

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

AGENDA

July 23, 2014: 2:00pm – 4:00pm

1. Call to Order
2. Approval of the Agenda
3. Approval of the June 11, 2014 Regular Meeting Minutes
4. Old Business (Standing Items)
 - a. General Manager/ CAO's Monthly report (10 minutes)
2014 Bring Forward List of Pending items.
 - b. Transit Service Monthly Statistics (May) (10 minutes)
 - c. 2013 Audit Management Items (accounting support) – Report 2014-9 (10 minutes)
5. New Business
 - a. Regional Direct Service Report (Request for Decision) 2014-11 (20 minutes)
 - b. Banff Local Ridership 5% Target Report 2014-10 (5 minutes)
 - c. Service Design Analysis Components Report 2014-12 (30 minutes)
 - d. FCSS Letter (5 minutes)
 - e. Preliminary 2015 - 2017 draft Operating Budget (20 minutes)
 - f. Greentrip 2 Application process update (Verbal GM/CAO) (10 minutes)
6. Adjournment

BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
REGULAR MEETING
BVRTSC CUSTOMER SERVICE CENTRE – BOARD ROOM
(221 BEAVER ST. BANFF)
June11, 2014: 2:00pm – 4:00pm

MINUTES

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

Stavros Karlos, Town of Banff – Vice Chair

BOARD ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Jacob Johnson, Acting Manager of Engineering, Town of Canmore
Alex Kolesch, Parks Canada
Ethan Gorner, ID #9
Adrian Field, Manager of Engineering, Town of Banff
Robert Earl, Chief Administration Officer Town of Banff (In the gallery)

ADMINISTRATION ABSENT

1. Call to Order

The meeting was called to order at 2:05 p.m.

2. Welcome ID#9 representative

3. Approval of the Agenda

BVRTSC14-57 Moved by Joanna McCallum to approve the agenda for the June 11th meeting

CARRIED UNANIMOUSLY

4. Approval of the May 14th, 2014 Regular Meeting Minutes

BVRTSC14-58 Moved by Sean Krausert to approve the minutes of the May 14th, 2014 regular meeting.

CARRIED UNANIMOUSLY

5. Old Business (Standing Items)

- a. General Manager/ CAO's Monthly report
Performance Measures – First Quarter
2014 Bring Forward List of Pending items.

BVRTSC14-59 Moved by Grant Canning to direct administration to return in July with an outline of process for completion for Banff local service design analysis as well as Regional service design analysis.

CARRIED UNANIMOUSLY

- b. Transit Service Monthly Statistics (April)

6. New Business

- a. 2013 Audit Management Items – Report 2014-9

BVRTSC14-60 Moved by Sean Krausert to receive the report for information

CARRIED UNANIMOUSLY

- b. Canmore Local Service Report 2014-8

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.

CARRIED UNANIMOUSLY

- c. Banff Local Ridership Summer Targets Report 2014-10

BVRTSC14-62 Moved by Grant Canning to receive the report for information and direct administration to return to the July 4th board meeting with specific boarding targets for the Banff Local routes for July, August, and September of 2014 with an increase of 5% over the 2013 ridership numbers.

CARRIED UNANIMOUSLY

- d. Appreciation for Ian Mackie

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.

CARRIED UNANIMOUSLY

e. Banff TMP update

f. Town of Banff Letter

BVRTSC14-64 Moved by Sean Krausert that the Chair be directed to provide a letter to the Town of Banff addressing those concerns raised in Mr. Morrison's letters to which Transit Commission can provide information and the chair will seek advice from GM/CAO.

CARRIED UNANIMOUSLY

g. Board summer commitments/schedule

7. Adjournment

BVRTSC14-65 Moved by Sean Krausert to adjourn

CARRIED UNANIMOUSLY

Meeting adjourned 5:10 p.m.

GM/CAO Monthly Business Plan Progress Update July 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 exisiting 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
Infrastructure	INF5	Develop Bus facility Plan			30-Aug	Element of the Canmore local service work, Parks project, Greentrip 2 application
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.				developing data sources and collection 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		done and currently reporting
		Monthly revenues by fare category	Apr 30 2014	June 30 2014		done and currently reporting
		Monthly ridership per hour	Apr 30 2014	June 30 2014		done and currently reporting
		Monthly ridership per stop	Apr 30 2014	June 30 2014		done and currently reporting
		Monthly ridership per route	Apr 30 2014	June 30 2014		done and currently reporting
		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		done for first quarter. Working on second
	PM4	Semi-annually report Transit System performance measures (Balanced Scorecard) to the Commission.		June 30 2014		data gathered based on PM2 and reported. Working on tweaking presentation format.
	PM9	Municipal Benchmarking Alberta project measures		year end		date being collected
		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 July 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.			

BVRTSC14-41	Moved by Joanna McCallum to approve the 2013 Audited Financial Statements as presented.	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.
2013 Management recommendations from the auditor				
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.				
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.				
BVRTSC14-59	Moved by Grant Canning to direct administration to return in July with an outline of process for completion for Banff local service design analysis as well as Regional service design analysis.			
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
BVRTSC14-62	Moved by Grant Canning to receive the report for information and direct administration to return to the July 4 board meeting with specific boarding targets for the Banff Local routes for July, August, and September of 2014 with an increase of 5% over the 2013 ridership numbers.	June 2014	July 2014	Will be removed for next update
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
BVRTSC14-64	Moved by Sean Krausert that the Chair be directed to provide a letter to the Town of Banff addressing those concerns raised in Mr. Morrison's letters to which Transit Commission can provide information and the chair will seek advice from GM/CAO.	June 2014		Completed, will be removed for next update

BVRTSC14-36	<p>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</p>	<p>April 2014</p>	<p>July</p>	<p>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. GM close to having Parks sign an agreement for costs.</p>
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4.b. Transit Service Monthly Statistics: ***See PDF Attachments Banff Local Stats & Regional Stats.***

Report to the Bow Valley Regional Transit Services Commission

Report 2014 – 9 2013 Annual Audit Management Item – Additional Accounting Support

Request for Decision.

July 9, 2014

SUMMARY/ ISSUE

Items identified by the Financial Auditor are to be addressed by administration for compliance or completion.

Areas to be addressed in this report are as follows: Obtaining external accounting/ accountant support

PREVIOUS COMMISSION DIRECTION/POLICY

As reported by the Auditor during the 2013 audit process:

1. Board consider additional resources for the Commission as soon as possible to ensure that accounting records are maintained on a timely basis and that payroll and other specific and complex duties as required can be facilitated.

Administration Recommendation:

That the Commission

- Approve the retention of the external Accountant as described in this report

INVESTIGATION

Additional Accounting Support

In the 2013 Financial Audit process, it was identified by the auditors that given the progressing complexity and volume of the financial work involved in running the Commission, that it would be prudent for administration to seek external, professional accounting support to assist in guiding administration to manage the daily and strategic financial needs of the organization. Some of the tasks the accountant will assist will be set up needed financial policies, better format and tracking the capital budget activities, provide guidance in the operating budget management and preparation for the annual audit.

Given this recommendation, administration sought cost estimates from a number of accounting firms. Of the three that responded, Natalie Kelly Chartered Accountant was the most cost effective. The following were the quotes received:

Accounting Firms	Cost/ hr
C.B	\$300
M&C	\$200
NK	\$115

Further, Natalie Kelly CA has some working history with Commission administration as she has advised us in various capacities in previous years on accounting issues.

Administration is recommending retaining Ms. Kelly for the amount based on 4 hours per week commencing July 1, 2014. This equates to approximately \$11,000 to year end. Administration will work within the current operating budget to absorb this expenditure. (Positive revenue variance for regional service, positive pass sales variance for both services, revenue from Canmore study and Parks work, some charter revenue, some expense saving in professional contractual fees account)

For 2015, administration will recommend the same amount of time per week for the year, thus the anticipated budget impact will be approximately \$24,000. This amount will be added to the 2015 operating budget ask.

IMPLICATIONS:

General

Administration and the Board will ensure the Auditor's management recommendations are completed in a timely manner.

BUSINESS PLAN/ BUDGET IMPLICATIONS

This unbudgeted item is to be managed within the existing operating budget for 2014. For 2015, the additional amount will be requisitioned.

RISKS

Not completing the audit items as recommended may compromise the administrative integrity of the Commission.

The complexity of the accounting and bookkeeping needs are becoming a challenge for administration to sustain without assistance in this area.

ATTACHMENTS

None

Author: Koji Miyaji, General Manager/ Chief Administrative Officer

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)

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 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. 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

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 an 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.

ATTACHMENT 1 2014 -11 2015 - 2017 Regional Service Cost Comparison Breakdown									
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 diffenece 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 diffenece 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 diffenece 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			

Report to the Bow Valley Regional Transit Services Commission

Report 2014 – 10 Calculation of Five Percent Increase in Ridership – For Information

July 9, 2014

SUMMARY/ ISSUE

Administration was asked by the Board to report back with a calculation showing the result of a 5% increase in ridership for the months of July, August, and September 2013.

PREVIOUS COMMISSION DIRECTION/POLICY

BVRTSC14-62 Moved by Grant Canning to receive the report for information and direct administration to return to the July 4th meeting with specific boarding targets for July, August, and September of 2014 with an increase of 5% over the 2013 ridership numbers.

Administration Recommendation:

That the Commission

- Receive the report for information.

INVESTIGATION

The table below shows monthly 2013 ridership for Banff Local service – Routes 1, 2, and 4.

<u>2013 Month</u>	<u>Monthly Ridership</u>	<u>5% Increase</u>	<u>Total</u>
July	62,089	3,104	65,193
August	63,224	3,161	66,385
September	49,512	2,475	51,987

IMPLICATIONS

General

Administration noted at the June Board meeting that although efforts will be made to increase the promotion of the Banff local service, there will be no guarantees that these efforts will result in a 5% overall increase in local ridership. Further by not achieving these ridership targets does not represent particular weaknesses in the current service because...

It should also be mentioned that the cumulative ridership figures for January to April 2013 to the same period in 2014 as well as the month of May 2013 to May 2014 are as follows:

Banff Local Service Ridership				
Period	2013	2014	diff.	% difference
Jan – April	157,589	156,826	-763	-0.5% over 4 months
May	46,739	47,451	712	+1.5%

The 2014 figures indicate a steady ridership pattern with minor fluctuations from year to year which is normal, so administration would like to reassure the Board that the current local system is performing well.

BUSINESS PLAN/ BUDGET IMPLICATIONS

None

RISKS

None

ATTACHMENTS

None

Report to the Bow Valley Regional Transit Services Commission

Report 2014 – 12 Service Design Analysis Elements and Process (Report for Information)

July 23, 2014

SUMMARY/ ISSUE

The Town of Banff is interested in having a full scale service design analysis of the Banff local service. This work was suggested in their recent Transportation Master Plan. A service review of this magnitude is quite in depth, time consuming and will require third party consultant assistance to complete. This report will provide some context to the work that is required to complete the task.

PREVIOUS COMMISSION DIRECTION/POLICY

BVRTSC14-59 Moved by Grant Canning to direct administration to return in July with an outline of process for completion for Banff local service design analysis as well as Regional service design analysis.

Carried Unanimously

Administration Recommendation:

That the Commission

- Accept this report for information

INVESTIGATION

A complete transit service design analysis of an existing service is an extensive piece of transit planning work. Often there are prevailing circumstances that drive such initiatives. These reasons may be based on performance related issues such as (ie. poor revenue, poor ridership, and repeated customer complaints of a performance nature) or it can be externally driven based on budget implications, drastic demographic/ user base changes, changes in municipal priorities, aligning to other initiatives etc.

A comprehensive service review will look at various aspects of the existing transit service with a careful understanding of the future needs, future infrastructure changes and understanding the projected transit needs of the service area. Given the Commission administration's limited human resources, this level of work will require external support and expertise with close oversight by Commission administration and involvement of the Town of Banff administration on future transportation infrastructure vision and people movement expectations.

The subject areas to review for a study of this nature generally involve the following areas, but are not limited to these items. The elements below are crafted towards a review of the Banff local service.

- Ridership analysis – Current usage and past usage patterns
- Ridership projections - Anticipated usage based on population projections, demographics, employment distribution and tourists feedback, user feedback
- Look at the composition of users and potential users including reasons for their transit trips
- Reasons for use – Current users Origin and Destination review (review of past data and may need to gather new data from surveying)
- Reasons for non use – survey of non users to better understand mobility options, can include stakeholder inputs (call surveys, intercept surveys, focus groups)
- Review of TMP recommendations
- Review of road network, traffic demands, traffic flow, travel time
- Look at parking impacts, parking behavior, parking availability
- Connectivity and transfers on and off with the regional service
- Look at possible future transit service connectivity (ie to Lake Louise, route to Banff Centre, Lake Minnewanka, Winter Ski hill service etc.)
- Develop Bus route options and related frequency of service,
- Indicate any on street passenger infrastructure needs and customer needs
- provide assessment of related costs
- Ridership, revenue forecast with fare options
- Capital and operating budget forecast, impacts
- Community, Stakeholder discussions and public engagement
- Draft presentations to Town of Banff, Commission
- Final report

It is anticipated that the overall work may take approximately 6 to 8 months to review the Banff local service.

Regional Service Analysis:

Similar work for the regional service can be considered. Study elements will be similar. However, given the short time period that the regional service has been in place and with the continued success in ridership and revenue growth of the existing service, it would be premature to consider a full scale service design analysis to be undertaken at this time or in the near future. Things like additional frequency, peak time service additions, and slight route adjustments to align connectivity with Banff and Canmore local services are service options to look at instead than a complete overhaul review.

IMPLICATIONS:

General

A review of this nature will require services from an external consultant firm who specializes in transit operations.

BUSINESS PLAN/ BUDGET IMPLICATIONS

The cost to cover a Banff local service design analysis is anticipated to be in the range of \$30,000 to \$40,000 as a ball park estimate. This amount is not part of the 2014 Operating or Capital budgets. Commission administration did not anticipate the need to do a review of this nature for the Banff local service at this time. If the Town of Banff desires to have this work done, Commission administration will oversee the process and project manage the task with the cost being covered by the Town of Banff. Details can be negotiated with the Town of Banff administration with the Board's acknowledgement.

RISKS

Given the performance measures of the current local service, the results of the study may indicate that no change or only slight adjustments are needed.

ATTACHMENTS

Attachment 1: Letter from the town of Banff re:Service Design Analysis

July 3, 2014

To be included at the next available meeting of the Commission

Bow Valley Regional Transit Services Commission Members
Bow Valley Regional Transit Services Commission
P.O. Box 338
Banff AB T1L 1A5

Dear Commission Members:

Re: Banff Local Service Review

At the Bow Valley Regional Transit Services Commission meeting held on June 11, 2014, the Town of Banff was disappointed to learn that there would be no report coming forward with respect to Bow Valley Regional Transit Services Commission Business Plan 2014-2016 item TS 1: Banff Local Service Review.


The Town of Banff was under the impression that this item was scheduled to be completed in 2013 and that TS3 Canmore-Banff Regional Service Review would be completed in the third quarter of 2015. We were drawn to this conclusion based on the Business Plan (excerpt attached) that was forwarded to the Town of Banff for our approval in October of 2013. The plan at that point showed completion of TS1, and TS3 in 2013 and 2015 as described, and the Town's approval of the Plan was provided with that understanding.

As this now appears not to be the case, The Town of Banff is prepared to contract a third party to conduct such a review. The Town of Banff considers public transit services in our community to be of upmost importance, and is very much interested in the outputs of TS1, and subsequent system optimizations.

Please provide us with a point of contact at the Commission for such a third party review.

Thank you in advance.

Sincerely,



Grant Canning
Stavros Karlos

cc: Mayor Karen Sorensen
Robert Earl, CAO





Alison Gerrits & Tara Gilchrist
Family and Community Support Services
Town of Banff and Town of Canmore

Bow Valley Regional Transit Services Commission
221 Beaver Street
Box 338
Banff, Alberta,
T1L 1A5

Wednesday, July 2, 2014

Re: Low Income Regional Transit Program

Dear Commission Members:

On behalf of the FCSS/Social Planning program areas at the Town of Banff and the Town of Canmore we would like to thank ROAM Regional Transit for working with us on ensuring transit services are available for those in the Bow Valley who are living on low incomes. As we have just come to the end of our eighteenth month of regional service, we would like to request that the Bow Valley Regional Transit Commission members review and consider some changes to the current Low Income Regional Transit program.

As you are aware, since Regional ROAM got underway, the pilot of the Low Income Regional Transit Program was simultaneously launched, replacing the free "Community Bus" program (a partnership between FCSS and the Canadian Rockies Public School Division). The low income regional ROAM program was designed in a similar fashion to the Community Bus program, providing users with a return trip on a pre-loaded card. The difference being that the current cost of the regional low income trip is 50% of the regular ROAM rate rather than free, as it was for the Community Bus. During its inception, the thought was that 50% off was reasonable with respect to the significant increase in ride options that would be offered, compared to its Community Bus counterpart which provided 1 trip time, twice a week. In order to ascertain use during its first year, we also limited the number of trips to 12 per year, using the average usage rate of the Community Bus as guidance.

After the year and a half pilot, we have ridership data we are in a position to make program adjustment recommendations to ensure that the Low Income Regional Transit Program is truly serving the needs of those who are living with low incomes in the Bow Valley.

Low Income Regional Transportation Statistics

	Banff	Canmore
# of return trip ROAM passes issued Jan to Dec, 2013	402	53
Unique users Regional ROAM Jan to Dec 2013	110	14
# of return trip ROAM passes issued Jan to May 31, 2014	231	19
Unique users of Regional ROAM to May 31, 2014	64	7
# of unique users since the beginning of the program who have said they would purchase a 50% discounted low income monthly pass if it were available	10	0
# of users who said they would purchase a discounted 10 ride pass if it were available	34	2
# of users who indicated they might purchase both products at some point depending on needs	29	0
Top reasons for use of the program	1- Shopping 2- Medical 3- Employment	1-Recreation 2-Employment
Unique users of the Free Community Bus Program 2012	372	52

We have created three options for consideration, with the third option making the first two null and void if it is the philosophy for low income transit this commission chooses to take.

1. That Regional Transit add a 50-75% discounted 10 pass card and a 50-75% discounted low income monthly pass to the single ride cards to provide a range of transportation options for Bow Valley low income users.

Rationale: Given the frequency of the bus schedule, it no longer makes sense for individuals to come and get individual tickets from the local FCSS office each time they require a trip, as they did when the Community Bus operated. Nor does it make sense to hand over several individual return trip cards all at once to users if they require more than one return ride.

Offering discounted 10 ride pass cards and monthly passes would be in line with what Regional Transit currently offers Seniors in the Bow Valley, except that FCSS would agree to continue to act as the distribution point for these products, and to use our screening process that is used for our other affordability programs, which income tests applicants using the Low Income Cut Off Measure, a standard low income measurement tool that is provided by Statistics Canada. The result is that we would have a menu of options available to our low income users whether individuals are looking for a single return trip ride, a 10 ride pass, or a monthly pass.

As seen in the statistics table presented in this letter, there were not overwhelming numbers of individuals who indicated they would purchase these passes, but enough we believe to at least consider it as an option to make available, and could encourage others to apply, who currently find the system onerous or not working for them as is.

2. That the requirement for a maximum number of rides per year be eliminated, allowing the Municipalities to purchase as many regional transit cards as needed at the discounted rate.

Rationale: When setting up the low income regional program in the beginning, we proposed a limited number of rides per year, based the number on the average use of users of the Community Bus program, albeit limited in its availability. Transportation has been cited in numerous areas as a significant challenge for many individuals struggling with low incomes in

the Bow Valley. As such, it would be appropriate to offer a service to people if they qualify based on income for as many rides as they require, and not limit the number of rides available to them. The elimination of the 12 ride limit per year would possibly result in a greater number of people taking advantage of the 10 ride card product being proposed.

3. That the Regional Transit Commission provide free low income transit in the form of 10 ride cards and/or monthly passes to the municipalities for distribution to low income individuals who qualify, rather than offer a 50% discount.

Rationale: The impact free transit would have on our low income individuals and families is significant in terms of addressing one of the primary challenges cited during various community consultation processes over the last few years. Eliminating one financial burden would allow more expendable income to support their basic needs. We recognize this request may be bold, but we make it in knowing the immense impact it could have on our low income residents, and ask the Commission to consider the possibility.

Ultimately, our goal is to see a regional transportation program in place that meets the needs of our low income residents. There is no doubt that the advent of regional transit has been a huge benefit to many living and working in the Bow Valley. Now that it is operational, and popular, we would like to ensure that the low income component of this system is also meeting the needs of the individuals struggling with low incomes in both of our communities. We look forward to working with the Transit Commission and its Administration on the low income component of regional transit in the Bow Valley.

Sincerely,



Alison Gerrits, Manager
FCSS & Social Planning
Town of Banff



Tara Gilchrist, Supervisor
FCSS
Town of Canmore

Chair's Proposed Motion

RE: FCSS Request (Letter Dated July 2, 2014)

In a discussion about this letter during the agenda meeting, several concerns were raised by the GM/CAO with respect to the request. These concerns included: de facto introduction of a new fare product without BVRTSC due diligence being completed (especially with respect to impact on current full price pass holders), lack of periodic review of qualified reduced income pass holders, potential of abuse with a new fare product, and the GM/CAO's current lack of time to properly address this request. Despite these concerns, the GM/CAO has indicated an understanding for the need of a fare product for low-income individuals, and he recognizes the Commissions prior support for same. Accordingly, the Chair will be proposing the following motion in this matter:

Motion to be considered by the Commission:

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 to the December 2014 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.**

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

Report 2014-13 (July 2014)

RE: Budget Process/Schedule

SUMMARY/ISSUE:

A primary goal of the budget process is for Commission members to approve a budget that is in the best interests of the BVRTSC and its stakeholders as a whole, while also being satisfactory to each of the individual municipal partners. Further, it is desirable for the budget to be approved in a timely manner, preferably at the AGM in October, in order for all of the municipal partners to be aware of the actual transit requisition amounts that will affect their respective individual budget processes.

This report sets out a budget process/schedule that will be used this year in order to ensure ample opportunity for review and input of the Commission members, municipal partners, and the public; while ensuring orderly and timely approval of the budget.

APPLICABLE BVRTSC BYLAW PROVISIONS:

BYLAW #3 – Operating Bylaw

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

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

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

(a) estimated expenditures for the:

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