

Bow Valley Regional Transit Services Commission

Strategic and Business Plan 2017 to 2020



Roam
2016 December

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Introduction

The Bow Valley Regional Transit Services Commission (BVRTSC) is composed of three voting members (Town of Banff, Town of Canmore and Improvement District #9). It was formed with the objective of providing or coordinating local and regional transit services within the regional service area. The Commission is supported by administration staff from the towns of Banff and Canmore. As well, Parks Canada actively participates in commission meetings.

The voting members and Parks Canada recognize the importance of public transit in reducing greenhouse gas emissions, reducing traffic congestion and providing transportation options for the Bow Valley's diverse residents and visitors.

This plan is intended to provide guidance on the continuing development, growth and operation of the Bow Valley Regional Transit Service Commission and Roam Transit for the years 2017 to 2020 inclusive.

The plan details the Strategic Direction from each active partner, the Mission Statement of the BVRTSC, and the Elements of a Transit System. Under each element, the plan describes the intended outcome for 2020 and shows the tasks needed to achieve that outcome.

Strategic Direction

Members of the Bow Valley Regional Transit Services Commission (Banff, Canmore and ID#9) and Parks Canada have embraced broad Triple Bottom Line objectives – social, economic and environmental - that support the long term sustainability of the region. Each party has articulated Strategic Direction that has guided the preparation of this plan.

2.1 Strategic Direction from Banff

The **Banff Community Plan** has identified specific transportation goals and objectives:

Goals

- Provide a transportation system that encourages and complements pedestrian movement and cycling.
- Provide a transportation system that enhances the resident and visitor experience.
- Encourage the integration of local and regional transportation of people and goods.
- Provide a transportation system that is economically and environmentally sustainable.

Objectives

- Make transit services more convenient and comfortable.
- Reduce and manage traffic volume and parking needs downtown.
- Pursue a regional transportation plan that introduces public transit links between Canmore, Banff, Lake Louise, the surrounding ski areas and popular national park destinations or trailheads.

The Town of Banff's **Transportation Master Plan** emphasizes public transit as a key approach to improving Banff's overall transportation situation. It recommends consideration of bus stop visual profile, bus livery, routing and frequency. It includes the provision of an intercept ("Park 'n Ride") parking facility or facilities as a long-term recommendation.

Banff Council's **Four-Year Strategic Priorities** (2015 - 2018 inclusive) include the following intended outcomes by 2018:

- Increase Roam ridership on Banff local routes by 15% over 2014 levels, and double the summer ridership on the Sulphur Mountain route.
- Increase Roam ridership on the Banff-Canmore route by 30% over 2014 levels
- Double to 10% the percentage of Canmore commuters using Roam (as reported in Canmore census)

2.2 Strategic Direction from Canmore

Canmore's approved **2016 Budget and Business Plan** identifies the implementation of local transit as a Council priority, and provides direction to:

- Implement street improvements with enhanced facilities for transit and people who bike and walk.
- Work with BVRTSC to implement local Canmore transit and to expand Banff-Canmore transit service.
- Incorporate BVRTSC program implementation plan into the Town's 5-year Capital Plan, including bus purchases, bus stops and amenities, and development of a bus barn and maintenance shop at the former waste transfer/recycling facility.

Canmore's **Integrated Transportation Plan**, approved by Council in January, 2015, sets a goal of reaching a 30% sustainable work trip mode share by 2020. It identifies cycling, walking and transit as critical components of the transportation system within a community.

- The Plan identifies the provision of local transit service (integrated with the Banff-Canmore service) starting in 2016, and emphasizes the importance of developing ridership, not just providing service coverage. It states "The social, environmental and financial benefits of a transit service will be greater with higher community transit ridership than simply community coverage. It is also important that the selected transit service meets the broad needs of the community for both residents and visitors, and is within the financial capability of the community."
- It provides for the guiding principle of accessibility: "A local transit service will provide a reliable, convenient and efficient transit service to the largest proportion of the population possible."
- It expresses the intention to develop Canmore's downtown transit hub into a mobility hub that serves place-making, way-finding and sustainable transportation objectives.

In 2016, Canmore updated its' **Municipal Development Plan**, which contains the following provisions:

- Operation of regional and local public transit systems that serve visitors and residents will be supported by the Town.
- Facilities to accommodate expansion of the public transit system should be considered in new development proposals.
- Promoting walking, cycling, and transit use through education, incentives, and high quality infrastructure and services.

2.3 Strategic Direction from I.D. #9

In ID #9's **2016 Budget**, Council set aside funds to provide for the necessary capital assets required to implement new transit service lines to ID9.

In their **April 25, 2016 letter to BVRTSC**, the ID Council expressed their strong commitment to expanding transit service to include the ID, and formally requested that the Commission explore expanding service to Lake Louise, thus tying together the communities of Banff, Canmore and Lake Louise.

2.4 Strategic Direction from Parks Canada

On behalf of the people of Canada, Parks Canada protects and presents nationally significant examples of Canada's natural and cultural heritage and fosters public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.

The **Banff National Park Management Plan** (2010) provides direction on the management of Banff National Park. As it relates to public transit, the management plan contains the following direction:

- Section 5.5.1.2: Support, to the greatest extent feasible, the work of municipalities and regional partners as they develop a regional transit system for the Bow Valley. Priority for Parks Canada is to reduce traffic congestion and parking requirements outside the park communities and to enhance access to trailheads, campgrounds, parkways and day-use areas
- Section 6.2.2.3: Assist in making the town [of Banff] a hub for a regional mass transit system that serves both park visitors and residents and enhances options for visitor experience
- Section 6.2.3.3: Explore options for helping expand a municipally led regional mass transit system to parkways and day-use areas outside the communities;
- Explore options for helping expand a municipally led regional mass transit system to parkways and day-use areas outside the communities;
- Section 6.5.1: Intended future condition: The Bow Valley Parkway is popular for cycling and part of a long-distance route connecting Canmore to Jasper through the heart of the Rockies. Bicycling and public transit have become popular transportation options, increasingly preferred by visitors over private vehicles. Many and varied opportunities entice people to stop and learn.

- 6.7.1 Intended Future Condition: Vehicle congestion is addressed with the introduction of a transit system, giving visitors, whether based in Banff or Lake Louise, easy access to views from the edge of the wilderness
- Section 6.7.2.3: Establish the community of Lake Louise as a hub for any regional transit system;
- Annex 4: Pursue transit systems for the Lake Louise area, including regional winter and ski area transportation in consultation with the community, affected stakeholders and the motor coach industry.
- Annex 4: Consider a variety of transportation approaches for the Lake Louise area including parking lot management, alternative parking for oversize vehicles, intercept parking and an aerial and/or ground-access system for most day users; focus primary efforts on improvements for July and August.

Mission Statement

“Operate, enhance and grow our regional transit system through innovative transportation solutions, to ensure that residents and visitors are able to live, work and play in the Bow Valley without the use of a private vehicle.”

Elements

The responsibilities and tasks within the Strategic and Business Plan are organized by the elements of a transit system. Timelines for all the tasks are listed in Appendix B. Elements include:

- Governance
- Legal Authority and Policy
- Human Resources
- Transit Service
- Infrastructure

- Fleet
- Technology
- Marketing and Communication Services
- Fare System
- Financial System
- Performance Monitoring

4.1 Governance

The **Governance** section defines the role of the Commission and establishes the authority to make decisions and policy, which includes the authority to:

- Establish and update an Operating Bylaw
- Employ, oversee and support an Administration Lead
- Create and approve a Strategic and Business Plan
- Approve Operating Budget
- Approve Capital Budget
- Annually assess the state of the Business Plan, Operating Budget and Capital Budget.
- Conduct an annual Commission self-assessment
- Work with the member municipalities to ensure effective and efficient transit service

2020 Outcome:

In 2020, we have a structure that gives appropriate voice to the partners and provides appropriate direction to Administration.

Tasks:

- GOV 1: Create and approve a 4-year Strategic and Business Plan, and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election. Convene the next major strategic planning session in the spring of 2020, targeting completion by fall.
- GOV 2: Review and approve annual operating and capital budgets, structured as 3-year rolling budgets.

- GOV 3: Annually establish Administration Lead's goals and conduct his/her annual performance evaluation.
- GOV 4: Review wording and content of Operating Bylaw, twice in the term of the plan.
- GOV 5: Conduct annual Commission board self-assessment, reviewing Board effectiveness and planning for improvement.
- GOV 6: Create board orientation process.
- GOV 7: Document quarterly review and annual reconciliation of financial results.

4.2 Legal Authority and Policies

The **Legal Authority and Policy** section establishes the BVRTSC's operating authority for fare collection, bus stops, passenger behavior, etc. as well as rule infraction penalties. The development of an Administration Policy and Procedure Manual is also required to guide the administration and operations of the transit service provided by the BVRTSC.

2020 Outcome:

In 2020, our legal authority and policies are documented and are appropriate to allow delivery on our mandate.

Tasks:

- LAP 1: Investigate Transit Bylaw approval and enforcement responsibilities among the municipalities, Parks Canada and the Commission. If necessary, develop a Transit Bylaw to assign authority and penalties for fare collection, bus stops, passenger behavior enforcement, etc.
- LAP 2: Develop a Transit Policy and Procedures Manual.
- LAP 3: Investigate the limitations of the documents that establish the Commission. If the Commission wishes to expand to include other forms of sustainable transportation, is that permissible? If not, what is the change process?

4.3 Human Resources

The work of the BVRTSC is accomplished through people. As the transit service continues to develop, the **Human Resources** required to grow, enhance and operate BVRTSC will change.

2020 Outcome:

In 2020, we have the appropriate number of trained and skilled staff in place to deliver on our goals. Our staff demonstrate their job satisfaction through low turnover rates and exemplary customer service.

Tasks:

- HR 1: Continue to develop and update Organization Chart, showing how staffing levels would change with growth.
- HR 2: Develop HR plans, structures and policies to allow for growth.
- HR 3: Create and maintain a succession plan for key administrative positions.
- HR 4: Ensure staff retention and morale by developing and implementing policies on wages & benefits, staff recognition/appreciation and staff events, communication, documented annual performance reviews.
- HR 5: Develop a professional development/training plan, possibly to include Banff Ambassador program.
- HR 6: Consider a volunteer transit host program, similar to the ski host program, with free transit passes for volunteers.
- HR 7: Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.
- HR 8: Plan for potential staff housing requirement due to growth.

4.4 Transit Service

Transit services follow a lifecycle pattern of feasibility study, route and service implementation and operation, ridership and performance monitoring, and ongoing service adjustments. For proposed new routes, a feasibility study examines the community geography, visitor usage and visitation patterns, urban form, road pattern, population and employment distribution to develop the most effective route structure, span of service, service frequency, capital and operating costs, and potential ridership and revenue.

2020 Outcome:

In 2020, popular Bow Valley destinations are fully connected, year-round, by public transit. The transit service includes Banff, Canmore and Lake Louise local routes, Banff-Canmore and Banff-Lake Louise regional routes, and service to Lake Minnewanka loop and the Bow Valley Parkway. Target 30% of vehicle trips in Banff to be taken on public transit (as measured on the bridge). 30% of work trips in Canmore use sustainable modes of transportation.

Tasks:

- TS 1: Service review - lay out schedule, plan and budget for regular minor and major service reviews of each route.
- TS 2: Prepare and negotiate annual contracts for Parks Cave & Basin service.
- TS 3: Implement transit service to Moraine Lake and Upper Lake Louise from Lake Louise village.
- TS 4: Implement Canmore local service.
- TS 5: Implement Banff – Lake Louise regional service.
- TS 6: Implement service from Banff to Lake Minnewanka.
- TS 7: Work with ski area partners to deliver integrated service to ski hills.
- TS 8: Undertake feasibility study for summer/winter service to campgrounds and trailheads.
- TS 9: Undertake feasibility study for connection to Calgary Transit.
- TS 10: Draft for commission approval and recommendation to the partners a policy to allow the Administrative Lead to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s).
- TS 11: Undertake feasibility studies for new municipal partners as/when those partners commit to contribution.
- TS 12: Explore provision of on-call service for severely handicapped.
- TS 13: Investigate possible options for expansion of bike carrying program.
- TS 14: Feasibility study, Banff Centre route.
- TS 15: Innovation: investigate our relationship with alternative modes (car share, bike share)

4.5 Infrastructure

Transit systems require fixed **infrastructure** to facilitate the safe and effective movement of people and vehicles, and cleaning, fueling and maintenance facilities to ensure the fleet is available over the effective asset life. These include:

- Bus stops
- Passenger shelters
- Bike racks – on vehicle, trailer, at bus stops
- Signage
- Bus loops
- Transit Exchanges / Transfer Stations – Banff, Canmore, Lake Louise
- Park & Ride lots
- Fueling, Cleaning and Light Maintenance
- Storage, Cleaning and Maintenance Facilities
- Customer Service Centre with adequate capacity for a board room and functional staff spaces

At present (see Task INF 3), partners provide capital funding to the Commission, and the Commission also applies for appropriate grants and funding from other sources. When additional transit infrastructure is needed, the Commission allocates capital funds to the municipality in which the project is being built, and that municipality manages the project and follows its own development standards and bylaws in delivering the project. All completed infrastructure is owned and maintained by the partner municipality within which the infrastructure is located. The Commission replaces bus stop signage as required.

2020 Outcome:

In 2020, we have sufficient and appropriate infrastructure in place to support operations and the growth contemplated in this plan.

Tasks:

- INF 1: Develop a concept plan and budget for a downtown Banff Transit Exchange.
- INF 2: Develop a concept plan and budget for a Lake Louise Transit Exchange.
- INF 3: Define Infrastructure Responsibility - Review and formalize a policy on the distribution of infrastructure design, construction and maintenance responsibilities between Commission and Municipalities.
- INF 4: Develop Bus Facility Plan for the Region - Develop a 5-year bus fueling, storage, cleaning and maintenance facility plan.

- INF 5: Collaborate with Commission partners to develop Passenger Facility and Signage Standards - Develop a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users.

4.6 Fleet

Ensuring an appropriate **fleet** of buses is acquired, maintained and available for service is fundamental to the success of the BVRTSC transit service.

2020 Outcome:

In 2020, we have sufficient and appropriate well-maintained buses and spares to meet service requirements.

Tasks:

- FL 1: Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.
- FL 2: Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and handicapped accessibility.
- FL 3: Convert, as required, buses to bilingual.

4.7 Technology

The use of appropriate **technology** can improve the safety and functionality of transit systems. Electronic fare collection, Smart Card fare systems, automatic vehicle location (AVL/Next Bus) and on board operator/vehicle safety (Drive Cam) systems are examples of common technologies currently used to improve transit system operations.

2020 Outcome:

In 2020, we use up-to-date technology to make our customer experience convenient and hassle-free, and to make our performance tracking accurate and efficient.

Tasks:

- TEC 1: Expand smart card system and allow for mobile ticketing and online card purchase/renewal.
- TEC 2: Add more Next Bus displays.
- TEC 3: Evaluate on-board wifi.
- TEC 4: Investigate Roam app.
- TEC 5: Investigate technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc.
- TEC 6: Explore ticketless boarding.
- TEC 7: Ensure latest technology is available/used for tracking key performance indicators.
- TEC 8: Investigate GyPSy system or similar on buses.

4.8 Marketing and Communication Services

How a transit system **markets** services and **communicates** with the public is fundamentally important to developing ridership and maintaining good community relations. Efforts in this regard should include:

- Customer Information – print, website, telephone, etc.
- Stakeholder / Public Consultation
- Marketing Plan
- Advertising / Promotion
- Branding and brand management

2020 Outcome:

In 2020, we ensure that users, non-users, partners and senior levels of government know about Bow Valley Regional Transit Services Commission and Roam.

Tasks:

- MCS 1: Update our online presence - use all new means to keep current.
- MCS 2: Make a formal presentation annually to each partner council.
- MCS 3: Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.

- MCS 4: Develop Marketing Plan to increase levels of awareness among visitors, and increase ridership and mode share. Define how we will position, advertise and promote our services in the local, regional and national/international markets.
- MCS 5: Implementation of Marketing Plan.
- MCS 6: Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions.
- MCS 7: Evaluate and review Roam brand standard for currency and effectiveness.
- MCS 8: Develop more robust route schedule information system to improve beyond the current pdf presentation.

4.9 Fare System

Transit authorities are normally required to establish a **fare system** that generates revenue equivalent to a set percentage of operating costs through charging for services. The fare system is composed of:

- Fare Medium – Cash, bills, tickets, passes, Smartcards, etc.
- Fare structure and revenue recovery policies.
- Fare Pricing Policy – Regular fares, Concession fares (child, senior, low income, etc.)
- Revenue Collection / Management

2020 Outcome:

In 2020, we are actively exploring options for delivering free transit wherever possible.

Tasks:

- FS 1: Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Start with the exploration of zoned fares.
- FS 2: Review fares annually, checking against Commission's and partners' relative valuing of ridership vs. revenue and cost reduction vs. frequency.
- FS 3: Explore and advocate for free-to-user public transit.

4.10 Financial System

Fundamental to the ongoing success of any business is the establishment of a **financial system** with sound policies and processes. The BVRTSC Operating Bylaw establishes the fundamental aspects of the ROAM Transit financial system. Essential elements include;

- Operating Bylaw, Clause 11 (Financial)
- Operating Budget – Annual and Three Year Rolling Financial Plan
 - Expenditures by Major Categories
 - Annual direct operating costs for each service
 - Marketing costs
 - Revenue from Fares, Advertising, Municipal Contributions, Private (Hotel Partners) Contributions
- Capital Budget – 10 Year Plan
 - Acquisition of Capital Assets (Fleet, Infrastructure, Technology) identified by year
 - Contributions from Private, Municipal, Provincial and Federal sources.
 - Capital Reserve Fund
- Cost and Revenue Sharing Principles / Cost Allocation Methodology -- Operating Bylaw Schedule A
- Audit Process – Operating Bylaw Clause 5.6

2020 Outcome:

In 2020, all contributors feel fairly treated by an equitable contribution system that is transparent to all. BVRTSC is appropriately supported by contributing partners and federal and provincial governments in a manner that allows smart, sustainable growth within our capacity.

Tasks:

- FIN 1: Review Funding Methodology/Formula -- take into account congestion reduction and movement benefits.
- FIN 2: Annual Financial Audit
- FIN 3: Annual Capital Grant Review – investigate access to capital grants from higher orders of government.
- FIN 4: Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary.
- FIN 5: Excess Operating Revenue Policy - investigate policy and update if necessary.
- FIN 6: Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.

4.11 Performance Monitoring

The ongoing **performance monitoring** of customer satisfaction and operational performance is important to ensuring the service is both effective and efficient.

2020 Outcome:

In 2020, we are able to assure contributing partners of the efficiency and effectiveness of the transit service. Our tracking of key performance indicators allows us to quickly identify and take action on areas for improvement.

Tasks:

- PM 1: By October 2016, identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.
- PM 2: Track all performance indicators.
- PM 3: Annually review performance indicators, targets and priority levels to ensure that they are still appropriate.
- PM 4: Calculate environmental benefit based on ridership and fuel consumption per service hour.
- PM 5: Quarterly report individual Route Performance to the Commission.
- PM 6: Annually report and present on Roam Transit system performance to each member Council. This annual report will highlight overall performance plus performance on the strategic directions identified by the individual partners.
- PM 7: Report as required by grantors on government grant funding received.
- PM 8: Compare our performance to the CUTA stats for other tourism destinations, for the information of the Commission board members and the contributing partner councils.

Timeline

Governance

Task #	Task description	2017	2018	2019	2020
GOV 1	Create and approve a 4-year Strategic and Business Plan, and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election.				
GOV 2	Review and approve annual operating and capital budgets, structured as 3-year rolling budgets.				
GOV 3	Annually establish Administration Lead's goals and conduct his/her annual performance evaluation.				
GOV 4	Review wording and content of Operating Bylaw, twice in the term of the plan.				
GOV 5	Conduct annual Commission board self-assessment, reviewing Board effectiveness and planning for improvement.				
GOV 6	Create board orientation process.				
GOV 7	Document quarterly review and annual reconciliation of financial results (actuals vs. budget).				

Legal Authority and Policy

Task #	Task description	2017	2018	2019	2020
LAP 1	Investigate Transit Bylaw approval and enforcement responsibilities among the municipalities, Parks Canada and the Commission. If necessary, develop a Transit Bylaw to assign authority and penalties for fare collection, bus stops, passenger behavior enforcement, etc.				
LAP 2	Develop a Transit Policy and Procedures Manual.				
LAP 3	Investigate the limitations of the documents that establish the Commission. If the Commission wishes to expand to include other forms of sustainable transportation, is				

	that permissible? If not, what is the change process?				
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Human Resources

Task #	Task description	2017	2018	2019	2020
HR 1	Continue to develop and update Organization Chart, showing how staffing levels would change with growth.				
HR 2	Develop HR plans, structures and policies to allow for growth.				
HR 3	Create and maintain a succession plan for key administrative positions.				
HR 4	Ensure staff retention and morale by developing and implementing policies on wages & benefits, staff recognition/appreciation and staff events, communication, documented annual performance reviews.				
HR 5	Develop a professional development/training plan, possibly to include Banff Ambassador program.				
HR 6	Consider a volunteer transit host program, similar to the ski host program, with free transit passes for volunteers.				
HR 7	Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.				
HR 8	Plan for housing for staff				

Transit Service

Task #	Task description	2017	2018	2019	2020
TS 1	Service review - lay out schedule, plan and budget for regular minor and major service reviews of each route.				
TS 2	Prepare and negotiate annual contracts for Parks Cave & Basin service.				
TS 3	Implement transit service to Moraine Lake and Upper Lake Louise from Lake Louise village.				
TS 4	Grow newly implemented Canmore local service				
TS 5	Implement Banff – Lake Louise regional service.				
TS 6	Implement service from Banff to Lake Minnewanka.				

TS 7	Work with ski area partners to deliver integrated service to ski hills.				
TS 8	Undertake feasibility study for summer/winter service to campgrounds and trailheads.				
TS 9	Undertake feasibility study for connection to Calgary Transit				
TS 10	Draft for commission approval and recommendation to the partners a policy to allow the Administrative Lead to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s).				
TS 11	Undertake feasibility studies for new municipal partners as/when those partners commit to contribution.				
TS 12	Explore provision of on-call "handi-bus" service for severely handicapped.				
TS 13	Investigate accommodation of additional bicycle demand throughout the transit system				
TS 14	Feasibility study, Banff Centre route				
TS 15	Innovation: investigate our relationship with alternative modes (car share, bike share)				

Infrastructure

Task #	Task description	2017	2018	2019	2020
INF 1	Develop a concept plan and budget for a downtown Banff Transit Exchange.				
INF 2	Develop a concept plan and budget for a Lake Louise Transit Exchange.				
INF 3	Define Infrastructure Responsibility - Review and formalize a policy on the distribution of infrastructure design, construction and maintenance responsibilities between Commission and Municipalities.				
INF 4	Develop Bus Facility Plan for the Region - Develop a 5-year bus fueling, storage, cleaning and maintenance facility plan.				
INF 5	Develop Passenger Facility and Signage Standards - Develop a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users. Signage standards need to take into account the bilingual requirements for stops located within the park but outside the municipalities.				

Fleet

Task #	Task description	2017	2018	2019	2020
FL 1	Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.				
FL 2	Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and handicapped accessibility				
FL 3	Convert, as required, buses to bilingual				

Technology

Task #	Task description	2017	2018	2019	2020
TEC 1	Expand smart card system and allow for mobile ticketing and online card purchase/renewal.				
TEC 2	Add more NextBus displays throughout system				
TEC 3	Investigate on-board Wi-Fi.				
TEC 4	Develop Roam app.				
TEC 5	Investigate technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc.				
TEC 6	Explore ticketless boarding.				
TEC 7	Ensure latest technology is available/used for tracking key performance indicators.				
TEC 8	Investigate GyPSy system or similar on buses.				

Marketing and Communications Services

Task #	Task description	2017	2018	2019	2020
MCS 1	Update our online presence - use all new means to keep current.				
MCS 2	Make a formal presentation annually to each partner council.				
MCS 3	Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.				
MCS 4	Develop Marketing Plan to increase levels of awareness among visitors, and increase ridership and mode share. Define how we will position, advertise and promote our services in the local, regional and national/international markets.				
MCS 5	Implementation of Marketing Plan.				
MCS 6	Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions				
MCS 7	Evaluate and review Roam brand standard for currency and effectiveness.				
MCS 8	Develop more robust route schedule information system to improve beyond the current pdf presentation.				

Fare System

Task #	Task description	2017	2018	2019	2020
FS 1	Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Explore zoned fares.				
FS 2	Review fares annually, checking against Commission's and partners' relative valuing of ridership vs. revenue and cost reduction vs. frequency.				
FS 3	Explore and advocate for free-to-user public transit.				

Financial

Task #	Task description	2017	2018	2019	2020
FIN 1	Review Funding Methodology/Formula -- take into account congestion reduction and movement benefits.				
FIN 2	Annual Financial Audit.				
FIN 3	Annual Capital Grant Review – investigate access to capital grants from higher orders of government.				
FIN 4	Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary.				
FIN 5	Excess Operating Revenue Policy - investigate policy and update if necessary.				
FIN 6	Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.				

Performance Monitoring

Task #	Task description	2017	2018	2019	2020
PM 1	Prior to the end of 2016, identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.				
PM 2	Track all performance indicators.				
PM 3	Annually review performance indicators, targets and priority levels to ensure that they are still appropriate.				
PM 4	Calculate environmental benefit based on ridership and fuel consumption per service hour.				
PM 5	Quarterly, report individual Route Performance to the Commission.				
PM 6	Annually report and present on Roam Transit system performance to each member Council. This annual report will highlight overall performance plus performance on the strategic directions identified by the individual partners.				

PM 7	Report as required by grantors on government grant funding received.				
PM 8	Compare our performance to the CUTA stats for other tourism destinations, for the information of the Commission board members and the contributing partner councils.				

Tasks by Year

Annual

- GOV 1: Create and approve a 4-year Strategic and Business Plan, and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election. Convene the next major strategic planning session in the spring of 2020, targeting completion by fall.
- GOV 2: Review and approve annual operating and capital budgets, structured as 3-year rolling budgets.
- GOV 3: Annually establish Administration Lead's goals and conduct his/her annual performance evaluation.
- GOV 5: Conduct annual Commission board self-assessment, reviewing Board effectiveness and planning for improvement.
- GOV 7: Document quarterly review and annual reconciliation of financial results.
- TS 2: Prepare and negotiate annual contracts for Parks Canada Cave & Basin service.
- TS 8: Undertake feasibility study for summer/winter service to campgrounds and trailheads.
- TS 11: Undertake feasibility studies for new municipal partners as/when those partners commit to contribution.
- FL 2: Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and handicapped accessibility.
- TEC 7: Ensure latest technology is available/used for tracking key performance indicators.
- MCS 1: Update our online presence - use all new means to keep current.
- MCS 2: Make a formal presentation annually to each partner council.
- MCS 3: Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.
- FS 2: Review fares annually, checking against Commission's and partners' relative valuing of ridership vs. revenue and cost reduction vs. frequency.
- FIN 2: Annual Financial Audit
- FIN 3: Annual Capital Grant Review – investigate access to capital grants from higher orders of government.

- PM 2: Track all performance indicators.
- PM 3: Annually review performance indicators, targets and priority levels to ensure that they are still appropriate.
- PM 4: Calculate environmental benefit based on ridership and fuel consumption per service hour.
- PM 5: Quarterly report individual Route Performance to the Commission.
- PM 6: Annually report and present on Roam Transit system performance to each member Council. This annual report will highlight overall performance plus performance on the strategic directions identified by the individual partners.
- PM 7: Report as required by grantors on government grant funding received.
- PM 8: Compare our performance to the CUTA stats for other tourism destinations, for the information of the Commission board members and the contributing partner councils.

Year 1 - 2017

- HR 4: Ensure staff retention and morale by developing and implementing policies on wages & benefits, staff recognition/appreciation and staff events, communication, documented annual performance reviews.
- HR 5: Develop a professional development/training plan, possibly to include Banff Ambassador program.
- HR 8: Plan for potential staff housing requirement due to growth.
- TS 4: Grow newly implemented Canmore Local Service.
- TS 6: Implement service from Banff to Lake Minnewanka.
- TS 10: Draft for commission approval and recommendation to the partners a policy to allow the Administrative Lead to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s).
- TS 13: Investigate possible options for expansion of bike carrying program.
- TS 14: Feasibility study, Banff Centre route.
- INF 4: Develop Bus Facility Plan for the Region - Develop a 5-year bus fueling, storage, cleaning and maintenance facility plan.
- INF 5: Collaborate with Commission partners to develop Passenger Facility and Signage Standards - Develop a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users.
- FL 1: Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.
- TEC 2: Add more Next Bus displays.
- TEC 3: Evaluate on-board Wi-Fi.

- MCS 4: Develop Marketing Plan to increase levels of awareness among visitors, and increase ridership and mode share. Define how we will position, advertise and promote our services in the local, regional and national/international markets.
- FS 1: Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Start with the exploration of zoned fares.
- FIN 1: Review Funding Methodology/Formula -- take into account congestion reduction and movement benefits.
- FIN 4: Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary.
- FIN 5: Excess Operating Revenue Policy - investigate policy and update if necessary.
- FIN 6: Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.
- PM 1: Prior to the end of 2016, identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.
- ANNUAL: plus all annual items

Year 2 – 2018

- GOV 4: Review wording and content of Operating Bylaw, twice in the term of the plan.
- GOV 6: Create board orientation process.
- LAP 3: Investigate the limitations of the documents that establish the Commission. If the Commission wishes to expand to include other forms of sustainable transportation, is that permissible? If not, what is the change process?
- HR 1: Continue to develop and update Organization Chart, showing how staffing levels would change with growth.
- HR 2: Develop HR plans, structures and policies to allow for growth.
- HR 3: Create and maintain a succession plan for key administrative positions.
- HR 7: Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.
- TS 1: Service review - lay out schedule, plan and budget for regular minor and major service reviews of each route.
- TS 3: Implement transit service to Moraine Lake and Upper Lake Louise from Lake Louise village.
- TS 5: Implement Banff – Lake Louise regional service.
- TS 13: Investigate possible options for expansion of bike carrying program.
- INF 1: Develop a concept plan and budget for a downtown Banff Transit Exchange.
- INF 3: Define Infrastructure Responsibility - Review and formalize a policy on the distribution of infrastructure design,

construction and maintenance responsibilities between Commission and Municipalities.

- FL 1: Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.
- FL 3: Convert, as required, buses to bilingual.
- TEC 4: Investigate Roam app.
- TEC 5: Investigate technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc.
- TEC 8: Investigate GyPSy system or similar on buses.
- MCS 5: Implementation of Marketing Plan.
- MCS 6: Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions.
- MCS 7: Evaluate and review Roam brand standard for currency and effectiveness.
- MCS 8: Develop more robust route schedule information system to improve beyond the current pdf presentation.
- FS 1: Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Start with the exploration of zoned fares.
- ANNUAL: plus all annual items

Year 3 - 2019

- LAP 2: Develop a Transit Policy and Procedures Manual.
- HR 6: Consider a volunteer transit host program, similar to the ski host program, with free transit passes for volunteers.
- TS 7: Work with ski area partners to deliver integrated service to ski hills.
- TS 15: Innovation: investigate our relationship with alternative modes (car share, bike share)
- INF 2: Develop a concept plan and budget for a Lake Louise Transit Exchange.
- TEC 1: Expand smart card system and allow for mobile ticketing and online card purchase/renewal.
- TEC 6: Explore ticketless boarding.
- FS 3: Explore and advocate for free-to-user public transit.
- ANNUAL: plus all annual items

Year 4 - 2020

- GOV 1: Create and approve a 4-year Strategic and Business Plan, and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election. Convene the next major strategic planning session in the spring of 2020, targeting completion by fall.
- GOV 4: Review wording and content of Operating Bylaw, twice in the term of the plan.
- LAP 1: Investigate Transit Bylaw approval and enforcement responsibilities among the municipalities, Parks Canada and the Commission. If necessary, develop a Transit Bylaw to assign authority and penalties for fare collection, bus stops, passenger behavior enforcement, etc.
- TS 9: Undertake feasibility study for connection to Calgary Transit.
- TS 12: Explore provision of on-call service for severely handicapped.
- FS 3: Explore and advocate for free-to-user public transit.
- ANNUAL: plus all annual items