

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

**JANUARY 8, 2014: 2:00pm – 4:00pm**

1. Approval of the Agenda
2. Approval of the December 11, 2013 Regular Meeting Minutes
3. Old Business (Standing Items)
  - a. General Manager/ CAO's Monthly report
  - b. Audit management report  
Report 2013-20 Audit Management remaining items
    - Tangible Capital Asset Policy – A tangible Capital Asset Policy to be created and approved by the board.
  - c. Transit Service Monthly Statistics
  - d. Approval of 2014 Operating Budget
    1. Motion-Approval of the 2014 Operating budget with the following amendments: (postponed to this meeting)  
  
Amendments approved at the last meeting:
      - Moved by Stavros Karlos to reduce the business hosting expense to \$3,000 for 2014 and 3% inflationary increase to be added in the subsequent years
      - Moved by Stavros Karlos to increase the local advertisement budget of the Banff local service to \$15,000 and inflationary increases to be added in the subsequent years  
Proposed amendments postponed to this meeting:
      - Moved by Stavros Karlos to delete the customer service centre support budget item
      - Moved by Stavros Karlos to reduce the bus wrap repair budget line to \$2,000 per annum
      - Moved by Stavros Karlos to maintain the funding of the Banff local security cost for 2014 to at the same level as 2013. (Bylaw staff to make presentation at the Jan 8 meeting on this item)
  - e. Approval of 2014 Capital Budget
  - f. Updating the Bring Forward List of Pending items.
4. Other Business
  - a. Board Orientation Session
5. Adjournment

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION**  
**December 11, 2013, REGULAR MEETING**  
**BANFF TOWN HALL – TED LANGRIDGE BOARD ROOM**  
**2:00PM – 4:30PM**  
**MINUTES**

**BOARD MEMBERS PRESENT**

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

**BOARD MEMBERS ABSENT**

Dave Schebek, ID #9  
Grant Canning, Town of Banff

**BOARD ADMINISTRATION PRESENT**

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

**MUNICIPAL/ PARKS ADMINISTRATION PRESENT**

Kelly Gibson, Manager of Corporate Services, Town of Banff  
Adrian Field, Manager of Engineering, Town of Banff  
Robert Earl, Town Manager, Town of Banff  
Jacob Johnson, Acting Manager of Engineering, Town of Canmore

**MUNICIPAL/ PARKS ADMINISTRATION ABSENT**

Alex Kolesch, Parks Canada

**1. Call to Order**

The meeting was called to order at 2:07 p.m.

**2. Approval of the Agenda**

**BVRTSC13-86** Moved by Ian Mackie to approve the Agenda for the December 11, 2013 meeting with following additions:

5-c Bus wrap viewing – field trip

CARRIED

### 3. Approval of the November 06, 2013 Regular Meeting Minutes

**BVRTSC13-87** Moved by Stavros Karlos to approve the minutes of the November 6, 2013 Regular Meeting with following changes

Move 2 Call to Order by the GM/CAO to the #1 item and make selection of the Chair/Vice-Chair as the #2 item.

6-a Replace "Commission requested administration to provide the following information to the Town of Banff" with "Through discussion, the following information was identified as being helpful to the Town of Banff:"

6-e Replace "Commission requested administration to provide fuel economy statistics" with "Interest was expressed by some commission members in receiving fuel economy statistics"

6-f Add "GM/CAO indicated that he would prepare a report for the next Commission meeting."

CARRIED

### 4. Old Business (Standing Items)

a. General Manager/ CAO's Monthly report

1. Bring Forward List of Pending Items

b. Grants opportunities

c. Audit management report

Report 2013-20 Audit Management remaining items

- Tangible Capital Asset Policy – A tangible Capital Asset Policy to be created and approved by the board.

d. Transit Service Monthly Statistics

e. Report 2013 – 26 Response to Banff Motions

**BVRTSC13-88** Moved by Joanna McCullum to accept administration's response to the Town of Banff motions as amended in the report and request the Chair to provide a letter to the Town of Banff Council with the response to the motions.

CARRIED

### 5. Other Business

a. Report 2013-25: Follow up – Direct Service Budget and 2014 Revised Operating Budget

**BVRTSC13-89** Moved by Stavros Karlos to accept the direct service comparative budgetary figures as information

CARRIED

**BVRTSC13-90** Moved by Joanna McCallum approve the adjusted 2014 operating budget as presented with following amendments:

POSTPONED TO NEXT MEETING

**BVRTSC13-90a** Moved by Stavros Karlos to amend motion BVRTSC13-88 to say postpone the approval of the 2014 operating budget to January 8<sup>th</sup> meeting

CARRIED

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

CARRIED

**BVRTSC13-90c** Moved by Stavros Karlos to increase the local advertisement budget to \$15,000 and inflationary will be added for following years

CARRIED

Proposed amendments to the motion postponed until the next meeting:

Moved by Stavros Karlos to delete the Customer Service Centre Support budget line.

Moved by Stavros Karlos to reduce the bus wrap repair to \$2,000 per annum.

Moved by Stavros Karlos to maintain the funding of the Banff Local Security cost for 2014 at the same level as 2013.

b. Revised Capital Budget

c. Bus wrap reviewing

Dealing with TOB regarding the brand standards re: consideration for not covering the windows or wrap treatment in future wrap processes. GM/CAO to meet with Tof B representative to consider alternatives and bring back to the board on the outcomes.

## 7. Adjournment

**BVRTSC13-91** Moved by Sean Krausert to adjourn.

CARRIED

Meeting adjourned at 4:52 pm

GM/CAO Monthly Business Plan Progress Update January 2014

Business Plan Goals First and Second Quarter Timelines

Category	Goal No.	Description	1st Quarter	2nd Quarter	Comments
Governance	GOV4	Review wording and content of Bylaw 3-2011		June 30 2014	
Legal Authority and Policy	LAP1	Develop Transit Bylaw.		June 30 2014	
Legal Authority and Policy	LAP2	Investigate Transit Bylaw approval and enforcement responsibilities.		June 30 2014	Obtained process information from province
Legal Authority and Policy	LAP3	Develop an Administration Policy and Procedures Manual.		June 30 2014	
Human Resources	HR1	Develop Organization Chart	Apr 30 2014		
Human Resources	HR2	Evaluate the Hiring of in house transit drivers	Apr 30 2014		met with most drivers, local and regional. All who I have spoken to are interested in coming over
	TS1	Banff local Service Review	on going		
	TS2	Develop Service Plan for Parks Cave & Basin	Apr 30 2014		Parks has indicated interest for 2014. Need to obtain written confirmation
	TS4	Investigate Banff – Canmore Bike Trailer Service	Apr 30 2014		reviewing trailer design and costs, have met with bike carrier provider on BVRT intensions for 2014
	INF4	Define Infrastructure Responsibility	Apr 30 2014		
	INF7	Review ROAM Brand Standards for infrastructure.	Apr 30 2014		some discussions underway with Banff TMP on bus posts design specific for Banff. Some sign standardization underway that focuses on hi-liting public transit
	FL1	Develop a 20 Year Fleet Plan		June 30 2014	
	FL2	Develop Bus Specifications		June 30 2014	
	MCS1	Optimize Customer Information Program	Apr 30 2014		
	MCS2	Develop Stakeholder and Public Consultation Program		June 30 2014	
	MCS3	Develop Marketing Program		June 30 2014	Met with ToF C and ToF B marketing reps for draft outline of plan
	FS1	Develop a Fare Strategy		June 30 2014	
	FIN2	Annual Financial Audit Bylaw 3-2011 Clause 5.6	Apr 30 2014		
	PM1	Develop a Customer and Non-Customer Satisfaction tracking program.			
	PM2	Develop a Transit Route and System Performance Methodology.			developing data sources and collection methodology
		Quarterly schedule adherence	Apr 30 2014	June 30 2014	
		Monthly ridership by fare category	Apr 30 2014	June 30 2014	
		Monthly revenues by fare category	Apr 30 2014	June 30 2014	
		Monthly ridership per hour	Apr 30 2014	June 30 2014	
		Monthly ridership per stop	Apr 30 2014	June 30 2014	
		Monthly ridership per route	Apr 30 2014	June 30 2014	
		Monthly fuel consumption	Apr 30 2014	June 30 2014	
	PM3	Quarterly report individual Route Perfomance to the Commission.	Apr 30 2014	June 30 2014	developing data sources and collection methodology
	PM4	Semi-annually report Transit System performance measures (Balanced Scorecard) to the Commission.	Apr 30 2014	June 30 2014	developing data sources and collection methodology
	PM9	Municipal Benchmarking Alberta project measures (quarterly reporting)		year end	developing data sources and collection methodology. These are year end but need to be collected in some form all year
		Operting Expense Per Vehicle Hour		year end	
		Revenue Hours per Capita		year end	
		Operating Revenue per direct operating expense		year end	
		Fuel consumed per kilometre		year end	
		Cost per capita		year end	
		Ridership per revenue hour		year end	
		Boardings per revenue hour		year end	
		Ridership per revenue hour		year end	
		Ratio cash to pass fare		year end	

### Canmore/Banff Regional Ridership/Revenue Analysis

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

Month	2013	Average
January	\$21,814.99	\$21,814.99
February	\$21,594.71	\$21,594.71
March	\$23,598.70	\$23,598.70
April	\$22,794.09	\$22,794.09
May	\$26,137.15	\$26,137.15
June	\$18,953.35	\$18,953.35
July	\$27,164.15	\$27,164.15
August	\$26,568.45	\$26,568.45
September	\$29,323.10	\$29,323.10
October	\$29,049.40	\$29,049.40
November	\$25,105.70	\$25,105.70
December	\$25,159.77	\$25,159.77
<b>Grand Total:</b>	<b>\$297,263.56</b>	<b>\$297,263.56</b>

Please see note in revenue tab

Please see note in revenue tab

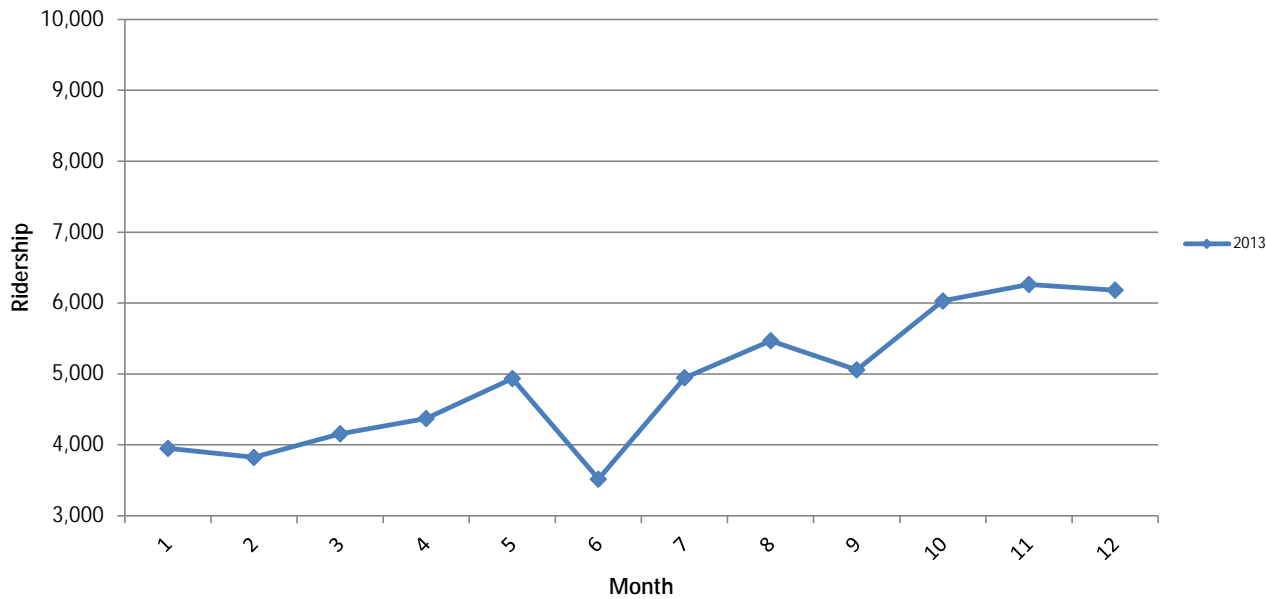
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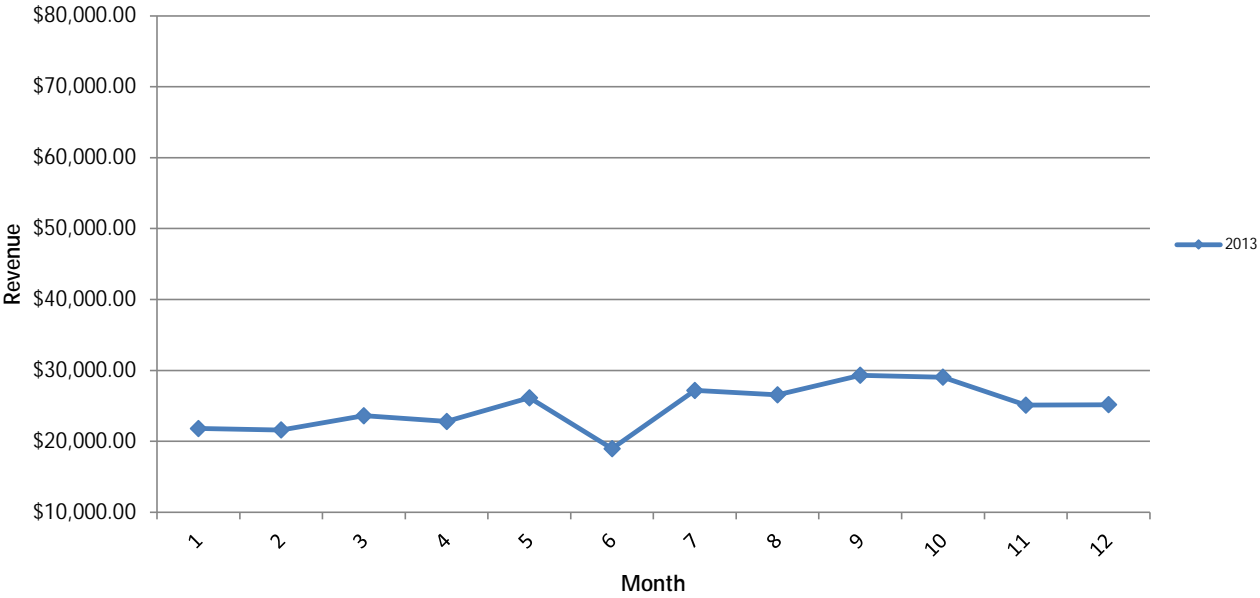
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### Canmore/Banff Regional Ridership 2013



# Canmore/Banff Regional Revenue 2013







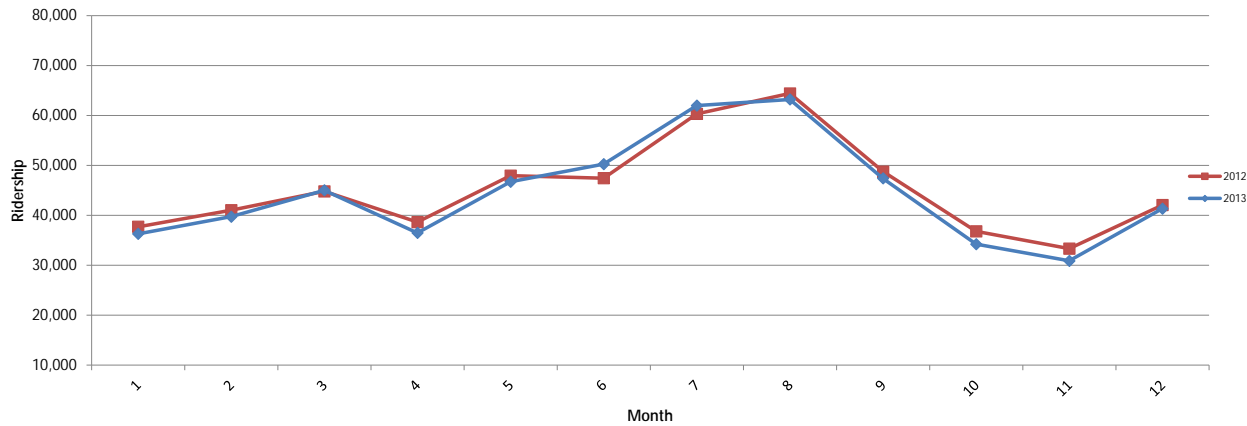
**ANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN  
2013 Actual**

	<b>Fares (what has been deposited)</b>	<b>Passes</b>	<b>Other</b>	<b>Total</b>	<b>Budget</b>
<b>January</b>	\$17,470	\$4,345		<b>\$21,815</b>	\$13,333.33
<b>February</b>	\$17,693	\$3,902		<b>\$21,595</b>	\$13,333.33
<b>March</b>	\$18,981	\$4,618		<b>\$23,599</b>	\$13,333.33
<b>April</b>	\$19,343	\$3,452		<b>\$22,794</b>	\$13,333.33
<b>May</b>	\$21,233	\$4,905		<b>\$26,137</b>	\$13,333.33
<b>June</b>	\$14,386	\$4,568		<b>\$18,953</b>	\$13,333.33 June month-end is 27th due to the weekend.
<b>July</b>	\$23,982	\$3,182		<b>\$27,164</b>	\$13,333.33
<b>August</b>	\$22,030	\$4,538		<b>\$26,568</b>	\$13,333.33 Aug month-end is 29th due to the weekend
<b>September</b>	\$23,623	\$5,700		<b>\$29,323</b>	\$13,333.33 contains August 30 & 31 revenue.
<b>October</b>	\$26,245	\$2,804		<b>\$29,049</b>	\$13,333.33 missing pass sales from TOB
<b>November</b>	\$21,645	\$3,461		<b>\$25,106</b>	\$13,333.33 Month end is Nov 28th due to the weekend. Missing pass sales from TOB
<b>December</b>	\$25,160			<b>\$25,160</b>	\$13,333.33 Month end is Dec 30 due to the holiday. No pass sales has been reported
<b>Totals:</b>	<b>\$251,791</b>	<b>\$45,473</b>	<b>\$0</b>	<b>\$297,264</b>	<b>\$160,000</b>

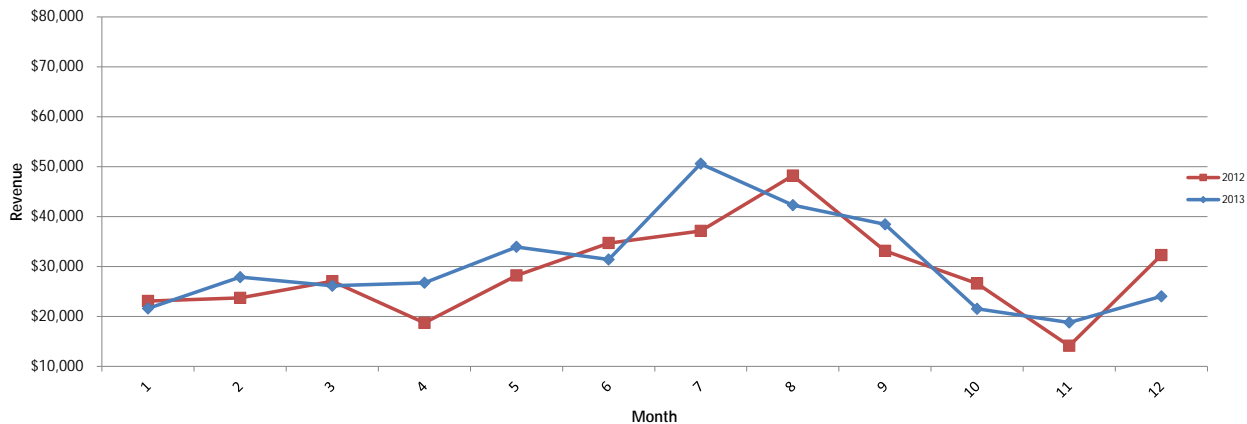
### Banff Local Ridership/Revenue Analysis

Month	Ridership			Month	Revenue		
	2012	2013	Average		2012	2013	Average
January	37,730	36,301	37,016	January	\$23,104	\$21,583.41	\$22,343.56
February	41,031	39,738	40,385	February	\$23,695	\$27,858.97	\$25,777.20
March	44,826	45,039	44,933	March	\$27,056	\$26,138.28	\$26,597.15
April	38,652	36,510	37,581	April	\$18,700	\$26,755.31	\$22,727.71
May	47,945	46,739	47,342	May	\$28,224	\$33,922.70	\$31,073.14
June	47,447	50,267	48,857	June	\$34,706	\$31,395.95	\$33,050.91
July	60,356	62,003	61,180	July	\$37,127	\$50,590.90	\$43,858.72
August	64,441	63,224	63,833	August	\$48,190	\$42,273.75	\$45,231.83
September	48,767	47,408	48,088	September	\$33,119	\$38,432.90	\$35,776.10
October	36,818	34,244	35,531	October	\$26,578	\$21,532.00	\$24,055.02
November	33,359	30,882	32,121	November	\$14,119	\$18,772.40	\$16,445.45
December	42,073	41,353	41,713	December	\$32,287	\$24,013.64	\$28,150.11
<b>Grand Total:</b>	<b>545,457</b>	<b>533,708</b>	<b>538,577</b>	<b>Grand Total:</b>	<b>\$ 348,915.52</b>	<b>\$363,270.21</b>	<b>\$355,086.87</b>

#### Banff Local Ridership



#### Banff Local Revenue





**Banff Local Service Ridership Summary**

All Routes	2013															
	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Cash Fare</b>																
Adult	6,704	9,362	16,066	8,818	9,479	10,130	8,045	10,713	10,560	13,734	14,867	11,203	7,739	7,294	9,898	122,480
Senior	212	365	577	275	435	529	545	2,412	3,411	3,602	3,543	3,823	754	297	475	20,101
Child	150	276	426	159	105	175	223	146	168	585	694	216	198	107	314	3,090
<b>Cash Fare Total</b>	<b>7,066</b>	<b>10,003</b>	<b>17,069</b>	<b>9,252</b>	<b>10,019</b>	<b>10,834</b>	<b>8,813</b>	<b>13,271</b>	<b>14,139</b>	<b>17,921</b>	<b>19,104</b>	<b>15,242</b>	<b>8,691</b>	<b>7,698</b>	<b>10,687</b>	<b>145,671</b>
<b>Roam Token</b>																
All Categories	106	80	186	117	219	141	115	66	120	195	114	46	26	18	58	1,235
<b>Roam Token Total:</b>	<b>106</b>	<b>80</b>	<b>186</b>	<b>117</b>	<b>219</b>	<b>141</b>	<b>115</b>	<b>66</b>	<b>120</b>	<b>195</b>	<b>114</b>	<b>46</b>	<b>26</b>	<b>18</b>	<b>58</b>	<b>1,235</b>
<b>10 Ride Pass</b>																
All Categories	24	76	100	75	108	96	62	24	42	82	67	47	25	92	120	840
<b>10 Ride Total:</b>	<b>24</b>	<b>76</b>	<b>100</b>	<b>75</b>	<b>108</b>	<b>96</b>	<b>62</b>	<b>24</b>	<b>42</b>	<b>82</b>	<b>67</b>	<b>47</b>	<b>25</b>	<b>92</b>	<b>120</b>	<b>840</b>
<b>3 Day Pass</b>																
All Categories	12	62	74	29	164	23	40	25	64	157	172	11	18	0	52	755
<b>3 Day Pass Total:</b>	<b>12</b>	<b>62</b>	<b>74</b>	<b>29</b>	<b>164</b>	<b>23</b>	<b>40</b>	<b>25</b>	<b>64</b>	<b>157</b>	<b>172</b>	<b>11</b>	<b>18</b>	<b>0</b>	<b>52</b>	<b>755</b>
<b>Day Pass</b>																
All Categories	440	589	1,029	375	658	677	705	2,268	2,286	3,146	3,641	2,455	914	411	699	18,235
<b>Day Pass Total:</b>	<b>440</b>	<b>589</b>	<b>1,029</b>	<b>375</b>	<b>658</b>	<b>677</b>	<b>705</b>	<b>2,268</b>	<b>2,286</b>	<b>3,146</b>	<b>3,641</b>	<b>2,455</b>	<b>914</b>	<b>411</b>	<b>699</b>	<b>18,235</b>
<b>31 Days Pass</b>																
Adult	2,757	1,171	3,928	934	1,089	872	1,283	802	600	871	544	270	554	641	832	9,292
Senior	45	21	66	29	0	16	25	52	11	66	47	10	0	0	27	283
Child	38	2	40	0	0	0	0	0	0	16	0	0	0	0	4	20
<b>31 Days Pass Total:</b>	<b>2,840</b>	<b>1,194</b>	<b>4,034</b>	<b>963</b>	<b>1,089</b>	<b>888</b>	<b>1,308</b>	<b>854</b>	<b>611</b>	<b>953</b>	<b>591</b>	<b>280</b>	<b>554</b>	<b>641</b>	<b>863</b>	<b>9,595</b>
<b>93 Days Pass</b>																
Adult	239	777	1,016	1,236	1,791	1,870	1,202	807	591	796	706	525	652	970	1,655	12,801
Senior	32	52	84	55	38	26	21	0	14	13	12	0	0	0	0	179
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>93 Days Pass Total:</b>	<b>271</b>	<b>829</b>	<b>1,100</b>	<b>1,291</b>	<b>1,829</b>	<b>1,896</b>	<b>1,223</b>	<b>807</b>	<b>605</b>	<b>809</b>	<b>718</b>	<b>525</b>	<b>652</b>	<b>970</b>	<b>1,655</b>	<b>12,980</b>
<b>186 Days Pass</b>																
Adult	207	971	1,178	891	879	1,006	859	945	498	498	527	403	622	1,091	1,933	10,152
Senior	0	2	2	19	16	31	4	16	10	12	6	2	28	132	103	379
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>186 Days Pass Total:</b>	<b>207</b>	<b>973</b>	<b>1,180</b>	<b>910</b>	<b>895</b>	<b>1,037</b>	<b>863</b>	<b>961</b>	<b>508</b>	<b>510</b>	<b>533</b>	<b>405</b>	<b>650</b>	<b>1,223</b>	<b>2,036</b>	<b>10,531</b>
<b>Low Income Pass</b>																
All Categories	148	930	1,078	1,007	1,321	1,288	1,343	1,567	1,359	1,215	924	810	877	706	771	13,188
<b>Low Income Pass Total:</b>	<b>148</b>	<b>930</b>	<b>1,078</b>	<b>1,007</b>	<b>1,321</b>	<b>1,288</b>	<b>1,343</b>	<b>1,567</b>	<b>1,359</b>	<b>1,215</b>	<b>924</b>	<b>810</b>	<b>877</b>	<b>706</b>	<b>771</b>	<b>13,188</b>
Regional Ride - Pass Holder	0	39	39	38	34	38	37	45	52	37	108	20	39	29	42	519
Regional Ride - Cash																
Hotel Partners	22,104	26,562	48,666	21,660	22,853	27,309	21,411	26,401	30,040	36,550	36,534	26,998	21,473	18,817	23,913	313,959
Transfers - Local	87	141	228	149	285	248	164	191	285	190	119	225	116	70	167	2,085
Transfers - Local to Regional																
Infant Free Ride	54	102	156	101	107	147	181	173	69	65	181	119	85	111	87	1,426
Accessories	205	493	698	334	281	417	245	86	87	153	227	176	79	96	203	2,384
<b>Total Ridership</b>	<b>33,564</b>	<b>42,073</b>	<b>75,637</b>	<b>36,301</b>	<b>39,738</b>	<b>45,039</b>	<b>36,510</b>	<b>46,739</b>	<b>50,267</b>	<b>62,003</b>	<b>63,224</b>	<b>47,408</b>	<b>34,244</b>	<b>30,882</b>	<b>41,353</b>	<b>533,708</b>

**Banff Local Ridership Sulphur Mtn Route**

All Routes	2013												November	December	Total			
	November	December	Total	January	February	March	April	May	June	July	August	September				October		
<b>Cash Fare</b>																		
Adult	2,764	3,911	6,675	3,709	3,709	4,052	3,159	4,118	4,024	5,253	5,713	4,564	3,319	3,000	3,671		<b>48,291</b>	
Senior	145	170	315	95	195	234	222	850	1,126	1,062	1,208	1,333	293	146	211		<b>6,975</b>	
Child	94	163	257	105	52	69	137	57	56	154	223	76	147	62	169		<b>1,307</b>	
<b>Cash Fare Total</b>	<b>3,003</b>	<b>4,244</b>	<b>7,247</b>	<b>3,909</b>	<b>3,956</b>	<b>4,355</b>	<b>3,518</b>	<b>5,025</b>	<b>5,206</b>	<b>6,469</b>	<b>7,144</b>	<b>5,973</b>	<b>3,759</b>	<b>3,208</b>	<b>4,051</b>		<b>56,573</b>	
<b>Roam Token</b>																		
All Categories	49	35	84	56	80	49	36	32	40	102	38	15	22	13	5		<b>488</b>	
<b>Roam Token Total:</b>	<b>49</b>	<b>35</b>	<b>84</b>	<b>56</b>	<b>80</b>	<b>49</b>	<b>36</b>	<b>32</b>	<b>40</b>	<b>102</b>	<b>38</b>	<b>15</b>	<b>22</b>	<b>13</b>	<b>5</b>		<b>488</b>	
<b>10 Ride Pass</b>																		
All Categories	15	27	42	36	37	44	42	4	27	38	19	11	16	41	29		<b>344</b>	
<b>10 Ride Total:</b>	<b>15</b>	<b>27</b>	<b>42</b>	<b>36</b>	<b>37</b>	<b>44</b>	<b>42</b>	<b>4</b>	<b>27</b>	<b>38</b>	<b>19</b>	<b>11</b>	<b>16</b>	<b>41</b>	<b>29</b>		<b>344</b>	
<b>3 Day Pass</b>																		
All Categories	12	27	39	5	17	4	13	9	12	71	33	9	8	0	29		<b>210</b>	
<b>3 Day Pass Total:</b>	<b>12</b>	<b>27</b>	<b>39</b>	<b>5</b>	<b>17</b>	<b>4</b>	<b>13</b>	<b>9</b>	<b>12</b>	<b>71</b>	<b>33</b>	<b>9</b>	<b>8</b>	<b>0</b>	<b>29</b>		<b>210</b>	
<b>Day Pass</b>																		
All Categories	199	385	584	184	346	327	402	1,191	869	1,398	1,452	1,071	463	224	475		<b>530</b>	
<b>Day Pass Total:</b>	<b>199</b>	<b>385</b>	<b>584</b>	<b>184</b>	<b>346</b>	<b>327</b>	<b>402</b>	<b>1,191</b>	<b>869</b>	<b>1,398</b>	<b>1,452</b>	<b>1,071</b>	<b>463</b>	<b>224</b>	<b>475</b>		<b>530</b>	
<b>31 Days Pass</b>																		
Adult	1,464	456	1,920	333	296	356	371	248	263	180	47	22	172	184	152		<b>2,624</b>	
Senior	31	20	51	0	0	0	0	2	7	36	12	8	0	0	0		<b>65</b>	
Child	32	2	34	0	0	0	0	0	0	2	0	0	0	0	4		<b>6</b>	
<b>31 Days Pass Total:</b>	<b>1,527</b>	<b>478</b>	<b>2,005</b>	<b>333</b>	<b>296</b>	<b>356</b>	<b>371</b>	<b>250</b>	<b>270</b>	<b>218</b>	<b>59</b>	<b>30</b>	<b>172</b>	<b>184</b>	<b>156</b>		<b>2,695</b>	
<b>93 Days Pass</b>																		
Adult	95	348	443	467	397	434	246	148	84	132	136	107	205	393	512		<b>3,261</b>	
Senior	2	2	4	3	22	26	21	0	0	0	0	0	0	0	0		<b>72</b>	
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		<b>0</b>	
<b>93 Days Pass Total:</b>	<b>97</b>	<b>350</b>	<b>447</b>	<b>470</b>	<b>419</b>	<b>460</b>	<b>267</b>	<b>148</b>	<b>84</b>	<b>132</b>	<b>136</b>	<b>107</b>	<b>205</b>	<b>393</b>	<b>512</b>		<b>3,333</b>	
<b>186 Days Pass</b>																		
Adult	75	412	487	396	295	390	337	359	190	200	235	183	286	485	639		<b>3,995</b>	
Senior	0	1	1	19	14	30	4	16	8	11	6	2	0	52	29		<b>191</b>	
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		<b>0</b>	
<b>186 Days Pass Total:</b>	<b>75</b>	<b>413</b>	<b>488</b>	<b>415</b>	<b>309</b>	<b>420</b>	<b>341</b>	<b>375</b>	<b>198</b>	<b>211</b>	<b>241</b>	<b>185</b>	<b>286</b>	<b>537</b>	<b>668</b>		<b>4,186</b>	
<b>Low Income Pass</b>																		
All Categories	122	768	890	798	951	874	875	960	739	595	461	453	554	421	467		<b>8,148</b>	
<b>Low Income Pass Total:</b>	<b>122</b>	<b>768</b>	<b>890</b>	<b>798</b>	<b>951</b>	<b>874</b>	<b>875</b>	<b>960</b>	<b>739</b>	<b>595</b>	<b>461</b>	<b>453</b>	<b>554</b>	<b>421</b>	<b>467</b>		<b>8,148</b>	
<b>Regional Ride - Pass Holder</b>	0	21	21	15	23	21	14	26	27	27	68	9	23	21	23		<b>297</b>	
<b>Regional Ride - Cash</b>																		
Hotel Partners	11,489	14,116	25,605	11,715	12,970	15,616	13,774	18,701	19,666	25,337	24,425	19,603	13,712	11,738	14,623		<b>201,880</b>	
Transfers - Local	35	74	109	84	84	126	100	92	91	84	32	102	74	32	76		<b>977</b>	
Transfers - Regional to Local										8	3	9	22	7	14			
Infant Free Ride	40	69	109	40	55	83	107	93	40	38	51	45	26	41	44		<b>663</b>	
Accessories	60	180	240	40	32	44	45	40	23	87	107	67	31	35	42		<b>593</b>	
<b>Total Ridership</b>	<b>16,723</b>	<b>21,187</b>	<b>37,910</b>	<b>18,100</b>	<b>19,575</b>	<b>22,779</b>	<b>19,905</b>	<b>26,946</b>	<b>27,292</b>	<b>34,816</b>	<b>34,318</b>	<b>27,695</b>	<b>19,379</b>	<b>16,899</b>	<b>21,219</b>		<b>204,410</b>	

Banff Local Ridership Tunnel Mtn Route																
All Routes	2013															
	November	December	Total	January	February	March	April	May	June	July	August	September	October	November	December	Total
<b>Cash Fare</b>																
Adult	3,940	5,451	9,391	5,109	5,770	6,078	4,886	6,448	6,191	7,936	8,409	6,639	4,420	4,294	6,227	72,407
Senior	67	195	262	180	240	295	323	1,513	2,138	2,408	2,199	2,490	461	151	264	12,662
Child	56	113	169	54	53	106	86	86	95	383	431	140	51	45	145	1,675
<b>Cash Fare Total</b>	<b>4,063</b>	<b>5,759</b>	<b>9,822</b>	<b>5,343</b>	<b>6,063</b>	<b>6,479</b>	<b>5,295</b>	<b>8,047</b>	<b>8,424</b>	<b>10,727</b>	<b>11,039</b>	<b>9,269</b>	<b>4,932</b>	<b>4,490</b>	<b>6,636</b>	<b>86,744</b>
<b>Roam Token</b>																
All Categories	57	45	102	61	139	92	79	34	75	93	76	31	4	5	53	742
<b>Roam Token Total:</b>	<b>57</b>	<b>45</b>	<b>102</b>	<b>61</b>	<b>139</b>	<b>92</b>	<b>79</b>	<b>34</b>	<b>75</b>	<b>93</b>	<b>76</b>	<b>31</b>	<b>4</b>	<b>5</b>	<b>53</b>	<b>742</b>
<b>10 Ride Pass</b>																
All Categories	9	49	58	39	71	52	20	20	15	44	48	36	9	51	91	496
<b>10 Ride Total:</b>	<b>9</b>	<b>49</b>	<b>58</b>	<b>39</b>	<b>71</b>	<b>52</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>44</b>	<b>48</b>	<b>36</b>	<b>9</b>	<b>51</b>	<b>91</b>	<b>496</b>
<b>3 Day Pass</b>																
All Categories	0	35	35	24	147	19	27	16	47	76	133	2	10	0	23	524
<b>3 Day Pass Total:</b>	<b>0</b>	<b>35</b>	<b>35</b>	<b>24</b>	<b>147</b>	<b>19</b>	<b>27</b>	<b>16</b>	<b>47</b>	<b>76</b>	<b>133</b>	<b>2</b>	<b>10</b>	<b>0</b>	<b>23</b>	<b>524</b>
<b>Day Pass</b>																
All Categories	241	204	445	191	312	350	303	1,021	1,245	1,643	2,008	1,384	451	187	224	9,319
<b>Day Pass Total:</b>	<b>241</b>	<b>204</b>	<b>445</b>	<b>191</b>	<b>312</b>	<b>350</b>	<b>303</b>	<b>1,021</b>	<b>1,245</b>	<b>1,643</b>	<b>2,008</b>	<b>1,384</b>	<b>451</b>	<b>187</b>	<b>224</b>	<b>9,319</b>
<b>31 Days Pass</b>																
Adult	1,293	715	2,008	601	793	516	912	552	334	679	491	248	382	457	680	6,645
Senior	14	1	15	29	0	16	25	50	0	30	31	2	0	0	27	210
Child	6	0	6	0	0	0	0	0	0	4	0	0	0	0	0	4
<b>31 Days Pass Total:</b>	<b>1,313</b>	<b>716</b>	<b>2,029</b>	<b>630</b>	<b>793</b>	<b>532</b>	<b>937</b>	<b>602</b>	<b>334</b>	<b>713</b>	<b>522</b>	<b>250</b>	<b>382</b>	<b>457</b>	<b>707</b>	<b>6,859</b>
<b>93 Days Pass</b>																
Adult	144	429	573	769	1,394	1,436	956	659	507	662	566	418	447	577	1,143	9,534
Senior	30	50	80	52	16	0	0	0	14	13	12	0	0	0	0	107
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>93 Days Pass Total:</b>	<b>174</b>	<b>479</b>	<b>653</b>	<b>821</b>	<b>1,410</b>	<b>1,436</b>	<b>956</b>	<b>659</b>	<b>521</b>	<b>675</b>	<b>578</b>	<b>418</b>	<b>447</b>	<b>577</b>	<b>1,143</b>	<b>9,641</b>
<b>186 Days Pass</b>																
Adult	132	559	691	495	584	616	522	585	303	298	289	220	336	606	1,294	6,148
Senior	0	1	1	0	2	1	0	0	2	1	0	0	28	80	74	188
Child	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>186 Days Pass Total:</b>	<b>132</b>	<b>560</b>	<b>692</b>	<b>495</b>	<b>586</b>	<b>617</b>	<b>522</b>	<b>585</b>	<b>305</b>	<b>299</b>	<b>289</b>	<b>220</b>	<b>364</b>	<b>686</b>	<b>1,368</b>	<b>6,336</b>
<b>Low Income Pass</b>																
All Categories	26	162	188	209	370	414	468	603	608	608	456	357	323	285	304	5,005
<b>Low Income Pass Total:</b>	<b>26</b>	<b>162</b>	<b>188</b>	<b>209</b>	<b>370</b>	<b>414</b>	<b>468</b>	<b>603</b>	<b>608</b>	<b>608</b>	<b>456</b>	<b>357</b>	<b>323</b>	<b>285</b>	<b>304</b>	<b>5,005</b>
<b>Regional Ride - Pass Holder</b>																
Regional Ride - Cash	0	18	18	23	11	17	23	17	23	3	37	11	16	8	19	208
<b>Hotel Partners</b>																
Hotel Partners	10,615	12,446	23,061	9,945	9,883	11,693	7,637	7,494	9,400	10,246	10,539	7,395	7,761	7,079	9,290	108,362
<b>Transfers - Local</b>																
Transfers - Local	52	67	119	65	77	122	64	94	130	93	29	123	42	38	91	968
<b>Transfers - Regional to Local</b>																
Transfers - Regional to Local	6	7	19	13	12	15	72	72	6	7	19	13	12	15	72	
<b>Infant Free Ride</b>																
Infant Free Ride	14	33	47	61	52	64	74	79	24	27	79	74	59	70	43	706
<b>Accessories</b>																
Accessories	145	313	458	294	249	373	200	43	51	56	101	109	48	61	161	1,746
<b>Total Ridership</b>	<b>16,841</b>	<b>20,886</b>	<b>37,727</b>	<b>18,201</b>	<b>20,163</b>	<b>22,260</b>	<b>16,605</b>	<b>19,314</b>	<b>21,202</b>	<b>25,313</b>	<b>26,036</b>	<b>19,707</b>	<b>14,865</b>	<b>14,012</b>	<b>20,184</b>	<b>112,196</b>

Banff Local Ridership Cave & Basin Route									
All Routes	2013								
	May	June	July	August	September	October	November	December	Total
<b>Cash Fare</b>									
Adult	147	345	545	745	448				2,230
Senior	49	147	132	136	190				654
Child	3	17	48	40	9				117
<b>Cash Fare Total</b>	<b>199</b>	<b>509</b>	<b>725</b>	<b>921</b>	<b>647</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,001</b>
<b>Roam Token</b>									
All Categories	0	5	0	0	1				6
<b>Roam Token Total:</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>
<b>10 Ride Pass</b>									
All Categories	0	0	0	0	0				0
<b>10 Ride Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3 Day Pass</b>									
All Categories	0	5	10	6	2				23
<b>3 Day Pass Total:</b>	<b>0</b>	<b>5</b>	<b>10</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23</b>
<b>Day Pass</b>									
All Categories	56	172	105	181	87				601
<b>Day Pass Total:</b>	<b>56</b>	<b>172</b>	<b>105</b>	<b>181</b>	<b>87</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>601</b>
<b>31 Days Pass</b>									
Adult	2	3	12	6	0				23
Senior	0	4	0	4	0				8
Child	0	0	10	0	0				10
<b>31 Days Pass Total:</b>	<b>2</b>	<b>7</b>	<b>22</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41</b>
<b>93 Days Pass</b>									
Adult	0	0	2	4	4				10
Senior	0	0	0	0	0				0
Child	0	0	0	0	0				0
<b>93 Days Pass Total:</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>
<b>186 Days Pass</b>									
Adult	1	5	0	3	2				11
Senior	0	0	0	0	0				0
Child	0	0	0	0	0				0
<b>186 Days Pass Total:</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>
<b>Low Income Pass</b>									
All Categories	4	12	12	7	3				38
<b>Low Income Pass Total:</b>	<b>4</b>	<b>12</b>	<b>12</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38</b>
<b>Regional Ride - Pass Holder</b>	2	2	7	3	1				15
<b>Regional Ride - Cash</b>									
Hotel Partners	206	974	967	1,570	1,227				4,944
Transfers - Local	5	64	13	58	95				235
Transfers - Regional to Local			1	2	4				7
Infant Free Ride	1	5	0	51	18				75
Accessories	3	13	10	19	17				62
<b>Total Ridership</b>	<b>479</b>	<b>1,773</b>	<b>1,874</b>	<b>2,870</b>	<b>2,110</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,338</b>

Attachment 3, Revised 2014 Operating Budget

	2013 Projected YE	2014 previous	2014	Proposed 2015	Proposed 2016	
<b>Ordinary Income/Expense</b>						
<b>Income</b>						
4100 · Farebox						
1-4100 · Banff Local	328000	334560	334560	341251	348076.22	adjusted 2% from 13 YE
2-4100 · Canmore Regional	246000	255000	255000	260000	265000	
4100 · Farebox - Other						
<b>Total 4100 · Farebox</b>	<b>574000</b>	<b>589560</b>	<b>589560</b>	<b>601251</b>	<b>613076</b>	
4200 · Advertising & Marketing Revenue						
1-4200 · Banff Local	39766	35000	35000	37000	39000	
2-4200 · Canmore Regional	10233	12500	12500	12700	12900	
<b>Total 4200 · Advertising &amp; Marketing Revenue</b>	<b>49999</b>	<b>47500</b>	<b>47500</b>	<b>49700</b>	<b>51900</b>	
4300 · Partner Programs						
1-4300 · Banff Local	367716	375270	375270	382775	390430.91	adjusted to reflect correct figure
2-4300 · Canmore Regional	1500	22500	22500	23000	23690	
<b>Total 4300 · Partner Programs</b>	<b>369216</b>	<b>397770</b>	<b>397770</b>	<b>405775</b>	<b>414121</b>	
4400 · Requisition Recoveries						
1-4400 · Banff						
1-4410 · TOB - Capital						
1-4420 · TOB - Operating	671000	661519	660219	550669	585551	2014 requisition slightly reduced
<b>Total 1-4400 · Banff</b>	<b>671000</b>	<b>661519</b>	<b>660219</b>	<b>550669</b>	<b>585551</b>	
2-4400 · Canmore						
2-4410 · TOC - Capital						
2-4420 · TOC - Operating	124000	152500	149500	128483	135952	2014 requisition slightly reduced
<b>Total 2-4400 · Canmore</b>	<b>124000</b>	<b>152500</b>	<b>149500</b>	<b>128483</b>	<b>135952</b>	
5-4400 · ID 9						
5-4410 · ID 9 - Capital						
5-4420 · ID 9 - Operating	20000	20000	20000	20000	20000	
<b>Total 5-4400 · ID 9</b>	<b>20000</b>	<b>20000</b>	<b>20000</b>	<b>20000</b>	<b>20000</b>	
<b>Total 4400 · Requisition Recoveries</b>						
4500 · Other Recoveries						
4600 · Passes						
1-4600 · Banff Local Pass	32500	35000	35000	36750	38587	
2-4600 · Canmore Regional Bus passes	45500	50000	50000	52500	55125	
<b>Total 4600 · Passes</b>	<b>78000</b>	<b>85000</b>	<b>85000</b>	<b>89250</b>	<b>93712</b>	
<b>Total Income</b>						
<b>Gross Income</b>	<b>1886215</b>	<b>1953849</b>	<b>1949549</b>	<b>1845129</b>	<b>1914312</b>	
<b>Expense</b>						
5100 · Salaries & Wages	215976	227000	227000	233810	240824.3	
5170 · Training & Conferences	6900	13000	13000	15000	15450	
5180 · Travel Expense	5500	8000	8000	8500	8755	
5190 · Meals and Entertainment						
5200 · Operating Costs, Contracts						
5210						
1-5210 · Banff Local - direct	699000	668000	668000	572000	599000	
2-5210 · Regional - Brewster	256000	277000	277000	204000	213000	
5210 · service - Other						
<b>Total 5210</b>	<b>955000</b>	<b>945000</b>	<b>945000</b>	<b>776000</b>	<b>812000</b>	
5250 · Parts						
1-5250 · Banff Local	for 2013, parts incl in	55000	55000	56650	58349.5	
2-5250 · Canmore Regional	mechanic costs	25000	25000	25750	26522.5	
5250 · Parts - Other				0	0	
<b>Total 5250 · Parts</b>				<b>0</b>	<b>0</b>	
5260 · Maintenance						
1-5260 · Banff Mechanic	120000	70000	70000	72100	74263	
2-5260 · Canmore Regional - Mechanic	53000	30000	30000	30900	31827	
5260 · Maintenance - Other						
<b>Total 5260 · Maintenance</b>	<b>173000</b>	<b>180000</b>	<b>180000</b>	<b>185400</b>	<b>190962</b>	
<b>Total 5200 · Operating Contracts</b>						
5300 · Insurance Expense						
5310 · General Liability Insurance	7100	8000	8000	8240	8487.2	
5320 · Banff build & fleet insurance	9000	9000	9000	9190	9548.1	
<b>Total 5300 · Insurance Expense</b>	<b>16100</b>	<b>17000</b>	<b>17000</b>	<b>17430</b>	<b>18035.3</b>	
5350 · General Operating Expenses						
5351 · Office Supplies	11100	10000	10000	12000	13000	
5352 · Bank Service Charges	1520	1600	1600	1649	1697.44	
5353 · Janitorial Supplies & Services	150	7200	5200	5356	5516.68	reduced, service provided by part time staff
5354 · Postage and Delivery	580	1000	1000	1030	1060.9	
5355 · Miscellaneous/ recognition Expense	5000	4800	4800	4935	5092.32	
5356 · Memberships	2240	5649	4000	4500	5000	slightly reduced
5357 · Cell Phone	2500	4200	4200	4500	4845	
5358 · Office Phone	2550	3400	3400	3502	3607.06	
5359 · Board meeting expense	1800	1200	1249	1400	1442	
5350 · General Operating Expenses - Other						
<b>Total 5350 · General Operating Expenses</b>	<b>27440</b>	<b>39049</b>	<b>35449</b>	<b>38872</b>	<b>41261</b>	
5390 · Interest Expense						
5391 · Interest & Penalties						
5400 · Lease Expense						
1-5400 · Banff Local						
1-5410 · Bus Lease	79000	79000	79000	79000	79000	
1-5420 · Bus Storage	24000	24000	24000	24000	24000	
<b>Total 1-5400 · Banff Local</b>	<b>103000</b>	<b>103000</b>	<b>103000</b>	<b>103000</b>	<b>103000</b>	
2-5400 · Canmore Regional						
2-5420 · Regional - Bus Storage	9600	9600	9600	9600	9600	
<b>Total 2-5400 · Canmore Regional</b>	<b>9600</b>	<b>9600</b>	<b>9600</b>	<b>9600</b>	<b>9600</b>	
<b>Total 5400 · Lease Expense</b>	<b>112600</b>	<b>112600</b>	<b>112600</b>	<b>112600</b>	<b>112600</b>	
5600 · Professional/contractual fees						
5611 · Accounting Fees	11000	14000	14000	14420	14852.6	
5612 · Payroll	2480	4000	4000	4120	4243.6	
5613 · Bookkeeping Services				0	0	
5615 · Legal Fees	2000	1600	1600	1648	1697.44	
5616 · Recruitment Costs	800	1600	1600	1648	1697.44	
5617 · Website	0	1200	1200	1236	1273.08	
5618 · Casual Services	8000	11000	11000	12000	12360	
5619 · Business Hosting Expenses	2000	6000	3000	3090	3182.7	reduced as per motion
5621 · Coin Rolling Fees						
5622 · Nextbus Banff local	19100	15000	15000	15000	15000	
Next bus regional		4000	4000	4000	4000	
5623 · Security Fee						
1-5623 · Banff Local Security shift	10155	20000	20000	25000	25000	
2-5623 · Canmore Regional Security	150	2000	2000	10000	10000	
<b>Total 5623 · Security Fee</b>						
5624 · IT Support	4400	5200	5200	7000	9000	
cust centre support		8500	8500	8755	9018	
infrastructure maintenance		5000	5000	5500	6000	
5626 · Office rent	26000	42000	42000	24000	24000	may be adjusted higher in 2015 on if lease negotiated with Banff
5627 · Copier	190	800	600	600	600	
5628 · Bus wrap repair						
local wrap repair	450			12000	12000	
2-5628 · Regional - Bus wrap repair		8000	8000	12000	12000	
<b>Total 5628 · Bus wrap repair</b>						
5629 Utilities		3000	3000	5000	6000	
5630 · Professional/contractual fees	17835	17000	17000	25000	25000	
<b>Total 5600 · Professional/contractual fees</b>	<b>104560</b>	<b>169900</b>	<b>166700</b>	<b>192017</b>	<b>196925</b>	
5700 · Advertising and Marketing						
1-5700 · Banff Local						
1-5710 · Banff Local Bulk Discount						



1-5700 - Banff Local - Other					
<b>Total 1-5700 - Banff Local</b>	19000	12500	15000	15500	17500 increased to 15000 as per motion
<b>2-5700 - Canmore Regional</b>					
2-5710 - Regional Bulk Pass Discount					
2-5700 - Canmore Regional - Other					
<b>Total 2-5700 - Canmore Regional</b>	15500	19800	19800	20000	21000
<b>5700 - Advertising and Marketing - Other</b>					
<b>Total 5700 - Advertising and Marketing</b>	34500	32300	34800	35500	38500
<b>5800 - Fuel</b>					
1-5800 - Banff Local	118000	130000	130000	140000	145000
2-5800 - Canmore Regional	80000	80000	80000	90000	94000
<b>Total 5800 - Fuel</b>	198000	210000	210000	230000	239000
<b>5900 - Amortization Expense</b>					
<b>Total 5900 - Amortization Expense</b>	117000	119601	119601	119601	119601
<b>5999 - Uncategorized Expenses</b>					
<b>Total Expense</b>	1849576	1953849	1949549	1845129	1914313
<b>Net Ordinary Income</b>		0	0	0	-1

Increase in 2014 largely due to higher fuel, Brewster increase, Nextbus for regional, bus wrap maintenance for regional bus  
Amortization expense will be adjusted annually based on new acquisition of tangible capital assets

## Part time, Seasonal Customer Service Agent Position Description

### **Position Summary:**

Reporting to the Operations Manager, this is a multi-functional position providing front line customer service support to patrons who visit the customer service centre in person, online, or via the telephone. There will be other general duties assigned as needed.

### **Responsibilities:**

- Provide excellent customer service to all customers of BVRTSC
- Conduct over the counter fare product sales
- Provide a range of customer service advice to all customers who visit the centre
- Record all product sales in the accounting software
- Cash handle as per position requirement
- Perform cash out duties with the daily cash float at the end of each shift
- Write daily/ shift summary reports
- Write incident reports as required
- Assist in the management of the Lost and found inventory
- Conduct Lost and Found services with customers
- Assist in the pick up/drop off hotel guest passes from/to partner hotels as directed
- Assist in the general cleanliness of the office space as required and directed
- Other duties as assigned

### **Qualifications:**

#### **Education (minimum):**

- High school diploma or GED is recommended

#### **Experience:**

- Cash handling
- General office support duties
- previous customer service related experience an asset
- familiarity with the Roam public transit service
- Dealing with tourists

### **Knowledge, skills, and abilities:**

- ability to work independently
- ability to work in a team environment
- must be able to communicate effectively in oral and written in English, ability to speak a second language will be considered an asset
- knowledge of general office organization and proficiency in the operation of all general office equipment and/ or the ability to learn the use of office equipment
- must have the ability to handle cash accurately

- computer proficiency
- must be able to operate a computer in a Microsoft Office environment

**Other Requirements, Conditions:**

- must be legally able to work in Canada (proof will be required)
- must pass police security clearance (proof required)
- position may terminate without cause at anytime
- some physical movement, light lifting, outside work and office stationary work
- at this time, this position is not part of the corporate benefits program
- must be able to work in the evening hours, weekends, and possibly Statutory holidays

Proposed Rate of Pay

\$13.00 - \$16.00 per hour

2014 Shifts

	shift	Hrs/week	Days/week	Duration	Period
Weekday	5:00pm-8:00pm	3	5	13 weeks	Feb 1- Apr 30
Weekend	11:00am -6:00pm	7	1 (Sat only)	13	Feb to May 1
Weekday	5:00pm -8:00pm	3	5	22	May to Sept 30
Weekend	11:00am – 6:00pm	7	2 (Sat, Sun)	22	May to Sept 30

		2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Note
<b>Commission Capital Plan</b>															
<b>Partners</b>															
<b>Project ID#</b>	<b>Banff</b>														
	<b>Proposed Annual Banff Contributions</b>	45,000	188,000	188,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	
	carry over from previous year		40,380	133,065	263,955	415,655	556,795	667,135	771,545	918,345	1,058,395	913,395	1,086,745	1,208,645	
	<b>total unspent start of year</b>		228,380	321,065	488,955	640,655	781,795	892,135	996,545	1,143,345	1,283,395	1,138,395	1,311,745	1,433,645	
	<b>Banff Projects</b>	<b>Life Cycle</b>													
B1	Banff Bus Replacement	22 yrs													Project planned for 2030. \$2174493 @33%
	Banff Hybrid Bus Battery Pack replacement	11 yrs								80,000					
B2	Banff Smart Card Equipment	10years	0											100,000	
B3	Banff Next Bus Sign for Regional Service initial install	8years	0	4,000											
B4	Banff Next Bus Sign for Regional Service Replacement	8years	0									50,000			
B5	Banff Smart Card Upgrade phase1	4 years	0	40,000											
B7	Banff Smart Card Upgrade phase2	4 years	0								40,000				
B8	Banff Smart Card Stock phase 1	5years		40,000											
B9	Banff Smart Card Stock Phase 2	5years						50,000							
B10	Banff Smart Card Stock Phase 3	5years											50,000		
B11	Banff Transit Exchange - Initial Setup		1,000												
B12	TMP transit sign replacement phase 1				60,000										
B13	TMP transit sign replacement phase 2					60,000			0						
B14	Banff Bus Zone Improvements - bus sign changes		0	10,000											
B15	Banff Bus Zone Improvements - Bench improvements		0			10,000									
B16	Bus security camera installs		0				25,000								
B17	Banff QR code scanning fare technology		0				40,000								
B20	Wrap replacement	5years	0	16,000											
B21	Wrap replacement 2	5years	0						60,000						60,000
	<b>Banff Planned Expenditures</b>		0	81,000	30,000	60,000	70,000	65,000	50,000	60,000	80,000	40,000	50,000	50,000	160,000
	<b>regional capital</b>		0	12,500	5,000	10,000	0	32,500	30,000	5,000	0	0	30,000	55,000	
	<b>Commission Capital</b>		4,620	1,815	22,110	3,300	13,860	17,160	40,590	13,200	4,950	330,000	1,650	23,100	6,600
	<b>total annual capital commitment</b>		4,620	95,315	57,110	73,300	83,860	114,660	120,590	78,200	84,950	370,000	51,650	103,100	221,600
	<b>remaining unspent end for year</b>		40,380	133,065	263,955	415,655	556,795	667,135	771,545	918,345	1,058,395	913,395	1,086,745	1,208,645	1,212,045

Canmore														
Canmore Contributions		30,000	27,000	27,000	20,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
carryover from previous year			25,380	33,065	0	2,700	68,840	94,180	113,590	195,390	255,440	15,440	73,790	120,690
total unspent start of year			52,380	60,065	20,000	102,700	168,840	194,180	213,590	295,390	355,440	115,440	173,790	220,690
Canmore Projects														
C1	Canmore local buses and equipment unbudgeted (pending Canmore approval)	0												
C2														
C3	Canmore Next Bus Sign for Regional Service initial	8years	0	8,000										
C4	Canmore Next Bus Sign for Regional Service replacement	8years	0									30,000		
C5	Canmore Next Bus Install - Local					0								
C7	Canmore Bus Zones Phase 1		0	5,000										
C8	Canmore Bus Zones Phase 2		0		4,000									
C9	Canmore Bus Zones Phase 3		0			10,000								
C10	Canmore Bus Zones Phase 4		0					10,000						
C11	Canmore Bus Zones Phase 5		0							10,000				
C12	Canmore Bus Zones Phase 6		0									10,000		
C13	Canmore Bus Zones Phase 7		0											10,000
C14	Canmore Smartcard stock - Phase 1					10,000								
C15	Canmore Smartcard stock - Phase 2										10,000			
C16	Canmore passenger shelters, benches Phase 1			25,000						25,000				
C17	Canmore passenger shelters, benches phase 2					0	25,000							
Canmore Planned Expenditures		0	5,000	33,000	4,000	20,000	25,000	10,000	0	35,000	10,000	40,000	0	10,000
Regional Capital		0	12,500	5,000	10,000	0	32,500	30,000	5,000	0	0	0	30,000	55,000
Commission Capital		4,620	1,815	22,110	3,300	13,860	17,160	40,590	13,200	4,950	330,000	1,650	23,100	6,600
total annual commitment		4,620	19,315	60,110	17,300	33,860	74,660	80,590	18,200	39,950	340,000	41,650	53,100	71,600
remaining unspent end for year		25,380	33,065	-45	2,700	68,840	94,180	113,590	195,390	255,440	15,440	73,790	120,690	149,090

local service capital not listed yet

ID#9															
ID#9 Contributions			40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
carryover from previous year			0	35,380	73,565	91,455	128,155	154,295	177,135	176,545	203,345	238,395	-51,605	-13,255	3,645
Commission Capital			4,620	1,815	22,110	3,300	13,860	17,160	40,590	13,200	4,950	330,000	1,650	23,100	6,600
remaining unspent end of year			35,380	73,565	91,455	128,155	154,295	177,135	176,545	203,345	238,395	-51,605	-13,255	3,645	37,045
<b>Regional</b>															
<b>Regional Projects</b>															
R1	Regional Bike Trailers - Initial	5 Years				20,000									
R2	Regional Bike Trailers - Replacement	5 Years													
R3	Regional Bus Wrap Replacement 1	5 Years							60,000						
R4	Regional Bus Wrap Replacement 2	5 Years												60,000	
R5	Regional Bus Replacement - Nova	22 yrs													
R6	Regional Bus Replacement - Cutaway	12 yrs													
R7	Regional Smart Cards stock (initial)	5 Years		15,000											
R8	Regional Smart Cards stock - Replenish 1	5 Years			10,000										
R9	Regional Smart Cards stock - Replenish 2	5 Years							10,000						
R10	Regional Smart Cards stock - Replenish 3	5 Years													10,000
R11	Regional Smartcard software, hardware install	initial		10,000											
	Regional QR code scanning fare technology	5 years						40,000							
	Regional Smartcard equipment replacement	10yrs													100,000
R12	Regional bus security cameras	8 yrs						25,000							
<b>Regional Planned Expenditures</b>			0	25,000	10,000	20,000	0	65,000	60,000	10,000	0	0	0	60,000	110,000
<b>Proposed grants and other resources</b>													0		
<b>Net Commission related total after other resources</b>			0	25,000	10,000	20,000	0	65,000	60,000	10,000	0	0	0	60,000	110,000

2024 trailer replacement

Project planned for 2035. \$1,100,000 see 2025 \$326510 see tab 2.

Commission related															
Proposed Capital Grants		0				0	30,000	192,000		50,000	2,000,000				
Contributions from Operating Budget - into reserve		0			0	0	0	0	0	0	0	0	0	0	
proposed available funds		0	0	0	0	0	30,000	192,000	0	50,000	2,000,000	0	0	0	
G1	Commission - Office space reno, upgrading Phase 1			48,000											
G2	Commission - Office space reno, upgrading Phase 2								20,000						
G3	Commission - Office space reno, upgrading Phase 3													20,000	
G3	Commission - Office furniture & equipment Phase 1	1,000													
G4	Commission - Office furniture & equipment Phase 2			9,000											
G5	Commission - Office furniture & equipment Phase 3				10,000										
G6	Commission - Office furniture & equipment Phase 4					15,000									
G7	Commission - Office furniture & equipment Phase 5								10,000						
G8	Commission - Office furniture & equipment Phase 6									10,000					
G9	Main transit exchange (located in Banff) Engineering Study			0			30,000								
G10	Main transit exchange (located in Banff) construction							200,000							
G10	Bus Storage Facility - feasibility/ engineering study									50,000					
	Temp Bus storage facility/location							100,000							
G11	Bus Storage Facility - Permanent										3,000,000				
G12	Commission - Office IT, computers, wiring, telephones, etc.	1,000													
G13	Commission - Office IT, computers, wiring, telephones, etc. Phase 2		3,000												
G14	Commission - Office IT, computers, wiring, telephones, etc. Phase 3			10,000										New customer service centre (CSC) wiring	
G15	Commission - Office IT, computers, wiring, telephones, etc. Phase 3					15,000								servers for CSC	
G16	Commission - Office IT, computers, wiring, telephones, etc. Phase 4							5,000							
G17	Commission - Office IT, computers, wiring, telephones, etc. Phase 5									5,000		5,000		computer upgrade for the office	
G18	Commission - Office IT, computers, wiring, telephones, etc. Phase 6								20,000				10,000	computer upgrade for the office	
G19	Commission - Web, work - Phase 1	5 years	12,000												
G20	Commission - Web, work - Phase 2			2,500											
G21	Commission - Web work - Phase 3						12,000								
G22	Fleet Next Bus Replace/ upgrade - Phase 1 older fleet							52,000							
G23	Fleet Next Bus Replacement - Phase 2 Diesels												60,000		
<b>Commission related annual total</b>			14,000	5,500	67,000	10,000	42,000	82,000	315,000	40,000	65,000	3,000,000	5,000	70,000	20,000
Proposed capital grants and other resources			0	0	0	0	0	30,000	192,000	0	50,000	2,000,000	0	0	0
Net Commission related total after other resources			14,000	5,500	67,000	10,000	42,000	52,000	123,000	40,000	15,000	1,000,000	5,000	70,000	20,000

anticipate grant assistance to fund

New customer service centre (CSC) wiring

servers for CSC

computer upgrade for the office

computer upgrade for the office

modifying web site

Notes  
 Canmore local service capital figures will be added once concept is approved.  
 Parks Canada Capital costs will be added once concept is approved.  
 Participation of Parks Canada may adjust creation of some capital assets such as additional bus storage building  
 Additional grants will be sought or creation of capital reserves may be created  
 Bus replacement costs include inflation

ID #9 financial contribution amount may be reconsidered contingent on Parks Canada participation in future service delivery in the ID 9 region.  
 Need to look at ID9's contributions when bus storage shelter is projected to be built.  
 The fleet plan work in business plan 4.7 FL1 will better identify life cycle replacement of the buses based on their annual use and typical replacement pattern including any planned refurbishment  
 Fleet Plan work will show the lifecycle replacement cycle for each bus. Currently at cutaways 12 years, Regional and Local buses at 22 yrs.





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

January 1, 2014

**RE: Revising the "Bring Forward List of Pending Items"**

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### **SUMMARY/ISSUE:**

Over the last few months, at the request of the Commission, the General Manager/CAO has provided the monthly Commission meeting with a "Bring Forward List of Pending Items" in order to track past items that are still pending. This list includes formal motions approved by the Commission as well as a miscellany of other items. These "other" items include some things that are already included in the recently approved BVRTSC Business Plan for 2014 – 2016, ideas mentioned at some point in the past by Commission members but never formally approved, and other suggestions captured by Administration.

Based upon the belief that the "Bring Forward List of Pending Items" should only include things that are formally approved by the Commission and not already contained in the BVRTSC Business Plan for 2014 – 2016, this report addresses each of the items that are not formally approved motions and makes recommendations for the Commission's consideration, debate and approval. This aligns well with the fact that the General Manager/CAO only takes direction from the Commission properly constituted, and not any individual member or external body.

### ***Items Recommended to be Deleted from the "Bring Forward List of Pending Items" (with rationale for deletion in parenthesis):***

- RFP for Commission Banking (purchasing is covered by BVRTSC Policy F-1 "Purchasing Policy");
- Bike Trailer Review (already contained in BVRTSC Business Plan for 2014 – 2016 as Task "TS 4");
- Trailer Exemption in Place for 2014 (already contained in BVRTSC Business Plan for 2014 – 2016 as Task "TS 4");
- Capital Asset Policy (already contained as a standing item in the agenda until such time as completed prior to next audit);
- Town of Banff Transportation Master Plan Work (a Town of Banff item to be sent to BVRTSC as a written request);
- Wi-Fi Connection in Buses (already contained in BVRTSC Business Plan for 2014 – 2016 as Task "TEC 2");
- Advertising Next Bus System Implementation (operational matter that is currently underway);  
and
- New Board Orientation Package (already completed).

*Motion to be considered by the Commission:*

**That the following items be deleted from the “Bring Forward List of Pending Items”:**

- **RFP for Commission Banking;**
- **Bike Trailer Review;**
- **Trailer Exemption in Place for 2014;**
- **Capital Asset Policy;**
- **Town of Banff Transportation Master Plan Work;**
- **Wi-Fi Connection in Buses;**
- **Advertising Next Bus System Implementation; and**
- **New Board Orientation Package.**

***Items Recommended to be Considered as Motions in order to be properly included in the “Bring Forward List of Pending Items”:***

- **Business Policy for Charter Service Bookings.** This item was brought up in discussion by the Commission about whether or not and in what circumstances BVRTSC could offer charter service. It was recognized in the discussion that such should not be a primary focus of BVRTSC because it can distract the organization from its primary purpose but that such might be reasonable to consider in limited situations. Having a formal policy in provides the General Manager/CAO direction as well as a resource when dealing with requests.

*Motion to be considered by the Commission:*

**That the General Manager/CAO provide the Commission a Charter Service Report by March 31, 2014 that recommends a business policy for the charter service bookings, including hourly rates for any charter service bookings that are recommended.**

- **Calgary Stampede.** This item was brought up in discussion by the Commission about whether there was any value in participating in regional parades such as local Canada Day parades and the Calgary Stampede parade. The discussion touched on potential benefits such as promotion of both the transit service in the Bow Valley, as well as the Bow Valley itself for parades outside of the Bow Valley.

*Motion to be considered by the Commission:*

**That the General Manager/CAO investigates the details of participating in Canada Day parades in the area or the Calgary Stampede parade in the future and to report back to the Commission by March 31, 2014 with any recommendations.**

- Operating Surplus Report. This item was raised in an administration report, and the proper application of surpluses has been discussed at Commission from time to time. Any surpluses for 2013 will not be definitively known until the accounting is complete in January and February 2014, at which time the partner municipalities will likely be interested in being updated on the use of any surpluses.

*Motion to be considered by the Commission:*

**That the General Manager/CAO provides a report to the Commission on any operating surpluses by March 31, 2014.**

***Motions on the “Bring Forward List of Pending Items” that are recommended be amended:***

- BVRTSC 13-36 Creating an Emergency Protocol. This motion was approved by the Commission in response to lack of protocol in place with respect to notification of Commission members prior to any involvement of the BVRTSC with respect to emergency response situations. The original timeline specified in this motion was for a draft protocol to be presented to the Commission before the end of 2013. As this timeline has passed, the original motion should be amended.

*Motion to be considered by the Commission:*

**That the General Manager/CAO provides a report to the Commission on any operating surpluses by March 31, 2014.**

*END OF REPORT*

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

January 1, 2014

**RE: Commission Member Orientation Session**

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### **SUMMARY/ISSUE:**

Following the recent municipal election, there have been new appointments to the BVRTSC. Accordingly, three of six Commission members are new to the Commission. It is prudent for both new and experienced Commission members to ensure they are aware of the responsibilities of being a Commission member, especially as that relates to other activities in business or on their respective Councils in which they are involved.

In a recent conversation with Ian Wilson, General Manager of Bow Valley Regional Housing, I was advised that BVRH periodically does an orientation session for their entire Board, both new and experienced, with respect to the duties and responsibility of Board/Commission members. Their orientation session is facilitated by video conference with John McConnell of the Brownlee law firm.

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

Topics include:

1. Organizational Structure of the Body: Council compared to Board; Nature and Structure of the Body.
2. Decision-making Processes: What is Governance; Governance Style; Board Operation; Self-Governance; Role of the Chair; Fiduciary Duty of Directors; Role and Duties of Directors; Board solidarity; Board Financial Governance; Board Personnel Governance; Protection of Directors.
3. Roles of the Body's Players: Municipalities; the Board; CAO; Delegation; Accountability; Board interaction with CAO; Making the relationship work

BVRH is hoping to do an orientation session with Mr. McConnell on February 27<sup>th</sup> as part of their regular monthly meeting.

Ian Wilson has invited BVRTSC to participate in the orientation session with Board members from BVRH on February 27<sup>th</sup>. My understanding is that the session is less than two hours, and is at a cost of \$1000. Mr. McConnell has confirmed that there would be no additional cost for BVRTSC members participating, and so Ian Wilson has proposed that BVRTSC and BVRH split the costs if BVRTSC were to participate (i.e. \$500 from each organization).

I agreed to bring this opportunity for collaboration and professional development to the Commission for consideration.

*Motion to be considered by the Commission:*

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

*END OF REPORT*