

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

**BVRTSC Boardroom, Banff**

**AGENDA**

**August 10, 2016: 2:00 – 4:00 pm**

1. Call to Order
2. Approval of the Agenda
3. Approval of the July 14, 2016 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
  - a) CAO's Monthly Report – July 2016
  - b) Bring Forward List of Pending Items (includes update on youth fares).
  - c) Transit Service Monthly Statistics (attached).
5. New Business
  - a) ID9 Report (Lake Louise to Banff)
  - b) Regional Youth Pass Report
  - c) Quarterly Financial Reporting (Acknowledgement of overages)
  - d) Presentation of Initial Budget
  - e) Strategic Plan Review
6. Adjournment

# Bow Valley *R*egional Transit Services Commission



Previous Meeting Minutes

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

**BVRTSC Ian Mackie Boardroom, Banff**

**MINUTES**

**July 14, 2016: 2:00 – 4:00 pm**

**BOARD MEMBERS PRESENT**

Sean Krausert, Town of Canmore – Chair

Dave Schebek, ID#9

Karen Sorensen, Town of Banff

Davina Bernard, ID#9 – Vice Chair

Corrie DiManno, Town of Banff

**BOARD MEMBERS ABSENT**

Joanna McCallum, Town of Canmore

**BOARD ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer

Steve Nelson, Manager of Operations/Meeting Recorder

**ADMINISTRATION PRESENT**

Adrian Field, Town of Banff

Alex Kolesch, Parks Canada

**ADMINISTRATION ABSENT**

Jacob Johnson, Town of Canmore

Ethan Gorner, ID#9

**1. Call to Order**

Sean Krausert called the meeting to order at 2:02 PM.

**2. Approval of the Agenda**

**BVRTSC16-36** Sean Krausert moves the approval of the agenda as circulated.

**CARRIED UNANIMOUSLY**

3. Approval of the June 8, 2016 Regular Meeting Minutes (attached)

*Corrie DiManno noted that, for consistency, any mention of “intercept transit lot” should be changed to “park and ride”. No concerns by Board with this change.*

**BVRTSC16-37** Sean Krausert moves for the approval of the June 8<sup>th</sup>, 2016 minutes as amended.

**CARRIED UNANIMOUSLY**

4. Old Business (including Standing Items)

a) CAO’s Monthly Report – July 2016

*CAO noted that the Cougar bus is in service, the other bus is expected in the next few weeks, and regional is doing very well on additional service.*

b) Bring Forward List of Pending Items (attached).

*After discussion, it was agreed that BVRTSC16-13 can be removed from the list, and administration knows it has authority to respond if ToB makes a request.*

**BVRTSC16-38** Sean Krausert moves to amend the return date for BVRTSC16-27 to August 2016.

**CARRIED UNANIMOUSLY**

c) Transit Service Monthly Statistics (attached).

*CAO asked Board if there were any concerns with statistics being delivered one month behind so as to ensure accuracy, especially with revenue numbers. No concerns raised by the Board.*

5. New Business

a) PTIF Submission (Ratify Electronic Responses)

**BVRTSC16-39** Sean Krausert moves that the Board ratify the email vote as described in the agenda package.

**CARRIED UNANIMOUSLY**

b) Budget Process Discussion

*Discussion with respect to the budget process as presented. No concerns raised by the Board.*

c) October Commission Meeting Date Change

**BVRTSC16-40** Sean Krausert moves changing the October regular meeting date to October 20<sup>th</sup> at 2 PM with the AGM to immediately follow.

**CARRIED UNANIMOUSLY**

- d) Future Transit Service Discussion (In Camera to protect third party interests)

**BVRTSC16-41** Sean Krausert moves to go in-camera at 2:32 PM.

**CARRIED UNANIMOUSLY**

**BVRTSC16-42** Sean Krausert moves to come out of in-camera at 2:43 PM.

**CARRIED UNANIMOUSLY**

**BVRTSC16-43** Sean Krausert moves to authorize the purchase of another bus as requested by administration to expand our fleet with purchase costs to be covered by a third party; and to amend our 10 year capital budget accordingly.

**CARRIED UNANIMOUSLY**

- e) GREEN TRIP Amendments

**BVRTSC16-44** Sean Krausert moves to approve the amended GreenTRIP#3 submission as presented, and direct the Chair to prepare a letter of support with approval to be forwarded to the Calgary Regional Partnership.

**CARRIED UNANIMOUSLY**

- f) CAO Review Approval (In Camera)

**BVRTSC16-45** Sean Krausert moves to go in-camera at 2:49 PM.

**CARRIED UNANIMOUSLY.**

**BVRTSC16-46** Sean Krausert moves to approve the CAO performance review for 2015-2016 as circulated.

**CARRIED UNANIMOUSLY**

6. Adjournment

**BVRTSC16-47** Sean Krausert moves to adjourn the meeting at 2:55 PM.

**CARRIED UNANIMOUSLY**

# Bow Valley *R*egional Transit Services Commission



CAO Report

## CAO Report – August 2016

The current items to report on are:

- Canmore Local Service
  - Tender has been finalized and the bid award has been sent to a contractor. Work on the facility is beginning imminently to be completed in early fall to allow for adequate bus parking to begin service.
  - Stops have been finalized with public information being presented on the routing currently and stop design being completed.
  - Route and stop timing will be finalized in the next month
- Canmore/Banff (CB) Regional Enhancements:
  - Awareness of the service enhancements are growing with regular ridership being gained on the new schedules. A radio interview was airing on Mountain FM over the last couple of weeks to boost awareness.
  - The ridership numbers for regional service are still trending at approximately 20% over 2015 over the same time period last year. Bicycles are up approximately 30% over the number carried for the first half of summer 2015.
- Grant Funding:
  - Public Transit Infrastructure Fund submission has been completed and was sent in prior to the July 29 deadline. PTIF is expected to be reviewed in the early Fall with announcements to be made subsequently.
  - GreenTRIP3 business cases and submission forms have been completed and submitted to the Calgary Regional Partnership. The CRP submission will be

submitted to Alberta Transportation by the August 31 deadline with review to occur during the latter part of the year.

- As we have currently taken delivery on two buses, we will be submitting claim forms to Alberta Transportation once all costs are finalized. In addition, the remaining funds will be requested from the Town of Canmore
- Fleet:
  - The Lynx bus is due has arrived and is currently being outfitted for Roam service. It will be going to Calgary for wrap later in the summer as schedules permit.
  - Maintenance challenges have been presented over the last month, with some significant parts costs being incurred primarily due to fleet age.
- Lake Louise Service:
  - Estimates are being gathered for Lake Louise to Banff service implementation and service design plan with details to be discussed in Bring Forward Items.
  - GreenTRIP3 funding has been applied for to assist with both Lake Louise local service and Lake Louise to Banff service.
- Banff Local Service
  - Tunnel Mountain Free Ride – This program is successful this year even with the closure of TMCI Trailer Court. Total riders to date (July 27) on the free ride program is 8979 vs. 8478 in 2015. This represents an increase of 6% which is positive, considering the potential impact of the partial closure.
  - BVRTSC has contracted a consultant for a Banff Service Review. This service review will take place over August and early September with the result anticipated to be available by the end of September. Survey will be targeting both users and non-users of transit and differentiating between residents and visitors.



- Operations:
  - TOB maintenance has informed us that they missed a significant amount of billing for maintenance services in Q4 2015. It is currently being calculated with an update to be presented shortly. We have requested to receive monthly billing and TOB is currently working to enable that to be accomplished.
  - Key Performance indicators have been developed and are currently being reviewed by TOB (Kelly Gibson) for final adjustments before presenting.

# Bow Valley *R*egional Transit Services Commission



Bring Forward List

## BRING FORWARD LIST OF ITEMS PENDING (as of August 4, 2016)

ITEM	Date Initiated	Pending Date	Comments:
<b>BVRTSC15-060</b> Sean Krausert moves to create and institute a one year trial of Youth passes on the regional service only at a discount from the full adult fare on 10-pack and 30 day passes as described in the report.	August 2015	August 2016	
<b>BVRTSC16-09</b> Karen Sorenson moves that the Bow Valley Regional Transit Services Commission waive transit fares on Roam Transit for up to one year for up to eight refugees living in the Bow Valley community as part of the Bow Valley Syria Refugee Project.	February 2016	TBD	
<b>BVRTSC16-11</b> Sean Krausert moves that BVRTSC Administration is directed to explore with the FCSS in Canmore, and report back to the Board by the May Board meeting, as to implementing a system of free Canmore local service transit passes to low income individuals, with the system being of the same nature as exists in Banff for the Banff local service.	February 2016	October 2016	Board granted request by CAO to bring this report in June 2016.  Time extended to October 2016 by BVRTSC16-32.
<b>BVRTSC16-27</b> - Sean Krausert moved to direct Administration to return by the July 2016 Board meeting with a report outlining timelines and costs with regards to exploring a service pursuant to ID9's letter of request.	May 2016	August 2016	Time extended to August 2016 by BVRTSC16-38.

# Bow Valley Regional Transit Services Commission



## Banff Local Service Ridership and Revenue Statistics

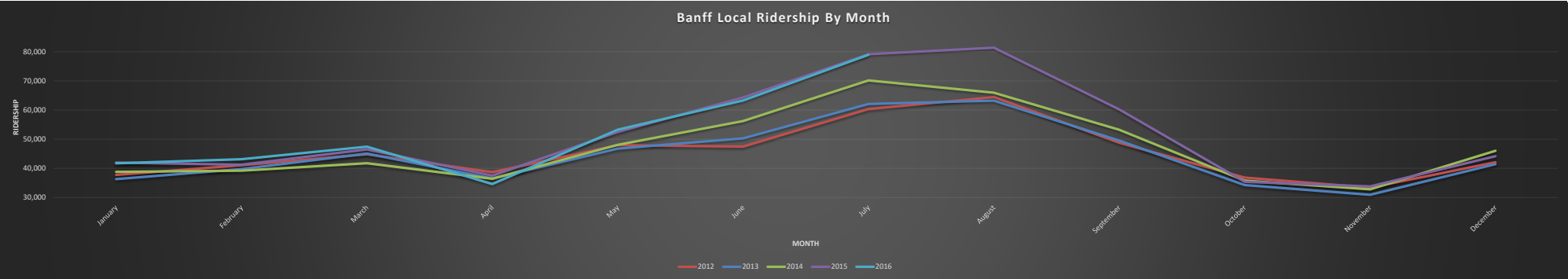
Bikes Carried: June 233 / July 347

Strollers Carried: June 185 / July 112

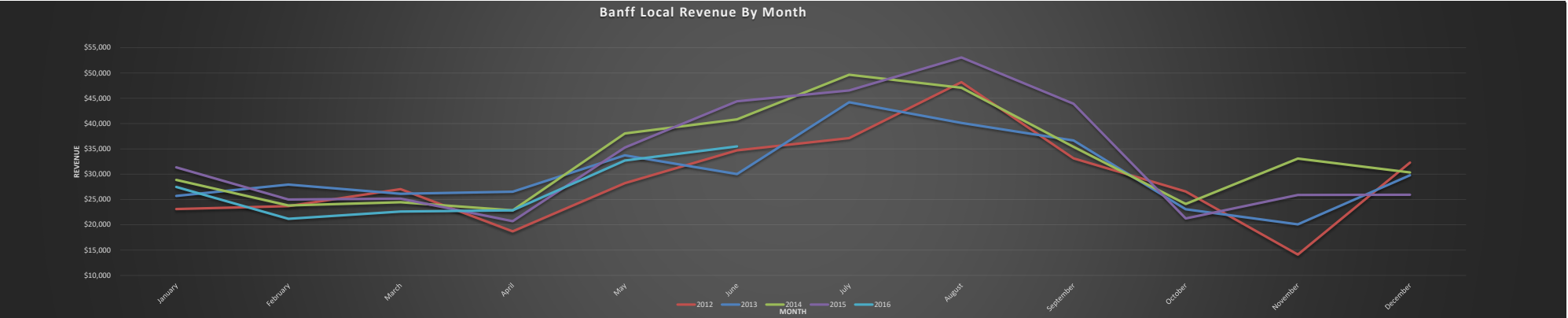
### Observations:

- Ridership mirroring June and July of 2015 despite increased vehicles in Banff.
- June revenue numbers down \$9K compared to June 2015 – low pass sales in June, anticipating a jump in July.
- Free campground trips on Route 2 up by 1K over 2015. 8,800 free trips this June and July combined.

Ridership										
Month	2012	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Difference	2015 to 2016 Monthly % Difference
January	37,730	36,302	38,787	41,973	41,692	41,973	41,692	-280	-280	-0.7%
February	41,031	39,738	39,184	41,240	43,106	83,213	84,798	1,585	1,865	4.5%
March	44,826	45,039	41,733	46,484	47,442	129,697	132,240	2,543	958	2.1%
April	38,652	36,510	36,396	37,483	34,603	167,179	166,842	-337	-2,880	-7.7%
May	47,945	46,739	48,062	52,462	53,248	219,641	220,090	449	786	1.5%
June	47,447	50,267	56,228	64,295	63,260	283,936	283,350	-586	-1,035	-1.6%
July	60,356	62,089	70,162	79,171	78,945	363,107	362,295	-812	-226	-0.3%
August	64,441	63,224	65,942	81,401		444,508				
September	48,767	49,512	53,215	60,204		504,711				
October	36,818	34,244	35,769	35,371		540,083				
November	33,359	30,911	32,776	33,785		573,868				
December	42,073	41,403	46,017	44,156		618,024				
Grand Total:	543,445	535,978	564,270	618,024	362,295	618,024	362,295	0		-41.4%



Revenue										
Month	2012	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Difference	2015 to 2016 Monthly % Difference
January	\$23,104	\$25,711	\$28,869	\$31,352	\$27,471	\$31,352.00	\$27,471.00	-\$3,881.00	-\$3,881.00	-12.4%
February	\$23,695	\$27,959	\$23,824	\$25,006	\$21,183	\$56,358.00	\$48,654.00	-\$7,704.00	-\$3,823.00	-15.3%
March	\$27,056	\$26,138	\$24,454	\$25,175	\$22,619	\$81,532.50	\$71,273.00	-\$10,259.50	-\$2,555.50	-10.2%
April	\$18,700	\$26,536	\$22,861	\$20,711	\$22,849	\$102,243.50	\$94,122.00	-\$8,121.50	\$2,138.00	10.3%
May	\$28,224	\$33,720	\$38,052	\$35,268	\$32,696	\$137,511.15	\$126,818.00	-\$10,693.15	-\$2,571.65	-7.3%
June	\$34,706	\$30,034	\$40,828	\$44,419	\$35,492	\$181,930.15	\$162,310.00	-\$19,620.15	-\$8,927.00	-20.1%
July	\$37,127	\$44,220	\$49,655	\$46,553		\$228,482.65				
August	\$48,190	\$40,125	\$47,076	\$53,075		\$281,557.65				
September	\$33,119	\$36,670	\$35,404	\$43,912		\$325,469.65				
October	\$26,578	\$23,066	\$24,115	\$21,253		\$346,722.65				
November	\$14,119	\$20,087	\$33,078	\$25,892		\$372,614.65				
December	\$32,287	\$29,795	\$30,344	\$25,939		\$398,553.65				
Grand Total:	\$ 346,903.52	\$364,061.60	\$398,559.52	\$398,553.65	\$210,554.00	\$398,553.65				



## BANFF LOCAL TRANSIT REVENUE BREAKDOWN

### 2016 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$21,668	\$5,803	\$0	\$27,471	\$ 28,450.00
February	\$19,257	\$1,926	\$0	\$21,183	\$ 28,450.00
March	\$20,926	\$1,693	\$0	\$22,619	\$ 28,450.00
April	\$15,694	\$7,155	\$0	\$22,849	\$ 33,450.00
May	\$30,679	\$2,017	\$0	\$32,696	\$ 33,450.00
June	\$33,805	\$1,687	\$0	\$35,492	\$ 33,450.00
July	\$48,244		\$0	\$48,244	\$ 38,450.00
August				\$0	\$ 38,450.00
September				\$0	\$ 38,450.00
October				\$0	\$ 33,450.00
November				\$0	\$ 33,450.00
December				\$0	\$ 33,450.00
<b>Totals:</b>	<b>\$190,273</b>	<b>\$20,281</b>	<b>\$0</b>	<b>\$210,554</b>	<b>\$401,400</b>

### 2015 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$23,847	\$7,505		\$31,352	\$ 25,062.50
February	\$22,513	\$2,493		\$25,006	\$ 25,062.50
March	\$22,902	\$2,273		\$25,175	\$ 25,062.50
April	\$19,532	\$1,179		\$20,711	\$ 33,062.50
May	\$32,514	\$2,754		\$35,268	\$ 33,062.50
June	\$37,737	\$6,682		\$44,419	\$ 33,062.50
July	\$45,749	\$804		\$46,553	\$ 41,062.50
August	\$45,616	\$7,459		\$53,075	\$ 41,062.50
September	\$40,523	\$3,389		\$43,912	\$ 41,062.50
October	\$19,279	\$1,974		\$21,253	\$ 33,062.50
November	\$17,130	\$8,762		\$25,892	\$ 33,062.50
December	\$22,664	\$3,275		\$25,939	\$ 33,062.50
<b>Totals:</b>	<b>\$350,006</b>	<b>\$48,548</b>	<b>\$0</b>	<b>\$398,554</b>	<b>\$396,750</b>

## 2014 Actual

Month	Fares	Passes	Other	Total	Budget
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	\$5,114		\$40,828	\$29,500.00
July	\$48,321	\$1,334		\$49,655	\$44,433.33
August	\$45,698	\$1,378		\$47,076	\$44,433.33
September	\$33,590	\$1,814		\$35,404	\$44,433.34
October	\$19,727	\$4,388		\$24,115	\$25,400.00
November	\$19,638	\$13,440		\$33,078	\$25,400.00
December	\$25,990	\$4,354		\$30,344	\$25,400.00
<b>Totals:</b>	<b>\$338,710</b>	<b>\$54,600</b>	<b>\$5,250</b>	<b>\$398,560</b>	<b>\$369,560</b>



# Bow Valley Regional Transit Services Commission



## Banff/Canmore Regional Service Ridership and Revenue Statistics

Bikes Carried: June 795 / July 746

Stollers Carried: June 16 / July 10

### Observations:

**June** - Ridership Increase of 15% over June 2015.

Revenue increase of 11.8% over June 2015.

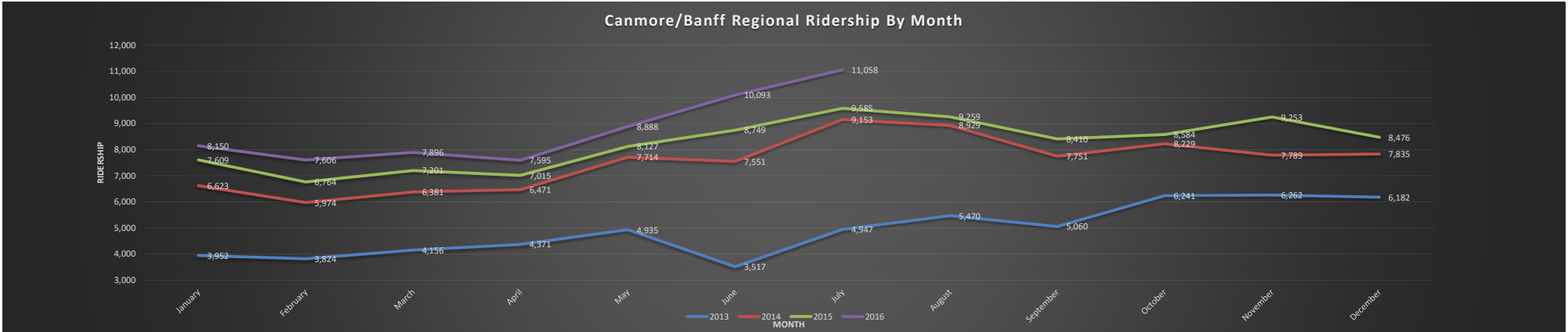
**Surpassed 10K passenger trips (first time ever!).**

**July** - Ridership Increase of 15% again over July 2015.

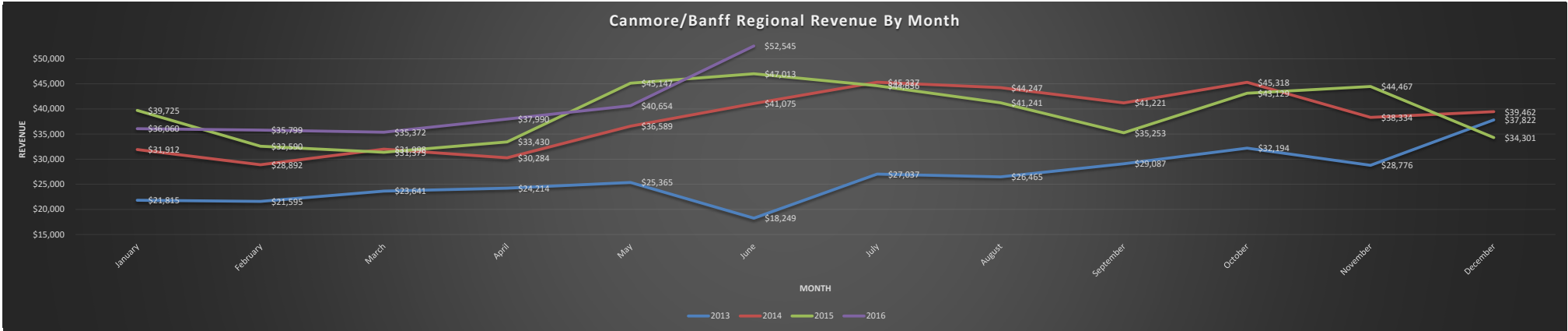
*Revenue to be reported in September.*

**Surpassed 11K passenger trips (first time ever!).**

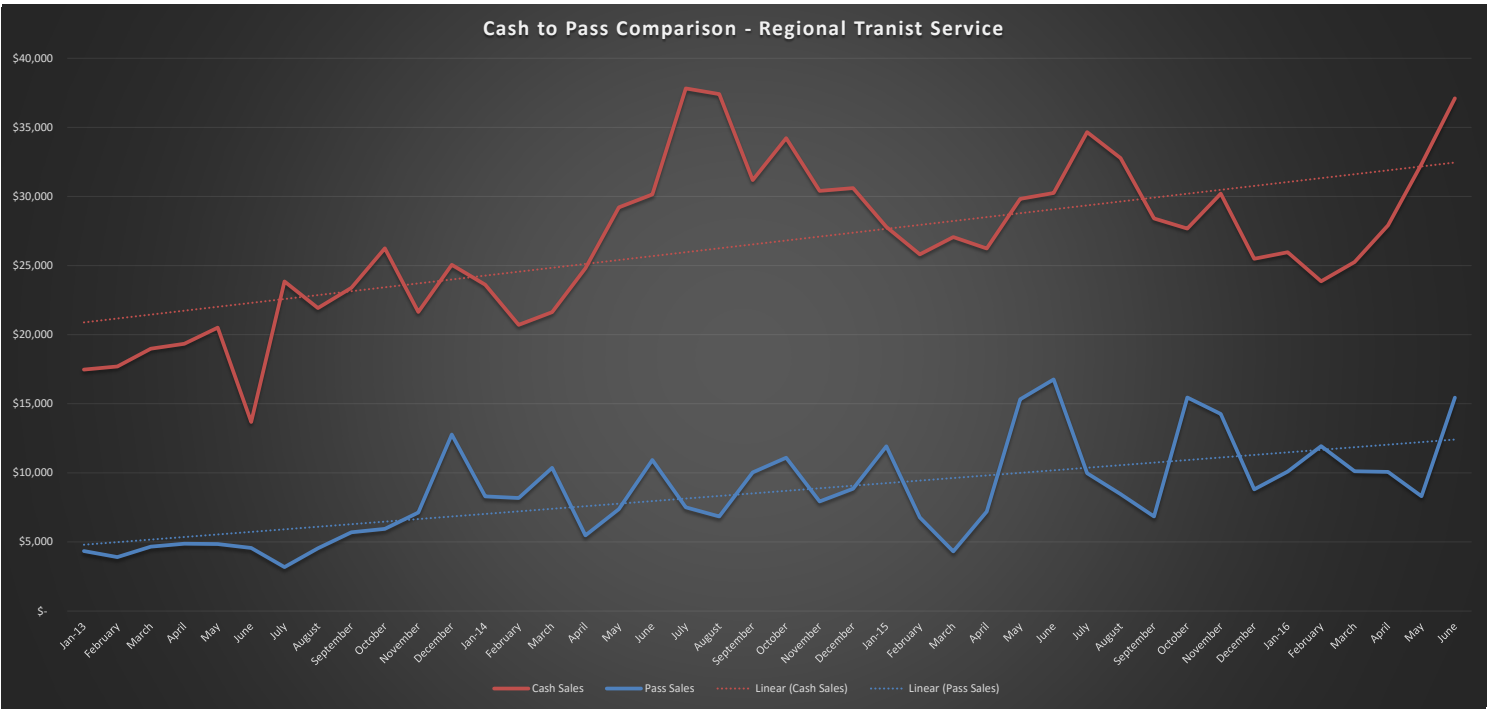
RIDERSHIP									
Month	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Comparison	2015 to 2016 Monthly % Difference
January	3,952	6,623	7,609	8,150	7,609	8,150	541	541	7.1%
February	3,824	5,974	6,764	7,606	14,373	15,756	1,383	842	12.4%
March	4,156	6,381	7,201	7,896	21,574	23,652	2,078	695	9.7%
April	4,371	6,471	7,015	7,595	28,589	31,247	2,658	580	8.3%
May	4,935	7,714	8,127	8,888	36,716	40,135	3,419	761	9.4%
June	3,517	7,551	8,749	10,093	45,465	50,228	4,763	1,344	15.4%
July	4,947	9,153	9,585	11,058	55,050	61,286	6,236	1,473	15.4%
August	5,470	8,929	9,259		64,309				
September	5,060	7,751	8,410		72,719				
October	6,241	8,229	8,584		81,303				
November	6,262	7,789	9,253		90,556				
December	6,182	7,835	8,476		99,032				
Grand Total:	58,917	90,400	99,032	61,286	99,032	230,454	21,078		



REVENUE										
Month	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Comparison	2015 to 2016 Monthly % Difference	
January	\$ 21,815	\$ 31,912	\$ 39,725	\$ 36,060	\$39,725	\$36,060	(\$3,665)	-3,665	-9.2%	
February	\$ 21,595	\$ 28,892	\$ 32,590	\$ 35,799	\$72,315	\$71,859	(\$456)	3,209	9.8%	
March	\$ 23,641	\$ 31,998	\$ 31,375	\$ 35,372	\$103,690	\$107,231	\$3,541	3,997	12.7%	
April	\$ 24,214	\$ 30,284	\$ 33,430	\$ 37,990	\$137,120	\$145,221	\$8,101	4,560	13.6%	
May	\$ 25,365	\$ 36,589	\$ 45,147	\$ 40,654	\$182,267	\$185,875	\$3,608	-4,493	-10.0%	
June	\$ 18,249	\$ 41,075	\$ 47,013	\$ 52,545	\$229,280	\$238,420	\$9,140	5,532	11.8%	
July	\$ 27,037	\$ 45,327	\$ 44,636		\$273,916					
August	\$ 26,465	\$ 44,247	\$ 41,241		\$315,157					
September	\$ 29,087	\$ 41,221	\$ 35,253		\$350,410					
October	\$ 32,194	\$ 45,318	\$ 43,129		\$393,539					
November	\$ 28,776	\$ 38,334	\$ 44,467		\$438,005					
December	\$ 37,822	\$ 39,462	\$ 34,301		\$472,306					
Grand Total:	\$ 316,260	\$ 454,658	\$ 472,306	\$ 275,642	\$472,306	\$275,642	\$0			



CASH TO PASS COMPARISON		
Month	Pass Sales	Cash Sales
Jan-13	\$ 4,345	\$ 17,470
February	\$ 3,902	\$ 17,693
March	\$ 4,660	\$ 18,981
April	\$ 4,872	\$ 19,343
May	\$ 4,852	\$ 20,513
June	\$ 4,568	\$ 13,682
July	\$ 3,182	\$ 23,855
August	\$ 4,538	\$ 21,927
September	\$ 5,700	\$ 23,387
October	\$ 5,949	\$ 26,245
November	\$ 7,131	\$ 21,645
December	\$ 12,773	\$ 25,049
Jan-14	\$ 8,296	\$ 23,616
February	\$ 8,185	\$ 20,707
March	\$ 10,363	\$ 21,635
April	\$ 5,475	\$ 24,809
May	\$ 7,375	\$ 29,214
June	\$ 10,930	\$ 30,145
July	\$ 7,510	\$ 37,817
August	\$ 6,845	\$ 37,402
September	\$ 10,035	\$ 31,186
October	\$ 11,095	\$ 34,223
November	\$ 7,930	\$ 30,404
December	\$ 8,855	\$ 30,607
Jan-15	\$ 11,927	\$ 27,798
February	\$ 6,775	\$ 25,815
March	\$ 4,315	\$ 27,060
April	\$ 7,200	\$ 26,230
May	\$ 15,320	\$ 29,827
June	\$ 16,760	\$ 30,253
July	\$ 9,977	\$ 34,659
August	\$ 8,460	\$ 32,781
September	\$ 6,845	\$ 28,408
October	\$ 15,448	\$ 27,681
November	\$ 14,266	\$ 30,201
December	\$ 8,808	\$ 25,493
Jan-16	\$ 10,097	\$ 25,963
February	\$ 11,940	\$ 23,859
March	\$ 10,118	\$ 25,254
April	\$ 10,073	\$ 27,917
May	\$ 8,314	32340
June	\$ 15,447	37098
July	\$ -	\$ -
August	\$ -	\$ -
September	\$ -	\$ -
October	\$ -	\$ -
November	\$ -	\$ -
December	\$ -	\$ -



**CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN  
2016 Actual**

<b>Month</b>	<b>Fares</b>	<b>Passes</b>	<b>Other</b>	<b>Total</b>	<b>Budget</b>
<b>January</b>	\$25,963	\$10,097	\$0	<b>\$36,060</b>	<b>\$32,566.66</b>
<b>February</b>	\$23,859	\$11,940	\$0	<b>\$35,799</b>	<b>\$32,566.66</b>
<b>March</b>	\$25,254	\$10,118	\$0	<b>\$35,372</b>	<b>\$32,566.66</b>
<b>April</b>	\$27,917	\$10,073	\$0	<b>\$37,990</b>	<b>\$37,566.66</b>
<b>May</b>	\$32,340	\$8,314	\$0	<b>\$40,654</b>	<b>\$37,566.66</b>
<b>June</b>	\$37,098	\$15,447	\$0	<b>\$52,545</b>	<b>\$37,566.66</b>
<b>July</b>	\$37,222		\$0	<b>\$37,222</b>	<b>\$42,566.66</b>
<b>August</b>				<b>\$0</b>	<b>\$42,566.66</b>
<b>September</b>				<b>\$0</b>	<b>\$42,566.66</b>
<b>October</b>				<b>\$0</b>	<b>\$37,566.66</b>
<b>November</b>				<b>\$0</b>	<b>\$37,566.66</b>
<b>December</b>				<b>\$0</b>	<b>\$37,566.66</b>
<b>Totals:</b>	<b>\$209,653</b>	<b>\$65,989</b>	<b>\$0</b>	<b>\$275,642</b>	<b>\$450,800</b>

**CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN**  
**2015 Actual**

<b>Month</b>	<b>Fares</b>	<b>Passes</b>	<b>Other</b>	<b>Total</b>	<b>Budget</b>
<b>January</b>	\$27,798	\$11,927	\$0	<b>\$39,725</b>	\$37,683.33
<b>February</b>	\$25,815	\$6,775	\$0	<b>\$32,590</b>	\$21,683.33
<b>March</b>	\$27,060	\$4,315	\$0	<b>\$31,375</b>	\$29,683.33
<b>April</b>	\$26,230	\$7,200	\$0	<b>\$33,430</b>	\$19,683.33
<b>May</b>	\$29,827	\$15,320	\$0	<b>\$45,147</b>	\$19,683.33
<b>June</b>	\$30,253	\$16,760	\$0	<b>\$47,013</b>	\$29,683.33
<b>July</b>	\$34,659	\$9,977	\$0	<b>\$44,636</b>	\$39,683.33
<b>August</b>	\$32,781	\$8,460	\$0	<b>\$41,241</b>	\$39,683.33
<b>September</b>	\$28,408	\$6,845	\$0	<b>\$35,253</b>	\$39,683.33
<b>October</b>	\$27,681	\$15,448	\$0	<b>\$43,129</b>	\$21,683.33
<b>November</b>	\$30,201	\$14,266	\$0	<b>\$44,467</b>	\$19,683.33
<b>December</b>	\$25,493	\$8,808	\$0	<b>\$34,301</b>	\$37,683.33
<b>Totals:</b>	<b>\$346,206</b>	<b>\$126,101</b>	<b>\$0</b>	<b>\$472,306</b>	<b>\$356,200</b>

**CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN  
2014 Actual**

<b>Month</b>	<b>Fares</b>	<b>Passes</b>	<b>Other</b>	<b>Total</b>	<b>Budget</b>
<b>January</b>	\$23,616	\$8,296		<b>\$31,912</b>	\$21,683.33
<b>February</b>	\$20,707	\$8,185		<b>\$28,892</b>	\$21,683.33
<b>March</b>	\$21,635	\$10,363		<b>\$31,998</b>	\$21,683.34
<b>April</b>	\$24,809	\$5,475		<b>\$30,284</b>	\$22,550.00
<b>May</b>	\$29,214	\$7,375		<b>\$36,589</b>	\$22,550.00
<b>June</b>	\$30,145	\$10,930		<b>\$41,075</b>	\$22,550.00
<b>July</b>	\$37,817	\$7,510		<b>\$45,327</b>	\$33,516.66
<b>August</b>	\$37,402	\$6,845		<b>\$44,247</b>	\$33,516.66
<b>September</b>	\$31,186	\$10,035		<b>\$41,221</b>	\$33,516.68
<b>October</b>	\$34,223	\$11,095		<b>\$45,318</b>	\$23,916.66
<b>November</b>	\$30,404	\$7,930		<b>\$38,334</b>	\$23,916.66
<b>December</b>	\$30,607	\$8,855		<b>\$39,462</b>	\$23,916.68
<b>Totals:</b>	<b>\$351,764</b>	<b>\$102,894</b>	<b>\$0</b>	<b>\$454,658</b>	<b>\$305,000</b>

# Bow Valley *R*egional Transit Services Commission



New Business



# Report to the Bow Valley Regional Transit Services Commission

## Report 2016 – 08.2 – Banff to Lake Louise Connector – Consultation Update

August 10, 2016

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### **SUMMARY/ ISSUE**

Administration had been directed to research the selection of a consultant to assist in the creation of a service design and implementation plan for a proposed Banff to Lake Louise Regional Service.

Administration has been in contact with three different Transportation consultants and this report provides a summary of the initial findings.

### **PREVIOUS COMMISSION DIRECTION/POLICY**

The Commission directed administration via motion BVRTSC16-27 to return with a report outlining timelines and costs with regards to exploring a service pursuant ID9's letter of request.

Administration Recommendation:

That the Commission direct Administration to move forward with the selection of a qualified consultant to complete a Banff to Lake Louise Service Implementation and Service Design plan.

### **INVESTIGATION**

Administration has researched potential consulting companies to provide a Banff to lake Louise service implementation and design plan and narrowed down the field to the three following consultants:

- Bunt & Associates Engineering Limited – Calgary, Alberta
- Beck Transit Consulting – Keswick Ontario
- Dillon Consulting Limited – Toronto Ontario

Direction was given to each consultant with regards to desired service, deliverables, timelines and costs. Regarding timelines, specific direction was given to include an option to begin a service in 2017 with a contracted service provider while buses are being assembled and delivered for a 2018 implementation of low floor accessible service.

At the time of writing this report, 2 of the 3 consultants were able to provide proposals. The 3<sup>rd</sup> proposal is expected the week of August 8<sup>th</sup>.

Here are some of the highlights from each of the proposals:

- Final deliverables are estimated to be 3 months out from the time of selecting a

# Report to the Bow Valley Regional Transit Services Commission

## Report 2016 – 08.2 – Banff to Lake Louise Connector – Consultation Update

August 10, 2016

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- consultant.
- Desire for a site visit ranged from a one day visit to a 2 day visit in order to drive the route to identify potential route options, stops etc., and meet/interview important stakeholders
  - Service Plan options look at the use of the TCH as the primary travel corridor and also include the 1A as a routing option.
  - A Financial Plan to determine the costs and anticipated revenues that will be generated. Will also include a fare structure, analysis of operating costs, capital costs, other potential revenue sources such as hotel program participation.
  - The Implementation Plan will outline the steps required to move from the plan to service implementation starting as early as 2017 using a contracted service provider. It will also finalize stop locations, bus stop infrastructure costs and requirements, and the integration of existing Roam on-board technologies.
  - Costs from the 2 submitted proposals are in the range of \$20,000 - \$27,000. The high end range of these estimates includes optional tasks such as an online survey and an onsite presentation of the study findings.

### **IMPLICATIONS:**

#### **BUSINESS PLAN/ BUDGET IMPLICATIONS**

- Based on proposals submitted by 2 of the 3 selected consultants, the cost of a Banff to Lake Louise Implementation and Service Plan is in the range of \$20,000-\$27,000.

### **RISKS**

- **Low risk as the only commitment is for a service and design plan at this point. Decisions on moving forward with the service will come later, upon completion and receipt of this report. The funding for the service and design plan will be provided by ID9 and/or federal and provincial grants.**

### **Attachments**

# Report to the Bow Valley Regional Transit Services Commission

## Report 2016 – 08.1 – Youth Regional Fares Update

August 10, 2016

### SUMMARY/ ISSUE

Regional service Youth Pass options have been available for purchase now for the past 12 months. The passes apply to youth aged 6 – 17 and are available as:

- Regional 10 Ride passes for \$35.00 (*Regular Adult 10 Ride Pass is \$55*)
- Regional 31 Day passes for \$55.00 (*Regular Adult 31 Day Pass is \$80*)

### PREVIOUS COMMISSION DIRECTION/POLICY

The proposed Youth Pass fare type was brought forward to the Commission at the August 2015 Commission meeting and the following motion was passed unanimously at that time.

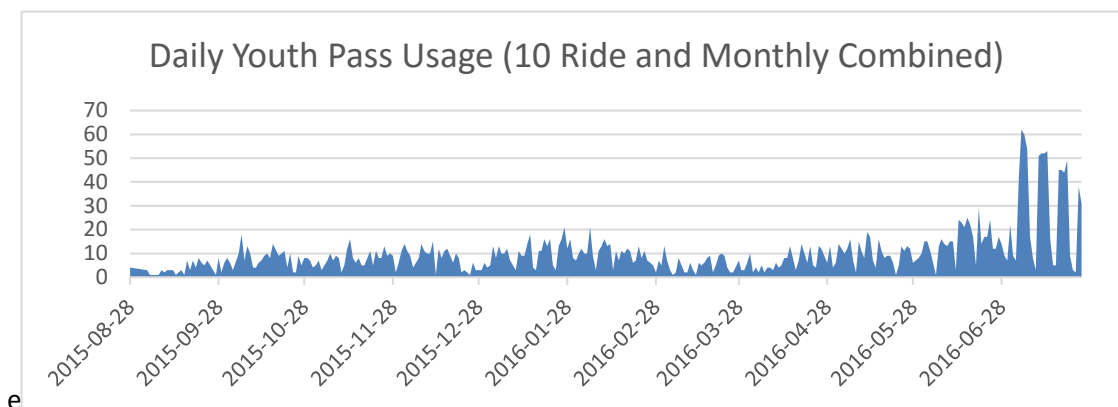
*“For Regional service only, BVRTSC create and institute a one-year trial of youth passes at a discount rate from full adult fare in alignment with the administration recommendation.”*

Administration Recommendation:

That the Commission make permanent the current Regional 10 Ride Youth fare type and the Regional 31 Day fare type as recommended by Administration.

### INVESTIGATION

- Pass sales for the Youth Pass options from August 2015 to July 27, 2016 are as follows:
  - Regional 31 Day Youth Passes - 217 sold = \$11,935.00
  - Regional 10 Ride Youth Passes – 199 sold = \$6,965.00
  - Total of 416 Youth Passes sold valued at \$18,900.00
- Graph showing daily Youth Pass usage over the past year.



# Report to the Bow Valley Regional Transit Services Commission

## Report 2016 – 08.1 – Youth Regional Fares Update

August 10, 2016

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### Proposal

- Administration proposes that Youth pass reduced fare type for 10 Ride and 31 Day passes be made permanent for the Regional service.

### **IMPLICATIONS:**

- Increased ridership through additional youth using the service
- Improved community relations through a program targeting primarily local residents
- Lower use of private vehicles to transport youth to and from events and facilities in both Banff and Canmore.

### **BUSINESS PLAN/ BUDGET IMPLICATIONS**

- Budget implications are estimated to be minimal. As we are not able to track how many youth currently ride the bus, accurate statistics are not available however it is expected that the increase in ridership will outweigh the loss in fare revenue.

### **RISKS**

### **Attachments**

# Bow Valley *R*egional Transit Services Commission



## 2016 2<sup>nd</sup> Quarter Financial Report

# Bow Valley Regional Transit Services

## Budget vs. Actuals: TOTAL - FY16

January - June, 2016

	Actual	Budget	Comparison to Budget	TOTAL % of Budget	NOTES
<b>Income</b>					
Total 4100 Farebox	\$ 276,704.21	\$ 351,498.00	-\$ 74,793.79	79%	Timing and Pass sales + hotel use
Total 4150 Passes	\$ 88,479.32	\$ 77,346.00	\$ 11,133.32	114%	
Total 4200 Advertising & Marketing Revenue	\$ 18,196.76	\$ 19,998.00	-\$ 1,801.24	91%	
Total 4300 Partner Programs	\$ 200,310.00	\$ 195,102.00	\$ 5,208.00	103%	
Total 1-4400 Town of Banff	\$ 310,166.30	\$ 0.00	\$ 310,166.30		
Total 2-4400 Town of Canmore	\$ 81,767.00	\$ 0.00	\$ 81,767.00		
Total 5-4400 ID 9	\$ 9,999.96	\$ 0.00	\$ 9,999.96		
Total 4400 Requisition Recoveries	\$ 401,933.26	\$ 318,156.00	\$ 83,777.26	126%	
Total 4500 Other Recoveries	\$ 30,200.00	\$ 19,002.00	\$ 11,198.00	159%	
Total 4700 Charter Sales	\$ 5,944.50	\$ 2,004.00	\$ 3,940.50	297%	
Total 4800 Route Detour Fee	\$ 40.00	\$ 252.00	-\$ 212.00	16%	Route 3 Doubling Requisition Parks - Lake Louise and Minnewanka Studies Canmore World Cup/Banff Town Conference
7600 Other Income	-20.00	0.00	-20.00		
Uncategorized Income	0.03	0.00	0.03		
<b>Income Subtotal</b>	<b>\$ 1,021,788.08</b>	<b>\$ 983,358.00</b>	<b>\$ 38,430.08</b>	<b>104%</b>	
<b>Cost of Goods Sold</b>			0.00		
5715 Commission	3,254.50	4,002.00	-747.50	81%	
<b>Total Cost of Goods Sold</b>	<b>\$ 3,254.50</b>	<b>\$ 4,002.00</b>	<b>-\$ 747.50</b>	<b>81%</b>	
<b>Total Income</b>	<b>\$ 1,018,533.58</b>	<b>\$ 979,356.00</b>	<b>\$ 39,177.58</b>	<b>104%</b>	
<b>Expenses</b>			0.00		
5100 Salaries & Wages			0.00		
5110 Wages	101,215.80	97,500.00	3,715.80	104%	WCB over budget for 2015 by \$12k due to 2014 calculation
Total 5130 Benefits	38,481.77	26,604.00	11,877.77	145%	
5137 Recruitment Costs	384.12	498.00	-113.88	77%	
<b>Total 5100 Salaries &amp; Wages</b>	<b>\$ 140,081.69</b>	<b>\$ 124,602.00</b>	<b>\$ 15,479.69</b>	<b>112%</b>	
5170 Training & Conferences	345.82	0.00	345.82		
5171 Conference Fees	0.00	1,998.00	-1,998.00	0%	

**Bow Valley Regional Transit Services**  
**Budget vs. Actuals: TOTAL - FY16**  
January - June, 2016

	Actual	Budget	Comparison to Budget	TOTAL % of Budget	NOTES
5172 Meals & Travel	245.20	6,450.00	-6,204.80	4%	
5173 Training	0.00	1,500.00	-1,500.00	0%	
<b>Total 5170 Training &amp; Conferences</b>	<b>\$ 591.02</b>	<b>\$ 9,948.00</b>	<b>-\$ 9,356.98</b>	<b>6%</b>	
5180 Travel Expense	160.19	0.00	160.19		
5181 Mileage	1,604.27	0.00	1,604.27		
<b>Total 5180 Travel Expense</b>	<b>\$ 1,764.46</b>	<b>\$ 0.00</b>	<b>\$ 1,764.46</b>		
5200 Operating Contracts	0.00	19,302.00	-19,302.00	0%	
5220 Direct Operating Cost	51,139.05	38,550.00	12,589.05	133%	
5221 FT drivers wages	311,160.72	267,702.00	43,458.72	116%	
5222 PT drivers wages	48,690.18	61,698.00	-13,007.82	79%	
5223 Drivers vacation	0.00	0.00	0.00		
5225 Drivers uniforms	5,052.94	4,002.00	1,050.94	126%	
5226 Drivers recruitment	798.31	996.00	-197.69	80%	
5227 Training	0.00	252.00	-252.00	0%	
5228 Driver recognition	6.05	750.00	-743.95	1%	
<b>Total 5220 Direct Operating Cost</b>	<b>\$ 416,847.25</b>	<b>\$ 373,950.00</b>	<b>\$ 42,897.25</b>	<b>111%</b>	Regional Doubling
5240 Maintenance	0.00	0.00	0.00		
5250 Parts	38,512.82	49,404.00	-10,891.18	78%	
5255 Vehicle Supplies	5,367.90	852.00	4,515.90	630%	
5260 Maintenance Labour	89,162.41	64,752.00	24,410.41	138%	Maintenance rate increase (\$71 to \$82..50 per hour)
<b>Total 5240 Maintenance</b>	<b>\$ 133,043.13</b>	<b>\$ 115,008.00</b>	<b>\$ 18,035.13</b>	<b>116%</b>	
<b>Total 5200 Operating Contracts</b>	<b>\$ 549,890.38</b>	<b>\$ 508,260.00</b>	<b>\$ 41,630.38</b>	<b>108%</b>	
5270 Fuel	95,213.16	129,150.00	-33,936.84	74%	Fuel will increase with doubling route 1 and regional
5300 Insurance Expense	0.00	0.00	0.00		
5310 General Liability Insurance	3,763.64	2,100.00	1,663.64	179%	
5320 Fleet insurance	14,447.10	5,400.00	9,047.10	268%	Insurance paid for the year
<b>Total 5300 Insurance Expense</b>	<b>\$ 18,210.74</b>	<b>\$ 7,500.00</b>	<b>\$ 10,710.74</b>	<b>243%</b>	

**Bow Valley Regional Transit Services**  
**Budget vs. Actuals: TOTAL - FY16**  
January - June, 2016

	Actual	Budget	Comparison to Budget	TOTAL % of Budget	NOTES
<b>5350 General Operating Expenses</b>	167.98	0.00	167.98		
<b>5351 Office Supplies</b>	4,419.19	4,500.00	-80.81	98%	
<b>5352 Bank Service Charges</b>	1,989.60	2,502.00	-512.40	80%	
<b>5353 Janitorial Supplies &amp; Services</b>	199.99	600.00	-400.01	33%	
<b>5354 Postage and Delivery</b>	163.63	552.00	-388.37	30%	
<b>5355 Miscellaneous Expense</b>	-0.01	702.00	-702.01	0%	
<b>5356 Memberships</b>	2,450.00	1,998.00	452.00	123%	CUTA membership paid for year
<b>5357 Cell Phone</b>	1,690.84	2,250.00	-559.16	75%	
<b>5358 Office Phone</b>	2,118.38	3,252.00	-1,133.62	65%	
<b>5359 Board meeting expense</b>	611.22	498.00	113.22	123%	
<b>5360 Cash over/short</b>	-5.00	0.00	-5.00		
<b>5362 Software and License Fees</b>	2,263.66	1,248.00	1,015.66	181%	Timing
<b>5364 Brinks service fees</b>	1,833.39	2,148.00	-314.61	85%	
<b>Total 5350 General Operating Expenses</b>	<b>\$ 17,902.87</b>	<b>\$ 20,250.00</b>	<b>-\$ 2,347.13</b>	<b>88%</b>	
<b>5391 Interest &amp; Penalties</b>	12.30	0.00	12.30		
<b>5400 Lease Expense</b>	0.00	0.00	0.00		
<b>5410 Bus Lease</b>	31,998.00	31,998.00	0.00	100%	
<b>5420 Bus Storage</b>	16,392.00	16,404.00	-12.00	100%	
<b>5430 Parks Canada Land Rent</b>	246.00	252.00	-6.00	98%	
<b>Total 5400 Lease Expense</b>	<b>\$ 48,636.00</b>	<b>\$ 48,654.00</b>	<b>-\$ 18.00</b>	<b>100%</b>	
<b>5600 Professional/contractual fees</b>	0.00	0.00	0.00		
<b>5610 Professional/Contract</b>	4,285.51	4,998.00	-712.49	86%	
<b>5611 Accounting Fees</b>	19,357.50	12,504.00	6,853.50	155%	Includes audit which skews timing
<b>5612 Payroll service fee</b>	925.07	804.00	121.07	115%	
<b>5613 Bookkeeping Services</b>	0.00	498.00	-498.00	0%	
<b>5615 Legal Fees</b>	0.00	504.00	-504.00	0%	
<b>5617 Website</b>	540.00	648.00	-108.00	83%	



# Bow Valley Regional Transit Services

## Budget vs. Actuals: TOTAL - FY16

January - June, 2016

	Actual	Budget	Comparison to Budget	TOTAL % of Budget	NOTES
5619 Business Hosting Expenses	0.00	750.00	-750.00	0%	
5620 Web hosting and Software License (annual fee - Trapeze)	13,506.40	15,000.00	-1,493.60	90%	
5622 Nextbus	33,465.13	17,496.00	15,969.13	191%	US Exchange - Year end approx \$10K over budget
Total 5623 Security Fee	\$ 3,780.00	\$ 7,998.00	-\$ 4,218.00	47%	
5624 IT Support	2,670.00	3,252.00	-582.00	82%	
5626 Office rent	15,986.83	15,000.00	986.83	107%	
5627 Copier	1,032.92	498.00	534.92	207%	Copier lease originally budgeted in 5351 - expense moved
5628 Bus wrap repair	0.00	2,004.00	-2,004.00	0%	
5629 Contract Work	4,114.00	15,006.00	-10,892.00	27%	
5630 Utilities	1,172.05	2,100.00	-927.95	56%	
5631 Customer Centre Support	15,738.00	15,000.00	738.00	105%	
5632 Infrastructure Maintenance	1,379.23	3,498.00	-2,118.77	39%	
Total 5600 Professional/contractual fees	\$ 117,952.64	\$ 117,558.00	\$ 394.64	100%	
5700 Advertising and Marketing	28,751.64	21,498.00	7,253.64	134%	Bulk of expenses in 1st two quarters
<b>Total Expenses</b>	<b>\$ 1,019,006.90</b>	<b>\$ 987,420.00</b>	<b>\$ 31,586.90</b>	<b>103%</b>	
<b>Net Operating Income</b>	<b>-\$ 473.32</b>	<b>-\$ 8,064.00</b>	<b>\$ 7,590.68</b>	<b>6%</b>	
Other Income			0.00		
7100 Interest Income	5.49	0.00	5.49		
Total Other Income	\$ 5.49	\$ 0.00	\$ 5.49		
Other Expenses			0.00		
5900 Amortization Expense	75,000.00	75,000.00	0.00	100%	
Total Other Expenses	\$ 75,000.00	\$ 75,000.00	\$ 0.00	100%	
Net Other Income	-\$ 75,467.83	-\$ 83,064.00	\$ 7,596.17		
Net Income	-\$ 75,467.83	-\$ 83,064.00	\$ 7,596.17		

**Bow Valley Regional Transit Services Commission**  
**Budget vs. Actuals: Budget by Class - FY16 P&L Classes**  
January - June, 2016

	Administrative				Banff Local				Canmore Local				CB Regional				ID9/Parks Regional			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Income																				
Total 4100 Farebox	\$ 0.00	\$ 0.00	\$ 0.00		\$ 135,259.28	\$ 176,502.00	-\$ 41,242.72	76.63%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 140,749.93	\$ 172,248.00	-\$ 31,498.07	81.71%	\$ 695.00	\$ 2,748.00	-\$ 2,053.00	25.29%
Total 4150 Passes	\$ 0.00	\$ 0.00	\$ 0.00		\$ 21,546.60	\$ 24,198.00	-\$ 2,651.40	89.04%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 66,932.72	\$ 53,148.00	\$ 13,784.72	125.94%	\$ 0.00	\$ 0.00	\$ 0.00	
Total 4200 Advertising & Marketing Revenue	\$ 0.00	\$ 0.00	\$ 0.00		\$ 12,971.72	\$ 10,998.00	\$ 1,973.72	117.95%	\$ 467.81	\$ 0.00	\$ 467.81		\$ 4,095.34	\$ 9,000.00	-\$ 4,904.66	45.50%	\$ 661.89	\$ 0.00	\$ 661.89	
Total 4300 Partner Programs	\$ 0.00	\$ 0.00	\$ 0.00		\$ 200,310.00	\$ 195,102.00	\$ 5,208.00	102.67%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Total 1-4400 Town of Banff	\$ 87,899.34	\$ 0.00	\$ 87,899.34		\$ 156,000.00	\$ 0.00	\$ 156,000.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 66,266.96	\$ 0.00	\$ 66,266.96		\$ 0.00	\$ 0.00	\$ 0.00	
Total 2-4400 Town of Canmore	\$ 15,500.04	\$ 0.00	\$ 15,500.04		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 66,266.96	\$ 0.00	\$ 66,266.96		\$ 0.00	\$ 0.00	\$ 0.00	
Total 5-4400 ID 9	\$ 9,999.96	\$ 0.00	\$ 9,999.96		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Total 4400 Requisition Recoveries	\$ 113,399.34	\$ 113,400.00	-\$ 0.66	100.00%	\$ 156,000.00	\$ 156,066.00	-\$ 66.00	99.96%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 132,533.92	\$ 48,690.00	\$ 83,843.92	272.20%	\$ 0.00	\$ 0.00	\$ 0.00	
Total 4500 Other Recoveries	\$ 30,200.00	\$ 0.00	\$ 30,200.00		\$ 0.00	\$ 19,002.00	-\$ 19,002.00	0.00%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Total 4700 Charter Sales	\$ 0.00	\$ 1,002.00	-\$ 1,002.00	0.00%	\$ 2,778.00	\$ 1,002.00	\$ 1,776.00	277.25%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 3,166.50	\$ 0.00	\$ 3,166.50		\$ 0.00	\$ 0.00	\$ 0.00	
Total 4800 Route Detour Fee	\$ 0.00	\$ 0.00	\$ 0.00		\$ 40.00	\$ 252.00	-\$ 212.00	15.87%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Total Income	\$ 143,599.37	\$ 114,402.00	\$ 29,197.37	125.52%	\$ 528,885.60	\$ 583,122.00	-\$ 54,236.40	90.70%	\$ 467.81	\$ 0.00	\$ 467.81		\$ 347,478.41	\$ 283,086.00	\$ 64,392.41	122.75%	\$ 1,356.89	\$ 2,748.00	-\$ 1,391.11	49.38%
Cost of Goods Sold																				
5715 Commission			0.00		2,610.83	2,202.00	408.83	118.57%			0.00		511.29	1,800.00	-1,288.71	28.41%	132.38		132.38	
Total Cost of Goods Sold	\$ 0.00	\$ 0.00	\$ 0.00		\$ 2,610.83	\$ 2,202.00	\$ 408.83	118.57%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 511.29	\$ 1,800.00	-\$ 1,288.71	28.41%	\$ 132.38	\$ 0.00	\$ 132.38	
Gross Profit	\$ 143,599.37	\$ 114,402.00	\$ 29,197.37	125.52%	\$ 526,274.77	\$ 580,920.00	-\$ 54,645.23	90.59%	\$ 467.81	\$ 0.00	\$ 467.81		\$ 346,967.12	\$ 281,286.00	\$ 65,681.12	123.35%	\$ 1,224.51	\$ 2,748.00	-\$ 1,523.49	44.56%
Expenses																				
5100 Salaries & Wages			0.00			27,300.00	-27,300.00	0.00%			0.00				0.00				0.00	
5110 Wages	70,851.06	58,500.00	12,351.06	121.11%	21,255.32		21,255.32				0.00		9,109.42	11,700.00	-2,590.58	77.86%			0.00	
5130 Benefits			0.00				0.00				0.00				0.00				0.00	
1-5133 Health Benefits - GM & LC	1,993.32		1,993.32		598.00		598.00				0.00		256.28		256.28				0.00	
2-5133 Health Benefits - OM & Drivers			0.00		0.00		0.00				0.00		0.00		0.00				0.00	
5131 CPP	2,924.78	9,000.00	-6,075.22	32.50%	877.43	4,200.00	-3,322.57	20.89%			0.00		376.05	1,800.00	-1,423.95	20.89%			0.00	
5132 EI	1,810.44	5,400.00	-3,589.56	33.53%	543.13	2,520.00	-1,976.87	21.55%			0.00		232.78	1,080.00	-847.22	21.55%			0.00	
5133 Health Benefits		10,140.00	-10,140.00	0.00%		4,734.00	-4,734.00	0.00%			0.00			2,028.00	-2,028.00	0.00%			0.00	
5134 LAPP	9,034.19	21,060.00	-12,025.81	42.90%	2,710.25	9,828.00	-7,117.75	27.58%			0.00		1,161.54	4,212.00	-3,050.46	27.58%			0.00	
5135 WCB	11,174.51	1,950.00	9,224.51	573.05%	3,352.35	912.00	2,440.35	367.58%			0.00		1,436.72	390.00	1,046.72	368.39%			0.00	
5136 Benefit Allocation		-31,590.00	31,590.00	0.00%		-14,742.00	14,742.00	0.00%			0.00			-6,318.00	6,318.00	0.00%			0.00	
Total 5130 Benefits	\$ 26,937.24	\$ 15,960.00	\$ 10,977.24	168.78%	\$ 8,081.16	\$ 7,452.00	\$ 629.16	108.44%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 3,463.37	\$ 3,192.00	\$ 271.37	108.50%	\$ 0.00	\$ 0.00	\$ 0.00	
5137 Recruitment Costs		498.00	-498.00	0.00%	192.06		192.06				0.00		192.06		192.06				0.00	
Total 5100 Salaries & Wages	\$ 97,788.30	\$ 74,958.00	\$ 22,830.30	130.46%	\$ 29,528.54	\$ 34,752.00	-\$ 5,223.46	84.97%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 12,764.85	\$ 14,892.00	-\$ 2,127.15	85.72%	\$ 0.00	\$ 0.00	\$ 0.00	
5170 Training & Conferences	345.82		345.82				0.00				0.00				0.00				0.00	
5171 Conference Fees		1,998.00	-1,998.00	0.00%			0.00				0.00				0.00				0.00	
5172 Meals & Travel	181.25	6,450.00	-6,268.75	2.81%			0.00		63.95		63.95				0.00				0.00	
5173 Training		1,500.00	-1,500.00	0.00%			0.00				0.00				0.00				0.00	
Total 5170 Training & Conferences	\$ 527.07	\$ 9,948.00	-\$ 9,420.93	5.30%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 63.95	\$ 0.00	\$ 63.95		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	

**Bow Valley Regional Transit Services Commission**  
**Budget vs. Actuals: Budget by Class - FY16 P&L Classes**  
January - June, 2016

	Administrative				Banff Local				Canmore Local				CB Regional				ID9/Parks Regional			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
5180 Travel Expense	142.69		142.69				0.00				0.00				0.00		17.50		17.50	
5181 Mileage	1,597.58		1,597.58				0.00		6.69		6.69				0.00				0.00	
Total 5180 Travel Expense	\$ 1,740.27	\$ 0.00	\$ 1,740.27		\$ 0.00	\$ 0.00	\$ 0.00		\$ 6.69	\$ 0.00	\$ 6.69		\$ 0.00	\$ 0.00	\$ 0.00		\$ 17.50	\$ 0.00	\$ 17.50	
5200 Operating Contracts			0.00				0.00				0.00			19,302.00	-19,302.00	0.00%			0.00	
5220 Direct Operating Cost			0.00		33,290.99	38,550.00	-5,259.01	86.36%			0.00		17,848.06		17,848.06				0.00	
5221 FT drivers wages			0.00		226,014.60	193,002.00	33,012.60	117.10%			0.00		85,146.12	74,700.00	10,446.12	113.98%			0.00	
5222 PT drivers wages			0.00		35,148.77	44,850.00	-9,701.23	78.37%			0.00		13,541.41	16,848.00	-3,306.59	80.37%			0.00	
5225 Drivers uniforms			0.00		3,437.47	2,502.00	935.47	137.39%			0.00		1,615.47	1,500.00	115.47	107.70%			0.00	
5226 Drivers recruitment			0.00		399.16	648.00	-248.84	61.60%			0.00		399.15	348.00	51.15	114.70%			0.00	
5227 Training			0.00			150.00	-150.00	0.00%			0.00			102.00	-102.00	0.00%			0.00	
5228 Driver recognition	6.05		6.05			402.00	-402.00	0.00%			0.00			348.00	-348.00	0.00%			0.00	
Total 5220 Direct Operating Cost	\$ 6.05	\$ 0.00	\$ 6.05		\$ 298,290.99	\$ 280,104.00	\$ 18,186.99	106.49%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 118,550.21	\$ 93,846.00	\$ 24,704.21	126.32%	\$ 0.00	\$ 0.00	\$ 0.00	
5240 Maintenance			0.00				0.00				0.00				0.00				0.00	
5250 Parts			0.00		20,351.41	30,000.00	-9,648.59	67.84%			0.00		18,161.41	17,502.00	659.41	103.77%	0.00	1,902.00	-1,902.00	0.00%
5255 Vehicle Supplies		852.00	-852.00	0.00%	3,884.57		3,884.57				0.00		1,483.33		1,483.33		0.00		0.00	
5260 Maintenance Labour			0.00		56,950.13	40,002.00	16,948.13	142.37%			0.00		32,212.28	21,000.00	11,212.28	153.39%		3,750.00	-3,750.00	0.00%
Total 5240 Maintenance	\$ 0.00	\$ 852.00	-\$ 852.00	0.00%	\$ 81,186.11	\$ 70,002.00	\$ 11,184.11	115.98%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 51,857.02	\$ 38,502.00	\$ 13,355.02	134.69%	\$ 0.00	\$ 5,652.00	-\$ 5,652.00	0.00%
Total 5200 Operating Contracts	\$ 6.05	\$ 852.00	-\$ 845.95	0.71%	\$ 379,477.10	\$ 350,106.00	\$ 29,371.10	108.39%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 170,407.23	\$ 151,650.00	\$ 18,757.23	112.37%	\$ 0.00	\$ 5,652.00	-\$ 5,652.00	0.00%
5270 Fuel			0.00		57,127.91	75,000.00	-17,872.09	76.17%			0.00		38,085.25	52,500.00	-14,414.75	72.54%		1,650.00	-1,650.00	0.00%
5300 Insurance Expense			0.00				0.00				0.00				0.00				0.00	
5310 General Liability Insurance	3,763.64		3,763.64			1,122.00	-1,122.00	0.00%			0.00			978.00	-978.00	0.00%			0.00	
5320 Fleet insurance	0.00		0.00		7,701.52	2,880.00	4,821.52	267.41%	0.00		0.00		6,745.58	2,520.00	4,225.58	267.68%			0.00	
Total 5300 Insurance Expense	\$ 3,763.64	\$ 0.00	\$ 3,763.64		\$ 7,701.52	\$ 4,002.00	\$ 3,699.52	192.44%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 6,745.58	\$ 3,498.00	\$ 3,247.58	192.84%	\$ 0.00	\$ 0.00	\$ 0.00	
5350 General Operating Expenses	167.98		167.98				0.00				0.00				0.00				0.00	
5351 Office Supplies	2,295.19	2,376.00	-80.81	96.60%	1,062.00	1,062.00	0.00	100.00%			0.00		1,062.00	1,062.00	0.00	100.00%			0.00	
5352 Bank Service Charges	1,137.60	1,650.00	-512.40	68.95%	426.00	426.00	0.00	100.00%			0.00		426.00	426.00	0.00	100.00%			0.00	
5353 Janitorial Supplies & Services	0.00	600.00	-600.00	0.00%	100.00		100.00				0.00		99.99		99.99				0.00	
5354 Postage and Delivery	0.00	48.00	-48.00	0.00%	81.82	252.00	-170.18	32.47%	12.97		12.97		68.84	252.00	-183.16	27.32%			0.00	
5355 Miscellaneous Expense	-0.01	702.00	-702.01	0.00%			0.00				0.00				0.00				0.00	
5356 Memberships	2,450.00	1,998.00	452.00	122.62%			0.00				0.00				0.00				0.00	
5357 Cell Phone	1,690.84	2,250.00	-559.16	75.15%			0.00				0.00				0.00				0.00	
5358 Office Phone	2,118.38	3,252.00	-1,133.62	65.14%			0.00				0.00				0.00				0.00	
5359 Board meeting expense	611.22	498.00	113.22	122.73%			0.00				0.00				0.00				0.00	
5360 Cash over/short			0.00		-5.00		-5.00				0.00				0.00				0.00	
5362 Software and License Fees	1,388.43	1,248.00	140.43	111.25%	339.87		339.87				0.00		535.36		535.36				0.00	
5364 Brinks service fees	0.00		0.00		916.70	1,074.00	-157.30	85.35%			0.00		916.69	1,074.00	-157.31	85.35%			0.00	
Total 5350 General Operating Expenses	\$ 11,859.63	\$ 14,622.00	-\$ 2,762.37	81.11%	\$ 2,921.39	\$ 2,814.00	\$ 107.39	103.82%	\$ 12.97	\$ 0.00	\$ 12.97		\$ 3,108.88	\$ 2,814.00	\$ 294.88	110.48%	\$ 0.00	\$ 0.00	\$ 0.00	
5391 Interest & Penalties	12.30		12.30				0.00				0.00				0.00				0.00	
5400 Lease Expense			0.00				0.00				0.00				0.00				0.00	

Bow Valley Regional Transit Services Commission  
Budget vs. Actuals: Budget by Class - FY16 P&L Classes  
January - June, 2016

	Administrative				Banff Local				Canmore Local				CB Regional				ID9/Parks Regional			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
5410 Bus Lease			0.00		31,998.00	31,998.00	0.00	100.00%			0.00				0.00				0.00	
5420 Bus Storage			0.00		11,046.00	11,052.00	-6.00	99.95%			0.00		5,346.00	5,352.00	-6.00	99.89%			0.00	
5430 Parks Canada Land Rent		252.00	-252.00	0.00%	246.00		246.00				0.00				0.00				0.00	
Total 5400 Lease Expense	\$ 0.00	\$ 252.00	-\$ 252.00	0.00%	\$ 43,290.00	\$ 43,050.00	\$ 240.00	100.56%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 5,346.00	\$ 5,352.00	-\$ 6.00	99.89%	\$ 0.00	\$ 0.00	\$ 0.00	
5600 Professional/contractual fees			0.00				0.00				0.00				0.00				0.00	
5610 Professional/Contract			0.00		4,285.51	4,998.00	-712.49	85.74%			0.00				0.00				0.00	
5611 Accounting Fees	14,353.50	7,500.00	6,853.50	191.38%	2,502.00	2,502.00	0.00	100.00%			0.00		2,502.00	2,502.00	0.00	100.00%			0.00	
5612 Payroll service fee	0.00		0.00		462.54	402.00	60.54	115.06%			0.00		462.53	402.00	60.53	115.06%			0.00	
5613 Bookkeeping Services		498.00	-498.00	0.00%			0.00				0.00				0.00				0.00	
5615 Legal Fees			0.00			252.00	-252.00	0.00%			0.00			252.00	-252.00	0.00%			0.00	
5617 Website		648.00	-648.00	0.00%	270.00		270.00				0.00		270.00		270.00				0.00	
5619 Business Hosting Expenses		750.00	-750.00	0.00%			0.00				0.00				0.00				0.00	
5620 Web hosting and Software License (annual fee - Trapeze)			0.00		9,454.48	9,750.00	-295.52	96.97%			0.00		4,051.92	5,250.00	-1,198.08	77.18%			0.00	
5622 Nextbus			0.00		23,760.81	8,748.00	15,012.81	271.61%			0.00		9,704.32	8,748.00	956.32	110.93%			0.00	
Total 5623 Security Fee	\$ 0.00	\$ 0.00	\$ 0.00		\$ 3,780.00	\$ 7,998.00	-\$ 4,218.00	47.26%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
5624 IT Support	2,670.00	3,252.00	-582.00	82.10%			0.00				0.00				0.00				0.00	
5626 Office rent	10,020.00	9,000.00	1,020.00	111.33%	4,176.78	4,200.00	-23.22	99.45%			0.00		1,790.05	1,800.00	-9.95	99.45%			0.00	
5627 Copier	1,032.92	498.00	534.92	207.41%			0.00				0.00				0.00				0.00	
5628 Bus wrap repair			0.00			1,002.00	-1,002.00	0.00%			0.00			1,002.00	-1,002.00	0.00%			0.00	
5629 Contract Work	0.00	7,500.00	-7,500.00	0.00%	2,879.80	3,828.00	-948.20	75.23%			0.00		1,234.20	3,678.00	-2,443.80	33.56%			0.00	
5630 Utilities	1,172.05	2,100.00	-927.95	55.81%			0.00				0.00				0.00				0.00	
5631 Customer Centre Support			0.00		11,016.60	7,650.00	3,366.60	144.01%			0.00		4,721.40	7,350.00	-2,628.60	64.24%			0.00	
5632 Infrastructure Maintenance			0.00		1,359.24	1,998.00	-638.76	68.03%			0.00		19.99	1,500.00	-1,480.01	1.33%			0.00	
Total 5600 Professional/contractual fees	\$ 29,248.47	\$ 31,746.00	-\$ 2,497.53	92.13%	\$ 63,947.76	\$ 53,328.00	\$ 10,619.76	119.91%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 24,756.41	\$ 32,484.00	-\$ 7,727.59	76.21%	\$ 0.00	\$ 0.00	\$ 0.00	
5700 Advertising and Marketing			0.00		15,054.04	10,998.00	4,056.04	136.88%			0.00		13,697.60	10,500.00	3,197.60	130.45%			0.00	
Total Expenses	\$ 144,945.73	\$ 132,378.00	\$ 12,567.73	109.49%	\$ 599,048.26	\$ 574,050.00	\$ 24,998.26	104.35%	\$ 83.61	\$ 0.00	\$ 83.61		\$ 274,911.80	\$ 273,690.00	\$ 1,221.80	100.45%	\$ 17.50	\$ 7,302.00	-\$ 7,284.50	0.24%
Net Operating Income	-\$ 1,346.36	-\$ 17,976.00	\$ 16,629.64	7.49%	-\$ 72,773.49	\$ 6,870.00	-\$ 79,643.49	-1059.29%	\$ 384.20	\$ 0.00	\$ 384.20		\$ 72,055.32	\$ 7,596.00	\$ 64,459.32	948.60%	\$ 1,207.01	-\$ 4,554.00	\$ 5,761.01	-26.50%
Other Income																				
7100 Interest Income	5.49		5.49				0.00				0.00				0.00				0.00	
Total Other Income	\$ 5.49	\$ 0.00	\$ 5.49		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Other Expenses																				
5900 Amortization Expense	75,000.00	75,000.00	0.00	100.00%			0.00				0.00				0.00				0.00	
Total Other Expenses	\$ 75,000.00	\$ 75,000.00	\$ 0.00	100.00%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Net Other Income	-\$ 74,994.51	-\$ 75,000.00	\$ 5.49	99.99%	\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00		\$ 0.00	\$ 0.00	\$ 0.00	
Net Income	-\$ 76,340.87	-\$ 92,976.00	\$ 16,635.13	82.11%	-\$ 72,773.49	\$ 6,870.00	-\$ 79,643.49	-1059.29%	\$ 384.20	\$ 0.00	\$ 384.20		\$ 72,055.32	\$ 7,596.00	\$ 64,459.32	948.60%	\$ 1,207.01	-\$ 4,554.00	\$ 5,761.01	-26.50%

# Bow Valley *Regional* Transit Services Commission



## Draft 2017 Capital Budget (August)

- Capital budget is very preliminary and needs discussion with Commission and municipal partners to determine projects that they would like to see moved forward and put in municipal capital plans
- Funding for GreenTRIP3 and PTIF is currently unknown as far as approvals. At this point, the unknown funding has not been entered into the Capital budget. For discussion at meeting whether to include this funding in the capital plan.
- Capital budget and projects may change significantly due to funding opportunities and project decisions.



BVRTSC Approved 2016 10 Year Capital Plan  
Summary Totals Page

		2011	2012	2013	2014	2015	2016	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Commission Capital Plan - SUMMARY								YTD										
Banff																		
Proposed Annual Banff Contributions	A	45,000	188,000	188,000	225,000	247,000	247,000	247,000	275,000	280,000	285,000	800,000	295,000	300,000	305,000	310,000	315,000	320,000
Carry Over From Previous Year	B	0	45,000	197,026	321,280	457,840	632,539	632,539	586,255	477,421	520,921	745,088	643,921	803,088	1,005,421	1,039,421	1,199,255	1,332,255
Total Unspent Start of Year	C = A + B	45,000	233,000	385,026	546,280	704,840	879,539	879,539	861,255	757,421	805,921	1,545,088	938,921	1,103,088	1,310,421	1,349,421	1,514,255	1,652,255
Banff Local Projects	D	0	7,465	22,189	76,201	48,373	247,500	128,717	175,000	165,000	20,000	105,000	130,000	20,000	185,000	135,000	0	2,000,000
Canmore Banff Regional Projects	E	0	0	18,643	9,236	14,462	31,250	9,186	28,000	5,000	30,000	12,000	0	49,000	55,000	12,500	176,000	0
Commission Capital	F	0	28,509	22,913	3,004	9,466	14,534	7,486	180,833	66,500	10,833	784,167	5,833	28,667	31,000	2,667	6,000	2,667
Total Annual Capital Commitment	G = D + E + F	0	35,974	63,746	88,440	72,301	293,284	145,389	383,833	236,500	60,833	901,167	135,833	97,667	271,000	150,167	182,000	2,002,667
Remaining Unspent End of Year	H = C - G	45,000	197,026	321,280	457,840	632,539	586,255	734,150	477,421	520,921	745,088	643,921	803,088	1,005,421	1,039,421	1,199,255	1,332,255	(350,412)
Canmore																		
Proposed Annual Canmore Contributions	A	30,000	27,000	27,000	20,000	110,000	445,000	445,000	380,000	370,000	280,000	680,000	280,000	285,000	290,000	295,000	300,000	305,000
Carry Over From Previous Year	B	0	30,000	82,606	33,239	41,000	127,072	127,072	148,288	87,854	100,354	113,521	(78,646)	95,521	142,854	286,854	481,688	564,688
Total Unspent Start of Year	C = A + B	30,000	57,000	109,606	53,239	151,000	572,072	572,072	528,288	457,854	380,354	793,521	201,354	380,521	432,854	581,854	781,688	869,688
Canmore Local Projects	D	0	(54,115)	34,810	0	0	378,000	367,124	231,600	286,000	226,000	76,000	100,000	160,000	60,000	85,000	35,000	174,000
Canmore Banff Regional Projects	E	0	0	18,643	9,236	14,462	31,250	9,186	28,000	5,000	30,000	12,000	0	49,000	55,000	12,500	176,000	0
Commission Capital	F	0	28,509	22,913	3,004	9,466	14,534	7,486	180,833	66,500	10,833	784,167	5,833	28,667	31,000	2,667	6,000	2,667
Total Annual Capital Commitment	G = D + E + F	0	(25,606)	76,367	12,239	23,928	423,784	383,796	440,433	357,500	266,833	872,167	105,833	237,667	146,000	100,167	217,000	176,667
Remaining Unspent End of Year	H = C - G	30,000	82,606	33,239	41,000	127,072	148,288	188,276	87,854	100,354	113,521	(78,646)	95,521	142,854	286,854	481,688	564,688	693,021
ID#9																		
ID#9 Contributions	A	40,000	40,000	40,000	40,000	40,000	40,000	40,000	90,000	40,000	40,000	440,000	40,000	40,000	40,000	40,000	40,000	0
carryover from previous year	B	0	40,000	51,491	68,578	105,574	136,108	136,108	161,574	20,741	(5,760)	23,407	(320,760)	(286,593)	(275,260)	(266,260)	(228,926)	(194,926)
Total Unspent Start of Year	C=A+B	40,000	80,000	91,491	108,578	145,574	176,108	176,108	251,574	60,741	34,241	463,407	(280,760)	(246,593)	(235,260)	(226,260)	(188,926)	(194,926)
ID9 Projects	C	-	-	-	-	-	-	-	50,000	-	-	-	-	-	-	-	-	-
Commission Capital	D	0	28,509	22,913	3,004	9,466	14,534	7,486	180,833	66,500	10,833	784,167	5,833	28,667	31,000	2,667	6,000	2,667
Total Annual Capital Commitment	E=C+D	0	28,509	22,913	3,004	9,466	14,534	7,486	230,833	66,500	10,833	784,167	5,833	28,667	31,000	2,667	6,000	2,667
remaining unspent end for year	F=C-E	40,000	51,491	68,578	105,574	136,108	161,574	168,622	20,741	(5,760)	23,407	(320,760)	(286,593)	(275,260)	(266,260)	(228,926)	(194,926)	(197,593)
ALL PROJECTS																		
Proposed Annual Contributions	A	115,000	255,000	255,000	285,000	397,000	732,000	732,000	745,000	690,000	605,000	1,920,000	615,000	625,000	635,000	645,000	655,000	625,000
Carry Over From Previous Year	B	0	115,000	331,123	423,097	604,413	895,719	895,719	896,116	586,016	615,516	882,016	244,516	612,016	873,016	1,060,016	1,452,016	1,702,016
Total Unspent Start of Year	C = A + B	115,000	370,000	586,123	708,097	1,001,413	1,627,719	1,627,719	1,641,116	1,276,016	1,220,516	2,802,016	859,516	1,237,016	1,508,016	1,705,016	2,107,016	2,327,016
All Projects	D	0	38,877	163,026	103,683	105,694	731,603	536,671	1,055,100	660,500	338,500	2,557,500	247,500	364,000	448,000	253,000	405,000	2,182,000
Total Annual Capital Commitment	E = D	0	38,877	163,026	103,683	105,694	731,603	536,671	1,055,100	660,500	338,500	2,557,500	247,500	364,000	448,000	253,000	405,000	2,182,000
Remaining Unspent End of Year	F = C - E	115,000	331,123	423,097	604,413	895,719	896,116	1,091,048	586,016	615,516	882,016	244,516	612,016	873,016	1,060,016	1,452,016	1,702,016	145,016
Check		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Banff Local 10 Year Capital Plan

	2011	2012	2013	2014	2015	2016	2016 year to date amounts	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Life Cycle																	
18 years						65,000	1,511										2,000,000
7-11 yrs								30,000	50,000								
10 yrs															100,000		
8 yrs			0														
8 yrs												50,000					
4 yrs		0									40,000						
5 yrs		0	11,822	30,301	22,373	30,000	27,652	20,000	20,000	20,000	20,000	20,000	20,000	25,000	25,000		
						60,000	5,007										
8 yrs						45,000	62,952	65,000	65,000					100,000			
			3,519			6,500									10,000		
			4,819														
					10,000												
			1,639														
						25,000	24,896										
						10,000		30,000									
						6,000	6,138										
5 yrs			390		16,000						45,000			60,000			
				45,900													
												60,000					
		7,465											0				
10 yrs								30,000	30,000								
							561										
	0	7,465	22,189	76,201	48,373	247,500	128,717	175,000	165,000	20,000	105,000	130,000	20,000	185,000	135,000	0	2,000,000
	0	7,465	22,189	76,201	48,373	247,500	128,717	175,000	165,000	20,000	105,000	130,000	20,000	185,000	135,000	0	2,000,000

Canmore Local 10 Year Capital Plan

			2011	2012	2013	2014	2015	2016	2016 year to date amounts	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Canmore																		
	Canmore Projects																		
C1	Canmore Local Buses/Equipment - Unbudgeted																		
C2	Canmore Next Bus Install - Local																		
C3	Canmore Next Bus Sign - Regional Service (initial)	8 yrs			7,785														
C4	Canmore Next Bus Sign - Regional Service (replacement)	8 yrs												30,000					
C5	Canmore Bus Zones			0		0		10,000		10,000		10,000		10,000		10,000			
C16	Canmore Passenger Shelters and Benches				27,026							25,000							
C14	Canmore Smartcard Stock							10,000					10,000						
	UNKNOWN PURCHASE PRIOR TO DEC 31 2012			(54,115)															
C17	Canmore passenger shelters, benches phase 2							25,000									50,000		
	Canmore Local Projects	Life Cycle																	
	1 Purchase of new 30 ft buses (2)							650,000	338,834										
	2 Lifecycle Replacement of New Buses	15yrs																	
	3 Spare bus for service											330,000							
	4 Electronic Fare Equipment (2)	10years						50,000											
	5 NextBus Initial Install On Buses							10,000											
	6 NextBus Signs (6) Incl. Install/Electical + Lifecycle replace	8years						0		30,000	30,000	30,000						20,000	20,000
	7 Smart Card Upgrade	4 years						0		0			30,000				30,000		
	8 Transit Way Finding and Customer Related Signs							5,000		8,000			5,000					5,000	
	9 Smart Card Stock	5years						8,000			8,000	10,000			10,000			10,000	
	10 Town Centre Transit Hub									400,000									
	11 Bus stop signs create and initial install							22,000				10,000		10,000		10,000			
	12 Bus stop lifecycle	5 yrs											20,000						30,000
	13 Bus shelters (5) - include pad placement										150,000	50,000	50,000						
	14 Bus Zone Improvements - concrete pads							70,000		60,000	100,000	50,000	50,000						
	15 Bus Zone Improvements - Bench improvements									20,000		20,000							
	16 Bus security camera installs								15,417		10,000				10,000				
	17 Initial bus wraps							20,000	7,313										
	18 Wrap replacement	5years												20,000					24,000
	19 Bus engine overhaul	7 years													40,000	40,000			
	General bus lifecycle refurbishment - outer skin repairs, seat replacements etc																		60,000
	21 Bus storage start up renovation							60,000		30,000									
	22 Bus storage longer term renovation engineering study									15,000									
	23 Bus Storage longer term renovation										500,000				100,000				
	24 Driver swap vehicle							8,000						10,000					10,000
	25 Bus two way radio and fequency	8 yrs						5,000									5,000		
	26 Bus transmission replacement 1 per year	10 yrs						0											30,000
	Remix Enterprise License Fee								5,000										
	Coin Safe purchase	20 yrs						15,000											
	Fanfold tickets								561										
	Canmore Planned Expenditures		0	(54,115)	34,810	0	0	968,000	367,124	573,000	798,000	535,000	145,000	100,000	160,000	60,000	85,000	35,000	174,000
	Proposed Grant Funding (GreenTRIP)							590,000	0	341,400	512,000	309,000	69,000	0	0	0	0	0	0
	Proposed Grant Funding (PTIF)																		
	Total Annual Capital Commitment		0	(54,115)	34,810	0	0	378,000	367,124	231,600	286,000	226,000	76,000	100,000	160,000	60,000	85,000	35,000	174,000



CB Regional 10 Year Capital Plan

	2011	2012	2013	2014	2015	2016	2016 year to date amounts	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
5 yrs						20,000											
5 yrs					1,104										25,000		
5 yrs					22,000	7,500		16,000									
5 yrs											24,000		18,000			26,000	
8 yrs			35,552														
22 yrs							1,024										
12 yrs																326,000	
7 yrs										60,000							
10 yrs													50,000				
													30,000				
5 yrs		0															
5 yrs			1,735		5,820	10,000			10,000					10,000			
initial		0															
5 yrs								40,000									
8 yrs			0	2,471													
			0	16,000													
10 yrs														100,000			
8 yrs						25,000	17,348										
	0	0	37,287	18,471	28,924	62,500	18,372	56,000	10,000	60,000	24,000	0	98,000	110,000	25,000	352,000	0
	0	0	37,287	18,471	28,924	62,500	18,372	56,000	10,000	60,000	24,000	0	98,000	110,000	25,000	352,000	0
	0	0	18,643	9,236	14,462	31,250	9,186	28,000	5,000	30,000	12,000	0	49,000	55,000	12,500	176,000	0

ID9 Lake Louise to Banff Service 10 Year Capital Plan

		2011	2012	2013	2014	2015	2016	2016 year to date amounts	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	Regional																	
	Regional Projects																	
R15	Design and Implementation Plan - LL to Banff Svc.								50,000									
R7	Fleet Purchase	18 years																
R8	Bus Stop Installations																	
R11	Smart Card Purchase	Initial																
	Next Bus Signs	10 Years																
C3	Bus Wrap	5 Years																
C3	Security Cameras																	
	GPS Next Stop Announcement System																	
R12																		
	ID9 Regional Expenditures	0	0	0	0	0	0	0	50,000	0	0	0	0	0	0	0	0	0
	Proposed Grant Funding (GreenTRIP)																	
	Proposed Grant Funding (PTIF)																	
	Total Annual Capital Spending	0	0	0	0	0	0	0	50,000	0	0	0	0	0	0	0	0	0

Commission 10 Year Capital Plan (all services)

		2011	2012	2013	2014	2015	2016	2016 year to date amounts	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Commission related																		
G1	Office Space Renovation			60,844														
G2	Office Space Replacement/Upgrading									20,000					60,000			
G3	Office Furniture and Equipment			7,897	6,307	15,000			10,000		10,000		10,000				10,000	
G9	Main transit exchange (Banff) Engineering Study						30,000											
G10	Main transit exchange (located in Banff) construction								465,000									
G15	Next Bus Spare Signs (2)						12,000											
G13	Gypsy - Next Stop Announcement System						10,000	6,990										
G10	Bus Storage Facility - feasibility/ engineering study										50,000							
G14	Temp Bus storage facility/location									100,000								
G11	Bus Storage Facility - Permanent											7,000,000						
G12	Office IT, Computers, Wiring, Telephones,				2,704	4,700	10,300	8,469	10,000	20,000		10,000		10,000	10,000			
G19	Website Changes and Upgrades	5 yrs				8,697	3,303				15,000				15,000			
G20	Office/Brochure Delivery Vehicle	6 yrs					8,000	7,000						8,000				
	Farebox Upgrades								275,000									
	Mobile Ticketing Software								100,000									
	Steamcleaner for Fleet seats								5,000									
	Remix Transit Planning Software								7,500	7,500	7,500	7,500	7,500	8,000	8,000	8,000	8,000	8,000
	Fleet Addition								550,000									
	Fleet Next Bus Replacement									52,000				60,000				
G23	Commission -Capital Purchases Prior to Dec 31, 2012		85,527											0				
Commission related annual total		0	85,527	68,740	9,011	28,397	73,603	22,459	1,422,500	199,500	82,500	7,017,500	17,500	86,000	93,000	8,000	18,000	8,000
Proposed Grant Funding (GreenTRIP)							30,000		330,000		50,000	4,665,000						
Proposed Grant Funding (PTIF)																		
Third Party Funding									550,000									
Total Annual Capital Commitment		0	85,527	68,740	9,011	28,397	43,603	22,459	542,500	199,500	32,500	2,352,500	17,500	86,000	93,000	8,000	18,000	8,000
Each Partners Share (1/3 each)			28,509	22,913	3,004	9,466	14,534	7,486	180,833	66,500	10,833	784,167	5,833	28,667	31,000	2,667	6,000	2,667

# Bow Valley *Regional* Transit Services Commission



## Draft 2017 Budget (August)

## Bow Valley Regional Transit Services Commission Budget Summary - ALL SERVICES

2017-2019							
	2015	Q2 2016	2016 Projected	2016 Approved	2017 Proposed	2018 Approved	2019 Approved
	Actual	Actual	Year End	Budget	Budget	Budget	Budget
<b>Income</b>							
4100 Farebox	673,745	276,704	661,390	703,000	906,060	928,712	951,929
4150 Passes	167,085	88,479	177,000	154,700	214,368	219,727	225,220
4200 Advertising & Marketing Revenue	31,179	18,197	36,300	40,000	40,440	41,451	42,487
4300 Partner Programs	382,565	200,310	390,200	390,200	415,004	425,379	436,014
4500 Other Recoveries	157,716	30,200	65,200	38,000	35,250	36,131	37,035
4700 Charter Sales	1,713	5,945	11,900	4,000	2,550	2,614	2,679
4800 Route Detour Fee	580	40	100	500	500	513	525
7600 Other Income	2,939	(20)	-	-	-	-	-
<b>Total Income BEFORE REQUISITIONS and Cost of Goods Sold</b>	<b>\$ 1,417,522</b>	<b>\$ 619,855</b>	<b>\$ 1,342,090</b>	<b>\$ 1,330,400</b>	<b>\$ 1,614,172</b>	<b>\$ 1,654,526</b>	<b>\$ 1,695,889</b>
<b>Cost of Goods Sold</b>							
5715 Commission	5,854	3,255	6,500	8,000	11,088	11,365	11,649
<b>Total Cost of Goods Sold</b>	<b>\$ 5,854</b>	<b>\$ 3,255</b>	<b>\$ 6,500</b>	<b>\$ 8,000</b>	<b>\$ 11,088</b>	<b>\$ 11,365</b>	<b>\$ 11,649</b>
<b>Total Income BEFORE REQUISITIONS</b>	<b>\$ 1,411,667</b>	<b>\$ 616,600</b>	<b>\$ 1,335,590</b>	<b>\$ 1,322,400</b>	<b>\$ 1,603,084</b>	<b>\$ 1,643,161</b>	<b>\$ 1,684,240</b>
4400 Requisition Recoveries							
1-4420 TOB - Operating	517,194	310,166	578,466	536,600	632,052	648,152	664,657
2-4420 TOC - Operating	116,778	81,767	121,667	79,800	548,282	562,190	576,444
5-4420 ID 9 - Operating	20,000	10,000	20,000	20,000	20,000	20,000	20,000
<b>Total 4400 Requisition Recoveries</b>	<b>\$ 653,972</b>	<b>\$ 401,933</b>	<b>\$ 720,133</b>	<b>\$ 636,400</b>	<b>\$ 1,200,334</b>	<b>\$ 1,230,342</b>	<b>\$ 1,261,101</b>
<b>Total Income AFTER REQUISITIONS</b>	<b>\$ 2,065,639</b>	<b>\$ 1,018,534</b>	<b>\$ 2,055,723</b>	<b>\$ 1,958,800</b>	<b>\$ 2,803,418</b>	<b>\$ 2,873,503</b>	<b>\$ 2,945,341</b>
<b>Expenses</b>							
5100 Salaries & Wages							
5110 Wages	146,647	101,216	202,400	195,000	294,192	301,547	309,085
Total 5130 Benefits	29,087	115,996	231,900	53,200	77,480	79,417	81,402
5137 Recruitment Costs	24,077	384	800	1,000	-	-	-
<b>Total 5100 Salaries &amp; Wages</b>	<b>\$ 199,811</b>	<b>\$ 217,596</b>	<b>\$ 435,100</b>	<b>\$ 249,200</b>	<b>\$ 371,672</b>	<b>\$ 380,964</b>	<b>\$ 390,488</b>
5170 Training & Conferences	2,213	346	5,000	7,000	7,000	7,175	7,354
5172 Meals & Travel	3,695	245	7,100	12,900	12,900	13,223	13,553
<b>Total 5170 Training &amp; Conferences</b>	<b>\$ 5,909</b>	<b>\$ 591</b>	<b>\$ 12,100</b>	<b>\$ 19,900</b>	<b>\$ 19,900</b>	<b>\$ 20,398</b>	<b>\$ 20,907</b>
5181 Mileage	3,368	1,622	2,835		6,060	6,212	6,367
5200 Operating Contracts							
5220 Direct Operating Cost	111,013	51,139	102,300	115,700	150,508	154,271	158,127
5221 FT drivers wages	559,393	233,646	497,500	535,400	834,677	855,544	876,933
5222 PT drivers wages	125,477	48,690	97,400	123,400	161,864	165,911	170,058
5225 Drivers uniforms	3,228	5,053	10,100	8,000	15,000	15,375	15,759
5226 Drivers recruitment	1,623	798	1,600	2,000	4,300	4,408	4,518
5227 Driver training		0	300	500	6,060	6,212	6,367
5228 Driver recognition		0.00	800	1,500	2,000	2,050	2,101
<b>Total 5220 Direct Operating Cost</b>	<b>\$ 800,734</b>	<b>\$ 339,327</b>	<b>\$ 710,000</b>	<b>\$ 785,420</b>	<b>\$ 1,174,409</b>	<b>\$ 1,203,769</b>	<b>\$ 1,233,863</b>
5240 Maintenance							

Parks Cave and Basin/Minnewanka and LL Studies

Banff requisition up \$120K just due to maintenance and CB Doubling

Canmore requisition up \$90K due to maintenance and CB Doubling

Requisition includes \$120,000 for Regional Doubling

Includes CAO, Logistics Coord + Ops Mgr, includes wages and benefits

New: Interior bus cleaning \$15K included for Bnf/CB

includes wages and benefits

includes wages and benefits

## Bow Valley Regional Transit Services Commission Budget Summary - ALL SERVICES

2017-2019							
	2015	Q2 2016	2016 Projected	2016 Approved	2017 Proposed	2018 Approved	2019 Approved
	Actual	Actual	Year End	Budget	Budget	Budget	Budget
5250 Parts	74,670	38,513	75,700	98,800	121,500	124,538	127,651
5255 Vehicle Supplies		5,368	8,800	1,700	10,000	10,250	10,506
5260 Maintenance Labour	132,499	89,162	173,900	129,500	215,900	221,298	226,830
<b>Total 5240 Maintenance</b>	<b>\$ 207,169</b>	<b>\$ 133,043</b>	<b>\$ 258,400</b>	<b>\$ 230,000</b>	<b>\$ 347,400</b>	<b>\$ 356,085</b>	<b>\$ 364,987</b>
<b>Total 5200 Operating Contracts</b>	<b>\$ 1,007,903</b>	<b>\$ 472,370</b>	<b>\$ 968,400</b>	<b>\$ 1,015,420</b>	<b>\$ 1,521,809</b>	<b>\$ 1,559,854</b>	<b>\$ 1,598,851</b>
5270 Fuel	192,137	95,213	255,000	258,300	334,911	343,284	351,866
5300 Insurance Expense		-					
5310 General Liability Insurance	4,023	3,764	3,764	4,200	3,877	3,974	4,073
5320 Fleet insurance	11,308	14,447	14,447	10,800	22,750	23,319	23,902
<b>Total 5300 Insurance Expense</b>	<b>\$ 15,331</b>	<b>\$ 18,211</b>	<b>\$ 18,211</b>	<b>\$ 15,000</b>	<b>\$ 26,627</b>	<b>\$ 27,293</b>	<b>\$ 27,975</b>
5350 General Operating Expenses	-	168	300	-	300	308	315
5351 Office Supplies	6,421	4,419	8,800	9,000	11,210	11,490	11,778
5352 Bank Service Charges	4,192	1,990	4,100	5,000	5,324	5,457	5,594
5353 Janitorial Supplies & Services	228	200	400	1,200	1,600	1,640	1,681
5354 Postage and Delivery	1,265	164	300	1,100	1,158	1,187	1,217
5355 Miscellaneous Expense	114	(0)	2,000	1,400	2,030	2,081	2,133
5356 Memberships	492	2,450	4,000	4,000	4,120	4,223	4,329
5357 Cell Phone	3,416	1,691	3,400	4,500	7,590	7,780	7,974
5358 Office Phone	6,207	2,118	4,200	6,500	6,500	6,663	6,829
5359 Board meeting expense	171	611	1,200	1,000	1,236	1,267	1,299
5362 Software and License Fees	2,866	2,264	4,600	2,500	4,000	4,100	4,203
5364 Brinks service fees	2,313	1,833	3,600	4,300	5,600	5,740	5,884
<b>Total 5350 General Operating Expenses</b>	<b>\$ 27,692</b>	<b>\$ 17,903</b>	<b>\$ 36,900</b>	<b>\$ 40,500</b>	<b>\$ 50,668</b>	<b>\$ 51,935</b>	<b>\$ 53,233</b>
5391 Interest & Penalties	70	12	-	-	-	-	-
5400 Lease Expense							
5410 Bus Lease	59,250	31,998	64,000	64,000	59,250	60,731	62,250
5420 Bus Storage	31,824	16,392	32,800	32,800	43,065	44,142	45,245
5430 Parks Canada Land Rent	250	246	250	500	275	282	289
<b>Total 5400 Lease Expense</b>	<b>\$ 91,324</b>	<b>\$ 48,636</b>	<b>\$ 97,050</b>	<b>\$ 97,300</b>	<b>\$ 102,590</b>	<b>\$ 105,155</b>	<b>\$ 107,784</b>
5600 Professional/contractual fees							
5610 Professional/Contract	70,976	4,286	8,600	10,000	-	-	-
5611 Accounting Fees	23,173	19,358	27,965	25,000	32,824	33,645	34,486
5612 Payroll service fee	1,748	925	1,800	1,600	3,062	3,139	3,217
5613 Bookkeeping	2,993	-	-	1,000	-	-	-
5615 Legal fees	442	-	-	1,000	2,030	2,081	2,133
5616 Recruitment Costs	13,399	-	-		3,369	3,453	3,540
5617 Website	1,009	540	1,000	1,300	2,588	2,653	2,719
5619 Business Hosting Expenses	642	-	1,000	1,500	1,500	1,538	1,576
5620 Web hosting and Software License (annual fee - Trapeze)	27,212	13,506	30,000	30,000	43,300	44,383	45,492
5622 Nextbus	41,550	33,465	47,000	35,000	49,500	50,738	52,006

Bnf Local up \$39,500. CB up \$38,000

Increased number of buses

Increased number of buses. US Exchange

## Bow Valley Regional Transit Services Commission Budget Summary - ALL SERVICES

2017-2019								
	2015	Q2 2016	2016 Projected	2016 Approved	2017 Proposed	2018 Approved	2019 Approved	
	Actual	Actual	Year End	Budget	Budget	Budget	Budget	
5623 Security Fee		-	-		4,000	4,100	4,203	
1-5623 Banff Local Security shift	10,330	3,780	9,100	16,000	10,000	10,250	10,506	Reduced based on need.
5624 IT Support	5,283	2,670	5,300	6,500	8,030	8,231	8,437	
5626 Office rent	29,333	9,841	17,300	30,000	36,195	37,100	38,027	Current Lease Expiry (Credit Union) - Renewal Rate Unknown
5627 Copier	650	1,033	2,100	1,000	2,663	2,730	2,798	
5628 Bus Wrap Repair	-	-	-	4,000	5,040	5,166	5,295	
5629 Contract Work	1,407	4,114	8,300	15,000	30,000	30,750	31,519	
5630 Utilities	4,133	1,172	3,000	4,200	3,500	3,588	3,677	
5631 Customer Centre Support	7,556	15,738	31,400	30,000	47,000	48,175	49,379	5618 Casual Services and Customer Centre Support Merged
5632 Infrastructure Maintenance	58	1,379	5,500	7,080	14,080	14,432	14,793	
Total 5600 Professional/contractual fees	\$ 259,768	\$ 111,807	\$ 199,365	\$ 220,180	\$ 298,681	\$ 306,148	\$ 313,802	
5700 Advertising and Marketing	43,812	28,752	47,000	43,000	70,500	72,263	74,069	Up \$12K before Canmore. Contractor and brochure distribution
Total Expenses	\$ 1,847,955	\$ 1,012,855	\$ 2,072,261	\$ 1,958,800	\$ 2,803,418	\$ 2,873,503	\$ 2,945,341	
SURPLUS (DEFICIENCY) BEFORE AMORTIZATION	\$ 217,684	\$ 5,679	-\$ 16,538	\$ 0	\$ 0	\$ 0	\$ 0	
5900 Amortization Expense	138,213	75,000	150,000	150,000	175,000	190,000	200,000	
SURPLUS (DEFICIENCY) AFTER AMORTIZATION	\$ 79,471	-\$ 69,321	-\$ 166,538	-\$ 150,000	-\$ 175,000	-\$ 190,000	-\$ 200,000	

\*\* Have moved Steve's wages to Admin instead of Operations and then attributed 50% of all Admin wages to Operations as a reflection on the actual work performed.

\*\*\* New position is included for Operations to manage day to day operations and free up 50% of Steve's time to work on future projects and overall administration (CUTA etc...)

# Bow Valley Regional Transit Services Commission

## Strategic and Business Plan 2017 to 2020



2016 August





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## **Introduction**

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

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

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

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

## Strategic Direction

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

### 2.1 Strategic Direction from Banff

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

#### Goals

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

#### Objectives

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

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

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

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

## 2.2 Strategic Direction from Canmore

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

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

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

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

In 2016, Canmore is in the final stages of updating its **Municipal Development Plan**, which contains the following provisions:

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

It is anticipated that this plan will be approved by Council in the latter half of 2016.

## 2.3 Strategic Direction from I.D. #9

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

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

## 2.4 Strategic Direction from Parks Canada

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

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

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

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

## Mission Statement

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

## Elements

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

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

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

## 4.1 Governance

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

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

### **2020 Outcome:**

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

### **Tasks:**

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



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

## 4.2 Legal Authority and Policies

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

### **2020 Outcome:**

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

### **Tasks:**

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

## 4.3 Human Resources

---

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

### **2020 Outcome:**

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

### **Tasks:**

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

## 4.4 Transit Service

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

**2020 Outcome:**

In 2020, popular Bow Valley destinations are fully connected, year-round, by public transit. The transit service includes Banff, Canmore and Lake Louise local routes, Banff-Canmore and Banff-Lake Louise regional routes, and service to Lake Minnewanka loop and the Bow Valley Parkway. 10% of vehicle trips in Banff are taken on public transit (as measured on the bridge). 30% of work trips in Canmore use sustainable modes of transportation.

**Tasks:**

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

## 4.5 Infrastructure

---

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

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

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

**2020 Outcome:**

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

**Tasks:**

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

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

## 4.6 Fleet

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

### **2020 Outcome:**

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

### **Tasks:**

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

## 4.7 Technology

---

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

### **2020 Outcome:**

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

**Tasks:**

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

## 4.8 Marketing and Communication Services

---

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

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

**2020 Outcome:**

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

**Tasks:**

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

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

## 4.9 Fare System

---

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

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

### 2020 Outcome:

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

### Tasks:

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

## 4.10 Financial System

---

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

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

### 2020 Outcome:

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

### Tasks:

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



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## 4.11 Performance Monitoring

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

### **2020 Outcome:**

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

### **Tasks:**

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

# Timeline

## Governance

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

## Legal Authority and Policy

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

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

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

## Transit Service

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

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

## Infrastructure

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

## Fleet

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

## Technology

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

## Marketing and Communications Services

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

## Fare System

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

## Financial

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

## Performance Monitoring

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

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

## Tasks by Year

### Annual

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



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

## **Year 1 - 2017**

- GOV 4: Review wording and content of Operating Bylaw, twice in the term of the plan.
- GOV 6: Create board orientation process.
- HR 1: Continue to develop and update Organization Chart, showing how staffing levels would change with growth.
- HR 4: Ensure staff retention and morale by developing and implementing policies on wages & benefits, staff recognition/appreciation and staff events, communication, documented annual performance reviews.
- HR 5: Develop a professional development/training plan, possibly to include Banff Ambassador program.
- HR 8: Plan for potential staff housing requirement due to growth.
- TS 1: Service review - lay out schedule, plan and budget for regular minor and major service reviews of each route.
- TS 5: Implement Banff – Lake Louise regional service.
- TS 6: Implement service from Banff to Lake Minnewanka.
- TS 10: Draft for commission approval and recommendation to the partners a policy to allow the Administrative Lead to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s).
- TS 13: Investigate possible options for expansion of bike carrying program.
- TS 14: Feasibility study, Banff Centre route.
- INF 3: Define Infrastructure Responsibility - Review and formalize a policy on the distribution of infrastructure design, construction and maintenance responsibilities between Commission and Municipalities.
- INF 4: Develop Bus Facility Plan for the Region - Develop a 5-year bus fueling, storage, cleaning and maintenance

facility plan.

- INF 5: Collaborate with Commission partners to develop Passenger Facility and Signage Standards - Develop a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users.
- FL 1: Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.
- TEC 2: Add more Next Bus displays.
- TEC 3: Evaluate on-board wifi.
- MCS 4: Develop Marketing Plan to increase levels of awareness among visitors, and increase ridership and mode share. Define how we will position, advertise and promote our services in the local, regional and national/international markets.
- FS 1: Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Start with the exploration of zoned fares.
- FIN 1: Review Funding Methodology/Formula -- take into account congestion reduction and movement benefits.
- FIN 4: Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary.
- FIN 5: Excess Operating Revenue Policy - investigate policy and update if necessary.
- FIN 6: Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.
- PM 1: By October 2016, identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.
- ANNUAL: plus all annual items

## **Year 2 - 2018**

- LAP 3: Investigate the limitations of the documents that establish the Commission. If the Commission wishes to expand to include other forms of sustainable transportation, is that permissible? If not, what is the change process?
- HR 2: Develop HR plans, structures and policies to allow for growth.
- HR 3: Create and maintain a succession plan for key administrative positions.
- HR 7: Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.
- TS 3: Implement transit service to Moraine Lake and Upper Lake Louise from Lake Louise village.

- INF 1: Develop a concept plan and budget for a downtown Banff Transit Exchange.
- FL 3: Convert, as required, buses to bilingual.
- TEC 4: Investigate Roam app.
- TEC 5: Investigate technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc.
- TEC 8: Investigate GyPSy system or similar on buses.
- MCS 5: Implementation of Marketing Plan.
- MCS 6: Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions.
- MCS 7: Evaluate and review Roam brand standard for currency and effectiveness.
- MCS 8: Develop more robust route schedule information system to improve beyond the current pdf presentation.
- FS 1: Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Start with the exploration of zoned fares.
- ANNUAL: plus all annual items

## **Year 3 - 2019**

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

## **Year 4 - 2020**

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