	**79**	**96**	**203**	2,401	**234**	**169**	403
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**	**39,353**	78,374

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	February	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	3,577	**7,092**
Senior	145	170	315	95	195	234	222	850	1,126	1,062	1,208	1,333	293	146	211	**6,975**	103	93	**196**
Child	94	163	257	105	52	69	137	57	56	154	223	76	147	62	169	**1,307**	209	129	**338**
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**	**3,799**	**7,626**
Roam Token																			
All Categories	49	35	84	56	80	49	36	32	40	102	38	15	22	13	5	**488**	16	36	**52**
Roam Token Total:	**49**	**35**	**84**	**56**	**80**	**49**	**36**	**32**	**40**	**102**	**38**	**15**	**22**	**13**	**5**	488	**16**	**36**	**52**
10 Ride Pass																			
All Categories	15	27	42	36	37	44	42	4	27	38	19	11	16	41	29	**344**	47	36	**83**
10 Ride Total:	**15**	**27**	**42**	**36**	**37**	**44**	**42**	**4**	**27**	**38**	**19**	**11**	**16**	**41**	**29**	344	**47**	**36**	**83**
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**	**0**	**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	361	**613**
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**	**361**	**613**
31 Days Pass																			
Adult	1,464	456	1,920	333	296	356	371	248	263	180	47	22	172	184	152	**2,624**	177	203	**380**
Senior	31	20	51	0	0	0	0	2	7	36	12	8	0	0	0	**65**	2	0	**2**
Child	32	2	34	0	0	0	0	0	0	2	0	0	0	0	4	**6**	0	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**	**203**	**382**
93 Days Pass																			
Adult	95	348	443	467	397	434	246	148	84	132	136	107	205	393	512	**3,261**	557	441	**998**
Senior	2	2	4	3	22	26	21	0	0	0	0	0	0	0	0	**72**	0	0	**0**
Child	0	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**	**441**	**998**
186 Days Pass																			
Adult	75	412	487	396	295	390	337	359	190	200	235	183	286	485	639	**3,995**	556	583	**1,139**
Senior	0	1	1	19	14	30	4	16	8	11	6	2	0	52	29	**191**	34	36	**70**
Child	0	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**	**619**	**1,209**
Low Income Pass																			
All Categories	122	768	890	798	951	874	875	960	739	595	461	453	554	421	467	**8,148**	609	654	**1,263**
Low Income Pass Total:	**122**	**768**	**890**	**798**	**951**	**874**	**875**	**960**	**739**	**595**	**461**	**453**	**554**	**421**	**467**	8,148	**609**	**654**	**1,263**
Regional Ride - Pass Holder	0	21	21	15	23	21	14	26	27	27	68	9	23	21	23	**297**	44	38	**82**
Regional Ride - Cash										1	49	6	6	4	5	**71**	9	3	**12**
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	12,841	**24,890**
Transfers - Local	35	74	109	84	84	126	100	92	91	84	32	102	74	32	76	**977**	48	71	**119**
Transfers - Regional to Local										8	3	9	22	7	14	**63**	17	8	**25**
Infant Free Ride	40	69	109	40	55	83	107	93	40	38	51	45	26	41	44	**663**	20	82	**102**
Accessories	60	180	240	40	32	44	45	40	23	87	107	67	31	35	42	**593**	50	38	**88**
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**	**19,230**	**37,572**

Banff Local Ridership Tunnel Mtn Route

All Routes

	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total	January	February	Total
				2013													2014		
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	5,292	**10,731**
Senior	67	195	262	180	240	295	323	1,513	2,138	2,408	2,199	2,490	461	151	264	**12,662**	229	213	**442**
Child	56	113	169	54	53	106	86	86	95	383	431	140	51	45	145	**1,675**	103	155	**258**
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**	**5,660**	**11,431**
Roam Token																			
All Categories	57	45	102	61	139	92	79	34	75	93	76	31	4	5	53	**742**	58	36	**94**
Roam Token Total:	**57**	**45**	**102**	**61**	**139**	**92**	**79**	**34**	**75**	**93**	**76**	**31**	**4**	**5**	**53**	**742**	**58**	**36**	**94**
10 Ride Pass																			
All Categories	9	49	58	39	71	52	20	20	15	44	48	36	9	51	91	**496**	16	36	**52**
10 Ride Total:	**9**	**49**	**58**	**39**	**71**	**52**	**20**	**20**	**15**	**44**	**48**	**36**	**9**	**51**	**91**	**496**	**16**	**36**	**52**
3 Day Pass																			
All Categories	0	35	35	24	147	19	27	16	47	76	133	2	10	0	23	**524**	27	24	**51**
3 Day Pass Total:	**0**	**35**	**35**	**24**	**147**	**19**	**27**	**16**	**47**	**76**	**133**	**2**	**10**	**0**	**23**	**524**	**27**	**24**	**51**
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	279	**581**
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**	**279**	**581**
31 Days Pass																			
Adult	1,293	715	2,008	601	793	516	912	552	334	679	491	248	382	457	680	**6,645**	613	708	**1,321**
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		**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**	**708**	**1,375**
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	3,545	**6,304**
Senior	30	50	80	52	16	0	0	0	14	13	12	0	0	0		**107**	0		**0**
Child	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**	**3,545**	**6,304**
186 Days Pass																			
Adult	132	559	691	495	584	616	522	585	303	298	289	220	336	606	1,294	**6,148**	1,788	1,561	**3,349**
Senior	0	1	1	0	2	1	0	0	2	1	0	0	28	80	74	**188**	63	65	**128**
Child	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**	**1,626**	**3,477**
Low Income Pass																			
All Categories	26	162	188	209	370	414	468	603	608	608	456	357	323	285	304	**5,005**	605	553	**1,158**
Low Income Pass Total:	**26**	**162**	**188**	**209**	**370**	**414**	**468**	**603**	**608**	**608**	**456**	**357**	**323**	**285**	**304**	**5,005**	**605**	**553**	**1,158**
Regional Ride - Pass Holder	0	18	18	23	11	17	23	17	23	3	37	11	16	8	19	**208**	61	54	**115**
Regional Ride - Cash										4	95	9	4	6	16	**134**	17	12	**29**
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	7,325	**15,604**
Transfers - Local	52	67	119	65	77	122	64	94	130	93	29	123	42	38	91	**968**	52	44	**96**
Transfers - Regional to Local										6	7	19	13	12	15	**72**	8	13	**21**
Infant Free Ride	14	33	47	61	52	64	74	79	24	27	79	74	59	70	43	**706**	22	77	**99**
Accessories	145	313	458	294	249	373	200	43	51	56	101	109	48	61	161	**1,746**	184	131	**315**
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**	**20,123**	**40,802**

Banff Local Ridership Cave & Basin Route

All Routes

	2013									2014								
	May	June	July	August	September	October	November	December	Total	May	June	July	August	September	October	November	December	Total
Cash Fare																		
Adult	147	345	545	745	448				**2,230**									**0**
Senior	49	147	132	136	190				**654**									**0**
Child	3	17	48	40	9				**117**									**0**
Cash Fare Total	**199**	**509**	**725**	**921**	**647**	**0**	**0**	**0**	**3,001**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Roam Token																		
All Categories	0	5	0	0	1				**6**									**0**
Roam Token Total:	**0**	**5**	**0**	**0**	**1**	**0**	**0**	**0**	**6**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
10 Ride Pass																		
All Categories	0	0	0	0	0				**0**	0	0	0	0	0				**0**
10 Ride Total:	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
3 Day Pass																		
All Categories	0	5	10	6	2				**23**									**0**
3 Day Pass Total:	**0**	**5**	**10**	**6**	**2**	**0**	**0**	**0**	**23**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Day Pass																		
All Categories	56	172	105	181	87				**601**									**0**
Day Pass Total:	**56**	**172**	**105**	**181**	**87**	**0**	**0**	**0**	**601**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
31 Days Pass																		
Adult	2	3	12	6	0	.			**23**									**0**
Senior	0	4	0	4	0				**8**									**0**
Child	0	0	10	0	0				**10**									**0**
31 Days Pass Total:	**2**	**7**	**22**	**10**	**0**	**0**	**0**	**0**	**41**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
93 Days Pass																		
Adult	0	0	2	4	4				**10**									**0**
Senior	0	0	0	0	0				**0**									**0**
Child	0	0	0	0	0				**0**									**0**
93 Days Pass Total:	**0**	**0**	**2**	**4**	**4**	**0**	**0**	**0**	**10**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
186 Days Pass																		
Adult	1	5	0	3	2				**11**									**0**
Senior	0	0	0	0	0				**0**									**0**
Child	0	0	0	0	0				**0**									**0**
186 Days Pass Total:	**1**	**5**	**0**	**3**	**2**	**0**	**0**	**0**	**11**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Low Income Pass																		
All Categories	4	12	12	7	3				**38**									**0**
Low Income Pass Total:	**4**	**12**	**12**	**7**	**3**	**0**	**0**	**0**	**38**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Regional Ride - Pass Holder	2	2	7	3	1				**15**									**0**
Regional Ride - Cash			0	35	2				**37**									**0**
Hotel Partners	206	974	967	1,570	1,227				**4,944**									**0**
Transfers - Local	5	64	13	58	95				**235**									**0**
Transfers - Regional to Local			1	2	4				**7**									**0**
Infant Free Ride	1	5	0	51	18				**75**									**0**
Accessories	3	13	10	19	17				**62**									**0**
Total Ridership	**479**	**1,773**	**1,874**	**2,870**	**2,110**	**0**	**0**	**0**	**9,106**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Report to the Bow Valley Regional Transit Services Commission

Report 2014-3 Request for Decision – Participation in Parades

March 12, 2014

SUMMARY/ ISSUE

Major community parades are held in Banff, Canmore, and Calgary every year. The Santa Claus Parade in Banff, the Canada Day Parades in both Banff and Canmore on July 1st, and the 2014 Calgary Stampede Parade on July 4th, 2014. Interest in participating in the parade has been brought forward by Commission members and this document provides information regarding participation logistics as well as associated financial impacts. Community parades have the potential to expose tens of thousands of Bow Valley residents and visitors to the Roam brand and transit service and experience.

PREVIOUS COMMISSION DIRECTION/POLICY

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.

Administration Recommendation:

That the Commission

- Approve participation in local parades including Canada Day Parades in Banff and Canmore, as well as Santa Claus parade in Banff.
- Approve direction not to participate in the Stampede Parade.

INVESTIGATION

Local holiday parades in Banff and Canmore are well attended by locals and visitors alike. Application to participate in these three events comprises of filling out a simple form; there is no fee to participate in any local parades.

The Calgary Stampede Parade is attended by over 350,000 live spectators as well as millions of TV viewers. Participants of the parade can average 40 seconds of TV impressions and be exposed to a broad market segment from youngsters to grandparents.

Application to participate in the parade is done online and must be completed by March 15th, 2014. A selection committee then meets in April to review all applications and successful participants are notified shortly thereafter.

The application process includes:

- online application form submission.
- proof of insurance (Comprehensive General Liability of $2M & Automobile Liability Insurance of $2M.
- photograph of the parade entry.

Although the number of spectators at the Calgary Stampede Parade is high, Administration believes that the logistics and the cost of coordinating the efforts to deliver a bus to the Calgary for an one day event during our peak summer season period would not necessarily translate into the best use of our time nor any noticeable increased ridership or awareness of the Roam service to those who may actually end up using it. Administration believes that Stampede parade attendees are already overstimulated with other parade floats, bands and actual Stampede events that lasting impression/knowledge of Local and Regional transit services will most likely be 'lost' on most spectators. Further, seeing a "wrapped bus" is not unique in Calgary as Calgary Transit buses and LRT trains are often fully wrapped in advertisements which circulate the city streets throughout the year.

Participation in local Banff and Canmore parades on the other hand may allow Roam Transit to further it's impressions on 'locals' and summer tourists – those who are already in the Bow Valley and more likely to give transit a try.

IMPLICATIONS:

FINANCIAL

Participation in the local community parades in Banff and Canmore will have minor financial implications including driver hourly pay, fuel costs. Administrative time will also be required to arrange for participation in the parades, as well, it is hoped that some volunteer time from administrative staff to participate in the parade may be required.

Banff Canada Day Parade Participation – July 1st 5pm Parade Start Time
Banff Santa Claus Parade Participation – December (TBA) 5:30pm Parade Start Time

Banff Parade Participation			
Banff Parade 2014	**Description**	**Comments**	**Costs**
Parade Entry Fees	No Entry Fee		$0.00
Insurance		Already covered	$0.00
Vehicles	1 - Cutaway Bus, 1 - 40' Bus		$0.00
Fuel	Mileage within Banff		$50.00
Driver time/wages	2 - Drivers @ $22/hr	4 hours / Driver	$176.00
Parade Volunteers	4 - Staff Members @ volunteer	recognition	$150.00
Candy?	Costco Run for Candy		$50.00
			$426.00

Canmore Canada Day Parade Participation – July 1st Noon Start Time

Canmore Parade Participation			
Canmore Parade 2014	**Description**	**Comments**	**Costs**
Parade Entry Fees	No Entry Fee		$0.00
Insurance		Already covered	$0.00
Vehicles	1 - Cutaway Bus, 1 - 40' Bus		$0.00
Fuel	Mileage to and from Canmore		$100.00
Driver time/wages	2 - Drivers @ $22/hr	4 hours / Driver	$176.00
Parade Volunteers	4 - Staff Members @ volunteer	recognition	$150.00
Candy?	Costco Run for Candy		$50.00
			$476.00

Participation in the Stampede Parade will have financial implications, from fuel costs to driver pay, and parade costumes. There is no application or participation fee for the Stampede Parade. An approximate cost of $1,400.00 has been calculated and is broken down below. Administrative time for this coordination will be more than for the local parades.

Calgary Stampede Parade 2014			
Stampede Parade 2014 - July 4th	**Description**	**Comments**	**Costs**
Parade Entry Fee	No Entry Fee		$0.00
Insurance		Already covered	$0.00
Vehicles	1 - Cutaway Bus, 1 - 40' Bus		$0.00
Fuel	To and from Calgary		$400.00
Driver time/wages	2 - Drivers @ $22/hr	10 hours	$440.00
Candy Tossers	Up to 4 - Staff Members	10 hours	$600.00
Candy	Costco Run for Candy		$100.00
			$0.00
Costumes / Stampede 'Outfits'	4 Cowboy Hats/Shirts		$450.00
Meals for staff and drivers			$300.00
			$2,290.00

BUSINESS PLAN/ BUDGET IMPLICATIONS

INTERNAL RESOURCES

A small amount of staff time (approx.5 hours) will need to be devoted to coordinate the participation of BVRTSC in each parade. As well, the need for individuals to participate in each parade to hand out candy/trinkets and/or wave to the crowd – though we hope this will be volunteered time from BVRTSC staff or Commission members.

RISKS

There is potential for risk in participating in high profile events where the public is present. Mechanical breakdowns, high concentration of preoccupied public, the proximity of horses/livestock. Other potential risk factor if participating in the Calgary Stampede Parade would be highway travel to and from Banff and Calgary – as well as downtown Calgary driving for bus drivers not accustom to high volume traffic driving.

ATTACHMENTS

Calgary Stampede Parade - http://parade.calgarystampede.com/getting-started.html

Canmore Canada Day Parade - http://www.canmore.ca/About-Canmore/Community-Celebrations/Canada-Day-Parade.html

Banff Canada Day Parade – http://banff.ca/index.aspx?nid=823

Banff Santa Claus Parade - http://banff.ca/calendar.aspx?eid=1165

Chair's Report to the Bow Valley Regional Transit Services Commission

March 5, 2014

RE: Commission Member Orientation Session

SUMMARY/ISSUE:

On February 27th, BVRTSC Members Sean Krausert and Ian Mackie along with GM/CAO Koji Miyaji attended a joint session with the Bow Valley Regional Housing ("BVRH") Board for a video conference with John McDonnell of the Brownlee law firm. Attendance at this session, and BVRTSC's participation in same, came as a result of motion BVRTSC14-10.

The session was entitled: "*Roles and Responsibilities of the Board and its Employees: Who's the Boss?*". Topics include:

1. Organizational Structure of the Body: Council compared to Board; Nature and Structure of the Body.

2. Decision-making Processes: What is Governance; Governance Style; Board Operation; Self-Governance; Role of the Chair; Fiduciary Duty of Directors; Role and Duties of Directors; Board solidarity; Board Financial Governance; Board Personnel Governance; Protection of Directors.

3. Roles of the Body's Players: Municipalities; the Board; CAO; Delegation; Accountability; Board interaction with CAO; Making the relationship work

There were a number of key points worthy of note for BVRTSC Members.

KEY POINTS:

- Like a Councillor's role on Council, a Member of the BVRTSC brings their opinion, experience and open-mind to debate at the Commission, but then follows the decision of the Commission.

- Members have no authority with respect to the Commission individually, and only acts as a whole.

- Despite being appointed by Municipal Partners of the Commission, Members must act in the best interests of BVRTSC while sitting at the Commission table and do not sit as a Councillor while at the Commission table.

- The Commission is not directed by the Municipal Partners, but by the Members as a whole.

- The Commission is responsible for governance (policies, direction, etc.); the GM/CAO responsible for management and implementation; and the GM/CAO is responsible to the Board. Just like municipal Councils, the Commission should not delve into operational matters and the GM/CAO is responsible for implementation of the Commission's direction.

The PowerPoint presentation used by Mr. McDonnell will be forwarded to Members to review at their leisure.

Additionally, the following was also provided to the Chair by Mr. McDonnell by email regarding the role of Members and their fiduciary duty to the Commission:

> "There are literally centuries of case law (dating back from England) about the roles and responsibilities of directors and their respective duties. When the individual attends a board meeting, he/she has a fiduciary duty which duty entails a number of obligations. Among these obligations, is an obligation to be unconflicted and only consider the best interests of that legal entity that they are attending at the time.
>
> There are also numerous judicial decisions that have arisen which states that a director of one company who fails to properly account for the best interests of that corporation to favour the interests of another corporation, is personally found liable for the losses of the corporation that they're responsible to. As far as we're aware, there are not any decisions in a municipal councillor context, but the same principle should apply here. These decisions arise from the context where a father corporation has created a junior corporation and has appointed the same people as directors of both. The father corporation has provided orders to the directors that when they sit at the board table of the junior corporation; the directors of the junior corporation are to comply with the directives of the father corporation. When the directors do so and cause the junior corporation to do something, which results in a loss, the stakeholders of the junior corporation have successfully litigated actions against these directors for failing to discharge their fiduciary duties as being unconflicted.
>
> This analogy will likely work in the same context as a Commission. The Commission would be the "junior corporation" and the municipalities will be the "father corporation". The councillors of the municipalities will be directors of the Commission. Stakeholders (such as employees, creditors, or even residents) may launch a suit against the directors for failing to discharge their fiduciary duty if they blindly comply with the municipalities' directives.
>
> Again, I'm not aware of any action that has been launched in Alberta similar to the above, but am of the opinion that it's only a matter of time and there will be one, one day."

It is recommended that, upon next change of Members on the Commission, this Orientation Session established again in collaboration with BVRH.

END OF REPORT

Chair's Report to the Bow Valley Regional Transit Services Commission with Recommendation

March 5, 2014

RE: Recording of Commission Votes

SUMMARY/ISSUE:

Currently, votes of the Commission on motions are simply recorded as "Carried" or "Defeated". While this communicates the outcome, it does not clearly communicate how well a particular motion was supported and by whom. A better practice, it is suggested, would be to provide additional information when motions are carried or defeated by a split vote.

DISCUSSION:

There are at least two reasons as to why it should be recorded as to which Members supported or opposed a motion when it is carried or defeated by a split vote.

First, there are certain motions (i.e. passing the annual budget,) where in order to be carried, a simple majority of the Commission members in attendance must vote in favour of the motion AND at least one Member appointed by each Municipal Partner must vote in favour. Therefore, to ensure this is achieved, it is beneficial to record those voting in favour or against.

Second, for the purposes of transparency, it is better to record the vote in the minutes, which are public documents. Municipal Partners and other interested stakeholders may rightfully want to know who supported various motions.

Motion to be considered by the Commission:

That the votes on Commission motions be recorded in the minutes as follows:

(a) "Carried Unanimously" when all Commission Members present vote in favour of the motion on the floor;
(b) "Defeated Unanimously" when all Commission Members present vote against the motion on the floor;
(c) "Carried", in the case of a split vote passing a motion, and listing those who opposed the motion; and
(d) "Defeated", in the case of a split vote defeating a motion, and listing those who supported the motion.

END OF REPORT

GM/CAO Annual Performance Appraisal Process

(as prepared by Leslie Taylor and Jim Ridley for 2012/2013 Performance Appraisal)

The annual performance appraisal process has four purposes:

- To recognize strengths and successes in achieving the goals of the organization
- To identify areas for improvement and lay down approaches that will help us work together to make those improvements and achieve the goals of the organization
- To check the job description and update it if necessary, to ensure that it remains current
- To set out agreed-upon goals for the coming year

The process is as follows:

- The Commission asks the GM to provide written input on his achievements and challenges in the review year, and his input on whether any job description updates are required.
- A sub-committee (chair and vice-chair) will review the written input and the past goals and ask the GM any questions they may have about the content.
- The sub-committee then prepares a draft review document, taking into account the GM's comments. This draft comment reviews achievements on goals, drafts goals for the coming year, and reviews the management skills of the GM as well, under the headings of Planning, Communication, Relationship-Building, Financial Management, Supervision, Working with the Board.
- The sub-committee also drafts any updates to the job description.
- The sub-committee then provides the draft to the voting members of the Commission for their review and comments, and edits the documents accordingly.
- The sub-committee then provides the documents to the GM for review, and sits down with him to discuss their contents. Any inaccuracies in the performance appraisal statements can be corrected in the "GM comments" portion of the document.
- The Commission chair and the GM then sign off on the documents, and they are retained in the files of the Commission.
- The Commission will initiate this process in late January of each year, with the intention of completing it before April 30 of each year.