

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
REGULAR MEETING**

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

June 13, 2018 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the May 9, 2018 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report
 - b) Bring Forward List of Pending Items
 - c) Transit Service Monthly Statistics (attached)
5. New Business
 - a) Lake Louise Winter Service Update – Davina Bernard
 - b) Chair's Report on 2019 Budget Planning Process
 - c) RFD - transfer 2017 surplus to reserves
 - d) RFD - Dispatch/On-Call HR Overview
 - e) Discussion of PTIF2 project ideas
 - f) In-Camera – Staff Performance Evaluation
6. Adjournment

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
REGULAR MEETING**

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

MINUTES

May 9, 2018 9:00am – 11:00 am

BOARD MEMBERS PRESENT

Davina Bernard, ID#9 – Chair
Brian Standish, Town of Banff
Vi Sandford, Town of Canmore
Joanna McCallum, Town of Canmore
Chip Olver, Town of Banff
Dave Schebek, ID#9

BOARD MEMBERS ABSENT

BVRTSC ADMINISTRATION PRESENT

Martin Bean, Chief Administrative Officer
Steve Nelson, Manager of Operations
Andrea Stuart, Controller

ADMINISTRATION PRESENT

Danielle Morine, ID#9
Adrian Field, Town of Banff
Alex Kolesch, Parks Canada
Jacob Johnson, Town of Canmore

ADMINISTRATION ABSENT

1. Call to Order

Davina Bernard calls the meeting to order at 9:04 AM

2. Approval of the Agenda

Additions below:

- CAO Performance Update
- Canmore Summer Strategy
- Regional Service Weekend Frequency

BVRSTC18-26 Davina Bernard moves to accept the agenda as amended

3. Minutes

Approval of the April 11, 2018 Regular Meeting Minutes (attached)

BVRTSC18-27 Davina Bernard moves to approve minutes as presented

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

- a) CAO's Monthly Report
- b) Bring Forward List of Pending Items

Davina Bernard would like to add an update to investment policy/procedure.

- c) Transit Service Monthly Statistics (attached)

5. New Business

- a) Quarterly Financial Results Presentation

VI Sanford asking for format adjustment to more easily identify items under budget

- b) Quarterly KPI Presentation

BVRTSC18-28 Davina Bernard moves for Administration to bring back a report on Local/Regional fare box allocation in August for the first 6 months of the year

CARRIED UNANIMOUSLY

- c) Request for Decision – BVRTSC Investment Policy

BVRTSC18-29 Davina Bernard moves to direct Administration to adopt the investment policy as presented and follow this policy for all future investment decisions

CARRIED UNANIMOUSLY

- d) CAO Performance Review

As performance review is on an 18-month cycle in order to change to a January 1st date, a mid-cycle status update is required. Martin to provide information prior to the June meeting to be discussed by the Board.

- e) Canmore Summer Strategy

Jacob Johnson provided an update on Town of Canmore discussions regarding transit – transit ridership incentives for service for long weekends during summer 2018 are being considered and further updates will be provided when available.

f) Regional Service Weekend Frequency

Administration presented a report on increasing weekend frequency on Route 3 throughout the summer months to assist in transporting the increased volume of passengers and bicycles and helping to compensate for highway construction delays.

BVRTSC18-30 Davina Bernard moves that Administration increase Regional service to further meet the needs of residents and visitors by increasing weekend and statutory holiday service in 2018 to allow for 30-minute frequency during the peak hours of approximately 10:30am to 6:30pm from the dates of June 23rd to September 16th.

CARRIED UNANIMOUSLY

6. Adjournment

BVRTSC18-31 Davina Bernard moves to adjourn the meeting at 10:09AM

CARRIED UNANIMOUSLY

Bow Valley *Regional* Transit Services Commission



CAO Report

CAO Update – June 2018

- **Financial:**

- Andrea has prepared and posted RFP for investment of GreenTRIP funds. The closing date for this RFP is June 25 and proposals will be evaluated and a decision made shortly afterwards.
- Andrea recently attended the GFOA (Government Finance Officers of Alberta) conference. Martin was also able to attend the final afternoon to learn from a presentation on financial investment for municipalities.

- **LL Regional Service:**

- The Lake Louise service has been finalized for 2019, with the announcement being made in mid-May. The intent is to have operational service for the 2019 summer season with discussions occurring between the BVRTSC and ID9 for extending that service to operate on a year-round basis.
- This service will add 7 buses and approximately 16 drivers plus operational and customer service staff to implement and operate. Preparation for the implementation of this service will begin immediately following the summer service of 2018 to be ready for 2019.
- The intent is to operate two routes, one from Banff to Lake Louise and one from Banff to Johnston Canyon. The possibility of a direct route from Banff to Moraine Lake will also be considered and discussed.
- Three Nova LFS transit buses have been purchased for the Johnston Canyon route and will be delivered in February or March of 2019.
- The RFP for Highway Commuter Coaches has closed, and the contract has been awarded to Motor Coach Industries, based in Winnipeg. The four coaches being purchased are a new innovative design, with all highway coach amenities and the added benefit of easy accessibility for wheelchair passengers.

[MCI Commuter Coach Brochure](#)

- **Banff Local Service:**

- Construction of the Transit Hub has begun and will be continuing through the summer months. The scheduled installation of the shelters will be in August with all other improvements to the area completed by that time.
- Route 2 re-routing has occurred with the stops moved to Moose Street from Wolf Street. Steve is currently working with TOB to ensure that access and parking restrictions enable the easy and safe movement of the buses.
- Increased service on Banff local began on May 18. Ridership through the May long weekend was up significantly on Banff local routes:

4 days Friday to Monday:

Route 1 36% (7122 Rides)

Route 2 21% (5007 Rides)

Route 3 34% (1806 Rides)

Route 4 260% (302 Rides)

Route 6 25% (1138 Rides)

Banff local routes 1,2 and 4 up 31% combined

- **CB Regional Service:**

- Construction and traffic congestion have led to delays and reduced schedule adherence, especially on weekends. Schedule adherence examples:
 - April 2018: 97%
 - May 2018: 83%
 - May Long Weekend: 69%
 - May weekdays: 95%
 - June first week 83%
- The addition of the second bus to the CB Regional on June 23rd will allow us some options to catch up and maintain improved schedule adherence. Operationally we will continue to monitor and make adjustments where possible.

- **Canmore Local Service:**

- The third Vicinity bus has arrived in Banff and is scheduled to be in Calgary for wrap shortly. It will be deployed in Canmore service immediately following the wrap as all other items have been completed by the maintenance team.

- **General:**

- Meetings are occurring with the Banff Centre to finalize plans for a service to potentially begin this fall. Updates will be given as they are available.
- Operationally, we are considering how we ensure that Roam riders experience is more than just a bus ride, ensuring the key Park messages are relayed.
- With the new services commencing, we need to ensure our operational integrity and customer service are strengthened. We are opening our office on weekends for the next few months to assist in that endeavour. We need to hire a weekend supervisor in the late Fall to assist in getting us ready for the 2019 summer season with the requirement to hire and train in excess of 20 drivers. A detailed HR plan will be developed to outline what is needed to achieve success.
- The Token Transit contract has been finalized and we are working through the implementation plan with a target launch at the end of June.

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of June 2018)

ITEM	Date Initiated	Pending Date	Comments:
BVRTSC18-17 Davina Bernard moves that administration return a report by August meeting reviewing major mechanical upgrades scheduled to understand if they should be done earlier based on current mileage/usage.	April 2018	August 2018	
BVRTSC18-18 Davina Bernard moves that Administration contacts the municipalities and Parks to get their wish list to spend the Transit Infrastructure money, in line with our Strategic Plan, for the June meeting.	April 2018	June 2018	On June agenda
BVRTSC18-29 Davina Bernard moves to direct Administration to adopt the investment policy as presented and follow this policy for all future investment decisions. Update to Board on RFP Results	May 2018	July 2018	

Bow Valley Regional Transit Services Commission

Ridership and Revenue Statistics

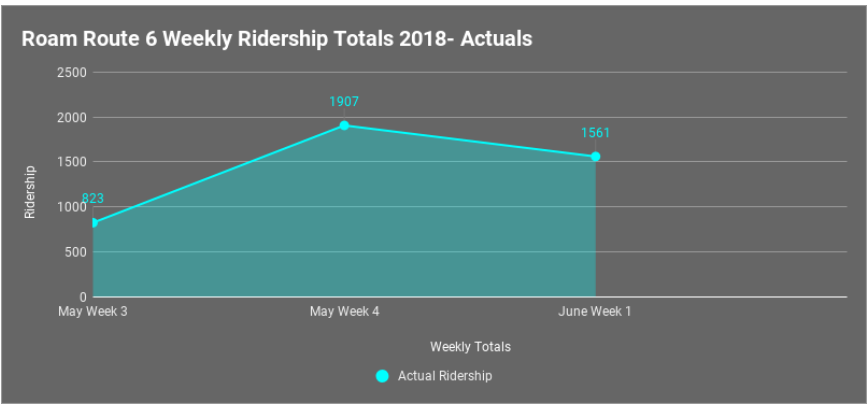
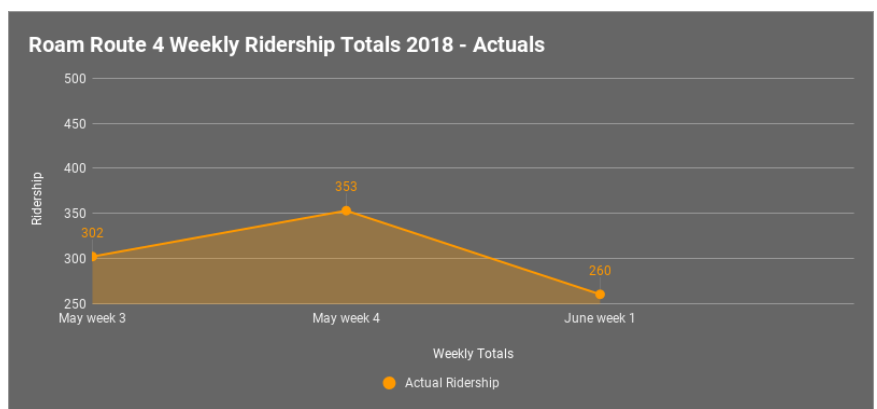
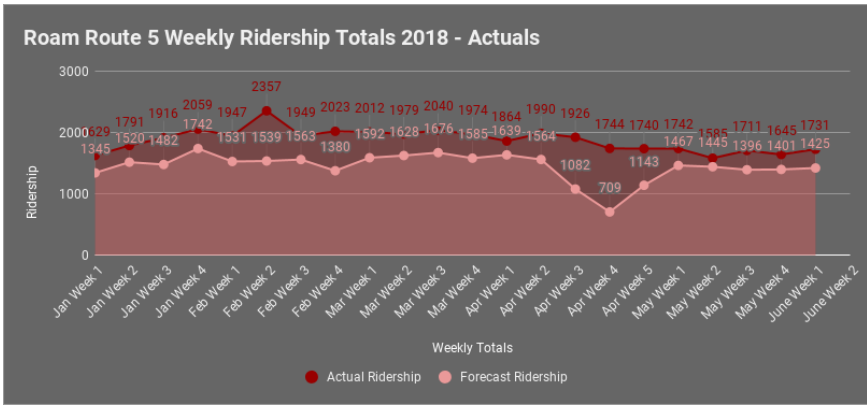
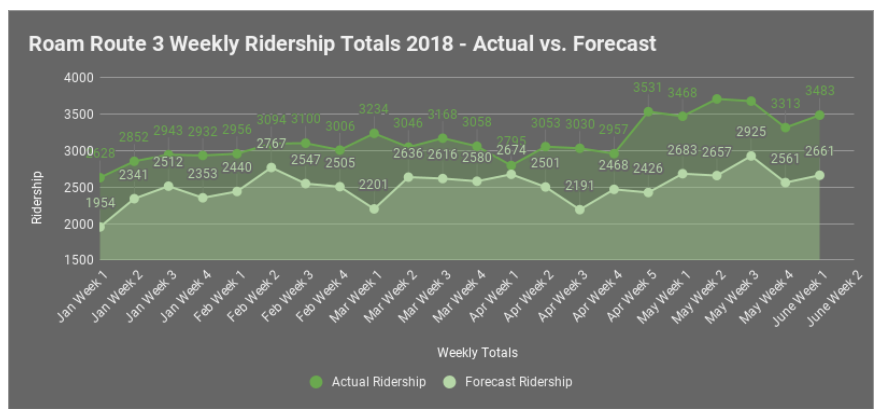
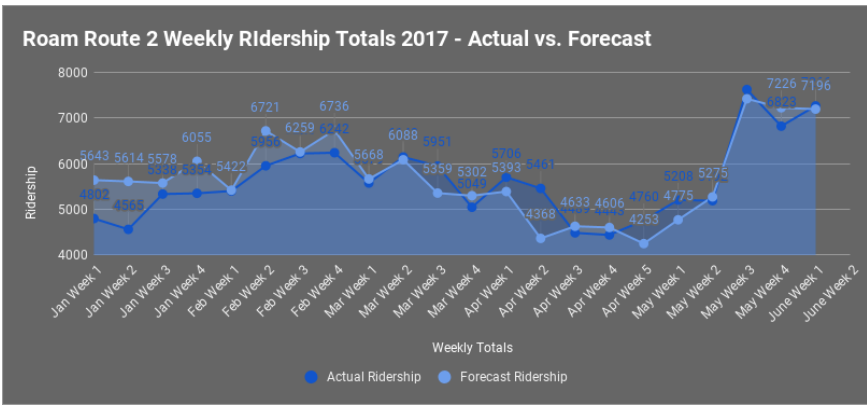
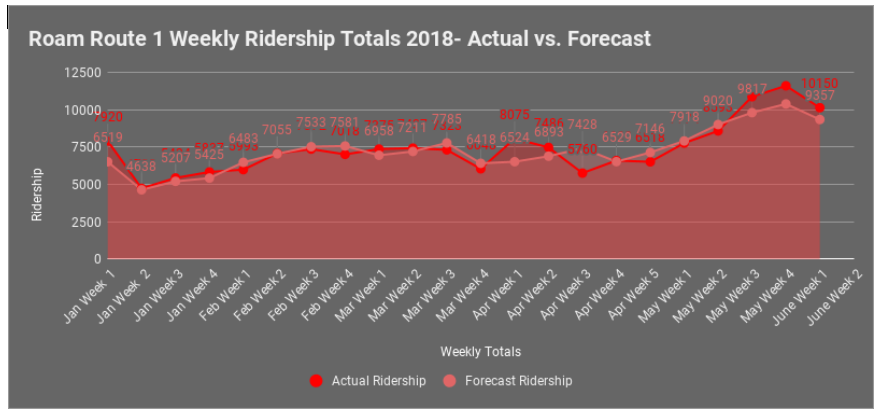


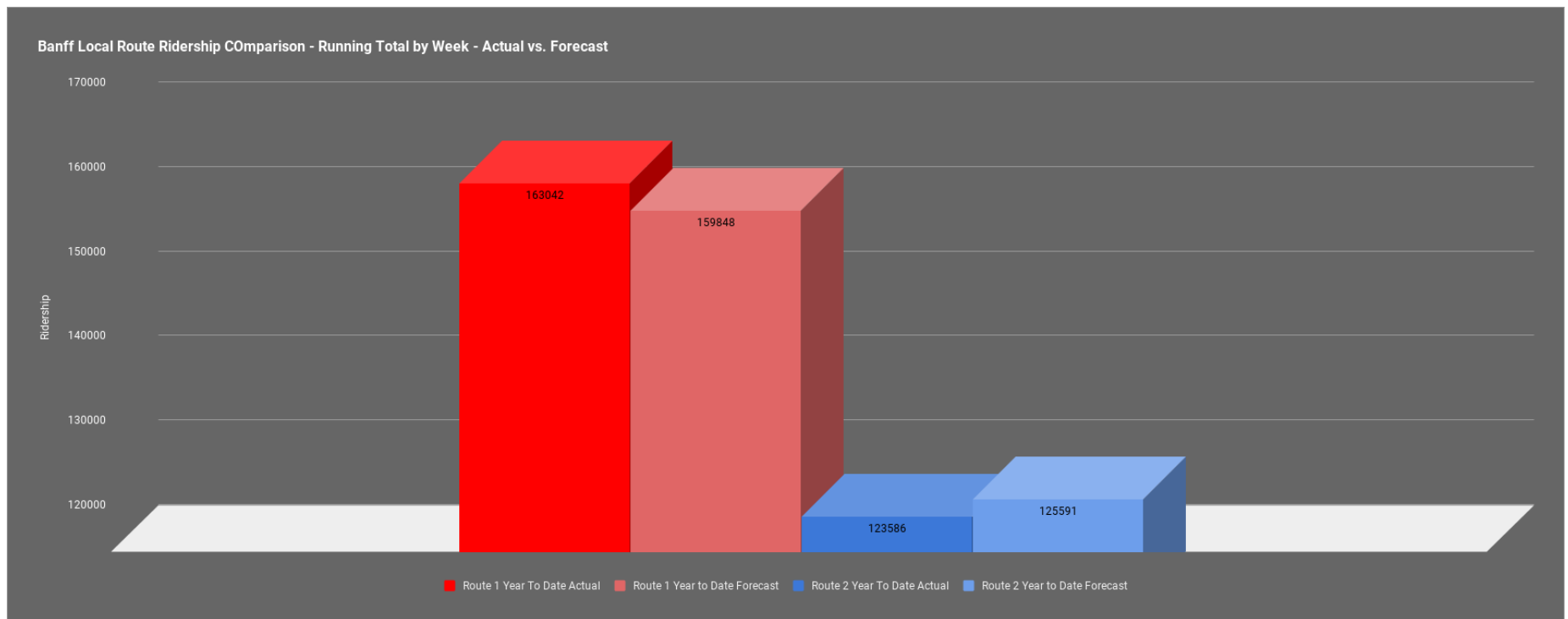
Month	Type	Banff Local	Canmore Local	Regional
May	Bikes	130	131	1031
	Strollers	235	72	38

Observations:

May Observations:

- Route 1 May ridership rebounds from previous monthly comparison – with a 16% increase in ridership.
- Route 2 May ridership up from May 2017 – with a 12% increase in ridership.
 - Banff Local April revenues up 3% over April 2017 (Route 1 and 2 combined).
- Route 3 May ridership up 33.5% compared to May 2017!
 - Regional April revenues up 28% over April 2017.
- Route 5 May ridership up 20% compared to May 2017.
 - Canmore April revenues up 39% over April 2017 – pretty good pass sales jump.
- Summer Route 4 – Big increase in ridership over May 2017 – 68%.
- Summer Route 6 – May Ridership up 15% over May 2017 (Regular Fares this year, compared to free last year).

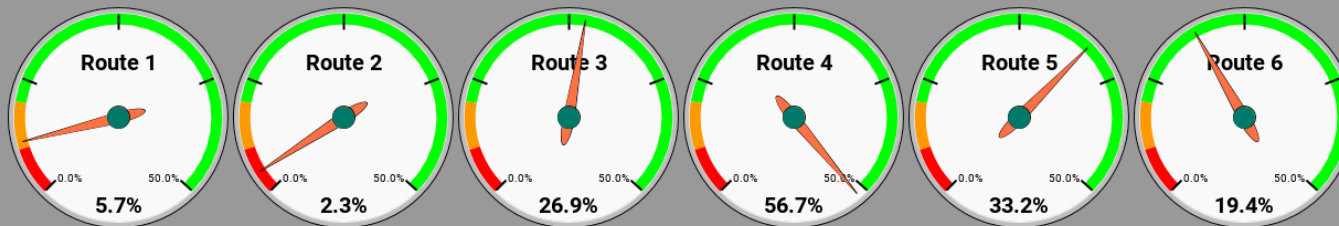




	Route 1 (Sulphur/Banff Ave)				Route 2 (Tunnel Mtn/Banff Springs Hotel)				Route 4 (Cave and Basin)				Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals % Change
Month	RT1 2016	RT1 2017	RT1 2018	% Change	RT2 2016	RT2 2017	RT2 2018	% Change	2016	2017	2018	% Change	2015	2016	2017	2018	(Not incl. Rte6)
January	19,391	23,567	26,302	11.6%	22,261	24,429	22,257	-8.9%	N/A	N/A	N/A	N/A	41,973	41,652	47,189	48,559	2.9%
February	20,973	27,697	27,800	0.4%	22,446	24,820	23,662	-4.7%	N/A	N/A	N/A	N/A	41,240	43,419	52,146	51,462	-1.3%
March	24,034	31,830	32,424	1.9%	23,928	24,474	25,551	4.4%	N/A	N/A	N/A	N/A	46,484	47,962	56,275	57,975	3.0%
April	18,226	29,233	28,441	-2.7%	16,355	18,736	20,632	10.1%	0	296		N/A	37,483	34,581	48,026	49,073	
May	30,882	38,054	44,112	15.9%	22,549	25,146	28,233	12.3%	331	388	655	68.8%	52,462	53,431	62,833	72,345	
June	37,896	3,866	3,963	2.5%	26,196	3,218	3,251	1.0%	586	196	260	32.7%	64,295	64,092	71,883	7,214	
July	50,540		0		31,655		0		951		0		79,171	82,195	95,634	0	
August	52,621		0		32,553		0		830		0		81,401	85,174	99,227	0	
September	37,009		0		24,406		0		676		0		60,204	61,415	73,440	0	
October	24,252		0		15,358		0		N/A	527			35,371	39,610	43,323	0	
November	20,240		0		17,004		0						33,785	37,244	38,513	0	
December	27,465		0		23,551		0						44,156	51,016	52,818	0	
YTD	363,529	154,247	163,042	5.7%	278,262	120,823	123,586	2.3%	3,374	1,407	915	56.7%	618,025	641,791	275,070	286,628	4.2%

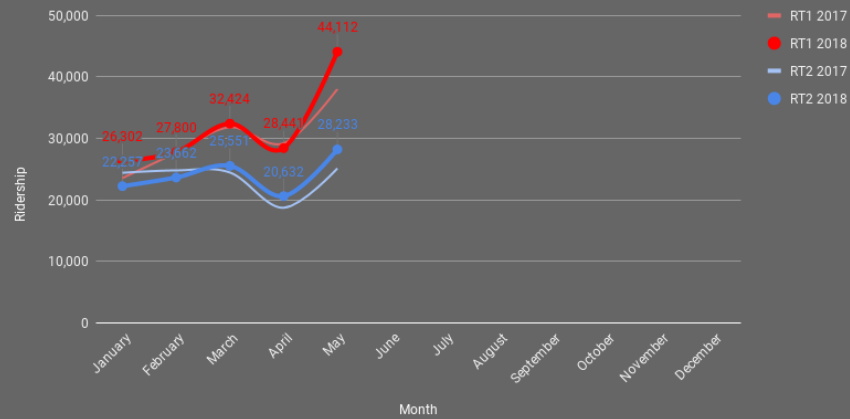
	Route 3 (CB Regional)				Route 5 (Canmore Local)				Route 6 (Minnewanka)		
Month	2016	2017	2018	% Change	2016	2017	2018	% Change	2017	2018	% Change
January	8,502	9,892	12,770	29.1%	N/A	6,551	8,392	28.1%			
February	8,081	10,182	12,282	20.6%	N/A	5,864	8,264	40.9%			
March	8,137	11,435	13,491	18.0%	N/A	7,112	8,753	23.1%			
April	7,911	10,119	13,353	32.0%	N/A	4,722	7,841	66.1%			
May	9,753	11,837	15,804	33.5%	N/A	6,231	7,454	19.6%	3,011	3,453	14.7%
June	10,831	937	1,327	41.6%	N/A	560	650	16.1%	582	838	44.0%
July	11,513		0		N/A		0				
August	11,089		0		N/A		0				
September	9,720		0		N/A		0				
October	9,881		0		N/A		0				
November	11,164		0		8,570		0				
December	9,999		0		7,597		0				
YTD	116,581	54,402	69,027	26.9%	16,167	31,040	41,354	33.2%	3,593	4,291	19.4%

Year to Date % Ridership Change - Comparing 2018 to 2017

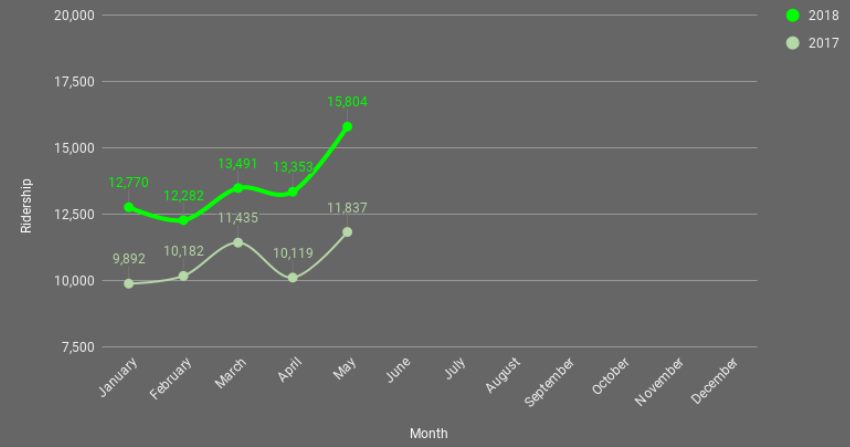


Banff Local Routes 1 and 2 Ridership Comparison

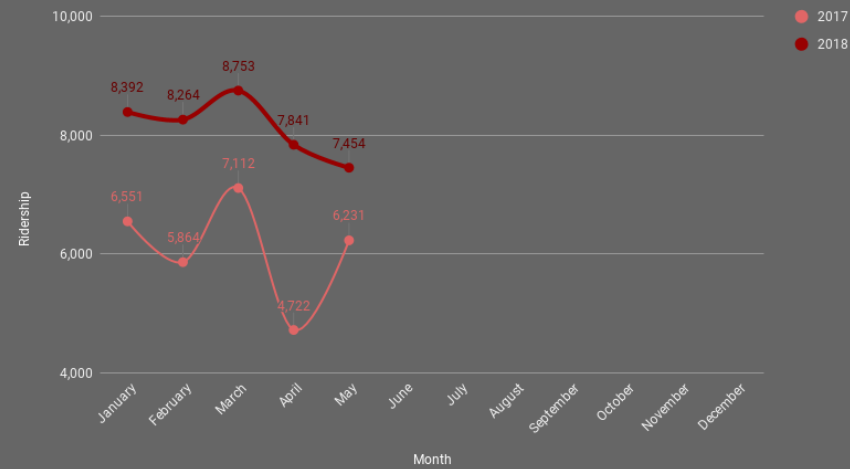
Comparing 2016 to 2017

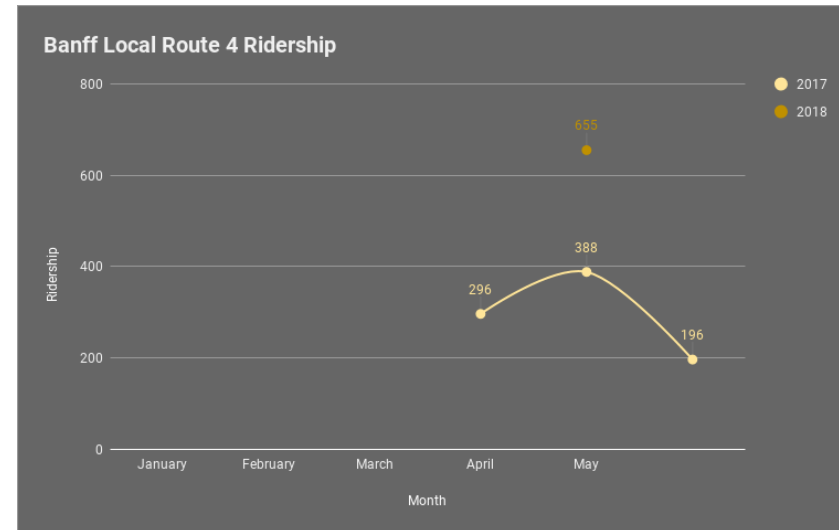
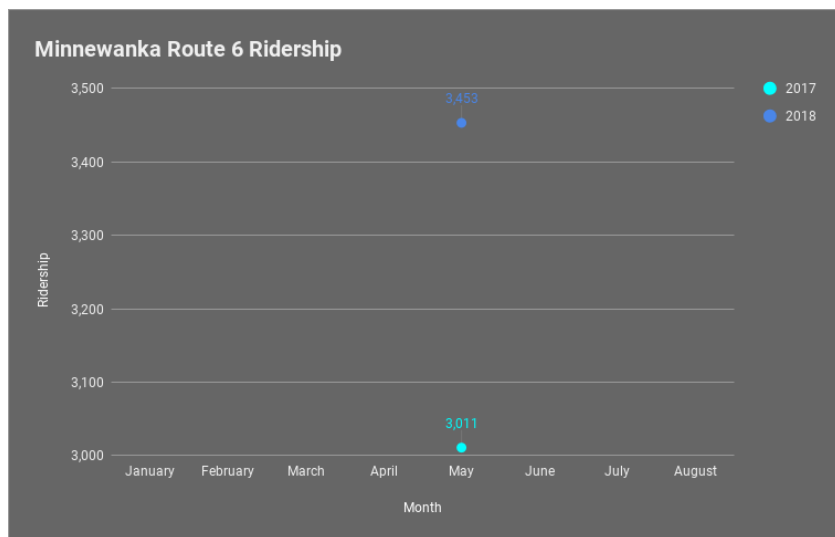


Regional Route 3 Ridership



Canmore Local Route 5 Ridership





BANFF LOCAL TRANSIT REVENUE BREAKDOWN

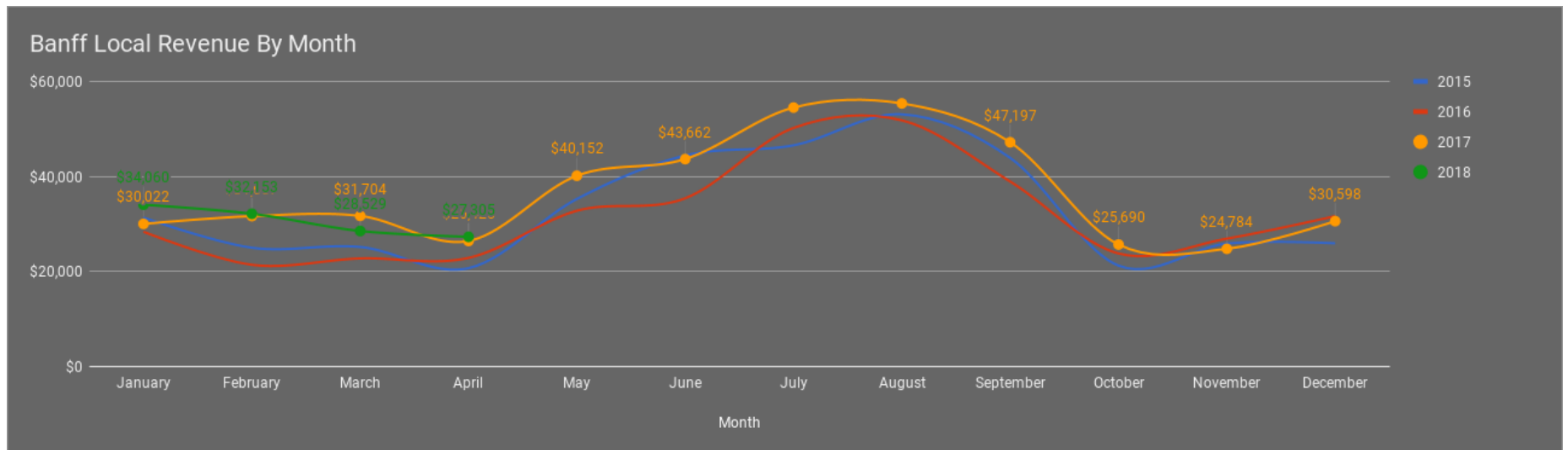
2018 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$26,116	\$7,944		\$34,060	
February	\$27,287	\$4,866		\$32,153	
March	\$24,883	\$3,646		\$28,529	
April	\$25,043	\$2,262		\$27,305	
May				\$0	
June				\$0	
July				\$0	
August				\$0	
September				\$0	
October				\$0	
November				\$0	
December				\$0	
Totals:	\$103,329	\$18,718	\$0	\$122,047	\$0

2017 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$25,948	\$4,074	\$0	\$30,022	\$28,450.00
February	\$26,579	\$5,078	\$0	\$31,657	\$28,450.00
March	\$27,064	\$4,640	\$0	\$31,704	\$28,450.00
April	\$24,413	\$2,012	\$0	\$26,425	\$33,450.00
May	\$37,695	\$2,457	\$0	\$40,152	\$33,450.00
June	\$38,890	\$4,772	\$0	\$43,662	\$33,450.00
July	\$53,179	\$1,318	\$0	\$54,497	\$38,450.00
August	\$53,395	\$1,972	\$0	\$55,367	\$38,450.00
September	\$41,805	\$5,392	\$0	\$47,197	\$38,450.00
October	\$24,275	\$1,415	\$0	\$25,690	\$33,450.00
November	\$19,296	\$5,488	\$0	\$24,784	\$33,450.00
December	\$27,772	\$2,826	\$0	\$30,598	\$33,450.00
Totals:	\$400,311	\$41,444	\$0	\$441,755	\$401,400

REVENUE									
Month	2015	2016	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference 2017 to 2018	Monthly Difference 2017 to 2018	Monthly % Difference
January	\$31,352	\$28,378	\$30,022	\$34,060	\$30,022	\$34,060	\$4,038	\$4,038	11.9%
February	\$25,006	\$21,417	\$31,657	\$32,153	\$61,679	\$66,213	\$4,534	\$496	1.5%
March	\$25,175	\$22,757	\$31,704	\$28,529	\$93,383	\$94,742	\$1,359	-\$3,175	-11.1%
April	\$20,711	\$22,872	\$26,425	\$27,305	\$119,808	\$122,047	\$2,239	\$880	3.2%
May	\$35,268	\$32,790	\$40,152		\$159,960				
June	\$44,419	\$35,412	\$43,662		\$203,622				
July	\$46,553	\$50,207	\$54,497		\$258,119				
August	\$53,075	\$51,812	\$55,367		\$313,486				
September	\$43,912	\$38,938	\$47,197		\$360,683				
October	\$21,253	\$23,802	\$25,690		\$386,373				
November	\$25,892	\$26,920	\$24,784		\$411,157				
December	\$25,939	\$31,650	\$30,598		\$441,755				
Grand Total:	\$398,555	\$386,955	\$441,755	\$122,047	\$386,956				



CANMORE LOCAL TRANSIT REVENUE BREAKDOWN

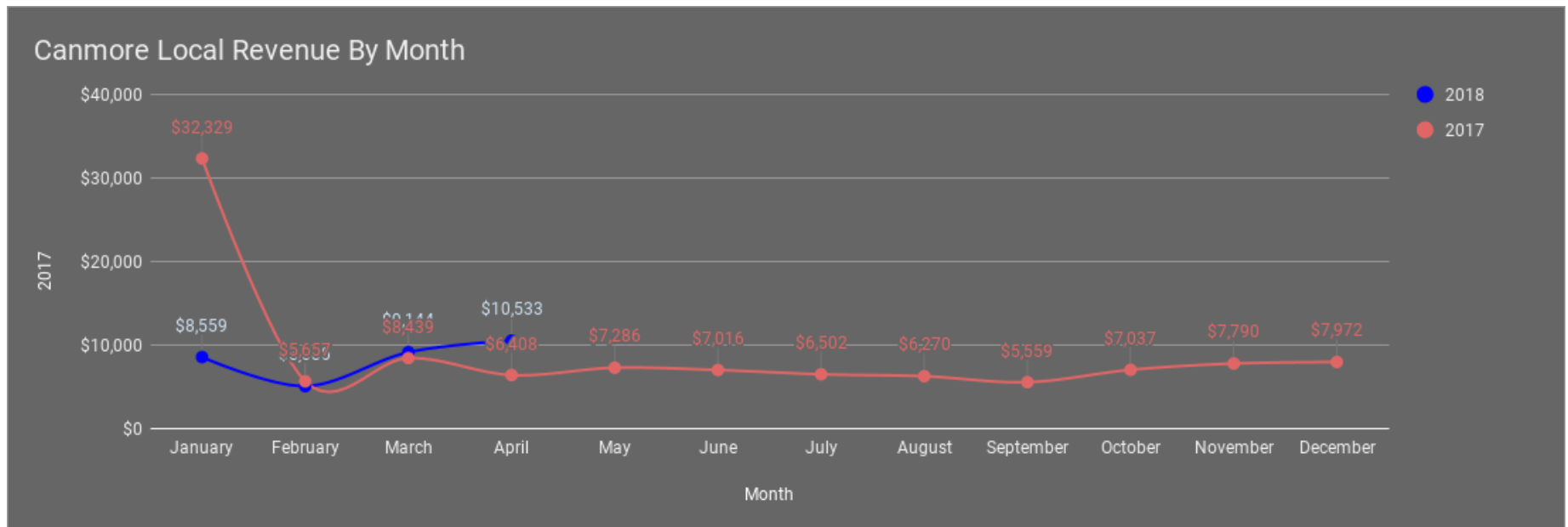
2018 Actual

Month	Fares	Passes	Other	Total	Budget	Info
January	\$5,495	\$3,064		\$8,559		
February	\$4,444	\$636		\$5,080		
March	\$5,687	\$3,457		\$9,144		
April	\$5,334	\$5,199		\$10,533		
May				\$0		
June				\$0		
July				\$0		
August				\$0		
September				\$0		
October				\$0		
November				\$0		
December				\$0		
Totals:	\$20,960	\$12,356	\$0	\$33,316	\$0	

2017 Actual

Month	Fares	Passes	Other	Total	Budget	Info
January	\$6,173	\$26,156	0	\$32,329	\$10,000	*Includes Pass Sales from Dec and Jan both to customers and vendors
February	\$4,812	\$845	0	\$5,657	\$10,000	
March	\$5,653	\$2,786	0	\$8,439	\$12,000	
April	\$3,905	\$2,503	0	\$6,408	\$12,000	
May	\$5,162	\$2,124	0	\$7,286	\$15,000	
June	\$5,092	\$1,924	0	\$7,016	\$20,000	
July	\$4,691	\$1,811	0	\$6,502	\$24,000	
August	\$4,857	\$1,413	0	\$6,270	\$25,000	
September	\$4,333	\$1,226	0	\$5,559	\$22,000	
October	\$4,189	\$2,848	0	\$7,037	\$18,000	
November	\$5,487	\$2,303	0	\$7,790	\$16,000	
December	\$4,973	\$2,999	0	\$7,972	\$12,000	
Totals:	\$59,327	\$48,938	0	\$108,265	\$196,000	

REVENUE							
Month	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference 2017 to 2018	Monthly Difference	Monthly % Difference
January	\$32,329	\$8,559	\$32,329	\$8,559	-\$23,770	-\$23,770	-277.7%
February	\$5,657	\$5,080	\$37,986	\$13,639	-\$24,347	-\$577	-11.4%
March	\$8,439	\$9,144	\$46,425	\$22,783	-\$23,642	\$705	7.7%
April	\$6,408	\$10,533	\$52,833	\$33,316	-\$19,517	\$4,125	39.2%
May	\$7,286		\$60,119				
June	\$7,016		\$67,135				
July	\$6,502		\$73,637				
August	\$6,270		\$79,907				
September	\$5,559		\$85,466				
October	\$7,037		\$92,503				
November	\$7,790		\$100,293				
December	\$7,972		\$108,265				
Grand Total:	\$0	\$33,316	\$836,898				



CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN

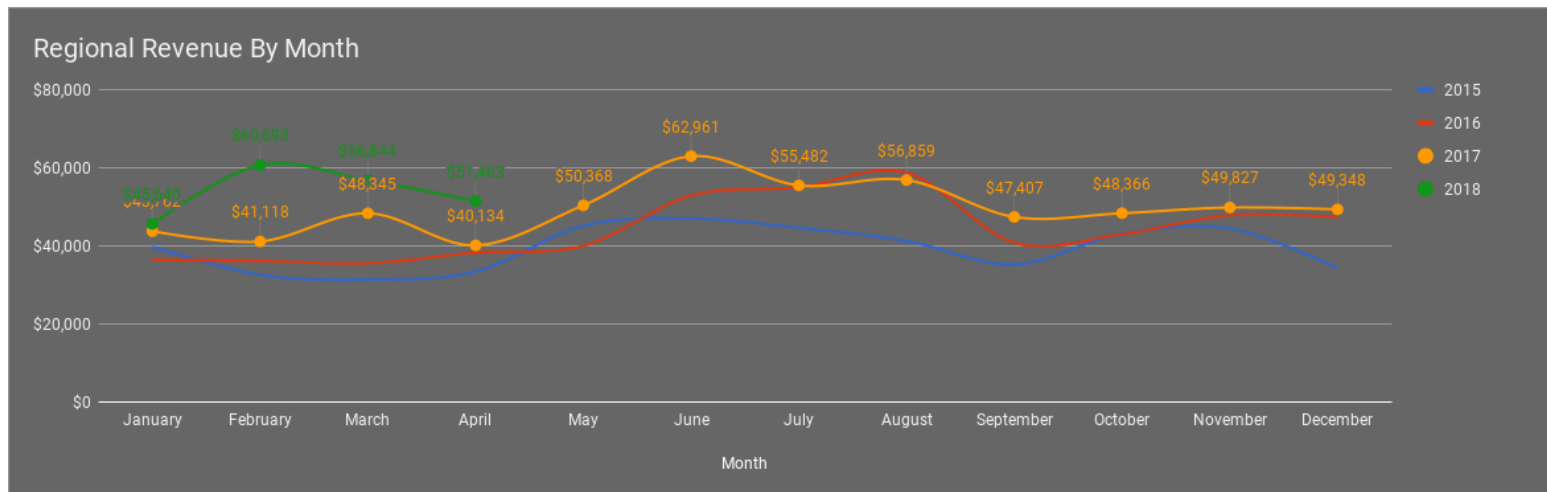
2018 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$30,111	\$15,529		\$45,640	
February	\$30,467	\$30,226		\$60,693	
March	\$32,856	\$23,988		\$56,844	
April	\$32,408	\$19,055		\$51,463	
May				\$0	
June				\$0	
July				\$0	
August				\$0	
September				\$0	
October				\$0	
November				\$0	
December				\$0	
Totals:	\$125,842	\$88,798	\$0	\$214,640	\$0

2017 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$27,058	\$16,704	\$0	\$43,762	\$32,567
February	\$28,782	\$12,336	\$0	\$41,118	\$32,567
March	\$31,087	\$17,258	\$0	\$48,345	\$32,567
April	\$28,564	\$11,570	\$0	\$40,134	\$37,567
May	\$36,208	\$14,160	\$0	\$50,368	\$37,567
June	\$41,044	\$21,917	\$0	\$62,961	\$37,567
July	\$44,256	\$11,226	\$0	\$55,482	\$42,567
August	\$41,387	\$15,472	\$0	\$56,859	\$42,567
September	\$34,728	\$12,679	\$0	\$47,407	\$42,567
October	\$33,727	\$14,639	\$0	\$48,366	\$37,567
November	\$33,304	\$16,523	\$0	\$49,827	\$37,567
December	\$31,818	\$17,530	\$0	\$49,348	\$37,567
Totals:	\$411,963	\$182,014	\$0	\$593,977	\$450,800

REVENUE									
Month	2015	2016	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference	2017 to 2018 Monthly Comparison	2017 to 2018 Monthly % Difference
January	\$39,725	\$36,444	\$43,762	\$45,640	\$43,762	\$45,640	\$1,878	\$1,878	4.3%
February	\$32,590	\$36,166	\$41,118	\$60,693	\$84,880	\$106,333	\$21,453	\$19,575	47.6%
March	\$31,375	\$35,579	\$48,345	\$56,844	\$133,225	\$163,177	\$29,952	\$8,499	17.6%
April	\$33,430	\$38,277	\$40,134	\$51,463	\$173,359	\$214,640	\$41,281	\$11,329	28.2%
May	\$45,147	\$40,017	\$50,368		\$223,727				
June	\$47,013	\$52,881	\$62,961		\$286,688				
July	\$44,636	\$55,007	\$55,482		\$342,170				
August	\$41,241	\$58,764	\$56,859		\$399,029				
September	\$35,253	\$40,801	\$47,407		\$446,436				
October	\$43,129	\$42,992	\$48,366		\$494,802				
November	\$44,467	\$47,838	\$49,827		\$544,629				
December	\$34,301	\$47,383	\$49,348		\$593,977				
Grand Total:	\$472,307	\$532,149	\$593,977	\$214,640	\$593,977	\$429,280			



Bow Valley *R*egional Transit Services Commission



New Business - No reports to attach

Bow Valley *Regional* Transit Services Commission



Chair's Report on Budget Process

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

June 2018

RE: Budget Process/Schedule

SUMMARY/ISSUE:

A primary goal of the budget process is for Commission members to approve a budget that is in the best interests of the BVRTSC and its stakeholders as a whole, while also being satisfactory to each of the individual municipal partners. Further, it is desirable for the budget to be approved in a timely manner, usually no later than the AGM in October, in order for all of the municipal partners to be aware of the actual transit requisition amounts that will affect their respective individual budget processes.

This report sets out a proposed budget process/schedule to be used this year in order to ensure ample opportunity for review and input of the Commission members, municipal partners, and the public; while ensuring orderly and timely approval of the budget. This schedule draws upon the successful budget processes in 2016 and 2017 that utilized a similar schedule. This proposed process/schedule will be subject to discussion by the Board, and changes made based upon feedback.

APPLICABLE BVRTSC BYLAW PROVISIONS:

BYLAW #3 – Operating Bylaw

5.3. The Board shall hold an Annual Organizational Meeting, which shall be held no later than October 30th of each year. At each Annual Organizational Meeting, the next year's financial and strategic plans, shall be voted on and adopted.

5.5. Notification of the Annual Organizational Meeting shall be provided to each Director and Non-Voting representatives no less than thirty (30) days prior to the date of the Annual Organizational Meeting.

11.1. Without limiting the requirements for the budget pursuant to the Act, Part 15.1, s. 602.2 and 602.23, on or before September 1st of each year the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:

(a) estimated expenditures for the:

- (i) purchase of operating services, which would include maintenance services;
- (ii) administration of the Commission, including salaries for the transit manager and any other Commission staff;
- (iii) marketing activities of the Commission; and

- (iv) 10 year capital investments (for vehicle and/or nonvehicle assets);
- (b) the fees levied to each contributing party (using the cost allocation principles and methodology described in Schedule A, which shall be reviewed every three years after the initiation of the Commission);
- (c) Proposed fare schedule for the next three years;
- (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
- (e) expected grants for the next three years.

11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans, and the Voting Members shall be entitled to vote on these plans after the consultations have been completed.

11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.

11.4. Any Voting Member, Non-Voting representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.

11.5. Subject to the Act, the Manager may, during any financial year, present to the Board, amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw.

BUDGET PROCESS/SCHEDULE:

August 8, 2018 – Regular BVRTSC Meeting . . . a PRELIMINARY DRAFT Operating Budget and a PRELIMINARY DRAFT Capital Budget will be presented. The preliminary draft budgets serve to solicit initial *written* feedback from the Commission Members. Accordingly, during the meeting Members and municipal partner administrative liaisons will be invited to ask questions of clarification about the preliminary draft operating budget. No motions should be brought forward at this time as the preliminary draft operating budget is not being tabled for approval, only information and feedback. Members are then encouraged to consider the preliminary draft operating budget, including seeking input from their respective municipal administrations, and provide written comments to the CAO **by August 20, 2018** in order for a PROPOSED Operating Budget and a PROPOSED Capital Budget to be presented to the Board for consideration, revision and approval during the September regular BVRTSC meeting.

September 12, 2018 – Regular BVRTSC Meeting . . . a PROPOSED Operating Budget and a PROPOSED Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval. The vote on the PROPOSED budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3 (i.e. majority vote including at least one Member from each municipal partner). The approved PROPOSED Operating Budget and PROPOSED Capital Budget will then be distributed by Members to their respective municipal administrations and anyone else they wish to obtain feedback (including members of the public). As per s. 11.4 of Bylaw #3, written feedback to the circulated budgets may be received within 30 days of the initial distribution, i.e. **written feedback to the CAO by October 12, 2018.**

The date of the Annual Organizational Meeting will be set to immediately follow the adjusted date meeting on October 17, 2018.

October 17, 2018 – Adjusted Date BVRTSC Commission Meeting . . . a FINAL Operating Budget and a FINAL Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval for presentation to the Annual Organizational Meeting (which will immediately follow this meeting). Members will be encouraged to raise any and all of their issues with the budget at this time in order to avoid doing so at the Annual Organizational Meeting. Once again, the vote on the FINAL budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3.

October 17, 2018 – Annual Organizational Meeting . . . the FINAL Operating Budget and the FINAL Capital Budget approved by the Commission will be presented for vote and adoption. As above, this vote will be in accordance with the voting formula contained s. 11.3 of Bylaw #3.

Through the above process:

- Members and their respective municipalities will have opportunity for ample feedback to the budget process. Feedback on the PRELIMINARY DRAFT Operating Budget will be received between August 8, 2018 and August 20, 2018; and feedback on the PROPOSED Operating and Capital Budgets will be received at the September 12th meeting as well as during the 30 days from September 12, 2018 to October 12, 2018.
- Members will have opportunity to propose amendments to the budget at the September 12, 2018 meeting where the PROPOSED budgets are considered; and at the October 17, 2018 meeting where the FINAL budgets are considered.
- At least one representative from each of the municipal partners will have voted in favour of the approved PROPOSED budgets, the approved FINAL budgets to be presented to the Annual Organizational Meeting, and the approved FINAL budgets at the Annual Organizational Meeting.
- The public, dependent on circulation by individual members, will have opportunity for feedback during the 30 days between September 12, 2018 and October 12, 2018; and at the Annual Organizational Meeting based upon the publicized meeting date and review of the available agenda package.

END OF REPORT

Bow Valley *Regional* Transit Services Commission



Financial Reserve Transfer

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.1 – 2017 Operating Surplus Allocation

June 7, 2018

SUMMARY/ ISSUE

The 2017 Bow Valley Regional Transit Services Commission (BVRTSC) financial statements were audited by Avail LLP Chartered Professional Accountants and subsequently approved by the Board of Directors in April of 2018 through motion BVRTSC18-19.

The 2017 Unallocated Surplus allocation was completed following the approval of the 2017 Financial Statements using the methodology as outlined in Operating Bylaw 3-2011. Based on the analysis, administration is proposing a transfer of \$208,509.75 into the Town of Banff Operating Reserve and a transfer of \$30,314.06 out of the Town of Canmore Operating Reserve.

PREVIOUS COMMISSION DIRECTION/POLICY

According to Operating Bylaw 3-2011 as amended September 6, 2017:

9.3 For any Fare Revenue Surplus, the Commission shall put the funds in a reserve to the credit of each Customer whose service the Fare Revenue Surplus pertains to be used to cover future cost overruns and/or reduce the amount of future levies.

Administration Recommendation:

That the Board approve a transfer of \$208,509.75 from the unrestricted surplus to the Town of Banff operating reserve and approve a transfer of \$30,314.06 out of the Town of Canmore Operating Reserve to cover the unrestricted deficit.

INVESTIGATION

See Appendix I for Surplus allocation working papers.

The operations of the BVRTSC in 2017 resulted in an excess of revenues over expenses of \$1,047,818. To determine the operating surplus, amortization and loss on disposal of TCA is added back and acquisition of Tangible Capital Assets (TCA) is subtracted as follows:

Excess of Revenue over Expenses	\$1,047,818
Amortization	\$273,813
Loss on Disposal of TCA	\$137,360
Acquisition of TCA	<u>\$(863,153)</u>
Unallocated Surplus	\$595,838

This unallocated surplus is made up of two components. The first component is the operating surpluses and deficits of the individual transit routes. The second component is based on timing differences between receipt of grant revenue and acquisition of TCA. Each of these surpluses or deficits are presented in separate columns in Appendix I and are summarized as follows:

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.1 – 2017 Operating Surplus Allocation

June 7, 2018

Description	Amount	Allocated to Canmore Reserve	Allocated to Banff Reserve
Banff Local Route 1	\$48,392	100%	
Banff Local Route 2	\$98,862	100%	
Canmore Local Route 5	\$(91,569)		100%
Banff-Canmore Regional Route 5	\$122,511	50%	50%
3 rd Party or Grant Income	\$417,642		
Total	\$595,838		

The only difference in the above allocation from what was presented to the Board in March 2018 is an approximate \$5.6K adjustment out of 3rd Party or Grant Income which has been applied to the Canmore Local Route 5 deficit. This reduces the original deficit reported in March 2018 of \$97.2K to \$91.6K. This is based on expenses incurred by the Commission in 2016, billed to the Town of Canmore in 2016 and subsequent recovery of 2/3 in 2017 through grant funding.

Allocation of the transit route surpluses and deficits is indicated above. The surplus recorded in the 3rd Party or Grant Income section will reverse out in 2018. The majority of the amount (\$398K) relates to grant income recognized in 2017 for buses that will be supplied to the BVRTSC in 2018 and are therefore not included in the Acquisition of TCA for 2017 that reduces the Excess of Revenues over Expenses. The remaining amount consists of \$9.4K of 2017 expenses which will be covered under 2018 grant revenue and \$29.7K of adjustments to the deferred capital revenue accounts.

IMPLICATIONS:

The proposed reserve transfers will result in an ending balance in the Town of Banff's operating reserve of \$231,039 and an ending balance in the Town of Canmore's operating reserve of \$95,197.

BRAND IMPACT:

n/a

BUSINESS PLAN/ BUDGET IMPLICATIONS

The 2017 operating surplus and 2018 YTD operating results will be used for information purposes when developing the 2019-2021 operating budget.

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.1 – 2017 Operating Surplus Allocation

June 7, 2018

RISKS

n/a

ATTACHMENTS

Appendix I – Unallocated Surplus Allocation

Bow Valley Regional Transit Services Commission
Income Statement
January - December 2017

	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Invoiced to 3rd party or Grant Income	Lake Minnewanka (Route 6)	TOTAL
Income									
Total 4100 Farebox	0.00	188,339.57	200,114.19	55,826.75	7,883.66	394,176.15	0.00	0.00	846,340.32
Total 4150 Passes	(6.00)	21,194.06	21,484.50	50,727.01	0.00	188,551.44	0.00	0.00	281,951.01
Total 4200 Ad & Marketing Revenue	0.00	14,931.44	14,002.41	10,916.72	1,091.94	11,591.71			52,534.22
Total 4300 Partner Programs	0.00	330,876.72	75,023.28	0.00	0.00	0.00	0.00	0.00	405,900.00
Total 4400 Requisition Recoveries	313,521.76	120,412.04	352,069.04	368,711.55	0.00	257,620.92	584,666.30	6,000.00	2,003,001.61
Total 4500 Other Recoveries	1,300.00	1,386.25	24,706.25	0.00	65,820.00	0.00	60,980.04	136,707.00	290,899.54
Total 4700 Charter Sales	0.00	767.00	767.00	0.00	0.00	0.00	0.00	0.00	1,534.00
Total 4750 Route Detour Fee		30.00	30.00	30.00		30.00			120.00
Total 4830 Other Income	23,471.37								23,471.37
Total 4900 Grant Income	6,335.55			800.00			741,468.91		748,604.46
Operating Income	344,622.68	677,937.08	688,196.67	487,012.03	74,795.60	851,970.22	1,387,115.25	142,707.00	4,654,356.53
Total Commission & Advertising costs	0.00	1,842.36	1,686.36	2,342.83	340.27	1,126.74	0.00	0.00	7,338.56
Total Operating Income	344,622.68	676,094.72	686,510.31	484,669.20	74,455.33	850,843.48	1,387,115.25	142,707.00	4,647,017.97
Other Income									
4810 Interest Income	4,741.98								4,741.98
4820 Foreign Exchange Gain/Loss	(576.52)								(576.52)
5950 Loss on Disposal of TCA	(137,360.00)								(137,360.00)
Total Other Income	(133,194.54)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(133,194.54)
TOTAL INCOME	211,428.14	676,094.72	686,510.31	484,669.20	74,455.33	850,843.48	1,387,115.25	142,707.00	3,151,218.40

	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Invoiced to 3rd party or Grant Income	Lake Minnewanka (Route 6)	TOTAL
Expenses									
Total 5100 Salaries & Wages	172,505.31	18,703.45	18,684.51	19,950.44	1,264.87	17,456.55	0.00	0.00	248,565.13
Total 5170 Training & Conferences	10,382.41	1,131.45	1,179.00	1,476.92	0.00	1,167.63	0.00	196.31	15,533.72
Total 5200 Operating Contracts	7,827.02	436,144.02	408,029.15	435,994.90	45,082.56	503,869.51	16,247.16	101,093.29	1,954,287.61
Total 5270 Fuel	194.70	57,914.59	49,141.37	64,531.41	2,370.10	117,228.43		13,073.93	304,454.53
Total 5300 Insurance Expense	5,031.74	6,345.89	5,277.46	5,183.64	1,067.52	7,532.16	0.00	3,533.76	33,972.17
Total 5350 General Operating Expenses	36,487.38	5,463.53	5,464.88	7,526.61	0.00	9,911.56	6,959.16	585.25	72,398.37
Total 5391 Interest & Penalties	713.21								713.21
Total 5400 Lease Expense	0.00	42,182.00	42,182.00	0.00	0.00	10,086.00	0.00	0.00	94,450.00
Total 5600 Professional/contractual fees	108,570.12	49,677.57	49,694.11	30,177.83	5,110.92	53,845.91	83,977.21	10,950.45	392,004.12
Total 5700 Advertising and Marketing	52.50	18,228.94	14,933.97	12,351.35	3,676.50	14,927.81	559.00	11,083.10	75,813.17
Total Operating Expenses	341,764.39	635,791.44	594,586.45	577,193.10	58,572.47	736,025.56	107,742.53	140,516.09	3,192,192.03
Other Expenses									
5900 Amortization Expense	49,765.53	21,423.51	21,423.51	75,718.85		89,350.70		16,130.90	273,813.00
TOTAL EXPENSES	391,529.92	657,214.95	616,009.96	652,911.95	58,572.47	825,376.26	107,742.53	156,646.99	3,466,005.03
Excess of Revenues over Expenses	(180,101.78)	18,879.77	70,500.35	(168,242.75)	15,882.86	25,467.22	1,279,372.72	(13,939.99)	1,047,818.40
Acquisition of TCA - TOB - Capital Requisition				(7,014.50)			(25,660.67)		(32,675.17)
Acquisition of TCA - TOC - Capital Requisition							(11,163.17)		(11,163.17)
Acquisition of TCA - Grants							(272,503.37)		(272,503.37)
Acquisitin of TCA - Parks							(546,812.14)		(546,812.14)
Amortization of TCA	49,765.53	21,423.51	21,423.51	75,718.85	0.00	89,350.70	0.00	16,130.90	273,813.00
Loss on disposal of TCA	137,360.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	137,360.00
	7,023.75	40,303.28	91,923.86	(99,538.40)	15,882.86	114,817.92	423,233.37	2,190.91	595,837.55
Allocation of Route 6	2,190.91							(2,190.91)	0.00
Allocation of Route 4		5,654.77	4,850.31		(15,882.86)	5,377.78			(0.00)
Allocation of Commission Expenses	(9,214.66)	2,434.24	2,087.94	2,377.48		2,315.00			0.00
Unallocated Surplus (March 2018)	0.00	48,392.29	98,862.11	(97,160.92)	0.00	122,510.70	423,233.37	0.00	595,837.55

	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Invoiced to 3rd party or Grant Income	Lake Minnewanka (Route 6)	TOTAL
Canmore Storage Facility				13.33			(13.33)		
Canmore Storage Facility				5,494.41			(5,494.41)		
Canmore Bus				(297.07)			297.07		
Canmore Storage Facility				380.84			(380.84)		
Unallocated Surplus Final	0.00	48,392.29	98,862.11	(91,569.41)	0.00	122,510.70	417,641.86	0.00	595,837.55

Town of	CB Regional	\$ 61,255.35
Banff	Banff Local	\$ 147,254.40
Net to Banff Reserves:		\$ 208,509.75

Town of	CB Regional	\$ 61,255.35
Canmore	Canmore Local	\$ (91,569.41)
Net to Canmore Reserves:		\$ (30,314.06)

Accumulated Surplus Reconciliation	2016 Ending Balance	2016 Reserve Transfer	2017 Amortization	2017 TCA Additions	2017 Loss on disposal of TCA	2017 Annual Surplus	2017 Ending Bal Per FS	2017 Reserve Transfers	2017 Updated Ending Balance
Unrestricted Surplus (3300)	119,534.14	(23,689.50)	273,813.00	(863,155.00)	137,360.00	1,047,818.40	691,681.04	(178,195.69)	513,485.35
Town of Banff Operating (3100-1)	51,136.00	(28,606.79)					22,529.21	208,509.75	231,038.96
Town of Canmore Operating (3100-2)	73,215.24	52,296.29					125,511.53	(30,314.06)	95,197.47
Other (3100)	2,192.71						2,192.71		2,192.71
Equity in TCA (3400)	2,750,782.40		(273,813.00)	863,155.00	(137,360.00)		3,202,764.40		3,202,764.40
	2,996,860.49	0.00	0.00	0.00	0.00	1,047,818.40	4,044,678.89	0.00	4,044,678.89

Bow Valley *Regional* Transit Services Commission



Grant Funding Discussion

Report to the BVRTSC Board

Report 2018-06.3 Report on Grant Funding Potential Project List

June 7, 2018

SUMMARY/ ISSUE

BVRTSC has been awarded grant funding from the Federal Government as part of their Investing in Canada Plan (ICP) in the amount of \$6,865,504. This is the Federal contribution with Provincial contributions to supplement and the remainder will be the responsibility of the Municipality.

GENERAL COMMENTS

Funding parameters and project guidelines have not been fully finalized as of yet, however below are comments from Alberta Transportation with finalized guidelines to date:

- Under the federal Investing in Canada Plan (ICP): Public Transit stream, BVRTSC has been allocated up to \$6,865,504, which represents the federal contribution only. Click [here](#) for the official, federal press release.*
- *The federal government will cost share up to the following:*
 - *40% of eligible expenditures in Alberta for new construction and expansion of public transit and active transportation that connects citizens to their public transit systems*
 - *50% of eligible expenditures in Alberta for public transit rehabilitation projects*
 - *25% of eligible expenditures for-profit private sector projects (except in the Community, Culture and Recreation stream, where for-profit private sector proponents are not eligible).*
 - *The bilateral agreement between Alberta and Canada can be found [here](#) online.*
 - *The Government of Alberta will be cost-sharing at 33.33% of the total provincial allocation of \$2,096,548,228 (not project or municipality specific), which would be \$691,860,915. Essentially, flexibility has been built in to the bilateral agreement in terms of what transit projects the province will support, as long as the Province meets the 33% of the total allocation amount.*
 - *If the province does not provide any matching to a project approved under the public transit stream, the municipality would be responsible for the rest of the project costs. We hope to release more information about the provincial transit funding over the next month, as we anticipate to announce our provincial ACT Fund shortly.*

Funding Allocation by Partner:

Based on the funding split approved by the Board and utilized for the last round of Federal spending, the approximate allocation of Federal dollars per service/municipality would be as below.

2019 Anticipated Service Hours:

Banff Local	15,552	38%
Canmore Local	7,497	18%
CB Regional	7,953	19%

Report to the BVRTSC Board

Report 2018-06.3 Report on Grant Funding Potential Project List

June 7, 2018

ID9	9,880	24%
Total	40,882	

IDEAS FOR POTENTIAL PROJECTS:

Please note that below are very preliminary ideas and there have been no project applications or analysis done on these as of yet.

The new round of funding is only for capital projects and does not include operational funding

Input from TOB:

- 2X \$500,000 to upgrade the 2020 biodiesel buses to electric*
- 2. \$5M pedestrian bridge and associated pathway improvements (the initial description seems to fit with this type of thing)*

This would be a total of \$6M; 40% is covered so we would have applied for \$2.4 out of the 2.6M available. I'm sure we can find a bit more somewhere – e-bus charging station upgrades perhaps?

If we can swing this then our \$5M pedestrian bridge could cost the town \$1.3M which might be within the realms of possibility. We'd be open to other ideas too.

Input from TOC:

There's still a lot of work to be done formalizing transit stops and ensuring they are accessible. Some possibilities for consideration beyond what's already approved under prior funding could be:

- \$420,000 - Shelters, lighting, NextBus, other amenities six key stops (\$70,000 each)*
- \$500,000 - Basic stop improvements, concrete work, accessibility, crossings etc. at ten stops (\$50,000 each)*
- \$750,000 - Bus Barn Improvements not performed in 2017*
- \$850,000 - Elk Run Boulevard pedestrian facility access to transit stops Canyon Road to Bow Meadows Crescent*
- Other???*

Report to the BVRTSC Board

Report 2018-06.3 Report on Grant Funding Potential Project List

June 7, 2018

I think we need to be realistic about what's already approved under previous PTIF and GreenTRIP funding and our ability to follow through on delivering the projects.

Input from ID9:

By motion 14-10-05-2018, council MOVED that

that Administration present the following to the BVRTSC the following top priorities for ID9 council:

1. See the fulfillment of the original BVRTSC mandate (trail heads and all entities in ID9). To support this mandate, the following is required (in priority order):

- a. Buses*
- b. Infrastructure at all stops as needed*
- c. Storage facility/mechanical facility*
- d. IT Infrastructure*
- e. Accommodation*

BVRTSC Administration sees electric buses and potentially supplementing the transit storage building funding (if allowed by the program) as viable and fairly short-term projects that could be implemented. Staff accommodation is a very real issue going forward and is an idea that will be explored with the Province to determine if it would fit within the guidelines.

Proposed Next Steps:

- Board members to provide any additional ideas should they determine that they have a potential project they would like to add to the list.
- Municipal and BVRTSC Administration to meet and determine further which projects to recommend and obtain feedback to ensure they meet the program guidelines.
- BVRTSC to review final guidelines once the Province distributes them and determine which projects to present to the Board.
- Obtain Board and Municipal Council approval.
- Apply for projects.

Bow Valley *Regional* Transit Services Commission



On-Call Dispatch

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.2 On-Call Dispatch Coverage

June 7, 2018

SUMMARY/ ISSUE

As our growth has continued substantially and exponentially over the last couple of years, the burden on resources continues to grow. Our hours of operation are from 5:00am until midnight and an Operations person needs to be reachable 24 hours per day. To date our operations person taking the cell phone has not been compensated for these hours.

PREVIOUS COMMISSION DIRECTION/POLICY

- No compensation for after-hours cell phone coverage.

Administration Recommendation:

That the Commission direct administration implement a plan to compensate the on-call operations contact at the rate and with the guidelines proposed in this document. The rate and effectiveness of the program to be reviewed prior to finalizing the budget for 2019.

INVESTIGATION

- Roam has increased from 7 buses to 17 buses over the last three years and with it, the volume of evening and weekend calls has increased significantly. As a public facing customer service focused operation, we need to respond to driver questions or concerns as well as mechanical issues at any hour between 5:00am and midnight.
- Typical after-hours duties:
 - Directing drivers with requests or concerns
 - Scheduling drivers for last minute sickness. Searching for available fill in drivers.
 - Receiving calls for delays. Updating NextBus online and sending Social Media messages in the event of delays or cancelations.
 - Coordinating set up and take down of signage for special events or route detours.
 - Relaying messages to mechanics for issues.
 - Delivering buses to drivers with mechanical issues (dependent on availability of relief drivers and qualifications of on call person).
- Our dispatch cell phone is used extensively in the evenings and weekends, with the volume of calls varying greatly per day. Although we are not able to provide an actual breakdown of all the call and text times, it is estimated that over 150 calls and 200 texts per month occur after hours.

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.2 On-Call Dispatch Coverage

June 7, 2018

- With the addition of Lake Louise service through the winter and next summer, we will be proposing a weekend dispatch position to compensate for a portion of the on-call time, however evenings will still require after hours coverage.
- Larger transit organizations have 24-hour dispatch offices and therefore do not have this issue, however smaller agencies are unable to justify having their office open 24 hours and therefore have to fill the gap in an alternative and affordable way.
- Research with the Town of Banff shows that their operations staff on call after hours are paid \$28.40 per evening and \$44.00 per weekend day, with the premium paid at 1.5 if they have to respond in person. Each in person response requires a written justification. The TOB rates are eight years old and are currently under review.
- Research with the Town of Canmore shows similar compensation levels, paying \$2.50 per hour of on-call time and 1.5 x rate with a minimum of 2 hours for call ins.

PROPOSED:

- Add the premiums of \$30 per evening and \$50 per 24-hour period outside of regular work hours for the on-call person designated for the period. Phone calls are included within this time however if on-site coverage is needed, the operations contact would be paid the premium rate at 1.5 x and a minimum of two hours.
- Implement this plan immediately and follow up as part of our HR plan to formalize into a written policy, commensurate with the Town of Banff rates once revised.

IMPLICATIONS:

- Increased satisfaction for employees required to be on-call, thereby improving the quality of service that we are providing.
- Maintain evening and weekend service levels for customers.
- Meet objectives of Strategic Plan which include:
 - *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.*

BRAND IMPACT:

Report to the Bow Valley Regional Transit Services Commission

Report 2018–6.2 On-Call Dispatch Coverage

June 7, 2018

- Brand consistency by ensuring adequate coverage after hours to respond to concerns and operational issues.

BUSINESS PLAN/ BUDGET IMPLICATIONS

- The cost for the remainder of 2018 is estimated at \$11,500. This additional cost is intended to be covered by savings in accounting code 5220 (Direct Operating Cost). Savings have been realized by not having a full bus cleaning program in place early in the year.
 - 30 weeks @\$250 per week (phone calls only) = \$7,500
 - Estimate 10 weeks @400 per week (with mobilization) = \$4,000

RISKS

Minimal risk as no changes to operations, only to compensation for on-call requirements.