

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

AGENDA

Aug 21, 2014: 2:00pm – 4:00pm

- 1.** Call to Order
- 2.** Approval of the Agenda
- 3.** Approval of the July 23, 2014 Regular Meeting Minutes
- 4.** Old Business (Standing Items)
 - a. General Manager/ CAO's Monthly report
2014 Bring Forward List of Pending items.
 - b. Transit Service Monthly Statistics (June/ July)
 - c. Regional Direct Service Report (Request for Decision) 2014-11 Tabled from July meeting
- 5.** New Business
 - a. Report 2014-12: TS1 Banff Local Service Review Work
 - b. Report 2014-13: Request for Customer Service Attendant (Request for Decision)
 - c. 2015-2017 Draft Operating Budget discussions
- 6.** Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
REGULAR MEETING
BVRTSC CUSTOMER SERVICE CENTRE – BOARD ROOM
(221 BEAVER ST. BANFF)
July 23, 2014: 2:00pm – 4:00pm

MINUTES

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

BOARD ADMINISTRATION PRESENT

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

BOARD ADMINISTRATION ABSENT

ADMINISTRATION PRESENT

Adrian Field, Manager of Engineering, Town of Banff
Jacob Johnson, Acting Manager of Engineering, Town of Canmore
Ethan Gorner, ID #9
Alex Kolesch, Parks Canada
Robert Earl, Town Manager, Town of Banff (observing)

ADMINISTRATION ABSENT

1. Call to Order

The meeting was called to order at 2:02pm

2. Approval of the Agenda

BVRTSC14-66 Moved by Sean Krausert to approve the agenda as amended for July 23rd, 2014 meeting.

Stavros Karlos - addition of 5G Tunnel Mountain Campground

CARRIED UNANIMOUSLY

3. Approval of the June 11, 2014 Regular Meeting Minutes

BVRTSC14-67 Moved by Sean Krausert to approve the minutes of the June 11th, 2014 regular meeting.

CARRIED UNANIMOUSLY

4. Old Business (Standing Items)

- a. General Manager/ CAO's Monthly report
2014 Bring Forward List of Pending items.
- b. Transit Service Monthly Statistics (May)
- c. 2013 Audit Management Items (accounting support) – Report 2014-9

BVRTSC14-68 Moved by Sean Krausert that the Commission the retention of the external Accountant as described in Report 2014-9.

SUPPORTED BY SEAN KRAUSERT, JOANNA MCCALLUM, DAVE SCHEBEK and DAVINA BERNARD

OPPOSED BY STAVROS KARLOS AND GRANT CANNING

MOTION DEFEATED pursuant to s. 11.5 of Bylaw #3

5. New Business

- a. Regional Direct Service Report (Request for Decision) 2014-11

BVRTSC14-69 Moved by Stavros Karlos to postpone this matter until the August board meeting in order to have administration provide a copy of the letter from Brewsters and update figures in the report based on number provided by Brewsters.

MOTION CARRIED UNANIMOUSLY

- b. Banff Local Ridership 5% Target Report 2014-10
- c. Service Design Analysis Components Report 2014-12

BVRTSC14-70 Moved by Stavros Karlos to direct administration to return for the August board meeting with a report detailing what work within TS1 has been ongoing.

CARRIED UNANIMOUSLY

BVRTSC14-71 Moved by Sean Krausert that commission accept this report for information.

CARRIED UNANIMOUSLY

- d. FCSS Letter

BVRTSC14-72 Moved by Sean Krausert

Given that the BVRTSC supports reduced fare products being made available to qualified low-income residents of the Bow Valley, with respect to potential changes to the reduced fare product for the Banff-Canmore Regional Service administered by FCSS, the GM/CAO is directed to:

(i) use best efforts in working with FCSS towards a mutually agreeable reduced fare product(s) for qualified low-income residents of the Bow Valley on the Banff- Canmore Regional Service, and in any event report back no later than the November to the BVRTSC regular meeting with a recommendation for consideration by the Commission; and

(ii) in support of the above, ask FCSS (both Banff and Canmore) to provide a description of the systems/processes that are currently used or will be incorporated to:

- (a) determine eligibility of people qualified to purchase/receive the reduced fare products,
- (b) protect against the reduced fare products being abused or misused, and
- (c) periodically review the eligibility of individuals qualified to purchase/receive the reduced fare products.

CARRIED

OPPOSED BY STAVROS KARLOS and GRANT CANNING

- e. Preliminary 2015 - 2017 draft Operating Budget

All feedback and comments to GM/CAO by August 8th.

- f. GreenTrip 2 Application process update (Verbal GM/CAO)
- g. Tunnel Mountain Campground (Question from Stavros Karlos)

6. Adjournment

BVRTSC14-73 Moved by Sean Krausert to adjourn the meeting.

CARRIED UNANIMOUSLY

Adjourned @ 4:23

GM/CAO Monthly Business Plan Progress Update Aug 2014

Business Plan Goals First and Second Quarter Timelines

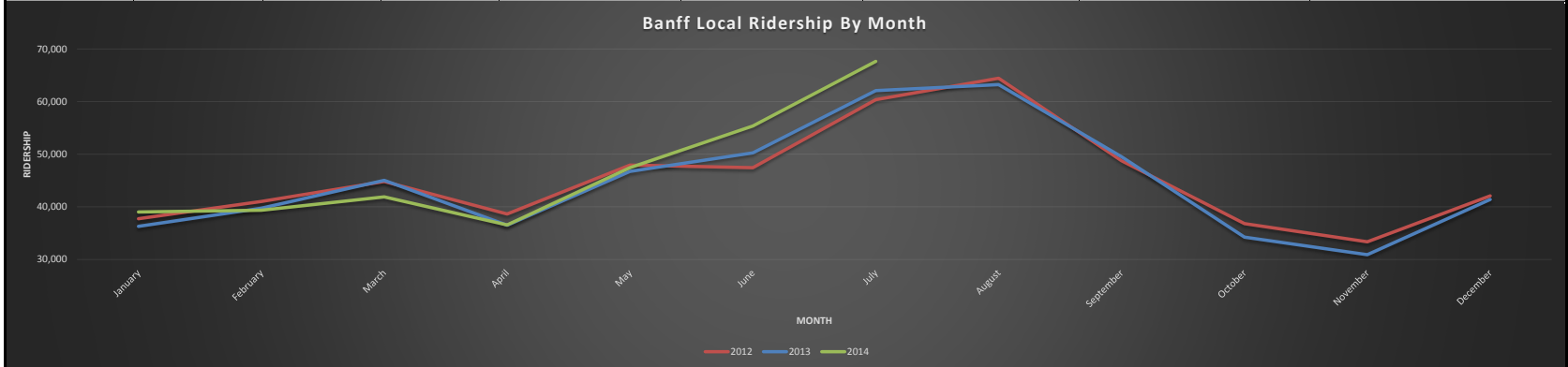
Category	Goal No.	Description	1st Quarter	2nd Quarter	3rd Quarter	Comments
Governance	GOV1	Review and Approve the Business Plan			30-Aug	
Governance	GOV2	Review and Approve the Operating and Capital budgets			30-Aug	
	TS1	Banff local Service Review	on going			Should be clarified. This item is a general performance review of the existng service to see that there are no major issues with the service as whole
Marketing	MCS4	reivew the use of "On It" Brand			30-Aug	Not currently being used yet on any services in the Region. Admin suggests to hold off until other CRP marketing information is made available.
Marketing	MCS5	review the use of Roam Brand Standards with the TofB			30-Aug	Good developments in the Bus wrap area with window issue. New bus wrap concepts circulated to Banff staff for comments
Infrastructure	INF5	Develop Bus facility Plan			30-Aug	Elements of the Canmore local service work, Parks project, Greentrip 2 application. CRP consultant assisting on developing information
Financial	FIN4	Develop an Operating and Capital Budget Reserve Policy			30-Aug	
Financial	FIN5	Develop and Excess Operating Revenue Policy			30-Aug	
Financial	FIN6	Establis a 10 year Capital Program			30-Aug	Tweaking what has been developed. Will get accountant assistance to produce a capital budget document that has a similar format to the operating budget
	PM2	Develop a Transit Route and System Performance Methodology.				
		Quarterly schedule adherence	Apr 30 2014	June 30 2014		1st quarter reported. Working on second quarter
		Monthly ridership by fare category	Apr 30 2014	June 30 2014		will report second quarter in Sept meeting. Some delays due to staff changeover and holiday schedules. Some tweaking of format based on request
		Monthly revenues by fare category	Apr 30 2014	June 30 2014		provided already at monthly meetings
		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		provided already at monthly meetings
		Monthly fuel consumption	Apr 30 2014	June 30 2014		done and currently reporting, doing a hybrid to biodiesel fuel consumption testing
	PM3	Quarterly report individual Route Perfomance to the Commission.	Apr 30 2014	June 30 2014		will report second quarter in Sept meeting
	PM4	Semi-annually report Transit System performance measures (Balanced Scorecard) to the Commission.		June 30 2014		data gathered based on PM2 and reported. Still working on format. Some delays due to staffing change.
	PM9	Municipal Benchmarking Alberta project measures		year end		Steve trying to prepare for September meeting for all items below as requested
		Operting Expense Per Vehicle Hour		year end		
		Revenue Hours per Capita		year end		
		Operating Revenue per direct operating expense		year end		
		Fuel consumed per kilometre		year end		
		Cost per capita		year end		
		Ridership per revenue hour		year end		
		Boardings per revenue hour		year end		
		Ridership per revenue hour		year end		
		Ratio cash to pass fare		year end		

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

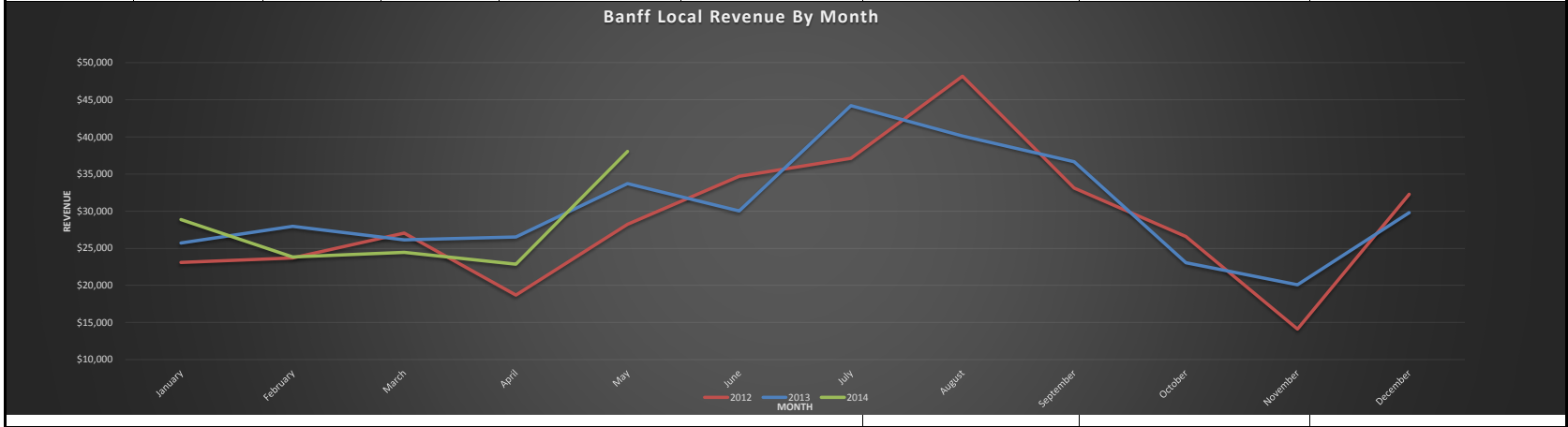
Item	Date Initiated	Pending Date	Comments
BVRTSC14-9 Create an Emergency Protocol before the end of 2013 In this protocol, communication steps should be identified where Board member are consulted or notified before involvement in emergency situations and deployment of services. Any decision to be made should be brought forth to the Commission.			Sept 2014
BVRTSC13-38 Overload policy – Moved by Sean Krausert to request the administration to bring back an overload policy which will include information where it can authorize the GM to make a decision on how to deal with overload situations as they arise. BVRTSC14-35 Moved by Sean Krausert to reprioritize identified tasks as presented so that administration may have the capacity to produce the required information for the proposed Parks Canada project. From Report 2014-6 “Recommended to be brought back no later than the September 2014 Board meeting” was carried	2013	Sept 2014	Based on BVRTSC14-35, the Overload policy is to be brought back to the Board on or before Sept 2014
BVRTSC13-46- ...Customer Service Center Office Space as outlined in the report 2013-19 with the following additional items; Negotiate a reduced lease rate the Town of Banff for the current office space in the industrial compound when its lease is expired.	Aug 2013	Sept 2014	
BVRTSC13-90e Moved by Stavros Karlos to direct administration to report back in September 2014 on the progress of Customer Service Centre to include the stats of number of clients serve, phone calls, walk in and on line inquiries including the number of lost and found inquiries.	January 2014	Sept 2014	
BVRTSC14-31 Follow up motion . . . Moved by Stavros Karlos to direct administration to draft a municipal capital allocation policy prior to the end of 2014.		No later than Dec 2014	
BVRTSC14-41 Moved by Joanna McCallum to approve the 2013 Audited Financial Statements as presented. 2013 Management recommendations from the auditor <ol style="list-style-type: none"> 1. Capital budget be approved which includes the capital expenses and capital revenues as well as an amount for amortization (annual process during budget approval process) 2. Board consider additional resources for the Commission as soon as possible to ensure that accounting records are maintained on a timely basis and the payroll and other specific and complex duties can be facilitated. 3. Board approved Tangible Capital Asset policy be followed. If there are concerns with the current policy, the Board should review the policy and amend it as necessary. 	April 2014	All items to be completed promptly and by no later than February 2015	Administration will bring all items in report form to advise the Board of the progress made in all areas. Some items have been implemented already. Other items will result in new or modification of existing policies, other items will be updates to or creation of processes and procedures.

4.	Board review its policy for emptying the fare boxes and counting the coins from the fare box to ensure that a clean month end cutoff results. This is especially important at Dec 31 year end.			
BVRTSC14-61	Moved by Sean Krausert that the Commission approve Administration to undertake the work required (within the specified timelines) as requested by the Town of Canmore to investigate the feasibility of operating a local transit service in Canmore.	June 2014	September 2014	Survey has started, route planning started
BVRTSC14-63	Moved by Sean Krausert to name boardroom the Ian Mackie Boardroom at the BVRTSC Customer Service Centre. Direct admin to purchase a jacket for him, both of which will be presented to him at a date to be determined.	June 2014	August 2014	Ian has confirmed to attend in August. Cannot in July due to knee surgery
BVRTSC14-36	Moved by Sean Krausert that prior to providing any services to Parks Canada with respect to producing the information required for the proposed project, the GM/CAO will either (i) enter into a written agreement on behalf of BVRTSC whereby Parks Canada commits to covering all of the costs of BVRTSC preparing the information, including any out of pocket expenses; or (ii) not provide said services until a sufficient retainer is received from Parks Canada to cover the expected costs	April 2014	September	Parks has approval to have the Commission as a sole source entity. Complicated piece of work to define scope and parameters. GM has worked out details of the project outline and defined a process of execution.

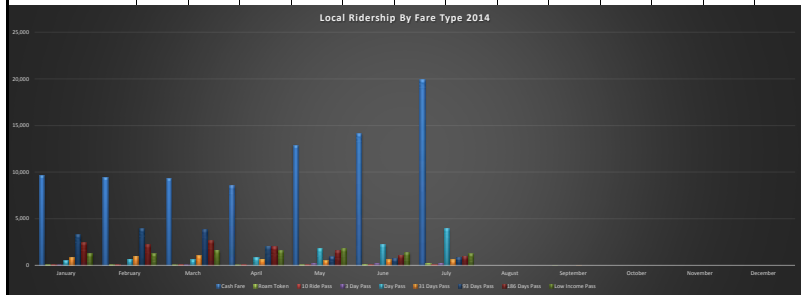
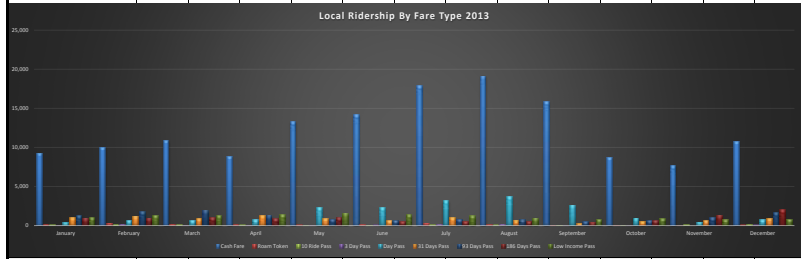
Banff Local Ridership/Revenue Analysis								
Ridership								
Month	2012	2013	2014	2013 Running Total	2014 Running Total	Running Total Difference	Running Total % Difference	2013 to 2014 Monthly Difference
January	37,730	36,302	39,021	36,302	39,021	2,719	7.0%	2,719
February	41,031	39,738	39,353	76,040	78,374	2,334	3.0%	-385
March	44,826	45,039	41,887	121,079	120,261	-818	-0.7%	-3,152
April	38,652	36,510	36,565	157,589	156,826	-763	-0.5%	55
May	47,945	46,739	47,451	204,328	204,277	-51	0.0%	712
June	47,447	50,267	55,372	254,595	259,649	5,054	1.9%	5,105
July	60,356	62,089	67,643	316,684	327,292	10,608	3.2%	5,554
August	64,441	63,224		379,908				
September	48,767	49,512		429,420				
October	36,818	34,244		463,664				
November	33,359	30,911		494,575				
December	42,073	41,403		535,978				
Grand Total:	543,445	535,978	327,292	535,978	0	0		



Revenue								
Month	2012	2013	2014	2013 Running Total	2014 Running Total	Running Total Difference	Running Total % Difference	2013 to 2014 Monthly Difference
January	\$23,104	\$25,711	\$28,869	\$25,711.08	\$28,869.44	\$3,158.36	10.9%	\$3,158.36
February	\$23,695	\$27,959	\$23,824	\$53,670.05	\$52,693.21	-\$976.84	-1.9%	-\$4,135.20
March	\$27,056	\$26,138	\$24,454	\$79,808.33	\$77,147.11	-\$2,661.22	-3.4%	-\$1,684.38
April	\$18,700	\$26,536	\$22,861	\$106,344.49	\$100,007.66	-\$6,336.83	-6.3%	-\$3,675.61
May	\$28,224	\$33,720	\$38,052	\$140,064.69	\$138,059.77	-\$2,004.92	-1.5%	\$4,331.91
June	\$34,706	\$30,034		\$170,098.44				
July	\$37,127	\$44,220		\$214,318.19				
August	\$48,190	\$40,125		\$254,443.24				
September	\$33,119	\$36,670		\$291,113.44				
October	\$26,578	\$23,066		\$314,179.44				
November	\$14,119	\$20,087		\$334,266.84				
December	\$32,287	\$29,795		\$364,061.60				
Grand Total:	\$ 346,903.52	\$364,061.60	\$138,059.77	\$364,061.60	\$0	\$0		



BANFF LOCAL TRANSIT REVENUE BREAKDOWN						
2014 Actual						
Month	Fares	Passes	Other	Total	Budget	Column1
January	\$20,289	\$8,580		\$28,869	\$23,853.33	
February	\$20,788	\$3,036		\$23,824	\$23,853.33	
March	\$20,683	\$3,771		\$24,454	\$23,853.34	
April	\$18,812	\$4,049		\$22,861	\$29,500.00	
May	\$29,459	\$3,344	\$5,250	\$38,052	\$29,500.00	
June	\$35,714			\$35,714	\$29,500.00	*Waiting for Pass Sales Invoices
July	\$48,321			\$48,321	\$44,433.33	*Waiting for Pass Sales Invoices
August				\$0	\$44,433.33	
September				\$0	\$44,433.34	
October				\$0	\$25,400.00	
November				\$0	\$25,400.00	
December				\$0	\$25,400.00	
Totals:	\$194,067	\$22,779	\$5,250	\$222,095	\$369,560	
BANFF LOCAL TRANSIT REVENUE BREAKDOWN						
2013 Actual						
Month	Fares (what has been deposited)	Passes	Other	Total	Budget	
January	\$23,131	\$2,581		\$25,711	\$28,333.33	
February	\$26,436	\$1,453	\$70	\$27,959	\$28,333.33	
March	\$22,022	\$4,116		\$26,138	\$28,333.33	
April	\$20,093	\$6,443		\$26,536	\$28,333.33	
May	\$28,994	\$2,726	\$2,000	\$33,720	\$28,333.33	
June	\$26,473	\$3,561		\$30,034	\$28,333.33	June month end is 27th due to the weekend.
July	\$41,683	\$2,537		\$44,220	\$28,333.33	
August	\$38,856	\$1,269		\$40,125	\$28,333.33	August month end is 29th due to the weekend
September	\$34,131	\$2,540		\$36,670	\$28,333.33	September contains August 30, 31st revenue.
October	\$18,653	\$4,414		\$23,066	\$28,333.33	
November	\$16,090	\$3,598	\$400	\$20,087	\$28,333.33	Month end is 28th due to the weekend.
December	\$23,786	\$6,009		\$29,795	\$28,333.33	Month end is 30th due to the weekend.
Totals:	\$320,346	\$41,245	\$2,470	\$364,062	\$340,000	
BANFF LOCAL TRANSIT REVENUE BREAKDOWN						
2012 Actual						
Month	Fares	Passes	Other	Total		
January	\$21,203	\$1,881	\$20	\$23,104		
February	\$19,032	\$4,643	\$20	\$23,695		
March	\$23,926	\$3,110	\$20	\$27,056		
April	\$17,508	\$1,168	\$25	\$18,700		
May	\$25,940	\$1,979	\$305	\$28,224		
June	\$31,994	\$2,697	\$15	\$34,706		
July	\$35,012	\$1,515	\$600	\$37,127		
August	\$46,229	\$1,961	\$0	\$48,190		
September	\$31,502	\$1,617	\$0	\$33,119		
October	\$23,298	\$3,281	\$0	\$26,578		
November	\$13,202	\$617	\$300	\$14,119		
December	\$27,532	\$4,755	\$0	\$32,287		
Totals:	\$316,377	\$29,222	\$1,305	\$346,904		



	Banff Local Ridership By Fare Type Sulphur Mountain Route (Route 1)												
	2013												
Fare Type	January	February	March	April	May	June	July	August	September	October	November	December	Total
Cash Fare													
Adult	3,710	3,709	4,052	3,159	4,118	4,024	5,253	5,713	4,564	3,319	3,000	3,671	48,292
Senior	95	195	234	222	850	1,126	1,062	1,208	1,333	293	146	211	6,975
Child	105	52	69	137	57	56	154	223	76	147	62	169	1,307
Cash Fare Total	3,910	3,956	4,355	3,518	5,025	5,206	6,469	7,144	5,973	3,759	3,208	4,051	56,574
Roam Token													
All Categories	56	80	49	36	32	40	102	38	15	22	13	5	488
Roam Token Total:	56	80	49	36	32	40	102	38	15	22	13	5	488
10 Ride Pass													
All Categories	36	37	44	42	4	27	38	19	11	16	41	29	344
10 Ride Total:	36	37	44	42	4	27	38	19	11	16	41	29	344
3 Day Pass													
All Categories	5	17	4	13	9	12	71	33	9	8	0	29	210
3 Day Pass Total:	5	17	4	13	9	12	71	33	9	8	0	29	210
Day Pass													
All Categories	184	346	327	402	1,191	869	1,398	1,452	1,071	463	224	475	8,402
Day Pass Total:	184	346	327	402	1,191	869	1,398	1,452	1,071	463	224	475	8,402
31 Days Pass													
Adult	333	296	356	371	248	263	180	47	22	172	184	152	2,624
Senior	0	0	0	0	2	7	36	12	8	0	0	0	65
Child	0	0	0	0	0	0	2	0	0	0	0	4	6
31 Days Pass Total:	333	296	356	371	250	270	218	59	30	172	184	156	2,695
93 Days Pass													
Adult	467	397	434	246	148	84	132	136	107	205	393	512	3,261
Senior	3	22	26	21	0	0	0	0	0	0	0	0	72
Child	0	0	0	0	0	0	0	0	0	0	0	0	0
93 Days Pass Total:	470	419	460	267	148	84	132	136	107	205	393	512	3,333
186 Days Pass													
Adult	396	295	390	337	359	190	200	235	183	286	485	639	3,995
Senior	19	14	30	4	16	8	11	6	2	0	52	29	191
Child	0	0	0	0	0	0	0	0	0	0	0	0	0
186 Days Pass Total:	415	309	420	341	375	198	211	241	185	286	537	668	4,186
Low Income Pass													
All Categories	798	951	874	875	960	739	595	461	453	554	421	467	8,148
Low Income Pass Total:	798	951	874	875	960	739	595	461	453	554	421	467	8,148
Regional Ride - Pass Holder	15	23	21	14	26	27	27	68	9	23	21	23	297
Regional Ride - Cash							1	49	6	6	4	5	71
Hotel Partners	11,715	12,970	15,616	13,774	18,701	19,666	25,337	24,425	19,603	13,712	11,738	14,623	201,880
Transfers - Local	84	84	126	100	92	91	84	32	102	74	32	76	977
Transfers - Regional to Local							8	3	9	22	7	14	63
Infant Free Ride	40	55	83	107	93	40	38	51	45	26	41	44	663
Accessories	40	32	44	45	40	23	87	107	67	31	35	42	593
Total Ridership	18,101	19,575	22,779	19,905	26,946	27,292	34,816	34,318	27,695	19,379	16,899	21,219	288,924
	Banff Local Ridership By Fare Type Sulphur Mountain Route (Route 1)												
	2014												
Fare Type	January	February	March	April	May	June	July	August	September	October	November	December	Total
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14

Cash Fare													
Adult	3,515	3,577	3,548	3,626	4,451	5,290	6,186	0	0	0	0	0	30,193
Senior	103	93	225	272	813	1,111	1,150	0	0	0	0	0	3,767
Child	209	129	131	139	137	175	436	0	0	0	0	0	1,356
Cash Fare Total	3,827	3,799	3,904	4,037	5,401	6,576	7,772	0	0	0	0	0	35,316
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
Roam Token													
All Categories	16	36	4	26	15	84	125						306
Roam Token Total:	16	36	4	26	15	84	125	0	0	0	0	0	306
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
10 Ride Pass													
All Categories	47	36	40	17	37	29	42	0	0	0	0	0	248
10 Ride Total:	47	36	40	17	37	29	42	0	0	0	0	0	248
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
3 Day Pass													
All Categories	28	0	10	6	51	59	59	0	0	0	0	0	213
3 Day Pass Total:	28	0	10	6	51	59	59	0	0	0	0	0	213
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
Day Pass													
All Categories	252	361	326	435	894	1,184	1,697	0	0	0	0	0	5,149
Day Pass Total:	252	361	326	435	894	1,184	1,697	0	0	0	0	0	5,149
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
31 Days Pass													
Adult	177	203	248	126	153	232	136	0	0	0	0	0	1,275
Senior	2	0	25	0	0	1	9	0	0	0	0	0	37
Child	0	0	0	18	0	0	0	0	0	0	0	0	18
31 Days Pass Total:	179	203	273	144	153	233	145	0	0	0	0	0	1,330
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
93 Days Pass													
Adult	557	441	419	310	352	342	379	0	0	0	0	0	2,800
Senior	0	0	0	0	0	3	26	0	0	0	0	0	29
Child	0	0	0	5	20	27	14	0	0	0	0	0	66
93 Days Pass Total:	557	441	419	315	372	372	419	0	0	0	0	0	2,895
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
186 Days Pass													
Adult	556	583	786	660	705	465	376	0	0	0	0	0	4,131
Senior	34	36	54	1	8	0	6	0	0	0	0	0	139
Child	0	0	0	41	0	0	0	0	0	0	0	0	41
186 Days Pass Total:	590	619	840	702	713	465	382	0	0	0	0	0	4,311
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
Low Income Pass													
All Categories	609	654	765	810	843	537	427	0	0	0	0	0	4,645
Low Income Pass Total:	609	654	765	810	843	537	427	0	0	0	0	0	4,645
Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
Regional Ride - Pass Holder	44	38	37	36	36	59	93	0	0	0	0	0	343
Regional Ride - Cash	9	3	4	4	3	4	1	0	0	0	0	0	28
Hotel Partners	12,049	12,841	13,708	13,416	19,011	22,590	27,386	0	0	0	0	0	121,001
Transfers - Local	48	71	88	74	65	69	52	0	0	0	0	0	467
Transfers - Regional to Local	17	8	6	17	22	25	30	0	0	0	0	0	125
Infant Free Ride	20	82	28	17	6	36	97	0	0	0	0	0	286
Accessories	50	38	51	75	57	109	184	0	0	0	0	0	564
Special (TMC Free Trip)						18	1						19
Total Ridership	18,342	19,230	20,503	20,131	27,679	32,449	38,911	0	0	0	0	0	177,245

	Banff Local Ridership By Fare Type												
	Tunnel Mountain Route (Route 2)												
	2013												
Fare Type	January	February	March	April	May	June	July	August	September	October	November	December	Total
Cash Fare													
Adult	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	180	240	295	323	1,513	2,138	2,408	2,199	2,490	461	151	264	12,662
Child	54	53	106	86	86	95	383	431	140	51	45	145	1,675
Cash Fare Total	5,343	6,063	6,479	5,295	8,047	8,424	10,727	11,039	9,269	4,932	4,490	6,636	86,744
Roam Token													
All Categories	61	139	92	79	34	75	93	76	31	4	5	53	742
Roam Token Total:	61	139	92	79	34	75	93	76	31	4	5	53	742
10 Ride Pass													
All Categories	39	71	52	20	20	15	44	48	36	9	51	91	496
10 Ride Total:	39	71	52	20	20	15	44	48	36	9	51	91	496
3 Day Pass													
All Categories	24	147	19	27	16	47	76	133	2	10	0	23	524
3 Day Pass Total:	24	147	19	27	16	47	76	133	2	10	0	23	524
Day Pass													
All Categories	191	312	350	303	1,021	1,245	1,643	2,008	1,384	451	187	224	9,319
Day Pass Total:	191	312	350	303	1,021	1,245	1,643	2,008	1,384	451	187	224	9,319
31 Days Pass													
Adult	601	793	516	912	552	334	679	491	248	382	457	680	6,645
Senior	29	0	16	25	50	0	30	31	2	0	0	27	210
Child	0	0	0	0	0	0	4	0	0	0	0	0	4
31 Days Pass Total:	630	793	532	937	602	334	713	522	250	382	457	707	6,859
93 Days Pass													
Adult	769	1,394	1,436	956	659	507	662	566	418	447	577	1,143	9,534
Senior	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
93 Days Pass Total:	821	1,410	1,436	956	659	521	675	578	418	447	577	1,143	9,641
186 Days Pass													
Adult	495	584	616	522	585	303	298	289	220	336	606	1,294	6,148
Senior	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
186 Days Pass Total:	495	586	617	522	585	305	299	289	220	364	686	1,368	6,336
Low Income Pass													
All Categories	209	370	414	468	603	608	608	456	357	323	285	304	5,005
Low Income Pass Total:	209	370	414	468	603	608	608	456	357	323	285	304	5,005
Regional Ride - Pass Holder	23	11	17	23	17	23	3	37	11	16	8	19	208
Regional Ride - Cash							4	95	9	4	6	16	134
Hotel Partners	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
Transfers - Local	65	77	122	64	94	130	93	29	123	42	38	91	968
Transfers - Regional to Local							6	7	19	13	12	15	72
Infant Free Ride	61	52	64	74	79	24	27	79	74	59	70	43	706
Accessories	294	249	373	200	43	51	56	101	109	48	61	161	1,746
Total Ridership	18,201	20,163	22,260	16,605	19,314	21,202	25,313	26,036	19,707	14,865	14,012	20,184	237,862
	Banff Local Ridership By Fare Type												
	Tunnel Mountain Route (Route 2)												
	2014												
Fare Type	January	February	March	April	May	June	July	August	September	October	November	December	Total

Cash Fare													
Adult	5,439	5,292	4,985	4,186	6,046	5,353	9,585						40,886
Senior	229	213	280	231	1,371	1,675	1,986						5,985
Child	103	155	145	118	69	120	623						1,333
Cash Fare Total	5,771	5,660	5,410	4,535	7,486	7,148	12,194	0	0	0	0	0	48,204
Roam Token													
All Categories	58	36	46	6	68	41	32						287
Roam Token Total:	58	36	46	6	68	41	32	0	0	0	0	0	287
10 Ride Pass													
All Categories	16	36	43	41	34	35	41						246
10 Ride Total:	16	36	43	41	34	35	41	0	0	0	0	0	246
3 Day Pass													
All Categories	27	24	47	6	118	85	156						463
3 Day Pass Total:	27	24	47	6	118	85	156	0	0	0	0	0	463
Day Pass													
All Categories	302	279	234	377	921	909	2,262						5,284
Day Pass Total:	302	279	234	377	921	909	2,262	0	0	0	0	0	5,284
31 Days Pass													
Adult	613	708	779	494	404	340	409						3,747
Senior	52	0	16	12	0	0	16						96
Child	2	0	0	0	0	0	0						2
31 Days Pass Total:	667	708	795	506	404	340	425	0	0	0	0	0	3,845
93 Days Pass													
Adult	2,759	3,545	3,422	1,676	603	363	409						12,777
Senior	0	0	0	0	0	0	3						3
Child	0	0	0	0	2	1	0						3
93 Days Pass Total:	2,759	3,545	3,422	1,676	605	364	412	0	0	0	0	0	12,783
186 Days Pass													
Adult	1,788	1,561	1,707	1,213	836	578	520						8,203
Senior	63	65	64	42	7	1	0						242
Child	0	0	0	0	0	0	0						0
186 Days Pass Total:	1,851	1,626	1,771	1,255	843	579	520	0	0	0	0	0	8,445
Low Income Pass													
All Categories	605	553	824	819	932	822	820						5,375
Low Income Pass Total:	605	553	824	819	932	822	820	0	0	0	0	0	5,375
Regional Ride - Pass Holder	61	54	54	52	48	32	57						358
Regional Ride - Cash	17	12	14	11	25	5	10						94
Hotel Partners	8,279	7,325	8,527	6,976	8,149	8,384	11,248						58,888
Transfers - Local	52	44	51	47	59	74	90						417
Transfers - Regional to Local	8	13	14	11	13	18	34						111
Infant Free Ride	22	77	29	22	7	63	98						318
Accessories	184	131	103	94	60	73	99						744
Special (TMC Free Trip)						2,590	234						2,824
Total Ridership	20,679	20,123	21,384	16,434	19,772	21,562	28,732	0	0	0	0	0	148,686

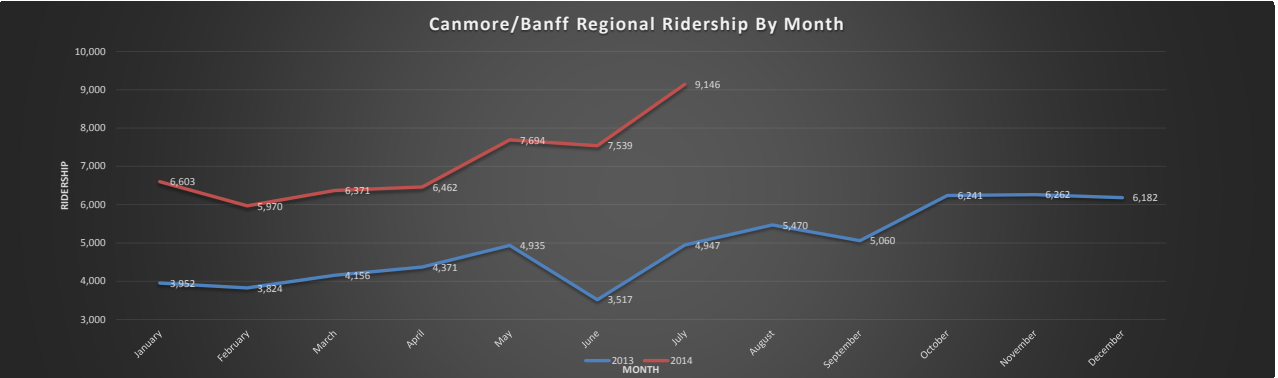
	Banff Local Ridership By Fare Type								
	Cave & Basin Route (Route 4)								
	2013								
Fare Type	May	June	July	August	September	October	November	December	Total
Cash Fare									
Adult	147	345	545	745	448	0	0	0	2,230
Senior	49	147	132	136	190	0	0	0	654
Child	3	17	48	40	9	0	0	0	117
Cash Fare Total	199	509	725	921	647	0	0	0	3,001
Roam Token									
All Categories	0	5	0	0	1	0	0	0	6
Roam Token Total:	0	5	0	0	1	0	0	0	6
10 Ride Pass									
All Categories	0	0	0	0	0	0	0	0	0
10 Ride Total:	0	0	0	0	0	0	0	0	0
3 Day Pass									
All Categories	0	5	10	6	2	0	0	0	23
3 Day Pass Total:	0	5	10	6	2	0	0	0	23
Day Pass									
All Categories	56	172	105	181	87	0	0	0	601
Day Pass Total:	56	172	105	181	87	0	0	0	601
31 Days Pass									
Adult	2	3	12	6	0	0	0	0	23
Senior	0	4	10	4	0	0	0	0	18
Child	0	0	0	0	0	0	0	0	0
31 Days Pass Total:	2	7	22	10	0	0	0	0	41
93 Days Pass									
Adult	0	0	2	4	4	0	0	0	10
Senior	0	0	0	0	0	0	0	0	0
Child	0	0	0	0	0	0	0	0	0
93 Days Pass Total:	0	0	2	4	4	0	0	0	10
186 Days Pass									
Adult	1	5	0	3	2	0	0	0	11
Senior	0	0	0	0	0	0	0	0	0
Child	0	0	0	0	0	0	0	0	0
186 Days Pass Total:	1	5	0	3	2	0	0	0	11
Low Income Pass									
All Categories	4	12	12	7	3	0	0	0	38
Low Income Pass Total:	4	12	12	7	3	0	0	0	38
Regional Ride - Pass Holder	2	2	5	3	1	0	0	0	13
Regional Ride - Cash			2	35	2	0	0	0	39

Hotel Partners	206	974	967	1,570	1,227	0	0	0	4,944
Transfers - Local	5	64	0	58	95	0	0	0	222
Transfers - Regional to Local			100	2	4	0	0	0	106
Infant Free Ride	1	5	0	51	18	0	0	0	75
Accessories	3	13	10	19	17	0	0	0	62
Total Ridership	479	1,773	1,960	2,870	2,110	0	0	0	9,192
	Banff Local Ridership By Fare Type								
	Cave & Basin Route (Route 4)								
	2014								
Fare Type	May	June	July	August	September	October	November	December	Total
Column1	Column9	Column10	Column11	Column12	Column13	Column14	Column15	Column16	Column17
Cash Fare									
Adult	183	332	525						1,040
Senior	39	89	96						224
Child	3	17	33						53
Cash Fare Total	225	438	654	0	0	0	0	0	1,317
Roam Token									
All Categories	0	2	1						3
Roam Token Total:	0	2	1	0	0	0	0	0	3
10 Ride Pass									
All Categories	3	6	0	0	0				9
10 Ride Total:	3	6	0	0	0	0	0	0	9
3 Day Pass									
All Categories	12	12	0						24
3 Day Pass Total:	12	12	0	0	0	0	0	0	24
Day Pass									
All Categories	56	151	221						428
Day Pass Total:	56	151	221	0	0	0	0	0	428
31 Days Pass									
Adult	0	9	9						18
Senior	0	0	1						1
Child	0	0	0						0
31 Days Pass Total:	0	9	10	0	0	0	0	0	19
93 Days Pass									
Adult	0	3	4						7

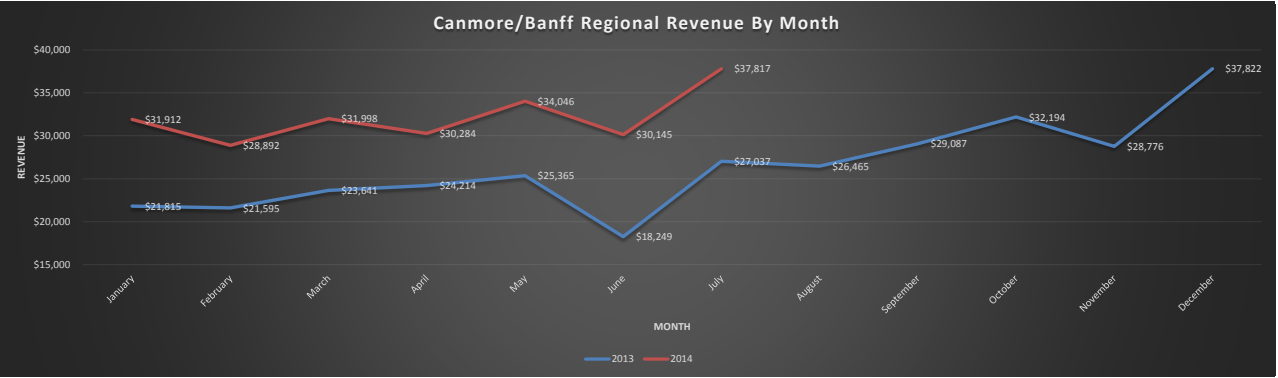
Senior	0	1	0						1
Child	0	0	0						0
93 Days Pass Total:	0	4	4	0	0	0	0	0	8
186 Days Pass									
Adult	1	2	4						7
Senior	0	0	0						0
Child	0	0	0						0
186 Days Pass Total:	1	2	4	0	0	0	0	0	7
Low Income Pass									
All Categories	1	0	13						14
Low Income Pass Total:	1	0	13	0	0	0	0	0	14
Regional Ride - Pass Holder	1	12	11						24
Regional Ride - Cash	0	1	0						1
Hotel Partners	424	731	984						2,139
Transfers - Local	0	14	12						26
Transfers - Regional to Local	3	2	5						10
Infant Free Ride	2	4	25						31
Accessories	1	4	3						8
Special (TMC Free Trip)	0	1	2						3
Total Ridership	729	1,393	1,947	0	0	0	0	0	4,069

Regional Ridership/Revenue Analysis

RIDERSHIP							
Month	2013	2014	2013 Running Total	2014 Running Total	Running Total Difference	Running Total % Difference	2013 to 2014 Monthly Comparison
January	3,952	6,603	3,952	6,603	2,651	40.1%	2,651
February	3,824	5,970	7,776	12,573	4,797	38.2%	2,146
March	4,156	6,371	11,932	18,944	7,012	37.0%	2,215
April	4,371	6,462	16,303	25,406	9,103	35.8%	2,091
May	4,935	7,694	21,238	33,100	11,862	35.8%	2,759
June	3,517	7,539	24,755	40,639	15,884	39.1%	4,022
July	4,947	9,146	29,702	49,785	20,083	40.3%	4,199
August	5,470		35,172				
September	5,060		40,232				
October	6,241		46,473				
November	6,262		52,735				
December	6,182		58,917				
Grand Total:	58,917	49,785	349,187				



REVENUE								Column1
Month	2013	2014	2013 Running Total	2014 Running Total	Running Total Difference	Running Total % Difference	2013 to 2014 Monthly Comparison	
January	\$ 21,815	\$ 31,912	\$21,815	\$31,912	\$10,097	46.3%	10,097	
February	\$ 21,595	\$ 28,892	\$43,410	\$60,803	\$17,394	40.1%	7,297	
March	\$ 23,641	\$ 31,998	\$67,050	\$92,801	\$25,751	38.4%	8,357	
April	\$ 24,214	\$ 30,284	\$91,264	\$123,085	\$31,821	34.9%	6,070	
May	\$ 25,365	\$ 34,046	\$116,630	\$157,131	\$40,502	34.7%	8,681	
June	\$ 18,249	\$ 30,145	\$134,879	\$187,276	\$52,397	38.8%	11,895	*NOT YET INCLUDING PASS SALES
July	\$ 27,037	\$ 37,817	\$161,916	\$225,093	\$63,177	39.0%	10,780	*NOT YET INCLUDING PASS SALES
August	\$ 26,465		\$188,382					
September	\$ 29,087		\$217,469					
October	\$ 32,194		\$249,663					
November	\$ 28,776		\$278,439					
December	\$ 37,822		\$316,260					
Grand Total:	\$ 316,260	\$ 225,093						

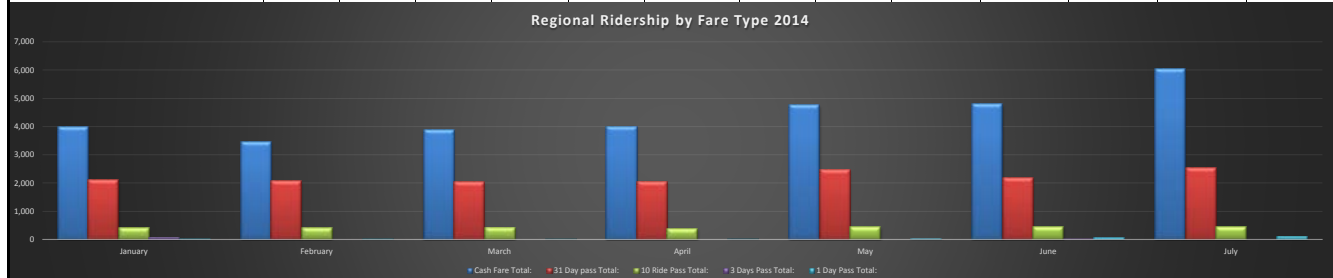
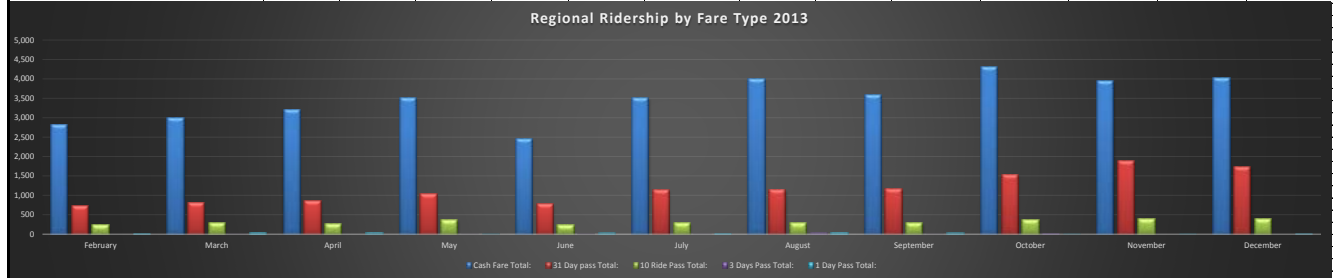


CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN
2014 Actual

Month	Fares	Passes	Other	Total	Budget	Column1
January	\$23,616	\$8,296		\$31,912	\$21,683.33	
February	\$20,707	\$8,185		\$28,892	\$21,683.33	
March	\$21,635	\$10,363		\$31,998	\$21,683.34	
April	\$24,809	\$5,475		\$30,284	\$22,550.00	
May	\$29,214	\$4,832		\$34,046	\$22,550.00	
June	\$30,145			\$30,145	\$22,550.00	*Waiting on Pass Sales Invoice
July	\$37,817			\$37,817	\$33,516.66	*Waiting on Pass Sales Invoice
August				\$0	\$33,516.66	
September				\$0	\$33,516.68	
October				\$0	\$23,916.66	
November				\$0	\$23,916.66	
December				\$0	\$23,916.68	
Totals:	\$187,942	\$37,151	\$0	\$225,093	\$305,000	

CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN
2013 Actual

Month	Fares (what has been deposited)	Passes	Other	Total	Budget	
January	\$17,470	\$4,345		\$21,815	\$13,333.33	
February	\$17,693	\$3,902		\$21,595	\$13,333.33	
March	\$18,981	\$4,660		\$23,641	\$13,333.33	
April	\$19,343	\$4,872		\$24,214	\$13,333.33	
May	\$20,513	\$4,852		\$25,365	\$13,333.33	
June	\$13,682	\$4,568		\$18,249	\$13,333.33	June month-end is 27th due to the weekend.
July	\$23,855	\$3,182		\$27,037	\$13,333.33	
August	\$21,927	\$4,538		\$26,465	\$13,333.33	Aug month-end is 29th due to the weekend
September	\$23,387	\$5,700		\$29,087	\$13,333.33	contains August 30 & 31 revenue.
October	\$26,245	\$5,949		\$32,194	\$13,333.33	
November	\$21,645	\$7,131		\$28,776	\$13,333.33	Month end is Nov 28th due to the weekend.
December	\$25,049	\$12,773		\$37,822	\$13,333.33	Month end is Dec 30 due to the holiday.
Totals:	\$249,790	\$66,471	\$0	\$316,260	\$160,000	



Report to the Bow Valley Regional Transit Services Commission

Report 2014-11 Direct Service Approach to the Regional Service starting December 2014 onwards
(Request for Decision Tabled to August 2014 meeting)

July 23, 2014

SUMMARY/ ISSUE

The Canmore - Banff Regional Service driver's contract with Brewster Travel Canada expires December 1, 2014. It is administration's proposal that the Commission operate the Canmore- Banff Regional Service directly from December 2, 2014 onwards similar to how the current Banff local service is being operated.

A response is required to our existing contractor by the end of August, 2014 to either extend the service contract for another year or not.

PREVIOUS COMMISSION DIRECTION/POLICY

This subject was mentioned in a Commission report 2013-24 with comparative calculations on future regional service operating budget projections.

On a similar subject, the Board made the following motions on the direct service approach to the Banff local service:

BVRTSC13-73 Moved by Sean Krausert to support in principle the move towards providing direct service for the Banff Local Service as identified in the report and to instruct administration to bring back a supplemental report on this subject to the next Regular Meeting of the Board that provides additional information.

CARRIED

BVRTSC13-83 Moved by Stavros Karlos to approve administration to pursue operating the Banff local service directly commencing May 1, 2014

CARRIED

Administration Recommendation:

That the Commission

- Approve administration to pursue operating the Canmore-Banff service directly commencing December 2, 2014;

INVESTIGATION

Since the implementation of the direct service approach for the Banff local service on May 1, 2014, it service has been operating without any issues. The transition from contracted drivers to Commission hired drivers have been seamless. The newly hired drivers (whom are all transfers from Brewster) have worked out well.

In a similar approach, administration is prepared to assume the regional service (between Canmore and Banff) under its direct operations method. We have indications that the current full time regional

Report to the Bow Valley Regional Transit Services Commission

Report 2014-11 Direct Service Approach to the Regional Service starting December 2014 onwards
(Request for Decision Tabled to August 2014 meeting)

July 23, 2014

transit drivers (4 Full Time Equivalents) are interested in transitioning over to the Commission. All the administrative ground work has been completed with respect to such items as payroll, benefits plan, uniforms, training, scheduling, bus dispatching and overall operational oversight. No new supervisory capacity is required as our current Manager of Operations will be able to oversee the additional service.

Regional service tasks such as scheduling of drivers and buses, bus change ups, issue management, lost and found, customer service inquiries/complaints are all funnelled through different channels currently between Brewster and the Manager of Operations.

Based on a work feasibility and work load assessment from our Manager of Operations who currently oversees both services, he is of the professional opinion that from an operational and administrative perspective, it will be more efficient, cost effective and generally easier to manage the regional and local services if the regional service operated and was managed under the same direct management umbrella of the Commission. It would be simpler for the regional drivers (all drivers) to report, be trained, accountable to one Operations entity.

Brewsters was initially contacted on April 15, 2014 with an opportunity to submit a quote for the regional service contract renewal. Since then, repeated attempts have been made by Commission administration to ascertain a response (Latest follow up request for a response was made on mid June). We have not yet received a quote back from Brewsters. Given their delays in providing a quote to date, it is suggested that administration move on to provide a recommendation to assume the regional service directly.

Attachment 1 outlines the cost breakdown of the components for which the direct service approach will impact based on what the current contractual service cost would cover. Referencing this table, it is estimated that there will be approximately a \$70,000 annual operational cost savings per year while maintaining the same level of service (calculations based on the contractual service costs at similar to the current rates with a 2.5% annual increase).

IMPLICATIONS:

General

Administration continues to feel that this direction is a prudent management step in the overall cost efficiency of providing public transit service in the region. The creation of the regional public transit commission intended the presence of public transit management expertise in the region. One of the desired outcomes from this expertise is to achieve efficiencies and cost benefits in public transit operations while providing excellent service delivery.

BUSINESS PLAN/ BUDGET IMPLICATIONS

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(Request for Decision Tabled to August 2014 meeting)

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Moving towards the direct service model is in alignment to the Business Plan. 4.3 sub section HR-2 in the Business Plan refers to “the investigation of hiring drivers in house”. This objective is in reference to the option of providing the direct service model. Also, with the Banff local service having experienced no issues with the direct service approach since its start in May, 2014, implementing a similar approach for the smaller regional service will further compliment the efficiency and cost savings.

Lastly, a portion of the Manager of Operations cost will be levied to the regional service, so there will be a slight operational cost savings to the Town of Banff.

RISKS

Contractual services in this application appears to costs significantly more than providing service directly. Continuing to proceed with contractual service for drivers over the direct service approach in this instance may not appear as fiscally responsible.

In the unlikely event of the Commission disbanding, the same risk of job loss will apply to contractual services staff who may be laid off due to the lack of contractual work in the transit sector as it would be for the drivers/ staff who are hired directly by the BVRTSC.

The ability to provide direct service provides flexibility in how we deploy and quality control the drivers as well as provide a cost savings to the municipal partners. The direct service approach does not restrict the BVRTSC into providing other (new) transit services using the contractual delivery model. Future services may start off with a contractual option, depending on the complexity of the service design, timing of the implementation, nature of the service (eg. winter ski hill service) etc.

ATTACHMENTS

Attachment 1: Regional Service Cost Comparison Table.
Supplemental information as per July 23 meeting

Regional Direct Service Cost Breakdown

Regional for 2015	shifts	FTE	wage	OH	hours/wk	weeks/yr	annual	totals
2014 Brewster Contract	\$277,000							
Full time Drivers		2	\$23	\$29	45	52	\$67,813	\$135,626
Part time/seasonal/ oncall Drivers	10	1	\$22	\$26	45	9	\$10,692	\$10,692
1/3 ops manager portion		0.33	\$29,000	\$36,540	1	1	\$36,540	\$36,540
driver recruitment								\$2,000
Staff training								\$6,000
Driver Overtime								\$3,500
Uniforms, recognition, bus, driver supplies								\$6,000
Lost and found management								\$4,000
							Total	\$204,358

cost difference
from 2014 \$72,642

% difference 26.2

Regional for 2016	shifts	FTE	wage	26% OH	hours/wk	weeks/yr	annual	totals
2015 cost	\$204,358							
Full time Drivers		2	\$24	\$30	45	52	\$70,762	\$141,523
Part time/seasonal/ oncall Drivers	10	1	\$23	\$28	45	9	\$11,178	\$11,178
1/3 ops manager portion		0.33	\$30,000	\$37,800	1	1	\$37,800	\$37,800
driver recruitment								\$2,500
Staff training								\$6,000
Driver Overtime								\$3,500
Misc (uniforms, recognition, supplies)								\$6,000
Lost and found management								\$4,000
							Total	\$212,501

cost difference
from 2015 -\$8,143

% difference -4.0

Regional for 2017	shifts	FTE	wage	26% OH	hours/wk	weeks/yr	annual	totals
2015 cost	\$212,501							
Full time Drivers		2	\$25	\$32	45	52	\$73,710	\$147,420
Part time/seasonal/ oncall Drivers	10	1	\$24	\$29	45	9	\$11,664	\$11,664
1/3 ops manager portion		0.33	\$31,000	\$39,060	1	1	\$39,060	\$39,060
driver recruitment								\$2,000
Staff training								\$6,000
Driver Overtime								\$3,500
Misc (uniforms, recognition, supplies)								\$6,000
Lost and found management								\$5,000
							Total	\$220,644

cost difference
from 2016 -\$8,143

% difference -3.8

Summary Cost Comparison table

Operating Regional Direct service compared to Contracting out the same service

	YE 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017
Contracted Rate	256,000	277,000	283,925	291,023	298,299
Direct Cost estimate		204,000	212,500	220,600	228,500
savings by operting direct		73,000	71,425	70,423	69,799
% savings from contractual cost		26	25	24	23

Supplemental Information to Report 2014-11 Regional Direct Services Report

BVRTSC14-69 Moved by Stavros Karlos to postpone this matter until the August board meeting in order to have administration provide a copy of the letter from Brewsters and update figures in the report based on number provided by Brewsters.

MOTION CARRIED UNANIMOUSLY

Cost Comparison

Brewsters cost proposal extrapolated from the letter	\$265,680	Figures are estimated
Administration proposed direct service approach for the same service components:	\$204,000	Figures are approximate
Net Savings in 2015	\$61,680	

July 18, 2014

Mr. Koji Miyagi
General Manager/Chief Administrative Officer
Bow Valley Regional Transit Services Commission
PO Box 1260
Banff, Alberta
T1L 1A1

Dear Mr. Miyagi,

Re: Regional Transit Contract

Thank you for choosing Brewster Travel Canada as the partner for the Regional transit services for the past 2 years. In our view, the Brewster Transit and Driver teams have contributed significantly to success of the program, and Brewster remains committed to providing a high level of service to the Commission.

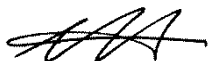
We are pleased to offer the following rates for the one year extension:

- | | |
|--|--------------|
| • Driver's Hourly Rate (Reduced by 10%) | \$36.00 |
| • Total Hours of service per Year | 6,300 |
| • Annual Charge | \$226,800.00 |
| • Annual Charge for Administration Main (Reduced by 10%) | \$38,880.00 |

The above rates represent a 10% reduction from the current fees and will provide the Bow Valley Regional Transit Services Commission an annual savings of \$29,520.00.

We appreciate the opportunity to quote on this service and we would also be pleased to provide quotes for any additional services the Bow Valley Regional Transit Services Commission requires.

Sincerely,



Bill Hope
Operations Manager

cc: David McKenna – President
cc: Robert Campbell – VP Finance

Report to the Bow Valley Regional Transit Services Commission

Report 2014-12 TS 1 Work (Report for Information)

August 21, 2014

SUMMARY/ ISSUE

Work that has been done to date and other work that will continue to be performed under Business Plan Task TS 1 Banff Local Service Review

- Conduct a route and service review of the current Banff local transit service.

PREVIOUS COMMISSION DIRECTION/POLICY

BVRTSC14-70

Moved by Stavros Karlos to direct administration to return for the August board meeting with a report detailing what work within TS1 has been ongoing.

CARRIED UNANIMOUSLY

Administration Recommendation:

That the Commission

- Receive this report for information

INVESTIGATION

Any currently operating transit service will undergo a continuing degree of monitoring and review in order to see its daily operations functioning at the desired level of efficiency and effectiveness. Adjustments are made continuously within reason and budget availability. These actions are based on constant feedback and observations from administration, customers, and those who operate the service.

This practice is not uncommon to any transit authority managing its operations. Standard review elements involve regularly monitoring the following (not listed in importance or priority)

- route ridership
- fare revenues
- schedule adherence
- customer safety
- driver safety
- customer feedback
- driver feedback

Report to the Bow Valley Regional Transit Services Commission

Report 2014-12 TS 1 Work (Report for Information)

August 21, 2014

Derived from the above elements are areas that administration will look at to correct, improve, or introduce new practices if reasonable and within budget. Administration will also request for new elements in the service based on the information obtained from this on going, constant review in the effort to improve the existing service.

The following activities comprise of the on going service review process of the Banff Local transit service since the Commission took over the Banff local service in July of 2012:

- Replace the entire electronic farebox system due to a number of issues that was impacting service delivery. Resulted in less bus change ups during revenue service times, less times that the buses are down, less times for boarding, resulted in improved schedule adherence, customer service and replaced the use of \$5 per card smart cards to a \$1 per card medium.
- Introduce new smart card program to replace all printed passes, minimize fare evasion, maximize variety of pass use, better ridership and improved revenues. Monthly pass purchases have improved and continue to increase.
- Control the distribution of tokens. Restrict its use only to special requests and its use is regulated by administration. Manage inventory and minimize inappropriate use. Improve customer service by minimizing confusion.
- Increased third party pass sales and change voucher redemption locations from 2 venues to 9 locations (in Banff) with a flexibility of hours for customer service. Improved customer service, reduced complaints.
- Introduced new Hotel staff pass program using new smartcards that control expiry and transferability to non authorized users. Minimized fare evasion, increased regular pass sales
- Provide service improving bus stop information so customers are waiting at the appropriate bus stops which improves customer service and improves schedule adherence
- Provide service improving Drop Off only type bus stops in a number of key stops to improve schedule adherence and customer service.
- Provide multi-language change voucher customer information sheets to speed up boarding time to improve schedule adherence and to improve customer service
- Placed peace officer presence on routes that experienced unacceptable customer behavior such as bus vandalism and alcohol consumption. This action was greatly appreciated by other customers and the drivers who drove these routes. Presence resulted in improved customer service and driver safety. Helps improve image of our service and reduces driver turnover (which was an issue prior to this intervention).
- Corrected the hotel partner program to prevent improper selling of the transit passes which we were not authorizing nor benefiting so as to improve revenue (approximately (\$20,000 annually), and to properly manage the our hotel pass program.
- Stopped improper advertising of our service as the “Party Bus” or “Pub Crawl Bus” to improve image and customer service
- Continue to enhance the image of the transit service as a public transit service which requires acceptable behaviour expectations and conduct by promoting the use of the terms Public transit, having peace officer presence, placing notices and signs (Hidden Ridge, Hostel

Report to the Bow Valley Regional Transit Services Commission

Report 2014-12 TS 1 Work (Report for Information)

August 21, 2014

International) and conducting information sessions with stakeholders to promote the proper image and expectations

- Addressing the highest ongoing customer complaint which is the inability to effectively see out the bus windows. Thus as a part of the bus rewrapping process, administration has proposed a wrap design with photos of the animals while opening a large portion of the bus windows.
- Working on improved lighting at one bus stop which is very dark at night for customer service and customer safety
- Adjusted route timing on route 1 during summer peak times to better reflect actual arrival times (due to traffic congestion issues beyond transit's control). Improved customer expectations. Reduced driver stress. Improves service image.
- Introduced additional service times to route 1 (without cost increase to the tax payers of Banff) during it's the peak summer period by blending the Cave and Basin service to the summer peak time to travel to Sulphur Mtn stops for cost efficiency, route optimization and customer service.
- Negotiated with the ski hill industry to minimize the improper use of the transit zones with their ski shuttle buses that impacted our service throughout Banff Ave. Resulted in a respectful mutual usage practice for a win - win outcome.
- Increased monitoring and enforcement of the illegal parking in our transit zones that impacts customer safety, blocks traffic and impacts schedule adherence
- Redesigned the wording and the look of Route Brochures a number of times for customer service clarity and efficiency. Will continue as work in progress.
- Redesigned the look of the route maps on bus signs
- Varying the marketing approaches to create additional awareness and increase ridership
- Introduced the direct service approach to managing drivers and service to save costs and to improve service and customer interactions.
- Conduct On board surveys once per season to capture the origin and destination of customers to evaluate reasons for use and route effectiveness to meet the needs of the users.
- Planning to do a customer satisfaction survey once a year
- Planning to do a non user study to see why people are not using the service
- Everyone in administration has to ride the bus at least once a week and log any observations
- Planning on hosting several focus group feedback sessions (using an user and non user audience) to identify key information and to streamline the brochure content.

IMPLICATIONS:

General

The on going practice of reviewing the service elements will allow administration to continue to manage the service and make improvements where needed.

BUSINESS PLAN/ BUDGET IMPLICATIONS

Some of the service review elements can be a major project in itself that can appear as a goal. The whole intent of the on going review is to identify anomalies and create a plan to correct them. Some can be simple fixes where as others can be fairly extensive, complicated or expensive.

Report to the Bow Valley Regional Transit Services Commission

Report 2014-12 TS 1 Work (Report for Information)

August 21, 2014

It is often through this ongoing review that short term and long term service improvements are derived. This type of review is usually intended on impacting the existing service design as feedback is based on current practices.

Administration continues to try its best within its resources to manage the transit service to the best of its ability through this feedback and data gathering process.

RISKS

Not all feedback can be acted upon.

It is important to understand the difference of this type of on going review process to monitor and improve the existing service compared to a type of work that looks at a redesign of an entire transit system. The latter is a major transit planning exercise which is more complex, in depth and requires additional information and resources in order to complete properly. A comparative would be like redesigning and building a new house on an existing plot of land to doing ongoing home improvements to an existing house.

ATTACHMENTS

none

Report to the Bow Valley Regional Transit Services Commission

Report 2014-13 Addition of Front Counter Customer Service Staff (Request for Decision)

August 21, 2014

SUMMARY/ ISSUE

With the opening of the new Customer Service Centre in December 2013, customers of the public transit service have frequented the Centre to purchase passes, redeem vouchers, inquire about service and engage in lost and found follow up.

Starting in February 2014, administration kept a tally of customer activities which required front counter customer service assistance. The total number of interactions tracked reached over 1000 by the end of July. Administration will also be reporting the total lost and found activities and on line inquiries from January 2014 to end of July 2014.

From administration's perspective, the tracking of the customer interactions to date support an increasing number of customer usage to and through the Customer Service Centre to warrant a request to the board for approval of funding to add a full time hourly customer service attendant to meet the current and anticipated future customer support demands.

PREVIOUS COMMISSION DIRECTION/POLICY

BVRTSC14-90e Moved by Stavros Karlos to direct administration to report back in September 2014 on the progress of the Customer Service Centre to include the statistics of the number of clients served, phone calls, walk in and on line inquiries including the number of lost and found inquiries.

CARRIED UNANIMOUSLY

Administration Recommendation:

That the Commission

- Approve administration's request to add funding to support the hiring of a non salaried (no benefits) customer service attendant at the amount requested in this report.

INVESTIGATION

Attachment 1 shows the number of interactions experienced at the customer service centre since February. Lost and found activity and on line inquiries were not tracked on the same charts. Those figures were monitored separately (January 2014 to July 31).

Based on the chart in the attachment, the opening month of February started with a higher number of over 180 activities. This was likely warranted by several promotional campaigns to increase the

Report to the Bow Valley Regional Transit Services Commission

Report 2014-13 Addition of Front Counter Customer Service Staff (Request for Decision)

August 21, 2014

awareness of the centre. From there, the numbers dipped slightly with April being the lowest at 93. This maybe partly due to the non peak activity season for this area. Overall Banff transit stats also correlate a traditionally lower overall transit activity for the month of April.

May to July show a steady increase of customer service centre activity with July so far being the busiest month with 246 reported activities. August is not completed yet, however the numbers to mid August are slightly below July figures, but are comparable. It should be noted that in August, we are open less days (not open on Saturdays starting August).

Key findings on customer activity since February to present are as follows:

- Majority of the customer activities occur during the hours of 9:00am to 5:00pm (when we have no Customer Service Attendant staff present)
- Weekend activity (Saturdays) is limited and likely not needed given there are other point of sale locations
- Not a huge discrepancy in the variation of customer activities from month to month. The number of pass sales compared to phone inquiries and walk in inquires are similar.
- Customer activity is generally increasing in volume and is steady.
- The time it takes to interact with each customer activity was under rated. For example, a typical (and most common type of inquiry) phone call is the question, "How do I get to Canmore (or Banff)...?". This type of inquiry can take as long as 10 minutes. Repeating this throughout the day over and over is very disruptive to a normal flow of work . Quite often, the work we do requires concentration and attention. This disruption of work flow is very challenging to manage on a regular and daily basis. The steady interruptions are making it difficult for other staff to have a productive day in completing their specialized work.

Through the pilot period, it was determined that shifts after 5:00pm and on the weekends are not as busy. Weekdays during office hours are the busiest times where customer service support is experienced and needed.

The initial hours where the customer service attendants were employed were from 5:00pm to 8:00pm weekdays and from 11am to 5:00pm on Saturdays. Evening shifts were eliminated at the end of June and the Saturday shifts were cancelled at the end of July. Given our current budget allocation for this task, we are working out a feasible schedule for some much needed daytime support.

In the long term, it is important to have the appropriate level of support to properly interface with our customers. The table below breaks down the costs per interaction by different positions in the organization. The current customer service activity involves all the staff at the office.

The casual labour position does contribute when she can to assist the customer support needs. However this position is required to be out of the office often (delivering brochures, picking up and dropping off smart cards, picking up coins, meeting up with buses etc.) and is needed away from the front area frequently as well (office cleaning, fare processing etc.). This role has its specific duties that are much needed in its own capacity. Combining this function to do the front customer coverage would not be an effective long term solution.

Report to the Bow Valley Regional Transit Services Commission

Report 2014-13 Addition of Front Counter Customer Service Staff (Request for Decision)

August 21, 2014

(See Attachment 3 for position description of all staff)

Cost per inquiry.

Table 1

Who	Cost per minute	Impacts
GM/CAO	\$1.00	Constant interruptions, loss of productivity, disruptions to work flow
Manager of Operations	\$0.71	Same
Logistics Coordinator	\$0.55	Same
Casual labour/ office cleaner	\$0.25	Appropriate pay level for the work. Position is required be out of the office often and is not stationary in its duties. Not the best functional fit.
Customer Service Attendant	\$0.25	Appropriate pay level for the work.

It should be noted that administration is always striving to achieve the perennially challenging task of reducing the financial ask while increasing the services it provides. Adding the customer service attendant is a much needed role at this stage of the organization. Although it is understood that each municipal partner has its obligations to its citizens to spend its funds carefully, administration believes that this funding ask is customer facing, in a proposed annual budget with a reduced annual requisition than in the previous years (see Table 2) , and is needed given the overwork of the current staff compliment.

Introducing an appropriate level of staff to do the appropriate level of work is important for workload effectiveness, staff morale and overall work quality. Given that the Board members all are thinking of the well-being of the Commission, administration feels this is not an unreasonable ask.

General

The most cost effective and efficient way of addressing the customer service needs would be to have a dedicated, appropriate level staff for this function. This would ensure the highest attention paid to the customers as well as giving the ability for the rest of the staff to do their specialized work more effectively and with less interruptions.

(See Attachment 2 for Customer Service Attendant Position Description)

Although it is important for all the staff to be flexible in dealing with many aspects of the organization which includes front counter duties, to the degree that we are getting customer interactions currently and anticipating the needs of the future, it is not practical nor reasonable to request the current contingent of the administration to absorb this area of work.

All current employees of administration are working at full capacity. There are already enormous amount of extra time performed by all employees to meet the existing and growing work demands. Adding this level of responsibility in addition is not a reasonable request to make to the existing staff.

Report to the Bow Valley Regional Transit Services Commission

Report 2014-13 Addition of Front Counter Customer Service Staff (Request for Decision)

August 21, 2014

BUSINESS PLAN/ BUDGET IMPLICATIONS

2015 Budget Request:

Position	Wage	Overhead	Hour of work	Annual Total	Current budget	2015 Budget Request
Customer Service Attendant	\$15/ hr	4% annual vacation pay only. No benefits for this position	35 hour/ week for 52 weeks	\$28,392 = \$29,000 to cover Stat holiday pay and any incidentals	\$8,500	\$20,500

Administration has worked hard every year to reduce the cost of operating the transit service to its members. For example, administration has continued to reduce the operating costs of the Banff local service from over \$730,000 gross annually (2011) to the current \$570,000 gross (2015). The regional service will be reduced from the current \$277,000 gross to \$204,000 gross in 2015 (assuming the direct service approach is approved for this service). All this while ridership increases occur as well as farebox revenues and pass sale revenues increase each year.

The Table below demonstrates the efforts administration has taken to reduce/ minimize costs for the municipal partners while grow the organization to meet the increasing challenges. Figures below include Commission Overhead as well.

Annual Total Operating Requisitions from Municipal Partners

	2012	2013	2014	Proposed 2015	Projected 2016
Town of Banff	\$610,000	\$671,000	\$660,219	\$549,000	\$581,300
Town of Canmore		\$124,000	\$149,500	\$131,483	\$142,503

RISKS

Existing positions do not have the capacity to do their current workload and to absorb the customer service activity demands.

It is unrealistic to ask for reductions in operating costs, yet expect increased performance and not reinvest some of the savings back into the organization.

Report to the Bow Valley Regional Transit Services Commission

Report 2014-13 Addition of Front Counter Customer Service Staff (Request for Decision)

August 21, 2014

Whether it is understood or not, the public transit service and the demands that are placed in operating this service are growing in a positive manner. Ignoring these needs will result in reduced capacity to provide the optimal quality of service.

ATTACHMENTS

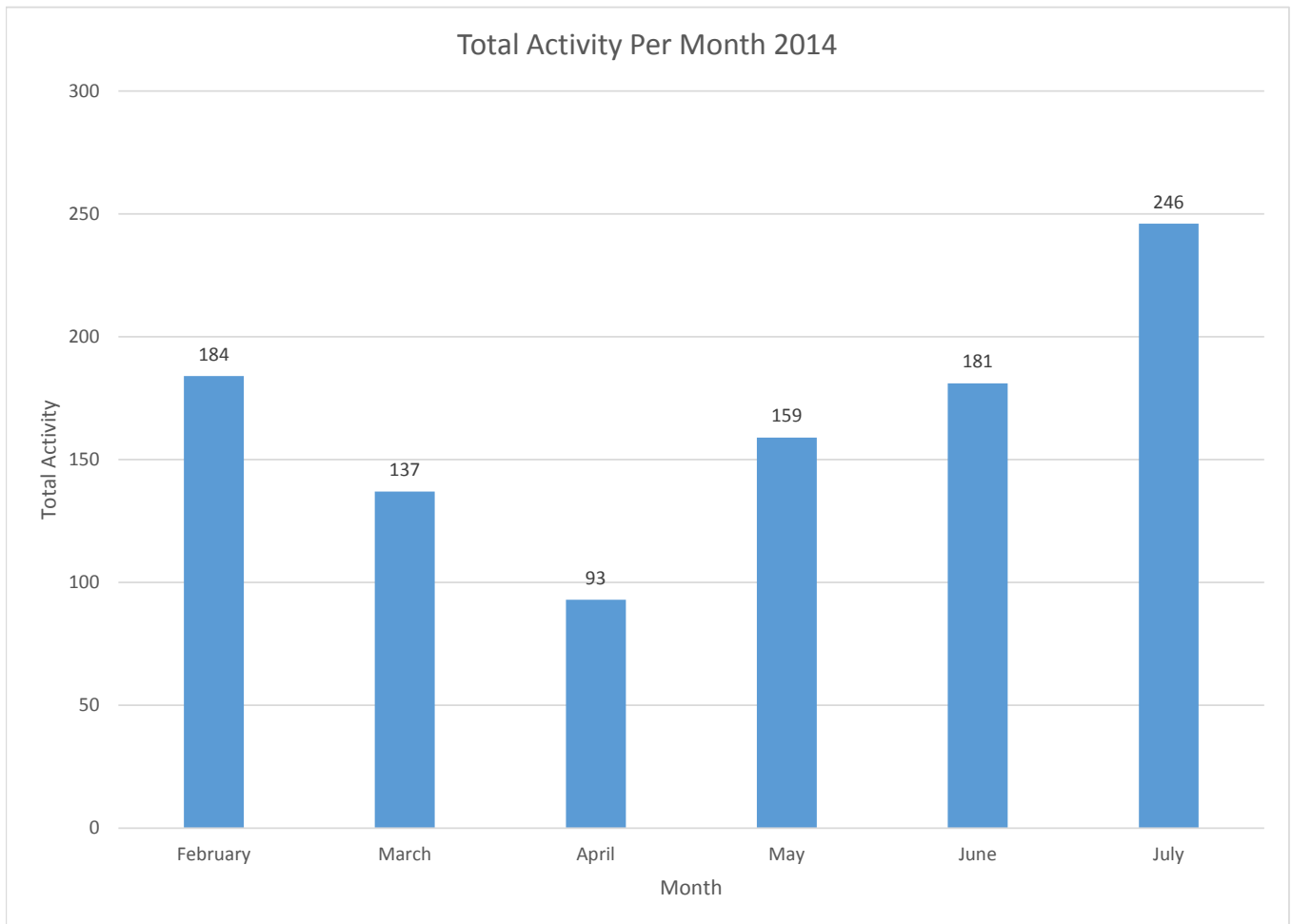
Attachment 1A: Customer Service Centre Activity Summary of tables.

Attachment 1B: Customer Service Centre

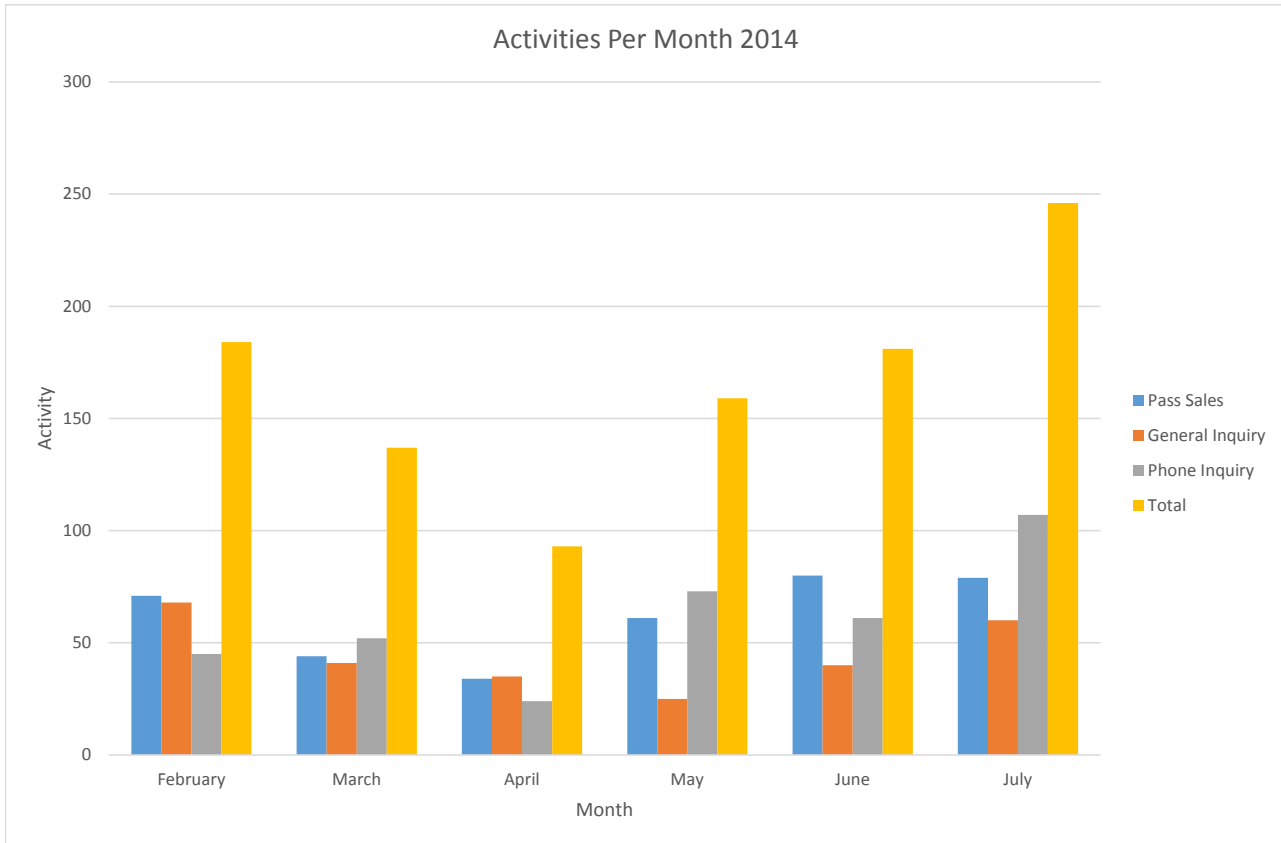
Attachment 2: Customer Service Attendant Position Description.

Attachment 3: Position Responsibilities of Current Staff Compliment

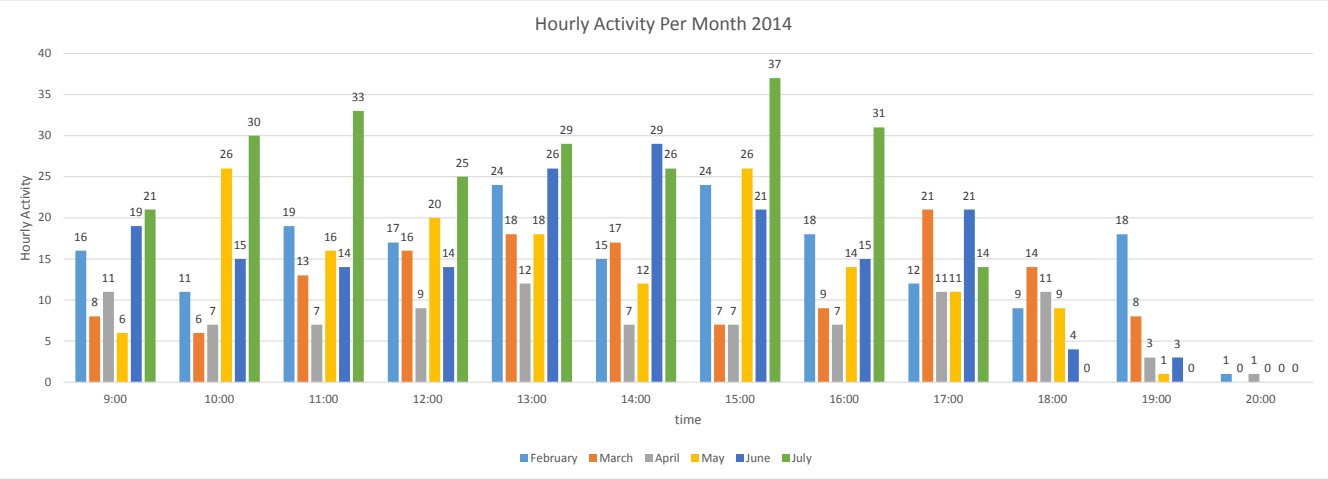
Month	Total Activity
February	184
March	137
April	93
May	159
June	181
July	246



Month	Pass Sales	General Inquiry	Phone Inquiry	Total
February	71	68	45	184
March	44	41	52	137
April	34	35	24	93
May	61	25	73	159
June	80	40	61	181
July	79	60	107	246



Month	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	Total
February	16	11	19	17	24	15	24	18	12	9	18	1	184
March	8	6	13	16	18	17	7	9	21	14	8	0	137
April	11	7	7	9	12	7	7	7	11	11	3	1	93
May	6	26	16	20	18	12	26	14	11	9	1	0	159
June	19	15	14	14	26	29	21	15	21	4	3	0	181
July	21	30	33	25	29	26	37	31	14	0	0	0	246
													1000



February	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Total Per Month
Pass sales	11	18	14	12	11	5	71
General Inquiry	7	5	6	9	18	23	68
Phone Inquiry	5	7	8	13	6	6	45
Total Activities per day	23	30	28	34	35	34	184
March							
Pass Sales	13	8	1	5	15	2	44
General Inquiry	9	5	10	7	3	7	41
Phone Inquiry	7	12	13	8	2	10	52
Total activities per day	29	25	24	20	20	19	137
April							
Pass Sales	7	11	5	6	4	1	34
General Inquiry	5	10	7	6	4	3	35
Phone Inquiry	1	7	4	3	5	4	24
Total activity per day	13	28	16	15	13	8	93
May							
Pass Sales	7	13	14	13	8	6	61
General Inquiry	3	6	3	5	5	3	25
Phone Inquiry	6	20	11	19	6	11	73
Total activities per day	16	39	28	37	19	20	159
June							
Pass Sales	13	24	13	19	6	5	80
General Inquiry	11	6	2	7	9	5	40
Phone Inquiry	20	5	14	6	11	5	61
Total activities per day	44	35	29	32	26	15	181
July							
Pass Sales	20	19	16	13	7	4	79
General Inquiry	12	11	12	17	4	4	60
Phone Inquiry	24	18	18	19	19	9	107
Total activities per day	56	48	46	49	30	17	246

Lost and Found Activity

	Reported to 2014 office	Found on bus and logged	
Jan	2	4	
Feb	9	10	
Mar	7	16	
April	5	9	
May	5	9	
June	1	3	
July	13	11	
	42	62	104

On line Inquiries

	Received
Jan	10
Feb	data misplaced
March	15
April	20
May	10
June	15
July	20
	90

Customer Service Centre Traffic tracking Sheet

Wednesday, Feb12												
pass sales	1		1			1						3
general inquiry			1									1
phone inquiry					1							1
Thursday, Feb13												
pass sales					1		1					2
general inquiry												0
phone inquiry									1	1		2
Friday, Feb14												
pass sales	1	1					1					3
general inquiry												0
phone inquiry			3	1								4
Saturday, Feb15												
pass sales					1				1			2
general inquiry				2				2				4
phone inquiry					1		1					2
Tuesday, Feb18												
pass sales				1	2		1					4
general inquiry	1											1
phone inquiry			1				1	1		1		4
Wednesday, Feb19												
pass sales	1				1							2
general inquiry		1						2				3
phone inquiry	2	1	1								1	5
Thursday, Feb20												
pass sales							2			1		3
general inquiry								1			5	6
phone inquiry									1		1	2
Friday, Feb21												
pass sales				1	1							2
general inquiry								1	2		7	10
phone inquiry												0
Saturday, Feb22												
pass sales						1						1
general inquiry					1	2						3
phone inquiry									1			1
Monday, Feb24												

Customer Service Centre Traffic tracking Sheet

pass sales			1						2			3
general inquiry			2	2			1					5
phone inquiry									1		1	2
Tuesday, Feb25												
pass sales	1					1						2
general inquiry	1					1						2
phone inquiry												0
Wednesday, Feb26												
pass sales			1	1	1		2					5
general inquiry					1						1	2
phone inquiry												0
Thursday, Feb27												
pass sales				1				1				2
general inquiry								2				2
phone inquiry			1									1
Friday, Feb28												
pass sales						1	1		2			4
general inquiry	2					2			1	1	1	7
phone inquiry				1								1
February Hourly Total	16	11	19	17	24	15	24	18	12	9	18	1

March	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	Totals
Saturday, March 1													
pass sales									1				1
general inquiry													0
phone inquiry					1	1	1		1				4
Monday, March 3													
pass sales													0
general inquiry								1		1	1		3
phone inquiry		1											1
Tuesday, March 4													
pass sales			1	1		1							3
general inquiry													0
phone inquiry	2							1					3
Wednesday, March 5													
pass sales													0
general inquiry				1									1
phone inquiry			1		1	1							3
Thursday, March 6													
pass sales				1									1
general inquiry			2	1									3
phone inquiry						1							1
Friday, March 7													
pass sales				3		1		1		1			6
general inquiry								1					1
phone inquiry						1			1				2
Saturday, March 8													
pass sales													0
general inquiry				2									2
phone inquiry													0
Monday, March 10													
pass sales			1			2	1			1			5
general inquiry						1					1		2
phone inquiry				1									1
Tuesday, March 11													
pass sales						1		1					2
general inquiry	1												1
phone inquiry	1		1							2			4
Wednesday, March 12													
pass sales				1									1
general inquiry				1					1				2
phone inquiry	1								1	1			3
Thursday, March 13													
pass sales					2								2
general inquiry													0
phone inquiry		1								1			2
Friday, March 14													
pass sales	1						1		1		1		4
general inquiry						1							1
phone inquiry													0
Saturday, March 15													
pass sales						1							1
general inquiry							1						1
phone inquiry													0
Monday, March 17													
pass sales													0
general inquiry													0
phone inquiry	1	2							2				5
Tuesday, March 18													
pass sales				1									1
general inquiry									1				1
phone inquiry							1		1				2
Wednesday, March 19													
pass sales													0
general inquiry													0
phone inquiry					1				1	3			5
Thursday, March 20													
pass sales					1								1
general inquiry			1		1				2				4

phone inquiry					1						1	
Friday, March 21												
pass sales			1		1			1	2			
general inquiry												
phone inquiry												
Saturday, March 22												
pass sales												
general inquiry					1	3						
phone inquiry			3	1	1				1			
Monday, March 24												
pass sales				1			1					
general inquiry			1									
phone inquiry												
Tuesday, March 25												
pass sales						1					1	
general inquiry					1				2			
phone inquiry			1						1		1	
Wednesday, March 26												
pass sales												
general inquiry	1				4			2				
phone inquiry									1		1	
Thursday, March 27												
pass sales									1			
general inquiry												
phone inquiry										2	1	
Friday, March 28												
pass sales												
general inquiry				1								
phone inquiry												
Saturday, March 29												
pass sales												
general inquiry												
phone inquiry												
Monday, March 31												
pass sales					2		1	1		2		
general inquiry		2				1						
phone inquiry												
March Hourly Total	8	6	13	16	18	17	7	9	21	14	8	0

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April	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	Totals
Tuesday, April 1													2
pass sales							2						2
general inquiry	1												1
phone inquiry													0
Wednesday, April 2													1
pass sales			1										1
general inquiry										2			2
phone inquiry									1				1
Thursday, April 3													0
pass sales													0
general inquiry													0
phone inquiry													0
Friday, April 4													1
pass sales	1												1
general inquiry				1				1	1				3
phone inquiry													0
Saturday, April 5													0
pass sales													0
general inquiry						1							1
phone inquiry				1									1
Monday, April 7													1
pass sales					1								1
general inquiry					1	1					2		4
phone inquiry													0
Tuesday, April, 8													2
pass sales			1				1						2
general inquiry									1	1			2
phone inquiry										1			1
Wednesday, April 9													0
pass sales													2
general inquiry				1					1				0
phone inquiry													0
Thursday, April 10													2
pass sales			1				1						2
general inquiry	1							1					0
phone inquiry													0
Friday, April 11													1
pass sales											1		1
general inquiry					1								1
phone inquiry			1										1
Saturday, April 12													0
pass sales													1
general inquiry									1				2
phone inquiry				1	1								
Monday, April 14													4
pass sales		1			2	1							1
general inquiry									1				0
phone inquiry													0
Tuesday, April 15													4
pass sales		1		1				2					1
general inquiry						1							0
phone inquiry													0
Wednesday, April 16													2
pass sales							1	1					0
general inquiry													2
phone inquiry		1	1										
Thursday, April 17													2
pass sales						1	1						1
general inquiry										1			0
phone inquiry													0
Friday, April 18 (Good Friday - closed)													0
pass sales													0
general inquiry													0
phone inquiry													0
Saturday, April 19 (Closed)													0
pass sales													0
general inquiry													0
phone inquiry													0
Monday, April 21 (Easter Monday - closed)													0
pass sales													0
general inquiry													0
phone inquiry													0
Tuesday, April 22													0

pass sales	1				1					1		
general inquiry	1		1		4							
phone inquiry								1				1
<i>Wednesday, April 23</i>												
pass sales												
general inquiry		1				1				1		
phone inquiry							1					
<i>Thursday, April 24</i>												
pass sales					1	1						
general inquiry	1									2		
phone inquiry	1	1								1		
<i>Friday, April 25</i>												
pass sales					1				1			
general inquiry												
phone inquiry					1				1	2		
<i>Saturday, April 26</i>												
pass sales			1									
general inquiry									1			
phone inquiry				1								
<i>Monday, April 28</i>												
pass sales	1								1			
general inquiry												
phone inquiry				1								
<i>Tuesday, April 29</i>												
pass sales												
general inquiry												
phone inquiry	2	2										
<i>Wednesday, April 30</i>												
pass sales	1							1				
general inquiry												
phone inquiry												
April Hourly Total	11	7	7	9	12	7	7	7	11	11	3	1

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pass sales	1	1					2					
general inquiry							1	1				
phone inquiry	1	1	1	1			2					
Friday, May 23												
pass sales								1				
general inquiry				1			1					
phone inquiry						1	1					
Saturday, May 24												
pass sales			Closed									
general inquiry												
phone inquiry												
Monday, May 26												
pass sales		2						2				
general inquiry				2								
phone inquiry		1	1				2					
Tuesday, May 27												
pass sales		1		1						1		
general inquiry		1			1	3				1		
phone inquiry			1						1			
Wednesday, May 28												
pass sales								1				
general inquiry							1					
phone inquiry			3		1							
Thursday, May 29												
pass sales		1										
general inquiry	1											
phone inquiry		1										
Friday, May 30												
pass sales												
general inquiry				1		1						
phone inquiry												
Saturday, May 31												
pass sales				2		1			1			
general inquiry							1					
phone inquiry			2	1	1	1	1	1	1			
May Hourly Total	6	26	16	20	18	12	26	14	11	9	1	0

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	9:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	Totals
Monday, June 2													
pass sales							2						2
general inquiry		1	1			2							4
phone inquiry		1	1										2
Tuesday, June 3													
pass sales													0
general inquiry					1								1
phone inquiry		1	1				2						4
Wednesday, June 4													
pass sales		1	1	1		2							5
general inquiry													0
phone inquiry				1		1	1		2				5
Thursday, June 5													
pass sales			1				2	2					5
general inquiry			1		3	1	1						6
phone inquiry				1		1		1					3
Friday, June 6													
pass sales			3										3
general inquiry	1	1											2
phone inquiry	2	3											5
Saturday, June 7													
pass sales					1				1				2
general inquiry						2	1						3
phone inquiry					1								1
Monday, June 9													
pass sales		1											1
general inquiry	1	1											2
phone inquiry													0
Tuesday, June 10													
pass sales	1				1	5			7				14
general inquiry									1				1
phone inquiry													0
Wednesday, June 11													
pass sales	1					1				2			4
general inquiry													0
phone inquiry	2			1	2								5
Thursday, June 12													
pass sales	1				6				1				8
general inquiry													0
phone inquiry													0
Friday, June 13													
pass sales								1					1
general inquiry						1							1
phone inquiry													0
Saturday, June 14													
pass sales						3							3
general inquiry					1								1
phone inquiry						1							1
Monday, June 16													
pass sales				2				3					5
general inquiry													0
phone inquiry	1				2								3
Tuesday, June 17													
pass sales				1				3					4
general inquiry													0
phone inquiry													0
Wednesday, June 18													
pass sales			1				1		1				3
general inquiry				1									1
phone inquiry				1					1				2
Thursday, June 19													
pass sales							1	2					3
general inquiry	1												1
phone inquiry	1				1								2
Friday, June 20													
pass sales								1					1
general inquiry							2						2
phone inquiry													0
Saturday, June 21													
pass sales													0
general inquiry													0
phone inquiry					1		1						2
Monday, June 23													

pass sales												
general inquiry				1		2						
phone inquiry		1										
Tuesday, June 24												
pass sales	1			1	1	1	1			1		
general inquiry	2		2									
phone inquiry									1			
Wednesday, June 25												
pass sales			1									
general inquiry										1		
phone inquiry		1	1									
Thursday, June 26												
pass sales					1				1	1		
general inquiry												
phone inquiry											1	
Friday, June 27												
pass sales					1							
general inquiry	1	1							1		1	
phone inquiry		2				2		1	1			
Saturday, June 28												
pass sales												
general inquiry						1						
phone inquiry					1							
Monday, June 30												
pass sales	1			1			2	1				
general inquiry							2					
phone inquiry	2			2	2	3	2		3			
June Hourly Total	19	15	14	14	26	29	21	15	21	4	3	0

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pass sales			1		1	1							
general inquiry	2						1	1					
phone inquiry			1	1	1								
Thursday, July 24													
pass sales			4						1				
general inquiry													
phone inquiry			2										
Friday, July 25													
pass sales								1					
general inquiry													
phone inquiry							1						
Saturday, July 26													
pass sales								1					
general inquiry													
phone inquiry					1	2	1	2					
Monday, July 28													
pass sales		1	1		1				1				
general inquiry			1		3		1	1					
phone inquiry			1			2	2						
Tuesday, July 29													
pass sales	3		1										
general inquiry			5										
phone inquiry		1											
Wednesday, July 30													
pass sales		1											
general inquiry		1		1	1			1					
phone inquiry		1	1					2	1				
Thursday, July 31													
pass sales													
general inquiry				1	1			1					
phone inquiry		1											
July Hourly Total	21	30	33	25	29	26	37	31	14	0	0	0	

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Customer Service Attendant Position Description

Position Summary:

Reporting to the General Manager/CAO or designate, 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 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:

- work week is based on a 35 hours/ week within defined office hours to be indicated
- 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
- the flexibility to work in the evening hours, weekends, and possibly Statutory holidays if needed will be considered an asset
- Rate of pay will be adjusted annually to consider cost of living increases
- this position is not eligible for benefits

Proposed Rate of Pay

\$15.00/ hour

Attachment 3: 2014-13 Report

Position Responsibilities of Current Staff Compliment:

Logistics Coordinator (Tomoe Yamagata)

Finance

- Financial tracking of Operating and capital expenditures
- Financial process development
- Annual financial Audit coordination/ execution
- Bookkeeping/ accounts receivable, accounts payable
- Office Cash handling and processing
- Expense/ mileage processing
- Farebox emptying/ farebox coin counting
- Banking and deposits

Records management

Payroll/ timesheet management

- Liaison with Ceridian
- Biweekly submissions for all staff
- Liaison with Canada Revenue
- Liaison Workers Compensation

Pension and Benefits Management

- Liaison with Manulife
- Pension administrator

Office coordination

- Office furniture management
- supply procurement
- Office lease management

Smart card management

- Farebox data mining
- Programming all cards
- Distribution of all cards
- Oversight of all 3rd party vendors
- Ordering more cards

Hotel Partner Contract administration

Insurance management

Statistics coordination

Board meeting support

GM/ CAO administrative support

Front counter support

Web site management assistance

- Responding to online inquiries from the public

Casual Labour: Kazue Kano
(Part time – 20 -25 hours/ week)

Smart card processing support

- Reload all smart card mediums
- Collect and distribute all smart card mediums to third parties and hotels
- On going tracking of smart cards
- Inventory of all smart card mediums

Cash Processing support

- Emptying of fare box safe (2-3 times per week) at the compound and bring to office
- Assist in any farebox administration out at the compound and on the buses
- Count all coins and bills (2 times a week minimum)
- Roll all coins
- Bundle all bills
- Assist in cash deposit preparation
- Assist in office float management
- Pick up change vouchers from various vendors

Office cleaning

- Biweekly (and as needed) all office cleaning including kitchen and compound offices
- Recycling of office materials
- Office waste management
- Snow shovelling and sidewalk prep
- Maintaining cleaning supplies

Brochure management support

- Distribute all brochure needs to external sources (Banff and Canmore)
- Manage brochure inventory

Office Support

- Mail pick up and mail outs
- Ordering supplies as needed
- Inventory of office materials
- Other duties if time available

Lost and Found Support

- Inventorying of found items
- Lost and found reports management
- Picking up found items from compound (daily/ as reported)

Manager of Operations: Steve Nelson

Service management

Direct Operations Management

- Banff local service direct operations set up
- To include regional service if approved

Daily bus assignments for all service (regional/ local)

Schedule, route map, public information management

Driver management /assignments for all services

Liaison with Mechanics

Manage/ deal with all bus related vendors

Manage Provincial Operating Authority management

Health and Safety program management

Liaison with all operational contractors

- Brewsters (as required)
- Mechanics
- Fare Logistics (fare box)
- Next bus

Lost and Found management

Front counter services management

- Front counter procedure management
- Customer service staff management

Web management/ maintenance

IT management

- Liaise with IT Support (Ken Lee) contractor

GIS management

Service performance measures coordination/ reporting

Marketing implementation

- Bus advertisement sales
- Service marketing assistance with GM/CAO

Direct service budget (operating and capital) management

Special event detours/Service modifications/ special service management

Special Charter coordination

- We are reducing our charter requests

GM/ CAO support/ shadowing/ relief coverage

Cave and Basin route implementation

Project support (current and upcoming)

- Parks related
- Canmore local
- Bus wrap project

GM/ CAO: Koji Miyaji

Overall Commission administration oversight

- Finance
- IT
- HR
- Support functions
- Operations
- Safety Program

Capital and Operating budget development/ management/ oversight

Commission Board management

- All reports
- All content
- Bring forward list adherence
- Liaison with Board,
- Board issue management

Strategic direction management

- Creation of new business plan
- Identifying, creating appropriate focus and direction for the organization
- Creation of new partnerships, liaisons
- Local, Regional, provincial, national involvement
- Political and organizational sensitivity
- Image management

Business Plan management/ adherence

Strategic project management

Current undertakings which GM/ CAO is working on:

- Local bus wrap project
- Canmore Local service feasibility
- Parks Canada initiative – Lake Louise
- Marketing strategy
- Marketing – bus ad sales development
- Marketing – annual advertising purchase
- New partner revenue opportunity development
- Trailer service concept development
- Banff TMP
- On going service review and improvements
- Cave and Basin route negotiations
- Regional service – direct operations concept
- Performance Measures development/ reporting
- Greentrip annual reporting
- Tunnel Mountain route safety, service improvement
- Bylaw implementation Safety – security initiative
- Commission Bylaw Officer project – Solicitor General work
- Regional Youth Pass creation

Stakeholder/ Key work associates management

- CRP
- BLLT
- BLLHMA
- Canmore Downtown Business Association
- Parks Canada
- CUTA – National
- CUTA – Prairie Regional Chapter
- Calgary Transit
- Alberta Transportation
- Town of Canmore
- Town of Banff
- Bow Valley Credit Union
- Ski Banff/ Lake Louise
- I.D. #9
- Banff Hotel partners management

HR management

- All Staff performance reviews
- All Staff hiring
- All Staff oversight

All Policy Development for Commission

Aug 15, 2014 version															
Ordinary Income/Expense	2013 Actuals	2014 projected year end	2014 Approved Budget	Proposed 2015 Budget	2015 presented last year	2016 Projected	2016 presented last year	Projected 2017							
4100 - Fares															
2-4100 - Canserve Bauff Regional	32834	33500	33490	34170	34121	34814	34876	35507	Adjusted 2% annually						
4100 - Fares - Other Cave and Basin	594			6100	6200				Revised to be more aggressive during a start of a service. It will likely not continue to increase at the same rate, so a more conservative approach would be recommended as warranted here. Adjusted to 2% growth per year from 2014 PVE						
Total 4100 - Fares	33428	33500	33490	40270	40321	40324	41676	41687	6300 Cave and Basin revenue 2% increase. PC increased for 2015. Not guaranteed for 16 and 17.						
4200 - Advertising & Marketing Revenue															
1-4200 - Bauff Local	2773	3000	3000	3000	3700	3900	3900	4000	All sales is set early on budgeted already						
2-4200 - Canserve Bauff Regional	973	600	3250	12700	12700	2900	12900	13100	Adjusted to the 2014 PVE, maybe the more reasonable direction. Previous figures were likely a bit too aggressive yet. However, we can try to reach for the higher figures as projected before for this account.						
Total 4200 - Advertising & Marketing Revenue	3597	3600	4700	4870	4970	5100	5190	5310							
4300 - Partner Programs															
1-4300 - Bauff Local	38171	37520	37520	38275	38275	39041	39041	39840	We are always looking for other partner hotels. Rather than projecting a budget figure for potential partners, this it would be better to add any new partners as they come on board.						
2-4300 - Canserve Bauff Regional	8	2000	2000	0	23000	0	23890	0	Adjusted to the 2014 PVE, maybe the more reasonable direction. Previous figures were likely a bit too aggressive yet. However, we can try to reach for the higher figures as projected before for this account.						
Total 4300 - Partner Programs	38179	37720	37520	38275	40575	39041	41412	39840	0 service is approved and implemented.						
4400 - Revenue Recovers															
1-4400 - Bauff Local	87800	86519	86219	86300	85369	85900	86551	86800	What was included in previous version						
1-4400 - TSB - Operating															
Total 4-400 - Bauff Local	87800	86519	86219	86300	85369	85900	86551	86800	Annual revenue is reduced from previous version of the budget and reduced from last year's projected figures. Despite the lower requirement figure, administration is able to add improved customer service elements and sustain existing levels of service. Note this figure will likely reduce even further assuming Canserve Local service and Parks service will reduce Bauff Commission administration. Reduced to selected Cave and Basin revenue in 2016 and 17.						
4-400 - Canserve	124000	125200	149500	131412	131483	140364	138952	148819	What was included in previous version						
2-4400 - TSB - Operating															
5-4400 - ID - Operating	20000	20000	20000	20000	20000	20000	20000	20000	It is currently projected, 2017 slightly higher due to increase in fuel estimates. These costs will likely increase for Canserve, if local service component is added in.						
Total 5-4400 - ID - Operating	20000	20000	20000	20000	20000	20000	20000	20000	0 Operating requirements may need to be renegotiated once Parks Canada service comes into play and ID is drops to get service hours.						
Total 4400 - Revenue Recovers	109800	108519	106219	106300	105369	105900	106551	106800							
4500 - Other Recovers - C&B, chambers, & sales	52637	68000		35000		35000		36000	This account now represents unbudgeted revenues such as Cave and Basin (In 2013 and 2014 PVE, special charter requests, special bulk car sales) in which are not guaranteed to occur from year to year, hence not a budget item. However, since Cave and Basin route is identified for 2015, we can show that figure in the budget with some certainty. In the projected years, it (Cave and Basin) should be shown over the other charters and special one off pass sales. Canserve Local service (\$30,000) work recoveries should be indicated in the 2014 PVE. Was not included initially. It is added in there now.						
4600 - Fares															
1-4600 - Bauff Local Pass	42432	40000	35000	40000	36750	45900	38587	46817	Calculated at 2% growth. It will likely start to flatten out. We had good pass sales response from the new standard sales introduced mid way in 2012 in response to the last season. Good response to pass sales in the first 2 years. It will likely start to flatten out with the same response.						
2-4600 - Canserve Regional Bus passes	67865	65000	55000	52000	73500	74000	71271	79120							
Total 4600 - Fares	110297	105000	90000	92000	110250	117900	109758	125937							
Gross Income	193581	200208	194749	189727	185112	196629	1920312	202491							
Expenses															
5100 - Salaries & Wages	23920	22700	22700	23700	23880	24500	24084	25100	The salary range for the LC has not changed (\$55k - \$65k). The new employee has more relevant work experience than the previous incumbent. Sorry the amount of increase was \$200,000 higher than the previous incumbent's starting wage, not \$50,000 as I had stated. It is a fair offer to be negotiated. This is a personnel item as well. This figure is based on 5.0 estimated cost of living increase plus the additional \$5,000 for the new incumbent. Technically, a proper performance budgeting of the salary account should be based on the top of the wage scale regardless of the incumbent in case of unexpected changeover. That is what this budget reflects rather than based on current pay.						
5179 - Training, Conferences, related expenses	689	1300	1300	1500	1500	1500	1549	1569	Previous year did not reflect full usage due to cancelled course privileges and conference attendance for travel, meals, conference fees, courses.						
5200 - Operating Expenses	693	8000	8000	8160	8500	8312.2	8755	8490	Lower end compact car lease rate \$200/month, \$1,500/insurance, \$200/month fuel, \$500 in mandatory maintenance, \$2000 winter tires + \$4,800 first year cost plus \$2,200 for winter tires + \$8000. Maintenance will increase over new few years. Plus does not include incidental repairs which is: windshield, headlights, accidents etc. The lease commitment for 3 years at this price. Less years costs more per month. Even with Lease vehicle, we still need to have some mileage for trips where more than one individual needs to travel etc. We use the mileage allocation provided by the provincial guideline of 0.55 per km. May shift to better use with existing mileage structure.						
5190 - Mileage Costs, Controls															
5210															
1-5210 - Bauff Local - direct	79112	68800	68800	57200	57200	59900	59900	61000							
2-5210 - Canserve Bauff Regional	26130	27700	27700	20400	20400	21300	21300	22100	Cave and Basin costs expended out from Bauff Local.						
5210 - service - Other Brewster/C&B	2758	17000							0 see notes.						
Total 5210	90000	96200	96600	79600	79600	82500	81200	83100	2013 Actuals reflect the one time Brewsters charges for the Cave and Basin driver costs. These costs will not exist in 2014 and on.						
5220 - Fares															
1-5220 - Bauff Local	11110	15500	15500	6000	5660	6100	58350	62424							
2-5220 - Canserve Regional	1678	2500	2500	3000	2570	3060	2652	3122							
5220 - Fares - Other C&B	549														
Total 5220 - Fares															
5230 - Maintenance															
1-5230 - Bauff Mechanic	4799	7000	7000	7200	7210	7423	7423	7574	The increase in the years ahead accounts for an estimate of possibly more repairs as the Bauff fleet ages more. We need to match the previous projection and adjust if there are more repairs. Accumulated a 3% increase over year.						
2-5230 - Canserve Regional - Mechanic	2824	3000	3000	3000	3000	3187	3187	3242	3% increase as well as vehicles and kilometers accumulate						
5230 - Maintenance - Other	809														
Total 5230 - Maintenance	17104	18000	18000	15200	18540	19790	19962	20148							
5240 - Operating Expenses															
5300 - Insurance Expenses	7141	8000	8000	8000	8240	8670	8487	8843							
5310 - General Liability Insurance	9000	9000	9000	9100	9190	9548	9548	9739							
5320 - Bauff Local & Bauff Insurance	16141	17000	17000	17900	17400	18218	18018	18802							
Total 5300 - Insurance Expenses															
5330 - General Operating Expenses															
5331 - Office Supplies and equipment	1915	10000	10000	10000	12000	10000	13000	11000	Office supplies and equipment is what this account covers. Office stationary is one component only. This is a catch all account. We get items like: Business cards, name tags, copier toners, coin rolls, plastic bowls for smart cards, all the cash handling supplies, cheap rubbermaid shelving units for lot food, toilet paper, paper towels, office and shop cleaning equipment, staff event equipment and supplies, small office furniture, small flat office, white boards, binders, file folders, calendars, security equipment (alarm clocks, shelving units for storage items, ball containers, computer accessories, computer repairs, air conditioning, HVAC repairs, furniture repairs, kitchen equipment and supplies, accumme brand time (see purchases), snow shovels, sidewalk salt, light bulbs, if modern (none time) etc. we do discover things that are new needed to function once we started with virtually any items.						
5332 - Bank Service Charges	2298	3000	3000	3000	3649	3100	1697	3200							
5333 - Auxiliary Supplies & Services	199	1200	1200	1156	1336	1517	1536	1682							
5334 - Postage and Delivery	69	1000	1000	1030	1050	1061	1061	1091							
5335 - volunteer recognition	4773	4800	4800	4935	4935	5092	5092	5245	We do have situations in the course of the year that require volunteers to help out in things like surveys, program costs, special arrangements with University students to do projects, help in odd jobs where this account helps to provide honorariums and recognition items for their work.						
5336 - Memberships	223	4000	4000	2500	4500	2500	5000	2500	Currently, CFTA, AFTA (American Public Transportation Assoc.), Workers Compensation, Safety Council, Future groups - GS related, 2013 and part of 2014 was an Alberta Accounting Assoc. membership for one staff in order for her to take their classes. This part was eliminated when it was. This probably can be reduced to \$2,000.						
5337 - Cell Phone	3534	4200	4200	4500	4500	4845	4845	5000	We have three cell phones now. The 2016 should not have been a jump. This reflects the correct increases.						
5338 - Office Phone	3972	3400	3400	3502	3502	3600	3607	3700							
5339 - Board meeting expenses	1841	1200	1249	1000	1400	1000	1442	1000	Covers board recognition items such as: plaques, cards, flowers. Functional items such as Board issued pass boxes, any meeting related printing, AGM advertising, meeting refreshments (if required), any other miscellaneous. Includes those a small amount over time.						
5340 - General Operating Expenses	26995	36800	35449	33823	38872	36711	41261	38420							
5350 - Internal Expenses															
5351 - Invoicing & Payables															
5352 - Lease Expenses															
1-5352 - Bauff Local	7899	7900	7900	7900	7900	7900	7900	7900	This is for any internal staff (not drivers) such as seasonal help. Should be reduced to \$1000 annual income, contract adjustments, phone(s). Major upgrade to Website to budgeted in 2015. This is for maintenance only.						
1-5352 - Bus Usage	24000	24000	24000	24000	24000	24000	24000	24000	Adjusted to be flat rate.						
Total 1-5352 - Bauff Local	103000	103000	103000	103000	103000	103000	103000	103000							
2-5352 - Regional - Bus Usage	9600	9600	9600	9600	9600	9600	9600	9600	Adjusted to be flat rate.						
Total 2-5352 - Canserve Regional	112600	112600	112600	112600	112600	112600	112600	112600	Adjusted to be flat rate.						
Total 5350 - Internal Expenses	999														
5400 - Professional/contractual fees															
5410 - Accounting Fees	16729	14000	14000	30000	14420	31000	14853	32000	Annual Audit fees are approx \$4,000. Other on going accounting advice/support and audit fees reported from external accounting source above \$6000 in 2013. Moving forward in 2014 and on, and with the accounting requires from the partners that adds to the separate audit various components of our operating and capital budgets, keeping all the revenues reported and, keep all services reported and, capital asset management, creating reports to show our capital funds, managing internal payroll, benefits, being independent, the complexity of our work is that our existing complement of our staff does not have the higher level accounting expertise. With the potential new services coming on board over the next few years, we hope to use these funds and perhaps supplement to create a 3 FTE dedicated financial officer position to manage all of our financial needs. This figure is based on annual audit being approx \$6000 plus \$24,000 for external accounting support at a hourly/week rate of \$115/h (in per report). Our internal staff with the full diversity of the workload that each performs, and at the rate that we pay, the Logistic Coordinator position or some of the work, but not to the extent of a CMA or a CGA or a CEA.						
5411 - Payroll	2640	4000	4000	4120	4120	4800	4244	4500	This line should have been removed. Will be for final version.						
5412 - Bookkeeping Services	1811	1600	1600	1648	1648	1697	1697	1700							
5413 - Legal Fees															
5414 - Recruitment costs	1104	1600	1600	1000	1648	1000	1697	1000	This is for any internal staff (not drivers) such as seasonal help. Should be reduced to \$1000 annual income, contract adjustments, phone(s). Major upgrade to Website to budgeted in 2015. This is for maintenance only.						
5417 - Website	1200	1200	1200	1236	1236	1273	1274	1300							

5010 - Casual Services	9182	11000	11200	12700	12000	13000	12360	13200	This work is not out of control. Funds came from previously outsource funds. Part time hourly paid staff is hired to do this work. Cash processing work, brochure distribution, smart card loading, collecting, redistribution, mail pick up, coin pick up, supply purchase, duties as assigned and needed. <u>Outlets require this person to be out of the office daily.</u>
5010 - Business Hosting Expenses	1087	3000	3000	3100	3090	3200	3182	3300	These are funds used to host business guests, clients on lunch meetings, refreshments for meetings with third party guests. Hosting to ask for favours from other transit authorities, extra work from consultants, working lunch meetings, pay for small christmas greetings and thank you gifts for clients, business people who we have helped us out throughout the year.
5021 - Nonibus Banff Local	14891	17000	15000	18000	13000	18000	15000	19000	
Next bus regional	4791	5000	4200	5000	4000	5000	4000	5000	
5022 - Security Fee									This is a mandatory service/ license fee for this company given the number of buses (1 to 10 buses) we have with the farebox equipment through the equipment provider. Fees are adjusted higher to more buses. Next increment is over 10 - 20 buses I believe. To seek other options would mean to replace all the fareboxes and the entire farebox operating system and smart cards. A major undertaking at a cost of over likely \$200,000 or more to replace this system. Other options for this fee is not possible unless the entire system is replaced, and the annual service/ license cost may not be any less.
5023 - Security regional									Use above line
5023 - Security Fee									Not aware of over all crime decrease. This amount is for a proactive and preventative presence. Perhaps if the crime rate is reduced, it is partially due to this effort? Both peace officer and admin believe this weekly presence is making a difference in undesirable customer behavior for the Banff local service. Currently, we are still going through the Town of Banff Peace Officer staff at an over time rate. We are working towards getting the ability to have peace officers directly with permission from the Solicitor General. However, this is still work under way. No other option which has the enforcement authority that carries respect from the general public. Reducing this budget would counter the progress we have made to date. <u>Recommend to keep it at current level.</u>
1-5022 - Banff Local Security shift	10642	20000	20000	20000	25000	20000	25000	21000	We have spent security coverage time on the regional service to date. Once every two weeks or so. Security (day) we had 2 incidents drunken behavior on the Regional service where police were contacted. Drivers report some drinking on the bus. We spend this budget carefully as there is not a lot allocated.
2-5023 - Camrose Regional Security	127	2000	2100	3000	10000	4000	10000	4000	Typical lifecycle of computers is 3 years. More computer equip and staff needs as business gets more complicated.
Total 5023 - Security Fee									
5024 - IT Support	4384	5200	5200	6000	7000	7000	8000	7000	This figure recalculated and reduced \$7000 from last version. This item is a request for an increase based on the pilot approved in 2013. Report on this item is requested back for Sept. Will try to get report sooner if possible as this item will require a decision in order for the budget to pass. Also agree that this account line should be lumped to gather under a different heading as suggested and not under the IT line.
cost centre support	8500	8500		29000	8750	29580	9018	30172	This account line will be moved to an independent line. This item covers previously unbudgeted category of existing service infrastructure repairs and maintenance such as remote gate repair at Tunnel Mtn (eg \$3000), temp signs created, up event adjustments, damaged bus stop signs, replacement of sign poles, bus bench repair and maintenance, snow removal at inaccessible bus stops, neobus sign repairs, adding new "do not park transit zone" signs.
infrastructure maintenance	5000	5000		7000	5500	7000	6000	7000	Compound office lease for 2015 and 16 left out last year as no discussions had taken place of a price at that time and did not want to forecast our amount or intentions. Some discussions had taken place now and a \$1000 per month may not be out of range.
5025 - contracted services - banff local	973								
5025 - contracted services - regional	973								
5026 - Office rent	27258	42000	42000	36000	24000	36000	24000	36000	
5027 - Copier	269	600	600	600	600	600	600	700	
5028 - Bus wrap repair		2000	2000	2000	12000	2000	12000	2000	
2-5028 - Regional - Bus wrap repair	2000	2000	2000	12000	2000	12000	2000	2000	
Total 5028 - Bus wrap repair	400	3000	3000	4000	5000	4000	6000	4000	
5030 Utilities									
5030 - Professional/contractual fees	17938	17000	17000	20000	25000	20000	25000	20000	A more formal plan can follow. We hope to conduct the following work over the year for our performance measures and system feedback: rider surveys once a year, user on user survey once a year, intercept visitor survey in the summer. Operational based: Hill policy framework, financial process documentation, records management framework, detailed driver training manual. More customer feedback work for overall system in 2015 and on.
1-5039 Special project costs - Camrose Local work	20000								2013 PPE one time cost
Total 5030 - Professional/contractual fees	140375	183900	166700	228404	198612	234651	202925	238872	
5700 - Advertising and Marketing									
1-5700 - Banff Local	463								Not understanding, need to anticipate savings as we were asked to cover accounting costs internally to the end of the year with some savings in combining all the brochures. Ridership numbers are good as the board will see over the summer with its numbers. We have set up good campaigns for 2014.
1-5710 - Banff Local Bulk Discount									
1-5700 - Banff Local - Other									
Total 1-5700 - Banff Local	16416	12500	13000	15500	15500	17500	17500	17500	
2-5700 - Camrose Regional									
2-5710 - Regional Bulk Price Discount	2314								
2-5700 - Camrose Regional - Other									
Total 2-5700 - Camrose Regional	16946	19800	19800	20000	20000	20000	21000	20000	Not over advertising. A lot of the efforts are combined campaigns. It cost a bit more here as we need to target two communities. We have been asked to continue to push for more riders for the regional service as well. Pays for brochure printing in both locations.
5700 - Advertising and Marketing - Other									
Total 5700 - Advertising and Marketing	38153	32300	34800	35500	35500	37500	38500	37500	
5800 - Fuel									
1-5800 - Banff Local	126429	130000	130000	136000	140200	143325	145000	150400	Red included Cave and Basin amount for Banff local for 2015. Will separate our and add approximately a 1% increase. This is volatile as we have no indications as to how Parks budgets for their diesel fuel.
2-5800 - Camrose Regional	80400	80000	80000	84000	90000	88200	94000	92600	Oil inflationary increases
Parks C&B	3908	3000	3150	3300				34750	Oil inflationary increases
Total 5800 - Fuel	209589	210000	210000	223600	230200	234833	239000	246574	
5900 - Amortization Expenses									
Total 5900 - Amortization Expenses	128978	141607	141607	141607	141607	141607	141607	141607	Accounted adjusted 2014 Amortization Expense
5900 - Unexpended Expenses									
Total Expense	1933528	1982600	1949549	1899727	1851129	1966029	1920312	2022492	
Net Ordinary Income	22363	37689	0	0	0	0	0	0	

Proposed Municipal Distributions for the Operating Budget

	Proposed 2015	Projected 2016	Projected 2017
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Town of Banff

Banff Local Service	\$259,043	\$280,029	\$294,546
Regional Service	\$47,439	\$49,640	\$54,068
Commission Admin	\$247,518	\$251,631	\$256,096
Total Operating Requisition	\$554,000	\$581,300	\$604,710

Town of Canmore

Regional Service	\$47,439	\$49,640	\$54,068
Commisson Admin	\$84,013	\$90,724	\$94,751
Total Operating Requisition	\$131,452	\$140,364	\$148,819

ID 9

Commission Admin	\$20,000	\$20,000	\$20,000
Total Operating Requisition	\$20,000	\$20,000	\$20,000

Banff Local Service costs

	2013 Actual	2014 PYE	2014 Local	2015 Local	2016 Local	2017 Local
Revenue						
Fare Revenue	\$320,346	\$335,000	\$334,560	\$342,000	\$348,076	\$355,505
Advertising & Marketing Revenue	\$27,785	\$30,000	\$35,000	\$36,000	\$39,000	\$40,000
Partner Programs	\$368,171	\$377,270	\$375,270	\$382,775	\$390,223	\$398,240
Pass Revenue	\$42,432	\$40,000	\$35,000	\$45,000	\$45,900	\$46,818
Cave and Basin	\$35,000	\$35,000		\$38,000	\$38,000	\$39,000
Total Revenue	\$793,734	\$817,270	\$779,830	\$843,775	\$861,199	\$879,563
Expenses						
Driver Contract	\$701,132	\$248,000	\$248,000	\$0	\$0	\$0
Direct Service component		\$420,000	\$420,049	\$572,000	\$595,000	\$615,000
Cave and Basin driver	\$27,358	\$17,000		\$17,000	\$17,000	\$17,000
Mechanics	\$67,000	\$70,000	\$70,000	\$72,000	\$74,263	\$75,748
Parts	\$51,110	\$55,000	\$55,000	\$60,000	\$61,200	\$62,424
Insurance	\$9,000	\$9,000	\$9,000	\$9,190	\$9,550	\$9,739
supplies	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
bank service	\$800	\$800	\$800	\$824	\$849	\$874
training	\$3,000	\$3,000	\$3,000	\$3,090	\$3,183	\$3,278
mileage	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
postage and delivery	\$250	\$250	\$250	\$258	\$265	\$273
phone/ radio	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
accounting	\$4,000	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371
payroll	\$1,000	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093
legal fees	\$800	\$800	\$800	\$824	\$849	\$874
recruitment	\$800	\$800	\$800	\$824	\$849	\$874
web maintenance	\$0	\$600	\$600	\$618	\$637	\$656
smart card processing	\$6,000	\$6,000	\$6,000	\$6,180	\$6,365	\$6,556
next bus	\$14,891	\$17,000	\$13,000	\$18,000	\$18,000	\$18,000
farelogistics	\$0	\$15,000	\$2,000	\$16,000	\$17,000	\$17,000
IT support	\$1,000	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093
Consultant, design, signs	\$13,000	\$13,000	\$13,000	\$10,000	\$10,300	\$10,609
wrap maintenance	\$450	\$0	\$0	\$2,000	\$2,000	\$2,000
Bus Lease	\$79,000	\$79,000	\$79,000	\$79,000	\$79,000	\$79,000
Bus Storage	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Customer Centre support	\$0	\$6,000	\$7,700	\$18,500	\$19,055	\$19,627
Infrastructure maintenance	\$3,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000
Security Fee	\$10,542	\$20,000	\$20,000	\$20,000	\$20,000	\$21,000
Advertising/Marketing	\$18,410	\$12,500	\$15,000	\$15,500	\$17,500	\$17,500
Cave and Basin fuel	\$2,926	\$3,000		\$3,150	\$3,308	\$3,473
Fuel	\$120,429	\$130,000	\$130,000	\$136,500	\$143,325	\$150,491

C&B intended for 2015, projected for 2016 and 2017

upto April 30 in 2014

Total Expenses	\$1,165,898	\$1,166,750	\$1,134,999	\$1,102,818	\$1,141,228	\$1,174,109
Net	\$372,164	\$349,480	\$355,169	\$259,043	\$280,029	\$294,546
gross cost per service hour (13000)	\$89.68	\$89.75	\$87.31	\$84.83	\$87.79	\$90.32
net cost per service hour (13000)	\$28.63	\$26.88	\$27.32	\$19.93	\$21.54	\$22.66
gross cost per rider (535978 for 2013)	\$2.18					
net cost per rider (535978 for 2013)	\$0.69					

Regional Service Costs	2013 Actual	2014 PYE	2014 Regional	2015 Regional	2016 Regional	2017 Regional
Revenue						
Fare Revenue	\$249,789	\$265,000	\$255,000	\$270,000	\$275,000	\$277,000
Advertising & Marketing Revenue	\$5,812	\$6,000	\$12,500	\$11,000	\$12,000	\$13,000
Partner Programs	\$0	\$0	\$22,500	\$5,000	\$10,000	\$12,000
Pass Revenue	\$67,965	\$65,000	\$50,000	\$70,000	\$71,400	\$73,000
Total Revenue	\$323,566	\$336,000	\$340,000	\$356,000	\$368,400	\$375,000
Expenses						
Third party driver Contract	\$261,530	\$277,000	\$277,000	\$0	\$0	
Direct Service component	\$0	\$0	\$0	\$204,000	\$213,000	\$221,000
Mechanics	\$29,628	\$30,000	\$30,000	\$30,900	\$31,827	\$32,464
Parts	\$16,728	\$25,000	\$25,000	\$30,900	\$31,827	\$32,464
Insurance	\$4,000	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371
supplies	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
bank service	\$800	\$800	\$800	\$824	\$849	\$874
training	\$3,000	\$3,000	\$3,000	\$3,090	\$3,183	\$3,278
mileage	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
postage and delivery	\$250	\$250	\$250	\$258	\$265	\$273
phone/ radio	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
accounting	\$4,000	\$4,000	\$4,000	\$4,120	\$4,244	\$4,371
payroll	\$1,000	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093
legal fees	\$800	\$800	\$800	\$824	\$849	\$874
recruitment	\$800	\$800	\$800	\$824	\$849	\$874
web maintenance	\$600	\$600	\$600	\$618	\$637	\$656
smart card processing	\$2,000	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185
next bus	\$4,761	\$2,000	\$2,000	\$5,000	\$5,000	\$5,000
farelogistics	\$0	\$5,000	\$1,000	\$6,000	\$7,000	7000
IT support	\$1,000	\$1,000	\$1,000	\$1,030	\$1,061	\$1,093
Consultant, design, signs, farebox	\$4,000	\$4,000	\$4,000	\$10,000	\$10,000	\$10,000
regional bus wrap maintenance	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
Bus Storage	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600	\$9,600
Customer Centre support	\$0	\$2,500	\$2,500	\$18,500	\$18,500	\$18,500
Infrastructure maintenance	\$1,500	\$1,000	\$1,000	\$2,000	\$2,000	\$2,000
Security Fee	\$127	\$2,000	\$2,000	\$3,000	\$3,000	\$4,000
Advertising/Marketing	\$16,946	\$19,800	\$19,800	\$20,000	\$20,000	\$20,000
Fuel	\$82,498	\$80,000	\$80,000	\$84,000	\$88,200	\$92,610
Total Expenses	\$453,568	\$484,150	\$480,150	\$450,878	\$467,681	\$483,137
Net						
gross cost per service hour (3110)	\$130,002	\$148,150	\$140,150	\$94,878	\$99,281	\$108,137
net cost per service hour (3110)	\$145.84	\$155.68	\$154.39	\$144.98	\$150.38	\$155.35
net cost per service hour (3110)	\$41.80	\$11.40	\$10.78	\$7.30	\$7.64	\$8.32
gross cost per rider (349147 for 2013)	\$1.30					
net cost per rider (349147 for 2013)	\$0.37					