

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

**AGENDA**

**May 14, 2014: 2:00pm – 4:00pm**

1. Call to Order
2. Approval of the Agenda
3. Approval of the April 9, 2014 Regular Meeting Minutes
4. Approval of the April 16 Special Meeting Minutes
5. Old Business (Standing Items)
  - a. General Manager/ CAO's Monthly report  
2014 Bring Forward List of Pending items.
  - b. Transit Service Monthly Statistics (March)
  - c. Direct Service Update Steve
  - d. Report: 2014-4 Charter Service Guidelines
  - e. 2013 year end operating update
  - f. 2014-5 Trailer Service Report – as part of motion BVRTSC14-35, this item was deferred for future consideration as part of Report 2014-5. No specific date has been provided for this item to return. Administration will consider for future when workload permits. Therefore this report will not be presented at this meeting.

**Reference note from previous meeting:**

**"BVRTSC14-35** Moved by Sean Krausert to reprioritize identified tasks as presented so that administration may have the capacity to produce the required information for the proposed Parks Canada project."

6. New Business
  - a. 2013 Audit Management Items (see items on Bring Forward List)
  - b. Regional Service Direct Operation – Verbal update (GM/CAO)
  - c. Report 2014 -7 Emergency communication report (Chair)
7. Other Business

- a. GM/CAO performance and remuneration review discussion – in camera (voting members only - Followed by out of camera motions to approve)

## 8. Adjournment

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
REGULAR MEETING  
BVRTSC CUSTOMER SERVICE CENTRE – BOARD ROOM  
(221 BEAVER ST. BANFF)  
April 9, 2014: 2:00pm – 4:00pm**

**MINUTES**

**BOARD MEMBERS PRESENT**

Sean Krausert, Town of Canmore - Chair  
Ian Mackie, ID#9  
Grant Canning, Town of Banff  
Dave Schebek, ID #9  
Stavros Karlos, Town of Banff – Vice Chair  
Joanna McCallum, Town of Canmore

**BOARD MEMBERS ABSENT**

**BOARD ADMINISTRATION PRESENT**

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

**ADMINISTRATION PRESENT**

Adrian Field, Manager of Engineering, Town of Banff  
Jacob Johnson, Acting Manager of Engineering, Town of Canmore  
Alex Kolesch, Parks Canada

**ADMINISTRATION ABSENT**

**1. Call to Order**

The meeting was called to order at 2:01p.m.

**2. Approval of the Agenda**

**BVRTSC14-26** Moved by Sean Krausert to approve the agenda for the April 9<sup>th</sup> meeting  
CARRIED UNANIMOUSLY

**3. Approval of the March 12, 2014 Regular Meeting Minutes**

**BVRTSC14-27** Moved by Sean Krausert to approve the minutes of the March 12, 2014 meeting with the following change:

**BVRTSC14-20** should say "Moved by Sean Krausert to remove item 5-f from agenda."

CARRIED UNANIMOUSLY

4. Old Business (Standing Items)

- a. General Manager/ CAO's Monthly report  
2014 Bring Forward List of Pending items.
- b. Transit Service Monthly Statistics (February)
- c. Direct Service Update Steve

5. New Business

- a. 2013 year end operating update - *as per BVRTSC-37(below), this item was tabled until next Commission meeting in May.*
- b. 2013 Audit – Auditor presentation – Doug Mundel YPM (moved to the top of agenda)

**BVRTSC14-28** Moved by Sean Krausert that amounts collected for pre-paid fare cards will be brought into current revenue rather than accounted as deferred revenue.

CARRIED UNANIMOUSLY

**BVRTSC14-29** Moved by Sean Krausert that any capital purchases will be split amongst the Municipal Partners as follows:

- (i) any purchases for general Commission operations will be split evenly amongst the Municipal Partners;
- (ii) any purchases for the benefit of one Municipal Partner (e.g. a bus stop or a capital asset for a local service) will be attributed to that Municipal Partner; and
- (iii) any purchases for the benefit of a regional service line will be split evenly amongst the Municipal Partners party to that regional service.

Further, should any Municipal Partner's current capital requisition not cover the entirety of their share of the above capital purchases, then any capital amounts carried forward to the credit of that Municipal Partner shall be used to cover the Municipal Partner's shortfall. In the event that the carried forward capital amount is insufficient to cover the Municipal Partner's shortfall, then the Commission will immediately requisition the Municipal Partner for the shortfall.

CARRIED UNANIMOUSLY

**BVRTSC14-30** Follow up motion . . . Moved by Stavros Karlos to direct administration to draft a municipal capital allocation policy prior to the end of 2014.

CARRIED UNANIMOUSLY

**BVRTSC14-31** Moved by Sean Krausert that 2012's excess of revenue over expenses from operations be transferred into reserves, the allocation to be determined by GM/CAO as per consultation with the municipalities of Banff and Canmore.

CARRIED UNANIMOUSLY

**BVRTSC14-32** Moved by Sean Krausert to go in camera (voting board members only) for discussions with the Auditor at 3:15 pm.

CARRIED UNANIMOUSLY

**BVRTSC14-33** Moved by Sean Krausert to come out of camera at 3:28 pm.

CARRIED UNANIMOUSLY

***Approval of the audited financials will be considered at a Special Meeting on April 16<sup>th</sup> at the Canmore Civic Centre at 3:30 PM.***

c. Report: 2014-4 Charter Service Guidelines – *as per BVRTSC-37(below), this item was tabled until next Commission meeting in May.*

d. Regional Service Direct Operations Considerations (verbal presentation)

Recommendation from discussions (without a motion) to approach Brewster's Transportation for a 10% discount, on future contract with a 1yr extension. Report back in May results of discussions with Brewster.

e. Report 2014-6 Budget preparation report for a transit project.

**BVRTSC14-34** Moved by Sean Krausert to reprioritize identified tasks as presented so that administration may have the capacity to produce the required information for the proposed Parks Canada project.

CARRIED UNANIMOUSLY

**BVRTSC14-35** Moved by Sean Krausert that prior to providing any services to Parks Canada with respect to producing the information required for the proposed project, the GM/CAO will either (i) enter into a written agreement on behalf of BVRTSC whereby Parks Canada commits to covering all of the costs of BVRTSC preparing the information, including any out of pocket expenses; or (ii) not provide said services until a sufficient retainer is received from Parks Canada to cover the expected costs

CARRIED UNANIMOUSLY

**BVRTSC14-36** Moved by Sean Krausert to postpone item 5a, c, and f until May 7<sup>th</sup> Board Meeting

CARRIED UNANIMOUSLY

**BVRTSC14-37** Moved by Sean Krausert to postpone the discussion of item 6a to April 16<sup>th</sup> Special Meeting to be held in Canmore Civic Centre at 3:30 PM.

CARRIED UNANIMOUSLY

- f. 2014-5 Trailer Service Report – *as per BVRTSC-37 (above), this item was tabled until next Commission meeting in May.*

6. Other Business

- a. GM/CAO performance review – in camera (voting members only) tabled until April 16<sup>th</sup> meeting.

7. Adjournment

**BVRTSC14-38** Moved by Stavros Karlos to adjourn.

CARRIED UNANIMOUSLY

Meeting adjourned 4:33pm.

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
SPECIAL MEETING  
CANMORE CIVIC CENTRE – EXECUTIVE BOARD ROOM  
(902 – 7<sup>th</sup> Avenue, Canmore)**

**MINUTES**

**April 16, 2014: 3:30pm – 4:30pm**

**BOARD MEMBERS PRESENT**

Sean Krausert, Town of Canmore - Chair  
Ian Mackie, ID#9  
Grant Canning, Town of Banff  
Dave Schebek, ID #9  
Stavros Karlos, Town of Banff – Vice Chair  
Joanna McCallum, Town of Canmore

**BOARD MEMBERS ABSENT**

**BOARD ADMINISTRATION PRESENT**

Michiko Hutchinson Logistics Coordinator/ Meeting Recorder

**BOARD ADMINISTRATION ABSENT**

Koji Miyaji, General Manager / Chief Administrative Officer  
Steve Nelson, Manager of Operations

**ADMINISTRATION PRESENT**

**ADMINISTRATION ABSENT**

Adrian Field, Manager of Engineering, Town of Banff  
Jacob Johnson, Acting Manager of Engineering, Town of Canmore  
Alex Kolesch, Parks Canada

**1. Call to Order**

The meeting was called to order at 3:33 pm

**2. Approval of the Agenda**

**BVRTSC14-39** Moved by Sean Krausert to approve the agenda for April 16<sup>th</sup> Special Meeting

CARRIED UNANIMOUSLY

3. Motion to Approve Audited Financial Statements

**BVRTSC14-40** Moved by Joanna McCallum to approve the 2013 Audited Financial Statements as presented.

CARRIED UNANIMOUSLY

4. GM/CAO Performance Review – In Camera (Voting Members Only)

**BVRTSC14-41** Moved by Grant Canning to go in to camera at 3:49 pm.

CARRIED UNANIMOUSLY

**BVRTSC14-42** Moved by Joanna McCallum to come out of camera at 4:32 pm.

CARRIED UNANIMOUSLY

5. Adjournment

**BVRTSC14-43** Moved by Sean Krausert to adjourn.

CARRIED UNANIMOUSLY

Meeting adjourned at 4:32 pm



GM/CAO Monthly Business Plan Progress Update May 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 | proposed to be delayed to 3rd quarter 2015 as part of priority adjusting (March Board meeting)   |
| Legal Authority and Policy | LAP1     | Develop Transit Bylaw.   |             | June 30 2014 | proposed to be delayed to 4rd quarter 2014 as part of priority adjusting (March Board meeting)   |
| Legal Authority and Policy | LAP2     | Investigate Transit Bylaw approval and enforcement responsibilities. |             | June 30 2014 | proposed to be delayed to 4rd quarter 2014 as part of priority adjusting (March Board meeting)   |
| Legal Authority and Policy | LAP3     | Develop an Administration Policy and Procedures Manual.              |             | on going     |  |
| Human Resources            | HR1      | Develop Organization Chart   | Apr 30 2014 |              | proposed to be delayed to 4rd quarter 2014 as part of priority adjusting (March Board meeting)   |
| Human Resources            | HR2      | Evaluate the Hiring of in house transit drivers                      | Apr 30 2014 |              | Manager of Operatons to provide verbal update during Board meeting until the May board meeting.  |
|                            | TS1      | Banff local Service Review   | on going    |              | Spring survey ended. Will be preparing for Summer survey.  |
|                            | TS2      | Develop Service Plan for Parks Cave & Basin                          | Apr 30 2014 |              | Contract to be signed. Service will commence May 16th. Parks have purchased a Nextbus sign.  |
|                            | TS4      | Investigate Banff – Canmore Bike Trailer Service                     | Apr 30 2014 |              | Decision for this service has been tabled due to other priorities. Will likley be presented for discussion for 2016 implementation.  |
|                            | INF4     | Define Infrastructure Responsibility                                 | Apr 30 2014 |              | Captial infrastructure in municipal boundaries discussed in a motion in April Board meeting. motions BVRTSC14-29 and 30 address this item. Adminstration will bring back to Board for policy decision at end of 2014 |
|                            | 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 | proposed to be delayed to 3rd quarter 2016 as part of priority adjusting (March Board meeting)   |
|                            | FL2      | Develop Bus Specifications   |             | June 30 2014 | proposed to be delayed to 3rd quarter 2016 as part of priority adjusting (March Board meeting)   |
|                            | MCS1     | Optimize Customer Information Program                                | Apr 30 2014 |              | working on as part of marketing strategy   |
|                            | MCS2     | Develop Stakeholder and Public Consultation Program                  |             | June 30 2014 | proposed to be delayed to 4rd quarter 2016 as part of priority adjusting (March Board meeting)   |
|                            | MCS3     | Develop Marketing Program  |             | June 30 2014 | Marketing strategy focus direction developed. Working on action steps for Web, Route map brochure design.  |
|                            | FS1      | Develop a Fare Strategy  |             | June 30 2014 | proposed to be delayed to 3rd quarter 2015 as part of priority adjusting (March Board meeting)   |
|                            | FIN2     | Annual Financial Audit Bylaw 3-2011 Clause 5.6                       | Apr 30 2014 |              | completed  |
|                            | PM1      | Develop a Customer and Non-Customer Satisfaction tracking program.   |             |              | proposed to be delayed to 1rd quarter 2016 as part of priority adjusting (March Board meeting)   |
|                            | PM2      | Develop a Transit Route and System Performance Methodology.          |             |              | developing data sources and collection methodology   |
|                            |          | Quarterly schedule adherence   | Apr 30 2014 | June 30 2014 | currently tabulating   |
|                            |          | Monthly ridership by fare category                                   | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            |          | Monthly revenues by fare category                                    | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            |          | Monthly ridership per hour   | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            |          | Monthly ridership per stop   | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            |          | Monthly ridership per route  | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            |          | Monthly fuel consumption   | Apr 30 2014 | June 30 2014 | ready to report in June  |
|                            | PM3      | Quarterly report individual Route Perfomance to the Commission.      | Apr 30 2014 | June 30 2014 | preliminary data set prepared. Working on report format  |

|  |     |  |             |              |  |
|--|-----|--|-------------|--------------|--|
|  | 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  |             | year end     | date being collected                               |
|  |     | 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     |  |



|   |  | 2013 | 2014 |    |    |    | 2015 |    |    |    | 2016 |    |    |    | Future | Comments                         |                                   |
|---|--|------|------|----|----|----|------|----|----|----|------|----|----|----|--------|----------------------------------|-----------------------------------|
|   |  |      | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |        |                                  |                                   |
| TEC3  | Evaluate In vehicle Next Stop displays   |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| TEC4  | Evaluate On Board Operator / Vehicle Security Technology.  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| <b>Marketing and Communication Services</b> |  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| MCS1  | Optimize Customer Information Program  |      | ■    |    |    |    |      |    |    |    |      |    |    |    | Annual | Reviewd annually as needed       |                                   |
| MCS2  | Develop Stakeholder and Public Consultation Program  |      |      | ■  |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| MCS3  | Develop Marketing Program  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| MCS4  | Review the use of CRP "On It " Brand   |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| MCS5  | Review the use of Roam Brand standards with the Town of Banff  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| <b>Fare System</b>                          |  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| FS1   | Develop a Fare Strategy  |      |      | ■  |    |    |      | ■  |    |    |      |    |    |    |        |                                  |                                   |
| FS2   | Conduct an Annual Fare Review  |      |      |    |    |    |      |    |    |    |      |    |    |    | Annual |                                  |                                   |
| <b>Financial System</b>                     |  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| FIN1  | Review Funding Methodology   |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| FIN2  | Annual Financial Audit Bylaw 3-2011 Clause 5.6   |      | ■    |    |    |    |      | ■  |    |    |      |    |    |    | Annual |                                  |                                   |
| FIN3  | Capital Grant Review   |      |      |    |    |    |      |    |    |    |      |    |    |    |        | will occur on an as needed basis |                                   |
| FIN4  | Develop an Operating and Capital Budget Reserve Policy   |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| FIN5  | Develop an Excess Operating Revenue Policy   |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| FIN6  | Establish a 10 year Capital Program  |      |      |    |    |    |      |    |    |    |      |    |    |    | Annual |                                  |                                   |
| FIN7  | Review Capital Requisitions Requirements   |      |      |    |    |    |      |    |    |    |      |    |    |    |        | should be reviewed annually      |                                   |
| <b>Performance Monitoring</b>               |  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| PM1   | Develop a Customer and Non-Customer Satisfaction tracking program.                                     |      | ■    |    |    |    |      |    |    |    |      |    |    |    |        |                                  | idenitfy process and methods      |
| PM2   | Develop a Transit Route and System Performance Methodology.  |      | ■    |    |    |    |      |    |    |    |      |    |    |    |        |                                  | idenitfy process and methods      |
| PM3   | Quarterly report individual Route Perfomance to the Commission.  |      | ■    |    |    |    |      |    |    |    |      |    |    |    |        |                                  | Ongoing                           |
| PM4   | Semi-annually report Transit System performance measures (Balanced Scorecard) to the Commission.       |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  | Ongoing                           |
| PM5   | Annual Report and Presentation on Roam Transit system performance to each member                       |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| PM6   | Develop baseline origin and destination survey of Banff local customer travel patterns.                |      | ■    |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| PM7   | Report annually on Green trip environmental requirements   |      | ■    |    |    |    |      |    |    |    |      |    |    |    |        |                                  |                                   |
| PM8   | Maintaining a cost recovery within top 20%of the CUTA members for Banff local service                  |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  | Separate Banff local service      |
| PM9   | Include perfomance measures from the Muncipal Benchmarking Alberta project (See list in Business plan) |      |      |    |    |    |      |    |    |    |      |    |    |    |        |                                  | reporting frequency varies per PM |

Last Edit Dec 18 2014

Current projects in progress GM direct involvement (as of March 4, 2014)

- Local bus wrap project
- Marketing Strategy
- Marketing – bus ad sales development
- Marketing – annual advertising purchase
- New partner revenue opportunity development
- Banff TPM need to discuss way finding signs, finish destination study
- Service review and improvements
- Cave and Basin route negotiations
- Direct service set up
- Regional service – direct operations concept
- Performance Measures development/ reporting
- Greentrip annual reporting
- Tunnel Mountain route safety, service improvement
- Regional Youth Pass creation
- hosting regional CUTA in May
- APTA Transit / bus expo October

- Due
- May/ Jun
- Apr
- Oct
- Apr/May
- Oct
- Dec
- on going
- Apr
- May
- Apr
- Dec
- Apr/May
- Dec
- Sep
- May
- Oct

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

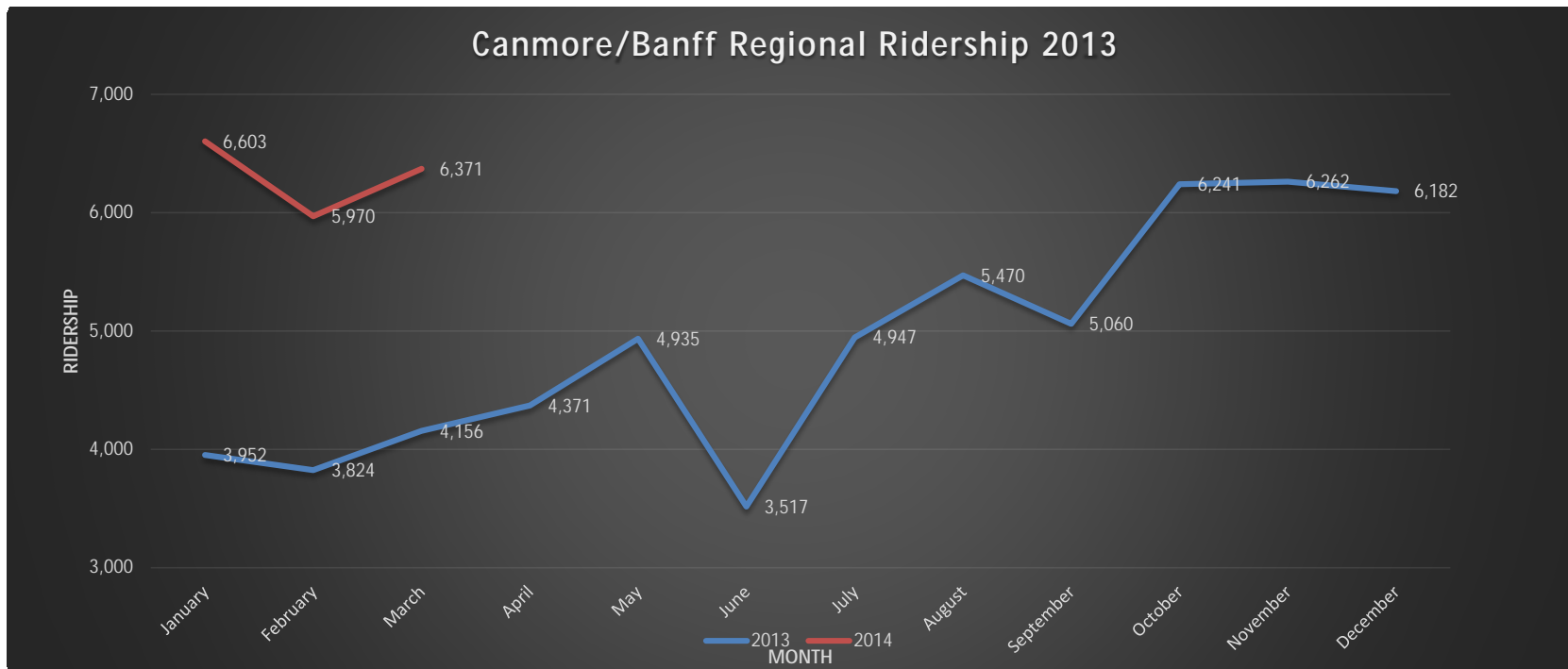
| Item   | Date Initiated | Pending Date  | Comments   |
|--|----------------|---|--|
| <b>BVRTSC14-9</b> Create an Emergency Protocol before the end of 2013 In this protocol, communication steps should be identified where Board member are consulted or notified before involvement in emergency situations and deployment of services. Any decision to be made should be brought forth to the Commission.  | July 2013      | May 2014 Board meeting                                  |  |
| <b>BVRTSC13-38</b> Overload policy – Moved by Sean Krausert to request the administration to bring back an overload policy which will include information where it can authorize the GM to make a decision on how to deal with overload situations as they arise.<br><br><b>BVRTSC14-35</b> Moved by Sean Krausert to reprioritize identified tasks as presented so that administration may have the capacity to produce the required information for the proposed Parks Canada project.<br><br>From Report 2014-6 “Recommended to be brought back no later than the September 2014 Board meeting” was carried | 2013           | Sept 2014   | Based on BVRTSC14-35, the Overload policy is to be brought back to the Board on or before Sept 2014                            |
| <b>BVRTSC14-6</b> 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.<br><b>BVRTSC14-37</b> Moved by Sean Krausert to postpone item 5a, c, and f until May 7 <sup>th</sup> Board Meeting (5a 2013 year end, 5c 2014-4 Charter report, 5f 2014-5 Trailer Service report)   | March 2013     | May 2014  | Tabled at the April meeting due to lack of time to be brought back in May. This was item “5 c”                                 |
| <b>BVRTSC13-46-</b> ...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   |  |
| <b>BVRTSC13-90e</b><br>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   |  |
| <b>BVRTSC14-31</b> Follow up motion . . . Moved by Stavros Karlos to direct administration to draft a municipal capital allocation policy prior to the end of 2014.  |                | By no later than Dec 2014                               |  |
| <b>BVRTSC14-41</b> Moved by Joanna McCallum to approve the 2013 Audited Financial Statements as presented.<br><br>2013 Management recommendations from the auditor<br>1. Capital budget be approved which includes the capital expenses and capital revenues as well as an amount for amortization (annual process during budget approval process)   | April 2014     | All items to be completed promptly and by no later than | Administration will bring all items in report form to advise the Board of the progress made in all areas. Some items have been |

|   |  |               |   |
|---|--|---------------|---|
| <ol style="list-style-type: none"> <li>2. Establish controls to track the pass sales during the year, not as deferred revenue</li> <li>3. Monthly bank reconciliations be reviewed and approved regularly for accuracy and completeness and adjustments be made where necessary, to ensure the accuracy of the financial information</li> <li>4. Board consider additional resources for the Commission as soon as possible to ensure that accounting records are maintained on a timely basis and the payroll and other specific and complex duties can be facilitated.</li> <li>5. Board approved Tangible Capital Asset policy be followed. If there are concerns with the current policy, the Board should review the policy and amend it as necessary.</li> <li>6. Board review its policy for emptying the fare boxes and counting the coins from the fare box to ensure that a clean month end cutoff results. This is especially important at Dec 31 year end.</li> </ol> |  | February 2015 | implemented already. Other items will result in new or modification of existing policies, other items will be updates to or creation of processes and procedures. |
|   |  |               |   |
|   |  |               |   |

### Canmore/Banff Regional Ridership/Revenue Analysis

| Month               | 2013          | 2014          | Average       |
|---------------------|---------------|---------------|---------------|
| January             | 3,952         | 6,603         | 5,278         |
| February            | 3,824         | 5,970         | 4,897         |
| March               | 4,156         | 6,371         | 5,264         |
| 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             | 6,241         |               | 6,241         |
| November            | 6,262         |               | 6,262         |
| December            | 6,182         |               | 6,182         |
| <b>Grand Total:</b> | <b>58,917</b> | <b>18,944</b> | <b>62,423</b> |

| Month               | \$ 2,013          | \$ 2,014         | Average             |
|---------------------|-------------------|------------------|---------------------|
| January             | \$ 21,815         | \$ 31,912        | \$26,863.37         |
| February            | \$ 21,595         | \$ 28,892        | \$25,243.13         |
| March               | \$ 23,641         | \$ 31,998        | \$27,819.30         |
| April               | \$ 24,214         |                  | \$24,214.09         |
| May                 | \$ 25,365         |                  | \$25,365.30         |
| June                | \$ 18,249         |                  | \$18,249.35         |
| July                | \$ 27,037         |                  | \$27,037.15         |
| August              | \$ 26,465         |                  | \$26,465.45         |
| September           | \$ 29,087         |                  | \$29,086.85         |
| October             | \$ 32,194         |                  | \$32,194.40         |
| November            | \$ 28,776         |                  | \$28,775.70         |
| December            | \$ 37,822         |                  | \$37,821.77         |
| <b>Grand Total:</b> | <b>\$ 316,260</b> | <b>\$ 92,801</b> | <b>\$329,135.86</b> |



# Canmore/Banff Regional Revenue 2013





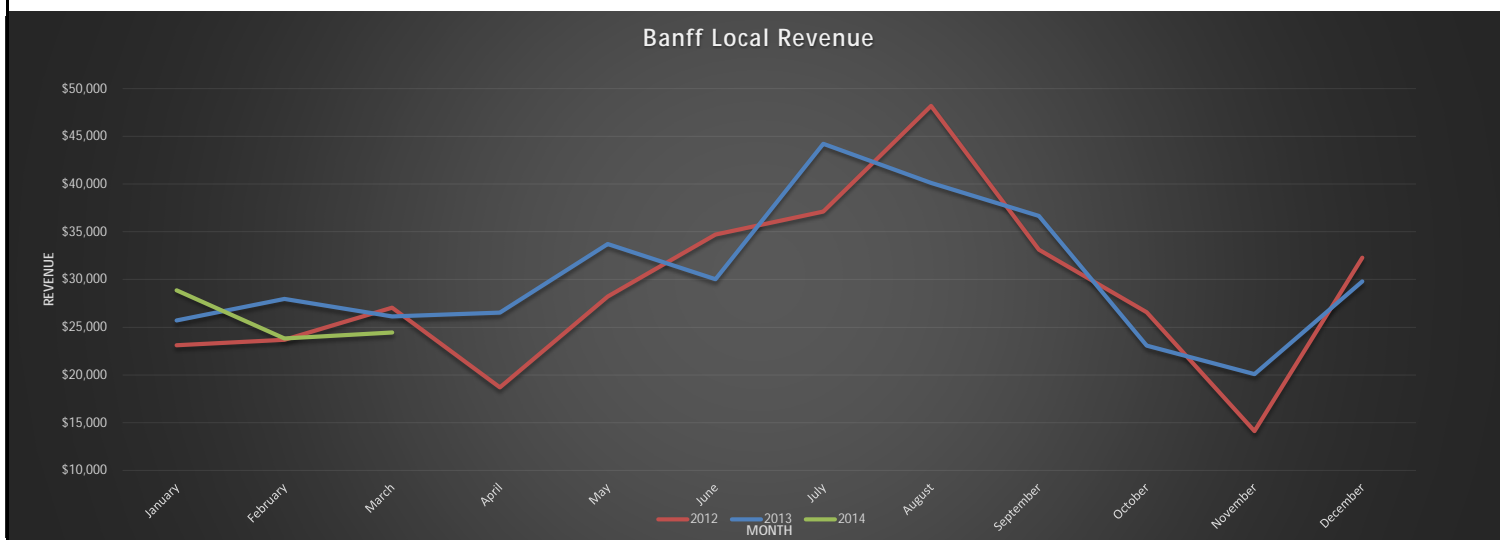
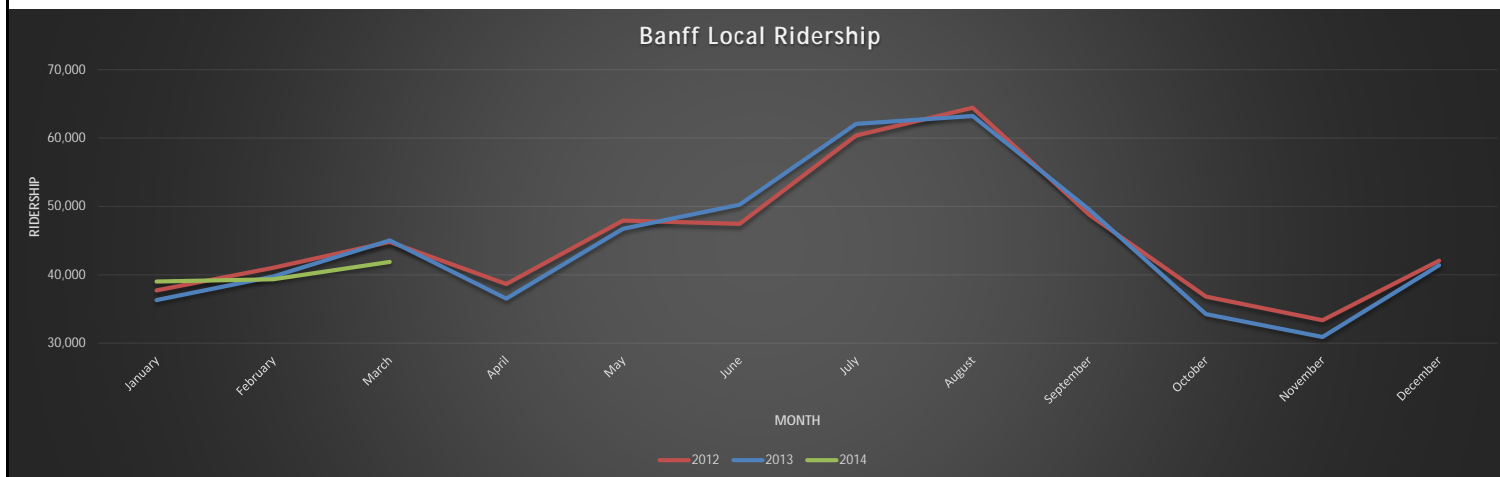
| Canmore/Banff Regional Ridership                  |              |              |              |              |              |              |              |              |              |              |              |              |              |               | Canmore/Banff Regional Ridership |              |              |               |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------------------------|--------------|--------------|---------------|
| 2013  |              |              |              |              |              |              |              |              |              |              |              |              |              |               | 2014                             |              |              |               |
|   | December     | January      | February     | March        | April        | May          | June         | July         | August       | September    | October      | November     | December     | Total         | January                          | February     | March        | Total         |
| <b>Cash Fare</b>                                  |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  |              |              |               |
| Adult   | 2,827        | 2,809        | 2,701        | 2,843        | 3,108        | 3,307        | 2,298        | 3,222        | 3,762        | 3,295        | 4,044        | 3,743        | 3,748        | <b>38,880</b> | 3,752                            | 3,274        | 3,666        | <b>14,521</b> |
| Child   | 42           | 52           | 48           | 76           | 51           | 100          | 96           | 113          | 109          | 64           | 60           | 37           | 81           | <b>887</b>    | 100                              | 50           | 53           | <b>266</b>    |
| Senior  | 61           | 80           | 66           | 91           | 51           | 111          | 74           | 165          | 124          | 221          | 207          | 172          | 194          | <b>1,556</b>  | 135                              | 127          | 160          | <b>534</b>    |
| <b>Cash Fare Total:</b>                           | <b>2,930</b> | <b>2,941</b> | <b>2,815</b> | <b>3,010</b> | <b>3,210</b> | <b>3,518</b> | <b>2,468</b> | <b>3,500</b> | <b>3,995</b> | <b>3,580</b> | <b>4,311</b> | <b>3,952</b> | <b>4,023</b> | <b>41,323</b> | <b>3,987</b>                     | <b>3,451</b> | <b>3,879</b> | <b>15,321</b> |
| <b>31 Day Pass</b>                                |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  |              |              |               |
| Adult   | 440          | 732          | 734          | 788          | 850          | 1,018        | 776          | 1,075        | 1,105        | 1,134        | 1,489        | 1,848        | 1,691        | <b>13,240</b> | 2,103                            | 2,005        | 1,995        | <b>8,041</b>  |
| Child   | 0            | 14           | 0            | 0            | 0            | 0            | 0            | 19           | 2            | 24           | 40           | 12           | 10           | <b>121</b>    | 20                               | 13           | 11           | <b>67</b>     |
| Senior  | 13           | 0            | 10           | 15           | 17           | 13           | 11           | 46           | 24           | 2            | 0            | 40           | 46           | <b>224</b>    | 70                               | 70           | 43           | <b>205</b>    |
| <b>31 Day pass Total:</b>                         | <b>453</b>   | <b>746</b>   | <b>744</b>   | <b>803</b>   | <b>867</b>   | <b>1,031</b> | <b>787</b>   | <b>1,140</b> | <b>1,131</b> | <b>1,160</b> | <b>1,529</b> | <b>1,900</b> | <b>1,747</b> | <b>13,585</b> | <b>2,123</b>                     | <b>2,088</b> | <b>2,049</b> | <b>8,313</b>  |
| <b>10 Ride Pass</b>                               |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  |              |              |               |
| Adult   | 142          | 220          | 236          | 292          | 248          | 349          | 220          | 273          | 254          | 254          | 341          | 349          | 355          | <b>3,391</b>  | 345                              | 377          | 361          | <b>1,448</b>  |
| Child   | 0            | 11           | 5            | 8            | 7            | 0            | 1            | 2            | 3            | 9            | 13           | 11           | 9            | <b>79</b>     | 29                               | 9            | 45           | <b>88</b>     |
| Senior  | 13           | 8            | 8            | 6            | 11           | 22           | 12           | 16           | 28           | 30           | 28           | 39           | 39           | <b>247</b>    | 36                               | 19           | 23           | <b>95</b>     |
| <b>10 Ride Pass Total:</b>                        | <b>155</b>   | <b>239</b>   | <b>249</b>   | <b>306</b>   | <b>266</b>   | <b>371</b>   | <b>233</b>   | <b>291</b>   | <b>285</b>   | <b>293</b>   | <b>382</b>   | <b>399</b>   | <b>403</b>   | <b>3,717</b>  | <b>410</b>                       | <b>405</b>   | <b>429</b>   | <b>1,631</b>  |
| <b>3 Days Pass</b>                                |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  |              |              |               |
| Adult   | 4            | 19           | 0            | 2            | 0            | 0            | 0            | 1            | 23           | 2            | 4            | 0            | 0            | <b>51</b>     | 4                                | 2            | 0            | <b>6</b>      |
| Child   | 0            | 0            | 0            | 0            | 0            | 0            | 6            | 0            | 0            | 0            | 0            | 0            | 0            | <b>6</b>      | 0                                | 0            | 0            | <b>0</b>      |
| Senior  | 0            | 0            | 0            | 0            | 0            | 2            | 0            | 0            | 0            | 0            | 4            | 0            | 0            | <b>6</b>      | 60                               | 0            | 0            | <b>60</b>     |
| <b>3 Days Passx Total:</b>                        | <b>4</b>     | <b>19</b>    | <b>0</b>     | <b>2</b>     | <b>0</b>     | <b>2</b>     | <b>6</b>     | <b>1</b>     | <b>23</b>    | <b>2</b>     | <b>8</b>     | <b>0</b>     | <b>0</b>     | <b>63</b>     | <b>64</b>                        | <b>2</b>     | <b>0</b>     | <b>66</b>     |
| <b>1 Day Pass</b>                                 |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  |              |              |               |
| Adult   | 20           | 7            | 16           | 35           | 28           | 11           | 22           | 14           | 36           | 24           | 11           | 9            | 7            | <b>220</b>    | 19                               | 24           | 10           | <b>71</b>     |
| Child   | 0            | 0            | 0            | 0            | 0            | 1            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | <b>1</b>      | 0                                | 0            | 4            | <b>4</b>      |
| Senior  | 0            | 0            | 0            | 0            | 0            | 1            | 1            | 1            | 0            | 1            | 0            | 2            | 2            | <b>8</b>      | 0                                | 0            | 0            | <b>0</b>      |
| <b>1 Day Pass Total:</b>                          | <b>20</b>    | <b>7</b>     | <b>16</b>    | <b>35</b>    | <b>28</b>    | <b>13</b>    | <b>23</b>    | <b>15</b>    | <b>36</b>    | <b>25</b>    | <b>11</b>    | <b>11</b>    | <b>9</b>     | <b>229</b>    | <b>19</b>                        | <b>24</b>    | <b>14</b>    | <b>75</b>     |
| <b>Total Ridership</b>                            | <b>3,562</b> | <b>3,952</b> | <b>3,824</b> | <b>4,156</b> | <b>4,371</b> | <b>4,935</b> | <b>3,517</b> | <b>4,947</b> | <b>5,470</b> | <b>5,060</b> | <b>6,241</b> | <b>6,262</b> | <b>6,182</b> | <b>58,917</b> | <b>6,603</b>                     | <b>5,970</b> | <b>6,371</b> | <b>25,406</b> |
| <b>Bycicle</b>                                    | 11           | 4            | 0            | 3            | 18           | 184          | 158          | 32           | 162          | 144          | 38           | 5            | 6            | 754           | 19                               | 14           | 17           | 150           |
| <b>Regional Transfer from Banff Local Service</b> | 2            | 5            | 1            | 4            | 0            | 1            | 0            | 1            | 7            | 4            | 6            | 4            | 7            | 40            | 20                               | 4            | 10           | 43            |
|   |              |              |              |              |              |              |              |              |              |              |              |              |              |               |                                  | AWG 129      |              |               |

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

|                  | <b>Fares</b>    | <b>Passes</b>   | <b>Other</b> | <b>Total</b>    | <b>Budget</b>    |
|------------------|-----------------|-----------------|--------------|-----------------|------------------|
| <b>January</b>   | \$23,616        | \$8,296         |              | <b>\$31,912</b> | \$21,683.33      |
| <b>February</b>  | \$20,707        | \$8,185         |              | <b>\$28,892</b> | \$21,683.33      |
| <b>March</b>     | \$21,635        | \$10,363        |              | <b>\$31,998</b> | \$21,683.34      |
| <b>April</b>     |                 |                 |              | <b>\$0</b>      | \$22,550.00      |
| <b>May</b>       |                 |                 |              | <b>\$0</b>      | \$22,550.00      |
| <b>June</b>      |                 |                 |              | <b>\$0</b>      | \$22,550.00      |
| <b>July</b>      |                 |                 |              | <b>\$0</b>      | \$33,516.66      |
| <b>August</b>    |                 |                 |              | <b>\$0</b>      | \$33,516.66      |
| <b>September</b> |                 |                 |              | <b>\$0</b>      | \$33,516.68      |
| <b>October</b>   |                 |                 |              | <b>\$0</b>      | \$23,916.66      |
| <b>November</b>  |                 |                 |              | <b>\$0</b>      | \$23,916.66      |
| <b>December</b>  |                 |                 |              | <b>\$0</b>      | \$23,916.68      |
| <b>Totals:</b>   | <b>\$65,957</b> | <b>\$26,844</b> | <b>\$0</b>   | <b>\$92,801</b> | <b>\$305,000</b> |

### Banff Local Ridership/Revenue Analysis

| Ridership           |               |                |                |                | Revenue             |                      |                     |                    |                     |
|---------------------|---------------|----------------|----------------|----------------|---------------------|----------------------|---------------------|--------------------|---------------------|
| Month               | 2012          | 2013           | 2014           | Average        | Month               | 2012                 | 2013                | 2014               | Average             |
| January             | 37,730        | 36,302         | 39,021         | 37,684         | January             | \$23,104             | \$25,711.08         | \$28,869.44        | \$25,894.74         |
| February            | 41,031        | 39,738         | 39,353         | 40,385         | February            | \$23,695             | \$27,958.97         | \$23,823.77        | \$25,159.39         |
| March               | 44,826        | 45,039         | 41,887         | 44,933         | March               | \$27,056             | \$26,138.28         | \$24,453.90        | \$25,882.73         |
| 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        | 62,089         |                | 61,223         | 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             | \$29,794.76         |                    | \$31,040.67         |
| <b>Grand Total:</b> | <b>545457</b> | <b>535,978</b> | <b>120,261</b> | <b>540,380</b> | <b>Grand Total:</b> | <b>\$ 348,915.52</b> | <b>\$364,061.60</b> | <b>\$77,147.11</b> | <b>\$355,587.69</b> |





| 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      | March         | Total          |
| <b>Cash Fare</b>                      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Adult                                 | 6,704         | 9,362         | 16,066        | 8,819         | 9,479         | 10,130        | 8,045         | 10,713        | 10,560        | 13,734        | 14,867        | 11,651        | 7,739         | 7,294         | 9,898         | 122,929        | 8,954         | 8,869         | 8,533         | 30,542         |
| 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           | 505           | 1,374          |
| Child                                 | 150           | 276           | 426           | 159           | 105           | 175           | 223           | 146           | 168           | 585           | 694           | 225           | 198           | 107           | 314           | 3,099          | 312           | 284           | 276           | 990            |
| <b>Cash Fare Total</b>                | <b>7,066</b>  | <b>10,003</b> | <b>17,069</b> | <b>9,253</b>  | <b>10,019</b> | <b>10,834</b> | <b>8,813</b>  | <b>13,271</b> | <b>14,139</b> | <b>17,921</b> | <b>19,104</b> | <b>15,889</b> | <b>8,691</b>  | <b>7,698</b>  | <b>10,687</b> | <b>146,319</b> | <b>9,598</b>  | <b>9,459</b>  | <b>9,314</b>  | <b>32,906</b>  |
| <b>Roam Token</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| All Categories                        | 106           | 80            | 186           | 117           | 219           | 141           | 115           | 66            | 120           | 195           | 114           | 47            | 26            | 18            | 58            | 1,236          | 74            | 72            | 50            | 196            |
| <b>Roam Token Total:</b>              | <b>106</b>    | <b>80</b>     | <b>186</b>    | <b>117</b>    | <b>219</b>    | <b>141</b>    | <b>115</b>    | <b>66</b>     | <b>120</b>    | <b>195</b>    | <b>114</b>    | <b>47</b>     | <b>26</b>     | <b>18</b>     | <b>58</b>     | <b>1,236</b>   | <b>74</b>     | <b>72</b>     | <b>50</b>     | <b>196</b>     |
| <b>10 Ride Pass</b>                   |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| All Categories                        | 24            | 76            | 100           | 75            | 108           | 96            | 62            | 24            | 42            | 82            | 67            | 47            | 25            | 92            | 120           | 840            | 63            | 72            | 83            | 259            |
| <b>10 Ride Total:</b>                 | <b>24</b>     | <b>76</b>     | <b>100</b>    | <b>75</b>     | <b>108</b>    | <b>96</b>     | <b>62</b>     | <b>24</b>     | <b>42</b>     | <b>82</b>     | <b>67</b>     | <b>47</b>     | <b>25</b>     | <b>92</b>     | <b>120</b>    | <b>840</b>     | <b>63</b>     | <b>72</b>     | <b>83</b>     | <b>259</b>     |
| <b>3 Day Pass</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| All Categories                        | 12            | 62            | 74            | 29            | 164           | 23            | 40            | 25            | 64            | 157           | 172           | 13            | 18            | 0             | 52            | 757            | 55            | 24            | 57            | 142            |
| <b>3 Day Pass Total:</b>              | <b>12</b>     | <b>62</b>     | <b>74</b>     | <b>29</b>     | <b>164</b>    | <b>23</b>     | <b>40</b>     | <b>25</b>     | <b>64</b>     | <b>157</b>    | <b>172</b>    | <b>13</b>     | <b>18</b>     | <b>0</b>      | <b>52</b>     | <b>757</b>     | <b>55</b>     | <b>24</b>     | <b>57</b>     | <b>142</b>     |
| <b>Day Pass</b>                       |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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           | 560           | 2,131          |
| <b>Day Pass Total:</b>                | <b>440</b>    | <b>589</b>    | <b>1,029</b>  | <b>375</b>    | <b>658</b>    | <b>677</b>    | <b>705</b>    | <b>2,268</b>  | <b>2,286</b>  | <b>3,146</b>  | <b>3,641</b>  | <b>2,542</b>  | <b>914</b>    | <b>411</b>    | <b>699</b>    | <b>18,322</b>  | <b>554</b>    | <b>640</b>    | <b>560</b>    | <b>2,131</b>   |
| <b>31 Days Pass</b>                   |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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           | 1,027         | 3,222          |
| Senior                                | 45            | 21            | 66            | 29            | 0             | 16            | 25            | 52            | 11            | 76            | 47            | 10            | 0             | 0             | 27            | 293            | 54            | 0             | 41            | 107            |
| Child                                 | 38            | 2             | 40            | 0             | 0             | 0             | 0             | 0             | 0             | 6             | 0             | 0             | 0             | 0             | 4             | 10             | 2             | 0             | 0             | 2              |
| <b>31 Days Pass Total:</b>            | <b>2,840</b>  | <b>1,194</b>  | <b>4,034</b>  | <b>963</b>    | <b>1,089</b>  | <b>888</b>    | <b>1,308</b>  | <b>854</b>    | <b>611</b>    | <b>953</b>    | <b>591</b>    | <b>280</b>    | <b>554</b>    | <b>641</b>    | <b>863</b>    | <b>9,595</b>   | <b>846</b>    | <b>911</b>    | <b>1,068</b>  | <b>3,331</b>   |
| <b>93 Days Pass</b>                   |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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         | 3,841         | 12,819         |
| Senior                                | 32            | 52            | 84            | 55            | 38            | 26            | 21            | 0             | 14            | 13            | 12            | 0             | 0             | 0             | 0             | 179            | 0             | 0             | 0             | 0              |
| Child                                 | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0              |
| <b>93 Days Pass Total:</b>            | <b>271</b>    | <b>829</b>    | <b>1,100</b>  | <b>1,291</b>  | <b>1,829</b>  | <b>1,896</b>  | <b>1,223</b>  | <b>807</b>    | <b>605</b>    | <b>809</b>    | <b>718</b>    | <b>529</b>    | <b>652</b>    | <b>970</b>    | <b>1,655</b>  | <b>12,984</b>  | <b>3,316</b>  | <b>3,986</b>  | <b>3,841</b>  | <b>12,819</b>  |
| <b>186 Days Pass</b>                  |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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         | 2,493         | 8,194          |
| Senior                                | 0             | 2             | 2             | 19            | 16            | 31            | 4             | 16            | 10            | 12            | 6             | 2             | 28            | 132           | 103           | 379            | 97            | 101           | 118           | 358            |
| Child                                 | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0              |
| <b>186 Days Pass Total:</b>           | <b>207</b>    | <b>973</b>    | <b>1,180</b>  | <b>910</b>    | <b>895</b>    | <b>1,037</b>  | <b>863</b>    | <b>961</b>    | <b>508</b>    | <b>510</b>    | <b>533</b>    | <b>407</b>    | <b>650</b>    | <b>1,223</b>  | <b>2,036</b>  | <b>10,533</b>  | <b>2,441</b>  | <b>2,245</b>  | <b>2,611</b>  | <b>8,552</b>   |
| <b>Low Income Pass</b>                |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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         | 1,589         | 4,829          |
| <b>Low Income Pass Total:</b>         | <b>148</b>    | <b>930</b>    | <b>1,078</b>  | <b>1,007</b>  | <b>1,321</b>  | <b>1,288</b>  | <b>1,343</b>  | <b>1,567</b>  | <b>1,359</b>  | <b>1,215</b>  | <b>924</b>    | <b>813</b>    | <b>877</b>    | <b>706</b>    | <b>771</b>    | <b>13,191</b>  | <b>1,214</b>  | <b>1,207</b>  | <b>1,589</b>  | <b>4,829</b>   |
| <b>Regional Ride - Pass Holder</b>    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Regional Ride - Cash                  | 0             | 39            | 39            | 38            | 34            | 38            | 37            | 45            | 52            | 35            | 108           | 21            | 39            | 29            | 42            | 518            | 105           | 92            | 91            | 340            |
| <b>Hotel Partners</b>                 |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| 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        | 22,235        | 69,705         |
| <b>Transfers - Local</b>              |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Transfers - Local                     | 87            | 141           | 228           | 149           | 161           | 248           | 164           | 191           | 285           | 177           | 119           | 320           | 116           | 70            | 167           | 2,167          | 100           | 115           | 139           | 400            |
| <b>Transfers - Local to Regional</b>  |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Transfers - Local to Regional         |               |               |               |               |               |               |               |               |               | 114           | 12            | 32            | 35            | 19            | 29            | 241            | 25            | 21            | 20            | 77             |
| <b>Infant Free Ride</b>               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Infant Free Ride                      | 54            | 102           | 156           | 101           | 107           | 147           | 181           | 173           | 69            | 65            | 181           | 137           | 85            | 111           | 87            | 1,444          | 42            | 159           | 57            | 280            |
| <b>Accessories</b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |                |
| Accessories                           | 205           | 493           | 698           | 334           | 281           | 417           | 245           | 86            | 87            | 153           | 227           | 193           | 79            | 96            | 203           | 2,401          | 234           | 169           | 154           | 651            |
| <b>Total Ridership</b>                | <b>33,564</b> | <b>42,073</b> | <b>75,637</b> | <b>36,302</b> | <b>39,738</b> | <b>45,039</b> | <b>36,510</b> | <b>46,739</b> | <b>50,267</b> | <b>62,089</b> | <b>63,224</b> | <b>49,512</b> | <b>34,244</b> | <b>30,911</b> | <b>41,403</b> | <b>535,978</b> | <b>39,021</b> | <b>39,353</b> | <b>41,887</b> | <b>136,688</b> |

| 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      | March         | Total         |
| <b>Cash Fare</b>                        |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                   | 2,764         | 3,911         | 6,675         | 3,710         | 3,709         | 4,052         | 3,159         | 4,118         | 4,024         | 5,253         | 5,713         | 4,564         | 3,319         | 3,000         | 3,671         | 48,292         | 3,515         | 3,577         | 3,548         | 10,640        |
| Senior                                  | 145           | 170           | 315           | 95            | 195           | 234           | 222           | 850           | 1,126         | 1,062         | 1,208         | 1,333         | 293           | 146           | 211           | 6,975          | 103           | 93            | 225           | 421           |
| Child                                   | 94            | 163           | 257           | 105           | 52            | 69            | 137           | 57            | 56            | 154           | 223           | 76            | 147           | 62            | 169           | 1,307          | 209           | 129           | 131           | 469           |
| <b>Cash Fare Total</b>                  | <b>3,003</b>  | <b>4,244</b>  | <b>7,247</b>  | <b>3,910</b>  | <b>3,956</b>  | <b>4,355</b>  | <b>3,518</b>  | <b>5,025</b>  | <b>5,206</b>  | <b>6,469</b>  | <b>7,144</b>  | <b>5,973</b>  | <b>3,759</b>  | <b>3,208</b>  | <b>4,051</b>  | <b>56,574</b>  | <b>3,827</b>  | <b>3,799</b>  | <b>3,904</b>  | <b>11,530</b> |
| <b>Roam Token</b>                       |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                          | 49            | 35            | 84            | 56            | 80            | 49            | 36            | 32            | 40            | 102           | 38            | 15            | 22            | 13            | 5             | 488            | 16            | 36            | 4             | 56            |
| <b>Roam Token Total:</b>                | <b>49</b>     | <b>35</b>     | <b>84</b>     | <b>56</b>     | <b>80</b>     | <b>49</b>     | <b>36</b>     | <b>32</b>     | <b>40</b>     | <b>102</b>    | <b>38</b>     | <b>15</b>     | <b>22</b>     | <b>13</b>     | <b>5</b>      | <b>488</b>     | <b>16</b>     | <b>36</b>     | <b>4</b>      | <b>56</b>     |
| <b>10 Ride Pass</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                          | 15            | 27            | 42            | 36            | 37            | 44            | 42            | 4             | 27            | 38            | 19            | 11            | 16            | 41            | 29            | 344            | 47            | 36            | 40            | 123           |
| <b>10 Ride Total:</b>                   | <b>15</b>     | <b>27</b>     | <b>42</b>     | <b>36</b>     | <b>37</b>     | <b>44</b>     | <b>42</b>     | <b>4</b>      | <b>27</b>     | <b>38</b>     | <b>19</b>     | <b>11</b>     | <b>16</b>     | <b>41</b>     | <b>29</b>     | <b>344</b>     | <b>47</b>     | <b>36</b>     | <b>40</b>     | <b>123</b>    |
| <b>3 Day Pass</b>                       |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                          | 12            | 27            | 39            | 5             | 17            | 4             | 13            | 9             | 12            | 71            | 33            | 9             | 8             | 0             | 29            | 210            | 28            | 0             | 10            | 38            |
| <b>3 Day Pass Total:</b>                | <b>12</b>     | <b>27</b>     | <b>39</b>     | <b>5</b>      | <b>17</b>     | <b>4</b>      | <b>13</b>     | <b>9</b>      | <b>12</b>     | <b>71</b>     | <b>33</b>     | <b>9</b>      | <b>8</b>      | <b>0</b>      | <b>29</b>     | <b>210</b>     | <b>28</b>     | <b>0</b>      | <b>10</b>     | <b>38</b>     |
| <b>Day Pass</b>                         |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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           | 326           | 939           |
| <b>Day Pass Total:</b>                  | <b>199</b>    | <b>385</b>    | <b>584</b>    | <b>184</b>    | <b>346</b>    | <b>327</b>    | <b>402</b>    | <b>1,191</b>  | <b>869</b>    | <b>1,398</b>  | <b>1,452</b>  | <b>1,071</b>  | <b>463</b>    | <b>224</b>    | <b>475</b>    | <b>8,402</b>   | <b>252</b>    | <b>361</b>    | <b>326</b>    | <b>939</b>    |
| <b>31 Days Pass</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                   | 1,464         | 456           | 1,920         | 333           | 296           | 356           | 371           | 248           | 263           | 180           | 47            | 22            | 172           | 184           | 152           | 2,624          | 177           | 203           | 248           | 628           |
| Senior                                  | 31            | 20            | 51            | 0             | 0             | 0             | 0             | 2             | 7             | 36            | 12            | 8             | 0             | 0             | 0             | 65             | 2             | 0             | 25            | 27            |
| Child                                   | 32            | 2             | 34            | 0             | 0             | 0             | 0             | 0             | 0             | 2             | 0             | 0             | 0             | 0             | 4             | 6              | 0             | 0             | 0             | 0             |
| <b>31 Days Pass Total:</b>              | <b>1,527</b>  | <b>478</b>    | <b>2,005</b>  | <b>333</b>    | <b>296</b>    | <b>356</b>    | <b>371</b>    | <b>250</b>    | <b>270</b>    | <b>218</b>    | <b>59</b>     | <b>30</b>     | <b>172</b>    | <b>184</b>    | <b>156</b>    | <b>2,695</b>   | <b>179</b>    | <b>203</b>    | <b>273</b>    | <b>655</b>    |
| <b>93 Days Pass</b>                     |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                   | 95            | 348           | 443           | 467           | 397           | 434           | 246           | 148           | 84            | 132           | 136           | 107           | 205           | 393           | 512           | 3,261          | 557           | 441           | 419           | 1,417         |
| Senior                                  | 2             | 2             | 4             | 3             | 22            | 26            | 21            | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 72             | 0             | 0             | 0             | 0             |
| Child                                   | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0             |
| <b>93 Days Pass Total:</b>              | <b>97</b>     | <b>350</b>    | <b>447</b>    | <b>470</b>    | <b>419</b>    | <b>460</b>    | <b>267</b>    | <b>148</b>    | <b>84</b>     | <b>132</b>    | <b>136</b>    | <b>107</b>    | <b>205</b>    | <b>393</b>    | <b>512</b>    | <b>3,333</b>   | <b>557</b>    | <b>441</b>    | <b>419</b>    | <b>1,417</b>  |
| <b>186 Days Pass</b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                   | 75            | 412           | 487           | 396           | 295           | 390           | 337           | 359           | 190           | 200           | 235           | 183           | 286           | 485           | 639           | 3,995          | 556           | 583           | 786           | 1,925         |
| Senior                                  | 0             | 1             | 1             | 19            | 14            | 30            | 4             | 16            | 8             | 11            | 6             | 2             | 0             | 52            | 29            | 191            | 34            | 36            | 54            | 124           |
| Child                                   | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0             |
| <b>186 Days Pass Total:</b>             | <b>75</b>     | <b>413</b>    | <b>488</b>    | <b>415</b>    | <b>309</b>    | <b>420</b>    | <b>341</b>    | <b>375</b>    | <b>198</b>    | <b>211</b>    | <b>241</b>    | <b>185</b>    | <b>286</b>    | <b>537</b>    | <b>668</b>    | <b>4,186</b>   | <b>590</b>    | <b>619</b>    | <b>840</b>    | <b>2,049</b>  |
| <b>Low Income Pass</b>                  |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                          | 122           | 768           | 890           | 798           | 951           | 874           | 875           | 960           | 739           | 595           | 461           | 453           | 554           | 421           | 467           | 8,148          | 609           | 654           | 765           | 2,028         |
| <b>Low Income Pass Total:</b>           | <b>122</b>    | <b>768</b>    | <b>890</b>    | <b>798</b>    | <b>951</b>    | <b>874</b>    | <b>875</b>    | <b>960</b>    | <b>739</b>    | <b>595</b>    | <b>461</b>    | <b>453</b>    | <b>554</b>    | <b>421</b>    | <b>467</b>    | <b>8,148</b>   | <b>609</b>    | <b>654</b>    | <b>765</b>    | <b>2,028</b>  |
| <b>Regional Ride - Pass Holder</b>      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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        | 13,708        | 38,598        |
| Transfers - Local                       | 35            | 74            | 109           | 84            | 84            | 126           | 100           | 92            | 91            | 84            | 32            | 102           | 74            | 32            | 76            | 977            | 48            | 71            | 88            | 207           |
| <b>Transfers - Regional to Local</b>    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Infant Free Ride                        | 40            | 69            | 109           | 40            | 55            | 83            | 107           | 93            | 40            | 38            | 51            | 45            | 26            | 41            | 44            | 663            | 20            | 82            | 28            | 130           |
| Accessories                             | 60            | 180           | 240           | 40            | 32            | 44            | 45            | 40            | 23            | 87            | 107           | 67            | 31            | 35            | 42            | 593            | 50            | 38            | 51            | 139           |
| <b>Total Ridership</b>                  | <b>16,723</b> | <b>21,187</b> | <b>37,910</b> | <b>18,101</b> | <b>19,575</b> | <b>22,779</b> | <b>19,905</b> | <b>26,946</b> | <b>27,292</b> | <b>34,816</b> | <b>34,318</b> | <b>27,695</b> | <b>19,379</b> | <b>16,899</b> | <b>21,219</b> | <b>288,924</b> | <b>18,342</b> | <b>19,230</b> | <b>20,503</b> | <b>58,075</b> |

| 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       | February      | March         | Total         |
| <b>Cash Fare</b>                       |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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         | 4,985         | 19,902        |
| 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           | 280           | 953           |
| Child                                  | 56            | 113           | 169           | 54            | 53            | 106           | 86            | 86            | 95            | 383           | 431           | 140           | 51            | 45            | 145           | 1,675          | 103           | 155           | 145           | 521           |
| <b>Cash Fare Total</b>                 | <b>4,063</b>  | <b>5,759</b>  | <b>9,822</b>  | <b>5,343</b>  | <b>6,063</b>  | <b>6,479</b>  | <b>5,295</b>  | <b>8,047</b>  | <b>8,424</b>  | <b>10,727</b> | <b>11,039</b> | <b>9,269</b>  | <b>4,932</b>  | <b>4,490</b>  | <b>6,636</b>  | <b>86,744</b>  | <b>5,771</b>  | <b>5,660</b>  | <b>5,410</b>  | <b>21,376</b> |
| <b>Roam Token</b>                      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                         | 57            | 45            | 102           | 61            | 139           | 92            | 79            | 34            | 75            | 93            | 76            | 31            | 4             | 5             | 53            | 742            | 58            | 36            | 46            | 140           |
| <b>Roam Token Total:</b>               | <b>57</b>     | <b>45</b>     | <b>102</b>    | <b>61</b>     | <b>139</b>    | <b>92</b>     | <b>79</b>     | <b>34</b>     | <b>75</b>     | <b>93</b>     | <b>76</b>     | <b>31</b>     | <b>4</b>      | <b>5</b>      | <b>53</b>     | <b>742</b>     | <b>58</b>     | <b>36</b>     | <b>46</b>     | <b>140</b>    |
| <b>10 Ride Pass</b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                         | 9             | 49            | 58            | 39            | 71            | 52            | 20            | 20            | 15            | 44            | 48            | 36            | 9             | 51            | 91            | 496            | 16            | 36            | 43            | 136           |
| <b>10 Ride Total:</b>                  | <b>9</b>      | <b>49</b>     | <b>58</b>     | <b>39</b>     | <b>71</b>     | <b>52</b>     | <b>20</b>     | <b>20</b>     | <b>15</b>     | <b>44</b>     | <b>48</b>     | <b>36</b>     | <b>9</b>      | <b>51</b>     | <b>91</b>     | <b>496</b>     | <b>16</b>     | <b>36</b>     | <b>43</b>     | <b>136</b>    |
| <b>3 Day Pass</b>                      |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                         | 0             | 35            | 35            | 24            | 147           | 19            | 27            | 16            | 47            | 76            | 133           | 2             | 10            | 0             | 23            | 524            | 27            | 24            | 47            | 104           |
| <b>3 Day Pass Total:</b>               | <b>0</b>      | <b>35</b>     | <b>35</b>     | <b>24</b>     | <b>147</b>    | <b>19</b>     | <b>27</b>     | <b>16</b>     | <b>47</b>     | <b>76</b>     | <b>133</b>    | <b>2</b>      | <b>10</b>     | <b>0</b>      | <b>23</b>     | <b>524</b>     | <b>27</b>     | <b>24</b>     | <b>47</b>     | <b>104</b>    |
| <b>Day Pass</b>                        |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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           | 234           | 1,192         |
| <b>Day Pass Total:</b>                 | <b>241</b>    | <b>204</b>    | <b>445</b>    | <b>191</b>    | <b>312</b>    | <b>350</b>    | <b>303</b>    | <b>1,021</b>  | <b>1,245</b>  | <b>1,643</b>  | <b>2,008</b>  | <b>1,384</b>  | <b>451</b>    | <b>187</b>    | <b>224</b>    | <b>9,319</b>   | <b>302</b>    | <b>279</b>    | <b>234</b>    | <b>1,192</b>  |
| <b>31 Days Pass</b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                  | 1,293         | 715           | 2,008         | 601           | 793           | 516           | 912           | 552           | 334           | 679           | 491           | 248           | 382           | 457           | 680           | 6,645          | 613           | 708           | 779           | 2,594         |
| Senior                                 | 14            | 1             | 15            | 29            | 0             | 16            | 25            | 50            | 0             | 30            | 31            | 2             | 0             | 0             | 27            | 210            | 52            | 0             | 16            | 80            |
| Child                                  | 6             | 0             | 6             | 0             | 0             | 0             | 0             | 0             | 0             | 4             | 0             | 0             | 0             | 0             | 0             | 4              | 2             | 0             | 0             | 2             |
| <b>31 Days Pass Total:</b>             | <b>1,313</b>  | <b>716</b>    | <b>2,029</b>  | <b>630</b>    | <b>793</b>    | <b>532</b>    | <b>937</b>    | <b>602</b>    | <b>334</b>    | <b>713</b>    | <b>522</b>    | <b>250</b>    | <b>382</b>    | <b>457</b>    | <b>707</b>    | <b>6,859</b>   | <b>667</b>    | <b>708</b>    | <b>795</b>    | <b>2,676</b>  |
| <b>93 Days Pass</b>                    |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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         | 3,422         | 11,402        |
| Senior                                 | 30            | 50            | 80            | 52            | 16            | 0             | 0             | 14            | 13            | 12            | 0             | 0             | 0             | 0             | 0             | 107            | 0             | 0             | 0             | 0             |
| Child                                  | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0             |
| <b>93 Days Pass Total:</b>             | <b>174</b>    | <b>479</b>    | <b>653</b>    | <b>821</b>    | <b>1,410</b>  | <b>1,436</b>  | <b>956</b>    | <b>659</b>    | <b>521</b>    | <b>675</b>    | <b>578</b>    | <b>418</b>    | <b>447</b>    | <b>577</b>    | <b>1,143</b>  | <b>9,641</b>   | <b>2,759</b>  | <b>3,545</b>  | <b>3,422</b>  | <b>11,402</b> |
| <b>186 Days Pass</b>                   |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Adult                                  | 132           | 559           | 691           | 495           | 584           | 616           | 522           | 585           | 303           | 298           | 289           | 220           | 336           | 606           | 1,294         | 6,148          | 1,788         | 1,561         | 1,707         | 6,269         |
| Senior                                 | 0             | 1             | 1             | 0             | 2             | 1             | 0             | 0             | 2             | 1             | 0             | 0             | 28            | 80            | 74            | 188            | 63            | 65            | 64            | 234           |
| Child                                  | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0             | 0              | 0             | 0             | 0             | 0             |
| <b>186 Days Pass Total:</b>            | <b>132</b>    | <b>560</b>    | <b>692</b>    | <b>495</b>    | <b>586</b>    | <b>617</b>    | <b>522</b>    | <b>585</b>    | <b>305</b>    | <b>299</b>    | <b>289</b>    | <b>220</b>    | <b>364</b>    | <b>686</b>    | <b>1,368</b>  | <b>6,336</b>   | <b>1,851</b>  | <b>1,626</b>  | <b>1,771</b>  | <b>6,503</b>  |
| <b>Low Income Pass</b>                 |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| All Categories                         | 26            | 162           | 188           | 209           | 370           | 414           | 468           | 603           | 608           | 608           | 456           | 357           | 323           | 285           | 304           | 5,005          | 605           | 553           | 824           | 2,801         |
| <b>Low Income Pass Total:</b>          | <b>26</b>     | <b>162</b>    | <b>188</b>    | <b>209</b>    | <b>370</b>    | <b>414</b>    | <b>468</b>    | <b>603</b>    | <b>608</b>    | <b>608</b>    | <b>456</b>    | <b>357</b>    | <b>323</b>    | <b>285</b>    | <b>304</b>    | <b>5,005</b>   | <b>605</b>    | <b>553</b>    | <b>824</b>    | <b>2,801</b>  |
| <b>Regional Ride - Pass Holder</b>     | 0             | 18            | 18            | 23            | 11            | 17            | 23            | 17            | 23            | 3             | 37            | 11            | 16            | 8             | 19            | 208            | 61            | 54            | 54            | 221           |
| <b>Regional Ride - Cash</b>            |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| 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         | 8,527         | 31,107        |
| Transfers - Local                      | 52            | 67            | 119           | 65            | 77            | 122           | 64            | 94            | 130           | 93            | 29            | 123           | 42            | 38            | 91            | 968            | 52            | 44            | 51            | 193           |
| Transfers - Regional to Local          |               |               |               |               |               |               |               |               |               |               |               |               |               |               |               |                |               |               |               |               |
| Infant Free Ride                       | 14            | 33            | 47            | 61            | 52            | 64            | 74            | 79            | 24            | 27            | 79            | 74            | 59            | 70            | 43            | 706            | 22            | 77            | 29            | 150           |
| Accessories                            | 145           | 313           | 458           | 234           | 249           | 373           | 200           | 43            | 51            | 56            | 101           | 109           | 48            | 61            | 161           | 1,746          | 184           | 131           | 103           | 512           |
| <b>Total Ridership</b>                 | <b>16,841</b> | <b>20,886</b> | <b>37,727</b> | <b>18,201</b> | <b>20,163</b> | <b>22,260</b> | <b>16,605</b> | <b>19,314</b> | <b>21,202</b> | <b>25,313</b> | <b>26,036</b> | <b>19,707</b> | <b>14,865</b> | <b>14,012</b> | <b>20,184</b> | <b>237,862</b> | <b>20,679</b> | <b>20,123</b> | <b>21,384</b> | <b>78,613</b> |





## BVRTSC Local Service Update

- May 1<sup>st</sup> 2014, successful launch of BVRTSC service!
  - Seamless integration of BVRTSC Transit Operators on local service.
  - No disruption of service or impact on schedule adherence.
  - Operators very happy with new schedule.
  - Coffees and snack delivered to 'opening day' Operators on route – very appreciative.
  - Many positive comments on new uniforms.
- All Operators have name tags, and we will be installing "Your Driver Today is:" signage on all Local and Regional buses.
- Implementation of ShiftPlanning software to manage Operator schedule and timesheets has been very effective. Both functionally and cost effective.
- A former regional service Operator who is new to Local service, very appreciative of on-board Peace Officer presence on Sat, Sun, Thurs nights.
  - NextBus signs programed to display "Peace Officer On Board"
  - Many positive comments re signage and actual on board officer.
- Vehicle UHF radio integration with Town of Banff Bylaw Services as well as Operations (Streets Department).
  - Ability to report vehicles parked in Transit Zones or request Street sanding/sweeping etc.
- In discussion with Parks Canada to improve knowledge of Transit service at Tunnel Mountain I and II Campgrounds this summer through the use of customised posters and handouts.
  - Meeting with Parks to define logical poster installation locations with customised directions to closest Transit Stop. Encourage Transit usage instead of parking DT, intention of increasing ridership.
- Route 4 Cave and Basin Service to begin May 16<sup>th</sup>. Includes installation of LED NextBus signage at Cave and Basin stop. Service runs Fri, Sat, Sun and Stat Holidays until end of Sept.
  - Cave Avenue construction this summer.
  - Route 4 will increase service frequency for portion of Route 1 service area.

# Report to the Bow Valley Regional Transit Services Commission

Report 2014-2 For Information – BVRTSC Charter Service Operational Guidelines

April 9, 2014

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## SUMMARY/ ISSUE

The private use of a BVRTSC bus which is not part of regular scheduled service is considered a 'Charter Service'. BVRTSC administration has been approached in the past by organizations and individuals inquiring if Charter Service is something BVRTSC provides. This Operational Guideline describes the protocol, rates, and agreements that may be entered into at the discretion of BVRTSC administration.

## PREVIOUS COMMISSION DIRECTION/POLICY

**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.

As of 2013, administration reduced the number of charter requests that it would provide due to the logistical challenges of providing this service to all who requested it.

Administration Recommendation:

That the Commission

- Receive these Operational guidelines for information.

## INVESTIGATION

Charter Service depends on a multitude of requirements to ensure successful implementation and service provision. Bus availability, driver availability, safety conditions, minimal impact to existing services, and negating perception of competing with private transportation service providers are all important factors when determining Charter Service approval and success. As described below, given the limited resources of the BVRTSC administration, only mutually beneficial Charter Services or Charter Services requested by stake holder partners should be considered at this time.

### *Bus Availability*

Currently the BVRTSC requires a minimum of 3 buses (to service Banff Local routes and the Regional Route) plus 1 spare ratio bus out of an available 6, 40' buses. This minimum requirement grows to 5 buses in the summer months with the addition of Route 4 Cave and Basin.

The BVRTSC is limited in it's availability of rolling stock to provide Charter Service for large groups that would require multiple buses and drivers with reoccurring trips.

### *Driver Availability*

The BVRTSC has a small pool of qualified drivers to choose from to provide our regularly scheduled local service. Full time drivers provide up to 95% of our current regularly scheduled service with part time or 'on call' drivers filling in where needed. Therefore, BVRTSC administration is limited in it's ability to

# Report to the Bow Valley Regional Transit Services Commission

## Report 2014-2 For Information – BVRTSC Charter Service Operational Guidelines

April 9, 2014

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provide licensed transit operators for Charter Services which would require more than one transit vehicle and driver.

### *Safety Conditions*

Regularly scheduled Roam transit services stop at predetermined locations along a route which ensure safe boarding and alighting for passengers. These stops are level terrain, clear of snow and ice, have good lighting, and are easily and safely accessible to transit vehicles.

Any Charter Service needs to ensure that pick up and drop off locations can safely accommodate a transit vehicle and include ample space to safely turn around if required. These stops need to be adequately maintained for able-bodied as well as mobility impaired passengers.

### *Existing Services*

The administration will not approve Charter Services that impact the successful service delivery using existing Roam transit routes and stops. The use of existing Roam bus stops for both regularly scheduled services alongside Charter Services has in the past confused passengers of both the Roam service and the Charter Service. Confusion about which bus serves which route or destination, whether transfers are available between local and Charter Services have been issues in the past.

Charter Services should be encouraged to pick up and drop off passengers from locations that do not conflict with existing BVRTSC stops. (Eg. Pick up from Fenlands Recreation Site, or Banff Recreation Grounds and dropping off at Banff Springs Hotel, away from the regular Banff Springs stop.) As such, highly visible signage such as 'Charter Service' displayed on the bus' digital signage should always be used, along with unique signage for each stop indicating it's purpose and destination. The creation of these unique signs takes additional BVRTSC administrative time to design, print, and substantial administrative time to distribute, and collect.

### *Applying for Charter Service*

The coordination of a Charter Service requires time and research and the resources required can be quite involved depending on the size and scope of the Charter Service requested. Unique Charter Service signage, coordination and availability of drivers and buses, route planning and schedule must be addressed.

If the four conditions of *Driver*, *Bus*, *Safety*, and *Existing Services* can be met, then a decision on the approval of Charter Service will be made by Commission administration only. Ideally, all Charter Requests would therefore need to be submitted for consideration at least three calendar months prior to the requested charter date. This gives Administration enough time to understand if the scope of the request is manageable. The Administration reserves the right to deny a request for Charter Service for any reason it sees fit.

# Report to the Bow Valley Regional Transit Services Commission

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April 9, 2014

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## *Emergency Situations*

In the event of an emergency situation where the use of a transit vehicle is requested, the Operational Guidelines described in this document may be superseded by the Administration as an Emergency Situation/Request is not considered a 'Charter Service'.

An Emergency Situation would include such things as a natural disaster, an evacuation of residents, or an emergency event where temporary protection from the elements is requested by Emergency Personnel (Eg. A building fire that requires the evacuation of residents during inclement weather).

## *Approved Charter Service*

When a Charter Service has been approved by the BVRTSC Administration, the following rates will apply:

Charter Service within the town of Banff or Canmore:

| Within the town's boundaries | Rate            | Additional Time (One Hour increments only, any part thereof) |
|------------------------------|-----------------|--|
| Minimum 3 hour booking       | \$300 flat rate | \$100 / hour   |
| Full Day (Maximum 10 hours)  | \$900           | \$120 / hour   |

Charter Service operating anywhere outside of the town of Banff or Canmore:

| Anywhere outside of the town's boundaries | Rate            | Additional Time (One Hour increments only, any part thereof) |
|---|-----------------|--|
| Minimum 3 hour booking                    | \$375 flat rate | \$125 / hour   |
| Full Day (Maximum 10 hours)               | \$1,100         | \$150 / hour   |

The BVRTSC Administration may consider a reduction of Charter Service rates at it's own discretion on a case by case basis. Administration may also amend these rates at any time based on multiple factors such as market conditions, fuel prices, etc.

## **IMPLICATIONS:**

### **FINANCIAL**

Any revenues generated from Charter Services will be deposited into the General Revenue Account. This fund will be used for future operating stabilization needs.

### **BUSINESS PLAN/ BUDGET IMPLICATIONS**

No impact to the Business Plan.

### **RISKS**

# Report to the Bow Valley Regional Transit Services Commission

Report 2014-2 For Information – BVRTSC Charter Service Operational Guidelines

April 9, 2014

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Risk in providing Charter Services should be no different than providing regularly schedule Roam service with respect to safety and operational risk mitigation. Minimal risk may be involved when Charter Services take place in areas that drivers are unfamiliar with. Charter Services should only be considered when there is no impact to existing BVRTSC routes and services and the Charter Service meets all levels of BVRTSC service expectations.

## **ATTACHMENTS**

None

**Bow Valley Regional Transit Services Commission**  
**Profit & Loss Budget vs. Actual**  
January through December 2013

| Ordinary Income/Expense                                 | TOTAL             |                   |                   |                |                   |                   |                   |                |
|---|-------------------|-------------------|-------------------|----------------|-------------------|-------------------|-------------------|----------------|
|   | Oct - Dec 13      | Budget            | \$ Over Budget    | % of Budget    | Jan - Dec 13      | Budget            | \$ Over Budget    | % of Budget    |
| <b>Income</b>   |                   |                   |                   |                |                   |                   |                   |                |
| <b>4100 - Farebox</b>                                   |                   |                   |                   |                |                   |                   |                   |                |
| 1-4100 - Banff Local                                    | 58,528.04         | 58,000.00         | 528.04            | 100.91%        | 320,346.48        | 320,000.00        | 346.48            | 100.11%        |
| 2-4100 - Canmore Regional                               | 72,939.37         | 37,500.00         | 35,439.37         | 194.51%        | 249,789.96        | 150,000.00        | 99,789.96         | 166.53%        |
| 3-4100 - Parks Regional                                 | -3.00             | 0.00              | -3.00             | 100.0%         | 5,954.15          | 0.00              | 5,954.15          | 100.0%         |
| <b>Total 4100 - Farebox</b>                             | <b>131,464.41</b> | <b>95,500.00</b>  | <b>35,964.41</b>  | <b>137.66%</b> | <b>576,090.59</b> | <b>470,000.00</b> | <b>106,090.59</b> | <b>122.57%</b> |
| <b>4200 - Advertising &amp; Marketing Revenue</b>       |                   |                   |                   |                |                   |                   |                   |                |
| 1-4200 - Banff Local                                    | 3,000.00          | 14,000.00         | -11,000.00        | 21.43%         | 27,785.29         | 56,000.00         | -28,214.71        | 49.62%         |
| 2-4200 - Canmore Regional                               | 2,000.00          | 8,000.00          | -6,000.00         | 25.0%          | 5,812.78          | 32,000.00         | -26,187.22        | 18.17%         |
| <b>Total 4200 - Advertising &amp; Marketing Revenue</b> | <b>5,000.00</b>   | <b>22,000.00</b>  | <b>-17,000.00</b> | <b>22.73%</b>  | <b>33,598.07</b>  | <b>88,000.00</b>  | <b>-54,401.93</b> | <b>38.18%</b>  |
| <b>4300 - Partner Programs</b>                          |                   |                   |                   |                |                   |                   |                   |                |
| 1-4300 - Banff Local                                    | 92,329.00         | 93,750.00         | -1,421.00         | 98.48%         | 368,171.00        | 375,000.00        | -6,829.00         | 98.18%         |
| 2-4300 - Canmore Regional                               | 0.00              | 13,750.00         | -13,750.00        | 0.0%           | 0.00              | 55,000.00         | -55,000.00        | 0.0%           |
| <b>Total 4300 - Partner Programs</b>                    | <b>92,329.00</b>  | <b>107,500.00</b> | <b>-15,171.00</b> | <b>85.89%</b>  | <b>368,171.00</b> | <b>430,000.00</b> | <b>-61,829.00</b> | <b>85.62%</b>  |
| <b>4400 - Requisition Recoveries</b>                    |                   |                   |                   |                |                   |                   |                   |                |
| 1-4400 - Banff  |                   |                   |                   |                |                   |                   |                   |                |
| 1-4420 - TOB - Operating                                | 0.00              | 0.00              | 0.00              | 0.0%           | 671,000.00        | 671,000.00        | 0.00              | 100.0%         |
| <b>Total 1-4400 - Banff</b>                             | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>       | <b>0.0%</b>    | <b>671,000.00</b> | <b>671,000.00</b> | <b>0.00</b>       | <b>100.0%</b>  |
| 2-4400 - Canmore  |                   |                   |                   |                |                   |                   |                   |                |
| 2-4420 - TOC - Operating                                | 0.00              | 0.00              | 0.00              | 0.0%           | 124,000.00        | 124,000.00        | 0.00              | 100.0%         |
| <b>Total 2-4400 - Canmore</b>                           | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>       | <b>0.0%</b>    | <b>124,000.00</b> | <b>124,000.00</b> | <b>0.00</b>       | <b>100.0%</b>  |
| 5-4400 - ID 9   |                   |                   |                   |                |                   |                   |                   |                |
| 5-4420 - ID 9 - Operating                               | 0.00              | 0.00              | 0.00              | 0.0%           | 20,000.00         | 20,000.00         | 0.00              | 100.0%         |
| <b>Total 5-4400 - ID 9</b>                              | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>       | <b>0.0%</b>    | <b>20,000.00</b>  | <b>20,000.00</b>  | <b>0.00</b>       | <b>100.0%</b>  |
| <b>Total 4400 - Requisition Recoveries</b>              | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>       | <b>0.0%</b>    | <b>815,000.00</b> | <b>815,000.00</b> | <b>0.00</b>       | <b>100.0%</b>  |
| <b>4500 - Other Recoveries</b>                          |                   |                   |                   |                |                   |                   |                   |                |
| 1-4500 - Banff Local                                    | 0.00              | 0.00              | 0.00              | 0.0%           | 0.00              | 0.00              | 0.00              | 0.0%           |
| 2-4500 - Canmore Regional                               | 10,509.23         | 0.00              | 10,509.23         | 100.0%         | 10,614.18         | 0.00              | 10,614.18         | 100.0%         |
| 3-4500 - Parks Regional                                 | 35,022.92         | 0.00              | 35,022.92         | 100.0%         | 40,022.92         | 0.00              | 40,022.92         | 100.0%         |
| <b>Total 4500 - Other Recoveries</b>                    | <b>45,532.15</b>  | <b>0.00</b>       | <b>45,532.15</b>  | <b>100.0%</b>  | <b>50,637.10</b>  | <b>0.00</b>       | <b>50,637.10</b>  | <b>100.0%</b>  |
| <b>4600 - Passes</b>                                    |                   |                   |                   |                |                   |                   |                   |                |
| 1-4600 - Banff Local Pass                               |                   |                   |                   |                |                   |                   |                   |                |
| 1-4610 - 1 month Local Pass                             | 1,671.12          | 1,500.00          | 171.12            | 111.41%        | 7,046.12          | 6,000.00          | 1,046.12          | 117.44%        |
| 1-4620 - 3 month Local Pass                             | 3,315.00          | 1,500.00          | 1,815.00          | 221.0%         | 9,710.00          | 6,000.00          | 3,710.00          | 161.83%        |
| 1-4630 - 6 month Local Pass                             | 4,410.00          | 500.00            | 3,910.00          | 882.0%         | 7,260.00          | 2,000.00          | 5,260.00          | 363.0%         |
| 1-4640 - 10 Ride Local Pass                             | 280.00            | 500.00            | -220.00           | 56.0%          | 1,610.00          | 2,000.00          | -390.00           | 80.5%          |
| 1-4650 - 3 Days Local Pass                              | 84.00             | 200.00            | -116.00           | 42.0%          | 1,044.00          | 800.00            | 244.00            | 130.5%         |
| 1-4660 - TOB Staff Pass                                 | 0.00              | 0.00              | 0.00              | 0.0%           | 50.00             | 0.00              | 50.00             | 100.0%         |
| 1-4670 - Banff Day Pass                                 | 0.00              | 0.00              | 0.00              | 0.0%           | 3,500.00          | 0.00              | 3,500.00          | 100.0%         |
| 1-4680 - IHA - Job Seeker 14days pass                   | 4,260.00          | 800.00            | 3,460.00          | 532.5%         | 11,025.00         | 3,200.00          | 7,825.00          | 344.53%        |

Higher farebox recovery

Flood emergency service recovery  
cave & Basin and business plan

**Bow Valley Regional Transit Services Commission**  
**Profit & Loss Budget vs. Actual**  
January through December 2013

|   | TOTAL             |                   |                  |                 |                     |                     |                   |  |
|---|-------------------|-------------------|------------------|-----------------|---------------------|---------------------|-------------------|--|
|   | Oct - Dec 13      | Budget            | \$ Over Budget   | % of Budget     | Jan - Dec 13        | Budget              | \$ Over Budget    | % of Budget                                      |
| 1-4600 · Banff Local Pass                         | 0.00              | 0.00              | 0.00             | 0.0%            | 0.00                | 0.00                | 0.00              | 0.0%   |
| <b>Total 1-4600 · Banff Local Pass</b>            | <b>14,020.12</b>  | <b>5,000.00</b>   | <b>9,020.12</b>  | <b>280.4%</b>   | <b>41,245.12</b>    | <b>20,000.00</b>    | <b>21,245.12</b>  | <b>206.23%</b>                                   |
| <b>2-4600 · Canmore Regional Bus passes</b>       |                   |                   |                  |                 |                     |                     |                   |  |
| 2-4610 · 1 Month Canmore Regional Pass            | 16,909.35         | 1,500.00          | 15,409.35        | 1,127.29%       | 42,629.35           | 6,000.00            | 36,629.35         | 710.49%  |
| 2-4640 · 10 Ride Canmore Regional Pass            | 8,079.65          | 750.00            | 7,329.65         | 1,077.29%       | 20,729.65           | 3,000.00            | 17,729.65         | 690.99%  |
| 2-4650 · 3 Days Canmore Regional Pass             | 17.50             | 100.00            | -82.50           | 17.5%           | 297.50              | 400.00              | -102.50           | 74.38%   |
| 2-4660 · Regional Low Income 2 Ride Pass          | 846.00            | 150.00            | 696.00           | 564.0%          | 2,814.00            | 600.00              | 2,214.00          | 469.0%   |
| 2-4600 · Canmore Regional Bus passes              | 0.00              | 0.00              | 0.00             | 0.0%            | 0.00                | 0.00                | 0.00              | 0.0%   |
| <b>Total 2-4600 · Canmore Regional Bus passes</b> | <b>25,852.50</b>  | <b>2,500.00</b>   | <b>23,352.50</b> | <b>1,034.1%</b> | <b>66,470.50</b>    | <b>10,000.00</b>    | <b>56,470.50</b>  | <b>664.71%</b>                                   |
| <b>Total 4600 · Passes</b>                        | <b>39,872.62</b>  | <b>7,500.00</b>   | <b>32,372.62</b> | <b>531.64%</b>  | <b>107,715.62</b>   | <b>30,000.00</b>    | <b>77,715.62</b>  | <b>359.05%</b>                                   |
| <b>4700 · Charter Sales</b>                       |                   |                   |                  |                 |                     |                     |                   |  |
| 1-4700 · Banff Charter sales                      | 0.00              | 0.00              | 0.00             | 0.0%            | 2,000.00            | 0.00                | 2,000.00          | 100.0%   |
| <b>Total 4700 · Charter Sales</b>                 | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>      | <b>0.0%</b>     | <b>2,000.00</b>     | <b>0.00</b>         | <b>2,000.00</b>   | <b>100.0%</b>                                    |
| <b>Total Income</b>                               | <b>314,198.18</b> | <b>232,500.00</b> | <b>81,698.18</b> | <b>135.14%</b>  | <b>1,953,212.38</b> | <b>1,833,000.00</b> | <b>120,212.38</b> | <b>106.56%</b>                                   |
| <b>Gross Profit</b>                               | <b>314,198.18</b> | <b>232,500.00</b> | <b>81,698.18</b> | <b>135.14%</b>  | <b>1,953,212.38</b> | <b>1,833,000.00</b> | <b>120,212.38</b> | <b>106.56%</b>                                   |
| <b>Expense</b>                                    |                   |                   |                  |                 |                     |                     |                   |  |
| <b>5100 · Salaries &amp; Wages</b>                |                   |                   |                  |                 |                     |                     |                   |  |
| 5110 · Wages                                      | 42,809.00         | 42,912.00         | -103.00          | 99.76%          | 157,823.56          | 171,648.00          | -13,824.44        | 91.95% vacation and sick time tracked separately |
| 5111 · Vacation                                   | 6,972.63          | 0.00              | 6,972.63         | 100.0%          | 11,159.79           | 0.00                | 11,159.79         | 100.0%   |
| 5112 · sick Time                                  | 224.28            | 0.00              | 224.28           | 100.0%          | 3,997.56            | 0.00                | 3,997.56          | 100.0%   |
| 5120 · Overtime                                   | 0.00              | 0.00              | 0.00             | 0.0%            | 0.00                | 0.00                | 0.00              | 0.0%   |
| <b>5130 · Benefits</b>                            |                   |                   |                  |                 |                     |                     |                   |  |
| 5131 · CPP  | 712.97            | 2,156.00          | -1,443.03        | 33.07%          | 5,165.36            | 8,624.00            | -3,458.64         | 59.9%  |
| 5132 · EI   | 350.16            | 558.00            | -207.84          | 62.75%          | 2,192.29            | 2,232.00            | -39.71            | 98.22%   |
| 5133 · Health Benefits                            | 1,563.30          | 1,590.00          | -26.70           | 98.32%          | 6,249.64            | 6,360.00            | -110.36           | 98.27%   |
| 5134 · LAPP                                       | 5,815.80          | 5,720.00          | 95.80            | 101.68%         | 22,202.95           | 22,880.00           | -677.05           | 97.04%   |
| 5135 · WCB  | 1,064.00          | 1,064.00          | 0.00             | 100.0%          | 5,110.53            | 4,256.00            | 854.53            | 120.08%  |
| 5130 · Benefits                                   | 27.00             | 0.00              | 27.00            | 100.0%          | 27.00               | 0.00                | 27.00             | 100.0%   |
| <b>Total 5130 · Benefits</b>                      | <b>9,533.23</b>   | <b>11,088.00</b>  | <b>-1,554.77</b> | <b>85.98%</b>   | <b>40,947.77</b>    | <b>44,352.00</b>    | <b>-3,404.23</b>  | <b>92.33%</b>                                    |
| <b>5100 · Salaries &amp; Wages</b>                | <b>0.00</b>       | <b>0.00</b>       | <b>0.00</b>      | <b>0.0%</b>     | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>       | <b>0.0%</b>                                      |
| <b>Total 5100 · Salaries &amp; Wages</b>          | <b>59,539.14</b>  | <b>54,000.00</b>  | <b>5,539.14</b>  | <b>110.26%</b>  | <b>213,928.68</b>   | <b>216,000.00</b>   | <b>-2,071.32</b>  | <b>99.04%</b>                                    |
| <b>5170 · Training &amp; Conferences</b>          |                   |                   |                  |                 |                     |                     |                   |  |
| 5171 · Conference Fees                            | 760.00            | 500.00            | 260.00           | 152.0%          | 1,492.00            | 1,250.00            | 242.00            | 119.36%  |
| 5172 · Meals & Travel                             | 745.48            | 500.00            | 245.48           | 149.1%          | 4,010.16            | 3,250.00            | 760.16            | 123.39%  |
| 5173 · Training                                   | 0.00              | 500.00            | -500.00          | 0.0%            | 1,388.20            | 2,400.00            | -1,011.80         | 57.84%   |
| 5170 · Training & Conferences                     | 0.00              | 0.00              | 0.00             | 0.0%            | 0.00                | 0.00                | 0.00              | 0.0%   |
| <b>Total 5170 · Training &amp; Conferences</b>    | <b>1,505.48</b>   | <b>1,500.00</b>   | <b>5.48</b>      | <b>100.37%</b>  | <b>6,890.36</b>     | <b>6,900.00</b>     | <b>-9.64</b>      | <b>99.86%</b>                                    |
| <b>5180 · Travel Expense</b>                      |                   |                   |                  |                 |                     |                     |                   |  |
| 5181 · Mileage                                    | 2,377.27          | 1,500.00          | 877.27           | 158.49%         | 6,967.63            | 6,000.00            | 967.63            | 116.13%  |
| 5180 · Travel Expense                             | 0.00              | 0.00              | 0.00             | 0.0%            | 0.00                | 0.00                | 0.00              | 0.0%   |

**Bow Valley Regional Transit Services Commission**  
**Profit & Loss Budget vs. Actual**  
January through December 2013

|  | TOTAL        |            |                |             |              |              |                |   |
|--|--------------|------------|----------------|-------------|--------------|--------------|----------------|---|
|  | Oct - Dec 13 | Budget     | \$ Over Budget | % of Budget | Jan - Dec 13 | Budget       | \$ Over Budget | % of Budget                                     |
| <b>Total 5180 - Travel Expense</b>             | 2,377.27     | 1,500.00   | 877.27         | 158.49%     | 6,967.63     | 6,000.00     | 967.63         | 116.13%   |
| <b>5200 - Operating Contracts</b>              |              |            |                |             |              |              |                |   |
| <b>5210 - Brewster</b>                         |              |            |                |             |              |              |                |   |
| 1-5210 - Banff Local - Brewsters               | 163,366.50   | 162,140.00 | 1,226.50       | 100.76%     | 701,132.10   | 662,100.00   | 39,032.10      | 105.9% brewster adjusted invoice                |
| 2-5210 - Regional - Brewster                   | 73,106.00    | 61,700.00  | 11,406.00      | 118.49%     | 261,530.70   | 246,300.00   | 15,230.70      | 106.18% 3 hours schedule extention after August |
| 3-5210 - Parks Regional - Brewster             | 0.00         |            |                |             | 27,358.50    | 0.00         | 27,358.50      | 100.0% Cave and Basin                           |
| <b>Total 5210 - Brewster</b>                   | 236,472.50   | 223,840.00 | 12,632.50      | 105.64%     | 990,021.30   | 908,400.00   | 81,621.30      | 108.99%   |
| <b>5250 - Parts</b>                            |              |            |                |             |              |              |                |   |
| 1-5250 - Banff Local                           | 18,695.98    | 0.00       | 18,695.98      | 100.0%      | 51,110.50    | 0.00         | 51,110.50      | 100.0%  |
| 1-5251 - Banff - PVC Cards                     | 11,821.82    | 0.00       | 11,821.82      | 100.0%      | 11,821.82    | 0.00         | 11,821.82      | 100.0% cost covered by capital funds            |
| 2-5250 - Canmore Regional                      | 4,778.03     | 0.00       | 4,778.03       | 100.0%      | 16,728.66    | 0.00         | 16,728.66      | 100.0%  |
| 2-5251 - Regional - PVC Cards                  | 1,735.00     | 0.00       | 1,735.00       | 100.0%      | 1,735.00     | 0.00         | 1,735.00       | 100.0% cost covered by capital funds            |
| 3-5250 - Parks Regional - parts                | 450.00       | 0.00       | 450.00         | 100.0%      | 540.33       | 0.00         | 540.33         | 100.0%  |
| <b>Total 5250 - Parts</b>                      | 37,480.83    | 0.00       | 37,480.83      | 100.0%      | 81,936.31    | 0.00         | 81,936.31      | 100.0%  |
| <b>5260 - Maintenance</b>                      |              |            |                |             |              |              |                |   |
| 1-5260 - Banff Mechanic                        | 19,435.00    | 30,000.00  | -10,565.00     | 64.78%      | 67,098.09    | 120,000.00   | -52,901.91     | 55.92%  |
| 2-5260 - Canmore Regional - Mechanic           | 10,665.00    | 15,000.00  | -4,335.00      | 71.1%       | 36,698.65    | 60,000.00    | -23,301.35     | 61.16%  |
| 3-5260 - Parks Regional - Mechanic             | 0.00         | 0.00       | 0.00           | 0.0%        | 930.38       | 0.00         | 930.38         | 100.0%  |
| <b>Total 5260 - Maintenance</b>                | 30,100.00    | 45,000.00  | -14,900.00     | 66.89%      | 104,727.12   | 180,000.00   | -75,272.88     | 58.18% parts and maintenance combined           |
| <b>Total 5200 - Operating Contracts</b>        | 304,053.33   | 268,840.00 | 35,213.33      | 113.1%      | 1,176,684.73 | 1,088,400.00 | 88,284.73      | 108.11%   |
| <b>5300 - Insurance Expense</b>                |              |            |                |             |              |              |                |   |
| 5310 - General Liability Insurance             | 0.00         | 1,125.00   | -1,125.00      | 0.0%        | 7,141.54     | 4,500.00     | 2,641.54       | 158.7%  |
| 5320 - Banff build & fleet insurance           | 0.00         | 2,250.00   | -2,250.00      | 0.0%        | 0.00         | 9,000.00     | -9,000.00      | 0.0%  |
| <b>Total 5300 - Insurance Expense</b>          | 0.00         | 3,375.00   | -3,375.00      | 0.0%        | 7,141.54     | 13,500.00    | -6,358.46      | 52.9%   |
| <b>5350 - General Operating Expenses</b>       |              |            |                |             |              |              |                |   |
| 5351 - Office Supplies                         | 8,761.15     | 2,600.00   | 6,161.15       | 336.97%     | 18,812.88    | 11,100.00    | 7,712.88       | 169.49% \$7,896.72 was covered by capital funds |
| 5352 - Bank Service Charges                    | 954.63       | 350.00     | 604.63         | 272.75%     | 2,147.56     | 1,520.00     | 627.56         | 141.29% one time Moneris machine set up cost    |
| 5353 - Janitorial Supplies & Services          | 140.47       | 100.00     | 40.47          | 140.47%     | 190.20       | 400.00       | -209.80        | 47.55%  |
| 5354 - Postage and Delivery                    | 156.10       | 100.00     | 56.10          | 156.1%      | 698.73       | 580.00       | 118.73         | 120.47%   |
| 5355 - Miscellaneous Expense                   | 625.03       | 1,000.00   | -374.97        | 62.5%       | 4,773.65     | 6,150.00     | -1,376.35      | 77.62%  |
| 5356 - Memberships                             | 0.00         | 500.00     | -500.00        | 0.0%        | 2,233.33     | 3,730.00     | -1,496.67      | 59.88%  |
| 5357 - Cell Phone                              | 507.22       | 500.00     | 7.22           | 101.44%     | 2,534.43     | 2,210.00     | 324.43         | 114.68%   |
| 5358 - Office Phone                            | 1,394.95     | 615.00     | 779.95         | 226.82%     | 3,572.63     | 2,550.00     | 1,022.63       | 140.1%  |
| 5359 - Board meeting expense                   | 219.64       | 350.00     | -130.36        | 62.75%      | 1,841.49     | 1,760.00     | 81.49          | 104.63%   |
| 5360 - Cash over/short                         | 0.00         | 0.00       | 0.00           | 0.0%        | 0.00         | 0.00         | 0.00           | 0.0%  |
| 5350 - General Operating Expenses              | 0.00         | 0.00       | 0.00           | 0.0%        | 0.00         | 0.00         | 0.00           | 0.0%  |
| <b>Total 5350 - General Operating Expenses</b> | 12,759.19    | 6,115.00   | 6,644.19       | 208.65%     | 36,804.90    | 30,000.00    | 6,804.90       | 122.68%   |
| <b>5391 - Interest &amp; Penalties</b>         | 91.28        |            |                |             | 91.28        |              |                |   |
| <b>5400 - Lease Expense</b>                    |              |            |                |             |              |              |                |   |
| 1-5400 - Banff Local                           |              |            |                |             |              |              |                |   |
| 1-5410 - Bus Lease                             | 19,750.00    | 19,750.00  | 0.00           | 100.0%      | 79,000.00    | 79,000.00    | 0.00           | 100.0%  |



**Bow Valley Regional Transit Services Commission**  
**Profit & Loss Budget vs. Actual**  
January through December 2013

|   | TOTAL            |                  |                 |               |                   |                   |                 |                |
|---|------------------|------------------|-----------------|---------------|-------------------|-------------------|-----------------|----------------|
|   | Oct - Dec 13     | Budget           | \$ Over Budget  | % of Budget   | Jan - Dec 13      | Budget            | \$ Over Budget  | % of Budget    |
| 1-5420 · Bus Storage                        | 6,000.00         | 6,000.00         | 0.00            | 100.0%        | 24,000.00         | 24,000.00         | 0.00            | 100.0%         |
| <b>Total 1-5400 · Banff Local</b>           | <b>25,750.00</b> | <b>25,750.00</b> | <b>0.00</b>     | <b>100.0%</b> | <b>103,000.00</b> | <b>103,000.00</b> | <b>0.00</b>     | <b>100.0%</b>  |
| <b>2-5400 · Canmore Regional</b>            |                  |                  |                 |               |                   |                   |                 |                |
| 2-5420 · Regional - Bus Storage             | 2,400.00         | 2,400.00         | 0.00            | 100.0%        | 9,600.00          | 9,600.00          | 0.00            | 100.0%         |
| 2-5400 · Canmore Regional                   | 0.00             | 0.00             | 0.00            | 0.0%          | 0.00              | 0.00              | 0.00            | 0.0%           |
| <b>Total 2-5400 · Canmore Regional</b>      | <b>2,400.00</b>  | <b>2,400.00</b>  | <b>0.00</b>     | <b>100.0%</b> | <b>9,600.00</b>   | <b>9,600.00</b>   | <b>0.00</b>     | <b>100.0%</b>  |
| <b>5400 · Lease Expense</b>                 | <b>0.00</b>      |                  |                 |               | <b>62.50</b>      |                   |                 |                |
| <b>Total 5400 · Lease Expense</b>           | <b>28,150.00</b> | <b>28,150.00</b> | <b>0.00</b>     | <b>100.0%</b> | <b>112,662.50</b> | <b>112,600.00</b> | <b>62.50</b>    | <b>100.06%</b> |
| <b>5600 · Professional/contractual fees</b> |                  |                  |                 |               |                   |                   |                 |                |
| 1-5600 · Local - Professional/Contract      | 3,220.86         | 1,500.00         | 1,720.86        | 214.72%       | 10,563.96         | 7,700.00          | 2,863.96        | 137.19%        |
| 2-5600 · Regional - Professional/Contract   | 973.75           | 1,000.00         | -26.25          | 97.38%        | 1,373.75          | 2,000.00          | -626.25         | 68.69%         |
| 5611 · Accounting Fees                      | 229.99           | 2,000.00         | -1,770.01       | 11.5%         | 10,729.99         | 14,100.00         | -3,370.01       | 76.1%          |
| 5612 · Banff Payroll                        | 880.00           | 640.00           | 240.00          | 137.5%        | 2,640.00          | 2,480.00          | 160.00          | 106.45%        |
| 5613 · Bookkeeping Services                 | 0.00             | 0.00             | 0.00            | 0.0%          | 0.00              | 0.00              | 0.00            | 0.0%           |
| 5614 · Branding Concept                     | 0.00             | 0.00             | 0.00            | 0.0%          | 0.00              | 0.00              | 0.00            | 0.0%           |
| 5615 · Legal Fees                           | 0.00             | 500.00           | -500.00         | 0.0%          | 1,815.32          | 3,250.00          | -1,434.68       | 55.86%         |
| 5616 · Recruitment Costs                    | 337.60           | 200.00           | 137.60          | 168.8%        | 1,124.70          | 760.00            | 364.70          | 147.99%        |
| 5617 · Website                              | 0.00             | 0.00             | 0.00            | 0.0%          | 0.00              | 0.00              | 0.00            | 0.0%           |
| 5618 · Casual Services                      | 4,120.09         | 3,355.00         | 765.09          | 122.8%        | 9,183.75          | 9,435.00          | -251.25         | 97.34%         |
| 5619 · Business Hosting Expenses            | 247.63           | 500.00           | -252.37         | 49.53%        | 1,827.41          | 2,300.00          | -472.59         | 79.45%         |
| 5620 · Farelogistics                        | 4,540.20         | 0.00             | 4,540.20        | 100.0%        | 4,540.20          | 0.00              | 4,540.20        | 100.0%         |
| 5621 · Coin Rolling Fees                    |                  |                  |                 |               |                   |                   |                 |                |
| 1-5621 · Banff - Coin Rolling Fees          | 0.00             | 100.00           | -100.00         | 0.0%          | 820.13            | 1,030.00          | -209.87         | 79.62%         |
| 2-5621 · Regional - Coin Rolling Fees       | 0.00             | 100.00           | -100.00         | 0.0%          | 318.13            | 520.00            | -201.87         | 61.18%         |
| <b>Total 5621 · Coin Rolling Fees</b>       | <b>0.00</b>      | <b>200.00</b>    | <b>-200.00</b>  | <b>0.0%</b>   | <b>1,138.26</b>   | <b>1,550.00</b>   | <b>-411.74</b>  | <b>73.44%</b>  |
| <b>5622 · Nextbus</b>                       |                  |                  |                 |               |                   |                   |                 |                |
| 1-5622 · Nextbus - Banff Local              | 0.00             | 0.00             | 0.00            | 0.0%          | 14,891.19         | 14,900.00         | -8.81           | 99.94%         |
| 2-5622 · Nextbus - Regional                 | 4,761.92         | 0.00             | 4,761.92        | 100.0%        | 4,761.92          | 0.00              | 4,761.92        | 100.0%         |
| 5622 · Nextbus                              | 0.00             | 0.00             | 0.00            | 0.0%          | 0.00              | 0.00              | 0.00            | 0.0%           |
| <b>Total 5622 · Nextbus</b>                 | <b>4,761.92</b>  | <b>0.00</b>      | <b>4,761.92</b> | <b>100.0%</b> | <b>19,653.11</b>  | <b>14,900.00</b>  | <b>4,753.11</b> | <b>131.9%</b>  |
| <b>5623 · Security Fee</b>                  |                  |                  |                 |               |                   |                   |                 |                |
| 1-5623 · Banff Local Security shift         | 2,300.40         | 2,300.00         | 0.40            | 100.02%       | 10,542.80         | 9,775.00          | 767.80          | 107.86%        |
| 2-5623 · Canmore Regional Security          | 0.00             | 100.00           | -100.00         | 0.0%          | 127.80            | 530.00            | -402.20         | 24.11%         |
| <b>Total 5623 · Security Fee</b>            | <b>2,300.40</b>  | <b>2,400.00</b>  | <b>-99.60</b>   | <b>95.85%</b> | <b>10,670.60</b>  | <b>10,305.00</b>  | <b>365.60</b>   | <b>103.55%</b> |
| <b>5624 · IT Support</b>                    | <b>1,188.05</b>  | <b>1,300.00</b>  | <b>-111.95</b>  | <b>91.39%</b> | <b>4,358.80</b>   | <b>4,620.00</b>   | <b>-261.20</b>  | <b>94.35%</b>  |
| <b>5625 · Contracted Services</b>           |                  |                  |                 |               |                   |                   |                 |                |
| 5625 · Contracted Services                  | 0.00             | 0.00             | 0.00            | 0.0%          | 17,835.00         | 18,000.00         | -165.00         | 99.08%         |
| <b>Total 5625 · Contracted Services</b>     | <b>0.00</b>      | <b>0.00</b>      | <b>0.00</b>     | <b>0.0%</b>   | <b>17,835.00</b>  | <b>18,000.00</b>  | <b>-165.00</b>  | <b>99.08%</b>  |
| <b>5626 · Office rent</b>                   | <b>5,638.44</b>  | <b>6,000.00</b>  | <b>-361.56</b>  | <b>93.97%</b> | <b>25,444.44</b>  | <b>24,000.00</b>  | <b>1,444.44</b> | <b>106.02%</b> |
| <b>5627 · Copier</b>                        | <b>83.10</b>     | <b>50.00</b>     | <b>33.10</b>    | <b>166.2%</b> | <b>268.96</b>     | <b>200.00</b>     | <b>68.96</b>    | <b>134.48%</b> |
| <b>5628 · Bus wrap repair</b>               |                  |                  |                 |               |                   |                   |                 |                |

\$2,122.11 to fix the camp ground gate is unbudgeted

**Bow Valley Regional Transit Services Commission**  
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|   | TOTAL              |                    |                    |                |                     |                     |                    |                 |
|---|--------------------|--------------------|--------------------|----------------|---------------------|---------------------|--------------------|-----------------|
|   | Oct - Dec 13       | Budget             | \$ Over Budget     | % of Budget    | Jan - Dec 13        | Budget              | \$ Over Budget     | % of Budget     |
| 1-5628 · Local - Bus wrap repair                  | 390.00             | 0.00               | 390.00             | 100.0%         | 840.00              | 0.00                | 840.00             | 100.0%          |
| 2-5628 · Regional - Bus wrap repair               | 0.00               | 0.00               | 0.00               | 0.0%           | 0.00                | 0.00                | 0.00               | 0.0%            |
| <b>Total 5628 · Bus wrap repair</b>               | <b>390.00</b>      | <b>0.00</b>        | <b>390.00</b>      | <b>100.0%</b>  | <b>840.00</b>       | <b>0.00</b>         | <b>840.00</b>      | <b>100.0%</b>   |
| 5600 · Professional/contractual fees              | 0.00               | 0.00               | 0.00               | 0.0%           | 0.00                | 0.00                | 0.00               | 0.0%            |
| <b>Total 5600 · Professional/contractual fees</b> | <b>28,912.03</b>   | <b>19,645.00</b>   | <b>9,267.03</b>    | <b>147.17%</b> | <b>124,008.25</b>   | <b>115,600.00</b>   | <b>8,408.25</b>    | <b>107.27%</b>  |
| <b>5700 · Advertising and Marketing</b>           |                    |                    |                    |                |                     |                     |                    |                 |
| 1-5700 · Banff Local                              |                    |                    |                    |                |                     |                     |                    |                 |
| 1-5710 · Banff Local Bulk Discount                | 27.82              | 0.00               | 27.82              | 100.0%         | 483.37              | 0.00                | 483.37             | 100.0%          |
| 1-5720 · Banff Local Promo Discount               | 0.00               | 0.00               | 0.00               | 0.0%           | 0.00                | 0.00                | 0.00               | 0.0%            |
| 1-5700 · Banff Local                              | 530.83             | 2,600.00           | -2,069.17          | 20.42%         | 18,410.43           | 15,500.00           | 2,910.43           | 118.78%         |
| <b>Total 1-5700 · Banff Local</b>                 | <b>558.65</b>      | <b>2,600.00</b>    | <b>-2,041.35</b>   | <b>21.49%</b>  | <b>18,893.80</b>    | <b>15,500.00</b>    | <b>3,393.80</b>    | <b>121.9%</b>   |
| 2-5700 · Canmore Regional                         |                    |                    |                    |                |                     |                     |                    |                 |
| 2-5710 · Regional Bulk Pass Discount              | 1,109.50           | 0.00               | 1,109.50           | 100.0%         | 2,314.13            | 0.00                | 2,314.13           | 100.0%          |
| 2-5720 · Regional Promo Discount                  | 0.00               | 0.00               | 0.00               | 0.0%           | 0.00                | 0.00                | 0.00               | 0.0%            |
| 2-5700 · Canmore Regional                         | 3,169.10           | 6,000.00           | -2,830.90          | 52.82%         | 16,946.89           | 21,000.00           | -4,053.11          | 80.7%           |
| <b>Total 2-5700 · Canmore Regional</b>            | <b>4,278.60</b>    | <b>6,000.00</b>    | <b>-1,721.40</b>   | <b>71.31%</b>  | <b>19,261.02</b>    | <b>21,000.00</b>    | <b>-1,738.98</b>   | <b>91.72%</b>   |
| <b>Total 5700 · Advertising and Marketing</b>     | <b>4,837.25</b>    | <b>8,600.00</b>    | <b>-3,762.75</b>   | <b>56.25%</b>  | <b>38,154.82</b>    | <b>36,500.00</b>    | <b>1,654.82</b>    | <b>104.53%</b>  |
| <b>5800 · Fuel</b>                                |                    |                    |                    |                |                     |                     |                    |                 |
| 1-5800 · Banff Local                              | 33,873.21          | 31,250.00          | 2,623.21           | 108.39%        | 120,429.29          | 125,000.00          | -4,570.71          | 96.34%          |
| 2-5800 · Canmore Regional                         | 23,749.26          | 12,500.00          | 11,249.26          | 189.99%        | 82,498.65           | 50,000.00           | 32,498.65          | 165.0%          |
| 3-5800 · Parks Regional                           | 0.00               | 0.00               | 0.00               | 0.0%           | 2,926.84            | 0.00                | 2,926.84           | 100.0%          |
| <b>Total 5800 · Fuel</b>                          | <b>57,622.47</b>   | <b>43,750.00</b>   | <b>13,872.47</b>   | <b>131.71%</b> | <b>205,854.78</b>   | <b>175,000.00</b>   | <b>30,854.78</b>   | <b>117.63%</b>  |
| <b>5900 · Amortization Expense</b>                |                    |                    |                    |                |                     |                     |                    |                 |
| 1-5900 · Banff Local                              |                    |                    |                    |                |                     |                     |                    |                 |
| 1-5910 · Banff Buses                              | 12,511.00          |                    |                    |                | 12,511.00           |                     |                    |                 |
| 1-5900 · Banff Local                              | 1,664.00           |                    |                    |                | 1,664.00            |                     |                    |                 |
| <b>Total 1-5900 · Banff Local</b>                 | <b>14,175.00</b>   |                    |                    |                | <b>14,175.00</b>    |                     |                    |                 |
| 2-5900 · Canmore Regional                         |                    |                    |                    |                |                     |                     |                    |                 |
| 2-5910 · Regional Buses                           | 94,186.00          |                    |                    |                | 94,186.00           |                     |                    |                 |
| 2-5900 · Canmore Regional                         | 5,803.00           |                    |                    |                | 5,803.00            |                     |                    |                 |
| <b>Total 2-5900 · Canmore Regional</b>            | <b>99,989.00</b>   |                    |                    |                | <b>99,989.00</b>    |                     |                    |                 |
| 4-5900 · General                                  | 12,956.00          |                    |                    |                | 12,956.00           |                     |                    |                 |
| <b>Total 5900 · Amortization Expense</b>          | <b>127,120.00</b>  |                    |                    |                | <b>127,120.00</b>   |                     |                    |                 |
| <b>Total Expense</b>                              | <b>626,967.44</b>  | <b>435,475.00</b>  | <b>191,492.44</b>  | <b>143.97%</b> | <b>2,056,309.47</b> | <b>1,800,500.00</b> | <b>255,809.47</b>  | <b>114.21%</b>  |
| <b>Net Ordinary Income</b>                        | <b>-312,769.26</b> | <b>-202,975.00</b> | <b>-109,794.26</b> | <b>154.09%</b> | <b>-103,097.09</b>  | <b>32,500.00</b>    | <b>-135,597.09</b> | <b>-317.22%</b> |
| <b>Other Income/Expense</b>                       |                    |                    |                    |                |                     |                     |                    |                 |
| Other Income                                      |                    |                    |                    |                |                     |                     |                    |                 |
| 7100 · Interest Income                            | 461.61             |                    |                    |                | 461.61              |                     |                    |                 |

extended schedule initially under estimated

**Bow Valley Regional Transit Services Commission**  
**Profit & Loss Budget vs. Actual**  
 January through December 2013

|   |                   |        |                |             | TOTAL             |           |                |             |
|---|-------------------|--------|----------------|-------------|-------------------|-----------|----------------|-------------|
|   | Oct - Dec 13      | Budget | \$ Over Budget | % of Budget | Jan - Dec 13      | Budget    | \$ Over Budget | % of Budget |
| <b>7500 - Capital Purchase contribution</b>       | 163,026.48        |        |                |             | 163,026.48        |           |                |             |
| <b>7501 - Government Grants</b>                   | 0.00              |        |                |             | 7,006.03          |           |                |             |
| <b>Total 7500 - Capital Purchase contribution</b> | <u>163,026.48</u> |        |                |             | <u>170,032.51</u> |           |                |             |
| <b>Total Other Income</b>                         | 163,488.09        |        |                |             | 170,494.12        |           |                |             |
| <b>Excess of Revenue over expenses</b>            | -149,281.17       |        |                |             | 67,397.03         | 32,500.00 | 34,897.03      | 207.38%     |

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

Report 2014-7 (May 2014)

**RE: Emergency Communication**

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### **SUMMARY/ISSUE:**

At present, BVRTSC does not have an emergency protocol policy in place. This resulted in improper communications and inadequate information sharing during the June 2013 flood events in the Bow Valley. It is expected that an Emergency Protocol that outlines, amongst other things, communication in times of emergency will be developed by September of 2014. In the interim, a basic communication guidelines for times of emergency are needed.

### **PRIOR MOTIONS OF THE BOARD:**

**BVRTSC13-36** Moved by Sean Krausert to request the administration to create an Emergency Services Protocol document and bring back for Board approval before the end of 2013.

*(The timing of the return of this item was subsequently moved to May 2014 by **BVRTSC14-9**)*

**BVRTSC14-35** Moved by Sean Krausert to reprioritize identified tasks as presented so that administration may have the capacity to produce the required information for the proposed Parks Canada project.

*(One of the reprioritized tasks identified in **Report 2014-6** was the Emergency Protocol and the recommended timing was to September 2014.)*

### **DISCUSSION:**

During the June 2013 flood event in the Bow Valley, Roam Transit was used to provide transportation between Banff and Canmore while the Trans-Canada Highway was closed. After the fact, the BVRTSC Board was unanimously supportive of using BVRTSC assets in this manner, but the method by which it came about and the lack of proper communication from a couple of the partner municipalities to the GM/CAO or Chair was strongly criticized. This event led to a Board motion to create an Emergency Protocol for BVRTSC, which would then also be communicated to the partner municipalities. With recent developments, and subsequent motions of the Board, the Emergency Protocol has been delayed until September 2014. In the interim, this leaves no Board approved direction with respect to communication in the event of an emergency.

The recommended approach is to pass a Motion of the Board that will be in place until such time as an Emergency Protocol is approved. The Motion would set out basic guidelines describing expected communication and responsibilities of the GM/CAO and Chair in the event of incidents or emergencies. Such will ensure that the Board is informed concurrently or ahead of the general public, and that the GM/CAO or his designate is empowered to use his discretion in times of emergency. The Motion as described below aligns well with the emergency spending powers given to the GM/CAO pursuant to Financial Policy F-1.

*Motion to be considered by the Commission:*

**That until such time as an Emergency Protocol approved by the Commission is in place, the following communication guidelines will be in effect:**

**(i) in the event of an incident occurs involving BVRTSC assets, employees or interests such as motor vehicle accidents; injuries to passengers, drivers or the general public; or disruption of service for any reason then the GM/CAO or his designate will notify the Chair immediately, who will in turn notify the Board; and**

**(ii) in the event where an external request is received by BVRTSC to provide emergency assistance (e.g. the 2013 flood event), the GM/CAO or, in the absence of the GM/CAO, his designate has the authority to respond to the request at his discretion provided that the Chair is notified immediately, who will in turn notify the Board.**

*END OF REPORT*