

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

BVRTSC Boardroom, Banff

AGENDA

September 14, 2016: 2:00 – 4:00 pm

1. Call to Order
2. Approval of the Agenda
3. Approval of the August 10, 2016 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report – August 2016
 - b) Bring Forward List of Pending Items (includes update on youth fares).
 - c) Transit Service Monthly Statistics (attached).
5. New Business
 - a) Presentation - Proposed Capital and Operating Plans
 - b) Strategic Plan – Review of Plan with Revisions
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

August 10, 2016: 2:00 – 4:00 pm

BOARD MEMBERS PRESENT

Sean Krausert, Town of Canmore – Chair
Karen Sorensen, Town of Banff
Davina Bernard, ID#9 – Vice Chair
Corrie DiManno, Town of Banff

BOARD MEMBERS ABSENT

Dave Schebek, ID#9
Joanna McCallum, Town of Canmore

BOARD ADMINISTRATION PRESENT

Martin Bean, Chief Administrative Officer

ADMINISTRATION PRESENT

Robert Earl, Town of Banff
Jacob Johnson, Town of Canmore

ADMINISTRATION ABSENT

Alex Kolesch, Parks Canada
Ethan Gorner, ID#9
Steve Nelson, BVRTSC
Adrian Field, Town of Banff

1. Call to Order

Sean Krausert called the meeting to order at 2:00 PM.

2. Approval of the Agenda

BVRTSC16-48 Sean Krausert moves the approval of the agenda as circulated.

CARRIED UNANIMOUSLY

3. Approval of the July 14, 2016 Regular Meeting Minutes (attached)

BVRTSC16-49 Sean Krausert moves for the approval of the July 14, 2016 minutes as circulated.

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

a) CAO's Monthly Report – August, 2016

CAO commented that the Lynx bus is also in service.

Significant maintenance challenges with Sheep bus over the last three weeks due to time expired parts, which are being rectified by maintenance team.

Banff Local Service Review has received 248 survey responses to date and is open until Sept. 10

- *Sean Krausert asked for some direct feedback from hotel partners as part of service review.*

KPIs to be sent to Board members once done

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

Two items to drop off the list as the Youth Pass report and the ID9 Report are being presented in today's meeting

c) Transit Service Monthly Statistics (attached).

Davina requested that we ensure the full statistics package is disseminated on a quarterly basis.

Mayor Sorensen commented that Banff is concerned with the ridership levels and we need to ensure that the measurements are available to set targets.

BVRTSC to look at obtaining some promotional expertise to increase ridership.

Martin Bean provided information indicating that Brewster's shuttle is carrying approximately 50% of the passengers that Roam is carrying up to the Sulphur Mountain area.

Martin Bean noted discrepancy in CB Regional statistics that requires review (increase noted at 15% however is likely higher). Jacob Johnson commented that the estimate for ridership due to the increase was expected to be 13% and we are achieving over that.

Discussion on fares and whether they should be adjusted to increase ridership further on CB regional.

5. New Business

a) ID9 Report (Lake Louise to Banff)

BVRTSC16-50 Sean Krausert moves that, subject to approval by ID9 Council with respect to covering costs, the Commission directs Administration to move forward with the selection of a qualified consultant to complete a Banff to Lake Louise Service Implementation and Service Design plan.

CARRIED UNANIMOUSLY

b) Regional Youth Pass Report

BVRTSC16-51 Sean Krausert moves that the Commission make permanent the current Regional 10 Ride Youth fare type and the Regional 31 Day fare type as recommended by Administration.

CARRIED UNANIMOUSLY

c) Quarterly Financial Reporting (Acknowledgement of Overages)

Martin Bean provided information on the change to the quarterly reporting and budgeting that now allocates revenue and expenses to the services that they are attributed to rather than reconciling only at year end.

Sean Krausert commented that more in depth notes are required in any areas that are anticipated to be over budget at year end. Also expressed concern that the maintenance charge was increased by 15% after budgeting was completed as it does not allow the Commission to properly plan.

Robert Earl would like to see the KPI's as discussed broken down by route to be in a position to better analyze and comment on the budget and financial results.

Martin Bean verbally provided areas that are anticipated to be over budget at the end of the year:

- *WCB will be over at year end due to underestimating wages in 2015*
- *Maintenance will be over significantly due to increased parts expense and unanticipated maintenance labour increase.*
- *Insurance will be over due to change in classification and additional buses arriving during the year.*
- *Accounting fees will be close to budget and will be monitored going forward.*
- *Copier lease will show over budget however it is only a classification change.*
- *NextBus will be over by approximately \$8,200 or 23% due to high exchange rate.*
- *Advertising and marketing will be very close to budget and monitored.*

BVRTSC16-52 Sean Krausert moves that the financials are accepted as presented and to approve the budget line overages as described.

CARRIED UNANIMOUSLY

d) Presentation of Initial Budget

Sean Krausert reminded the Commission of the process; that this is an initial presentation and that nothing will be voted on today. It will just be presented for questions, with comments to be provided to the CAO by August 26. From that point, the proposed budget will be presented in September for voting with any amendments to be made. It will then go to the municipal partners and the public for 30 days and then to be voted on at the October Commission meeting.

Discussion on whether unapproved grant funding and the corresponding projects should be included in the capital and operating budgets. Banff and Canmore may have different perspectives on this and individual municipal discussions will occur prior to final approval.

Robert Earl requested service level clarification as to whether the budget drives the service levels or desired service levels drive the budget. CAO reported that budget traditionally has driven the service levels however that will be changing with municipal feedback.

Chair asked administration to make any changes to draft budget by Friday, August 12 and then forward to Board Members and Municipal Partners.

e) Strategic Plan Review

It was noted by the CAO that the Strategic plan is heavily weighted in 2017 and that may need to be adjusted.

Feedback to be provided in writing to Commission administration by August 31. Changes will be brought to the September meeting for further discussion with the final strategic plan to be approved at the October 20 meeting.

6. Adjournment

BVRTSC16-53 Sean Krausert moves to adjourn the meeting at 3:23 PM.

CARRIED UNANIMOUSLY

Bow Valley *Regional* Transit Services Commission



CAO Report

CAO Report – September, 2016

The current items to report on are:

- Canmore Local Service
 - Stop locations have been finalized with signs currently being designed. The stops are planned to be installed over the next month and signs in place concurrently.
 - Route scheduling has been finalized and mapping is currently being developed.
 - Renovations are currently being completed on the building at 115 Boulder Crescent with the building being ready for bus parking in late October.
 - Communication plan is currently being finalized with initial information being disseminated through the paper and questions being directed to the Roam Transit website.

- Grant Funding:
 - Public Transit Infrastructure Fund submission has been completed and was sent in prior to the July 29 deadline. The PTIF announcements have occurred for Calgary and Edmonton already and are expected for all other communities over the upcoming weeks.
 - GreenTRIP3 submissions were sent in prior to the deadline and we are currently in the process of answering questions that the Provincial Government has regarding the application. The expectation is for the GreenTRIP3 funding to be announced in the next month.

- Fleet:
 - The new Vicinity buses are in service now with some initial maintenance challenges being worked through with the manufacturer. The second bus (Lynx) will be wrapped in October to be ready for Canmore Local Service.
 - The Nova buses ordered at the beginning of this year are slated for delivery by the end of 2016. These buses will be in use as spares for the Banff local service and the CB Regional service.
- Lake Louise Service:
 - A consultant has been hired for an implementation plan and service design for Banff to Lake Louise service.
 - GreenTRIP3 funding has been applied for to assist with both Lake Louise local service and Lake Louise to Banff service.
- Banff Local Service
 - TOB shared information at the last traffic management stakeholder meeting on Roam and Brewster statistics as well as traffic numbers in Banff. As per numbers below, for July and August:
 - Route 1: Up 5%
 - Route 2: -1% The Free Ride program was up approximately 17% over this time period, however we had a 50% reduction in Hidden Ridge guests using Transit (3031 down from 6360).
 - The Brewster shuttle was extremely successful due to increased frequency, free service, additional marketing and direct service to the Gondola. Ridership totals between Brewster and Route 1 across the bridge are estimated at: 2015 – 52319, 2016 – 82,278 (a 57% increase of people traveling up Sulphur Mountain).

Bus Ridership - July and August Combined					
Bus Category	2014	*2015	2016	2016 Change in Riders	2016 % Change in Ridership
Roam Route 1	75,268	94,437	99,544	5,107	5%
Roam Route 2	57,349	62,061	61,537	(524)	-1%
Roam Route 4	4,063	2,898	1,770	(1,128)	-39%
Brewster Shuttle		16,319	42,018	25,699	157%
* Route 1 frequency doubled in 2015					

- Operations:
 - The invoice for missed 2015 maintenance expenses has been received from TOB and has been paid. The total for the invoice is \$31,013.05. As 2015 financials have been closed, this amount will be allocated to 2016 and will negatively affect expenses this year. A note will be added to the financial statements regarding this expense at the time that our auditors are in next spring.
- Books on the Bus:
 - As of the beginning of September, Roam has introduced “Books on the Bus” in conjunction with the Canmore and Banff libraries. This program is available on the main two Regional buses and allows riders to take a book and return it once finished. The libraries will be regularly replenishing the book supplies on the buses.
 - See below article from the Rocky Mountain Outlook (September 8) and a big thanks to Steve for planning and implementing this program:



As the wheels on the bus go 'round and round,' passengers can read and read as part of a new community partnership program.

Roam Transit, in a joint effort with Canmore and Banff libraries, launched Books on the Bus for its regional service on Tuesday (Sept. 6).

The six-month pilot project is for a mini-library filled with books and magazines for all ages stationed on Roam's two regional buses.

The program operates as a "take, read and return" for passengers taking the 25-kilometre trip between the two mountain towns.

"We're really excited about offering this for our riders and the partnership between public transit and public libraries," said Steve Nelson, manager of operations at Bow Valley Regional Transit Services Commission. "If it's working properly, the intent is it will become a full time program."

Passengers will also be allowed to take the book with them off the bus with the intention of returning it to either regional bus once they have finished.

Each week, staff from both libraries will manage and stock the mini-libraries that are installed in a wooden box behind the driver's seat.

"We think it's a fantastic idea," said Michelle Preston, director at the Canmore Library. "The concept of a little free library, and making access to reading materials easier is an extension of our services."

Sarah McCormack, director at Banff Library, said she has high hopes for the tried and true program that takes the library to the community.

"We're trying to create library access in various places in the community and it made sense to have books on the bus and they go back and forth and help time fly by a bit faster," said McCormack.

Bow Valley *Regional* Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of September 7, 2016)

ITEM	Date Initiated	Pending Date	Comments:
BVRTSC16-09 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	
BVRTSC16-11 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.

Bow Valley Regional Transit Services Commission



Banff Local Service Ridership and Revenue Statistics

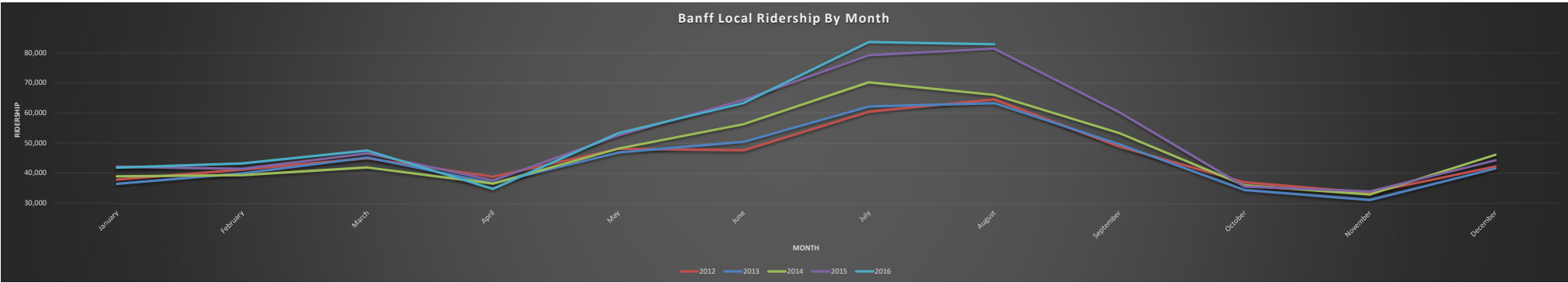
Bikes Carried: 321

Strollers Carried: 101

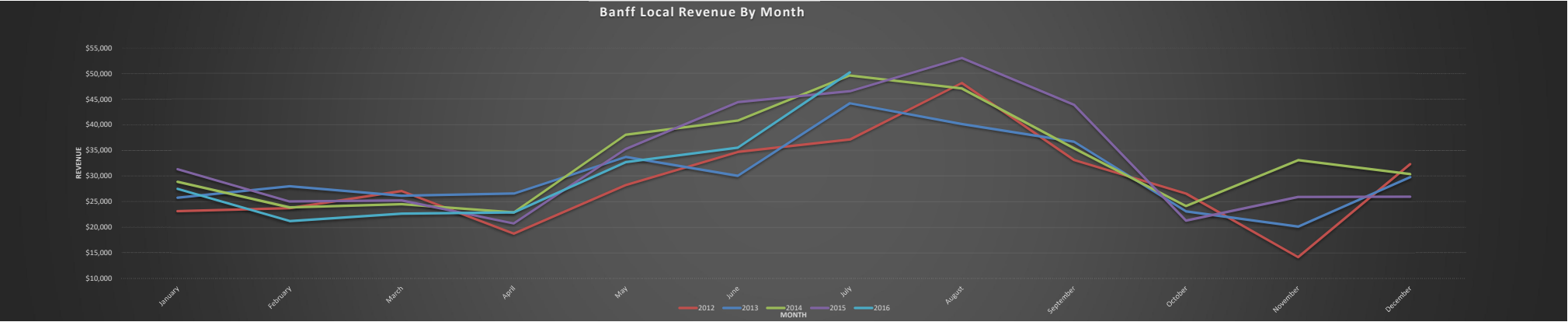
Observations:

- 5300 free campground trips in August on Route 2
- August 2016 Ridership up 1.8% over August 2015
- Rebound in Revenues

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	83,580	363,107	366,930	3,823	4,409	5.6%
August	64,441	63,224	65,942	81,401	82,854	444,508	449,785	5,277	1,453	1.8%
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	449,785	618,024	449,785	0		-27.2%



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	\$50,251	\$228,482.65	\$212,561.00	-\$15,921.65	\$3,698.50	7.9%
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	\$259,238.00	\$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	\$2,007	\$0	\$50,251	\$ 38,450.00
August	\$46,677		\$0	\$46,677	\$ 38,450.00
September				\$0	\$ 38,450.00
October				\$0	\$ 33,450.00
November				\$0	\$ 33,450.00
December				\$0	\$ 33,450.00
Totals:	\$236,950	\$22,288	\$0	\$259,238	\$401,400

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
Totals:	\$350,006	\$48,548	\$0	\$398,554	\$396,750

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
Totals:	\$338,710	\$54,600	\$5,250	\$398,560	\$369,560

Bow Valley Regional Transit Services Commission



Banff/Canmore Regional Service Ridership and Revenue Statistics

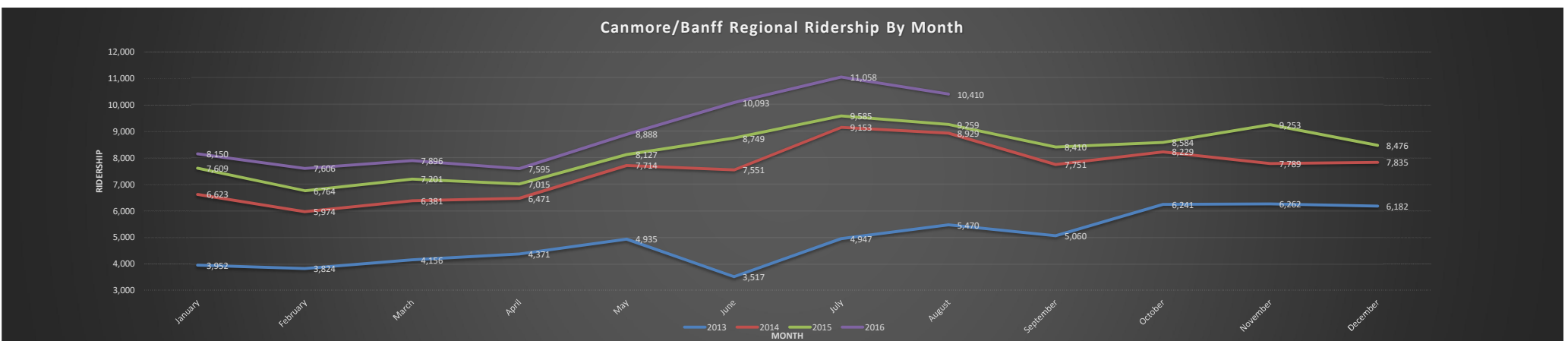
Bikes Carried: 765

Strollers Carried: 14

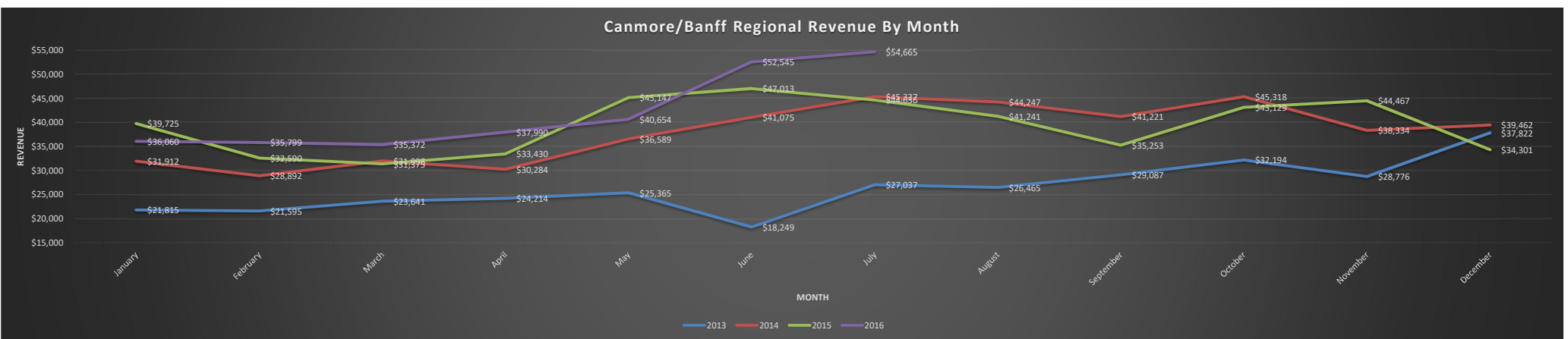
Observations:

- Solid 12% ridership increase in August compared to August 2015
- July revenue increase of 22% compared to July 2015.

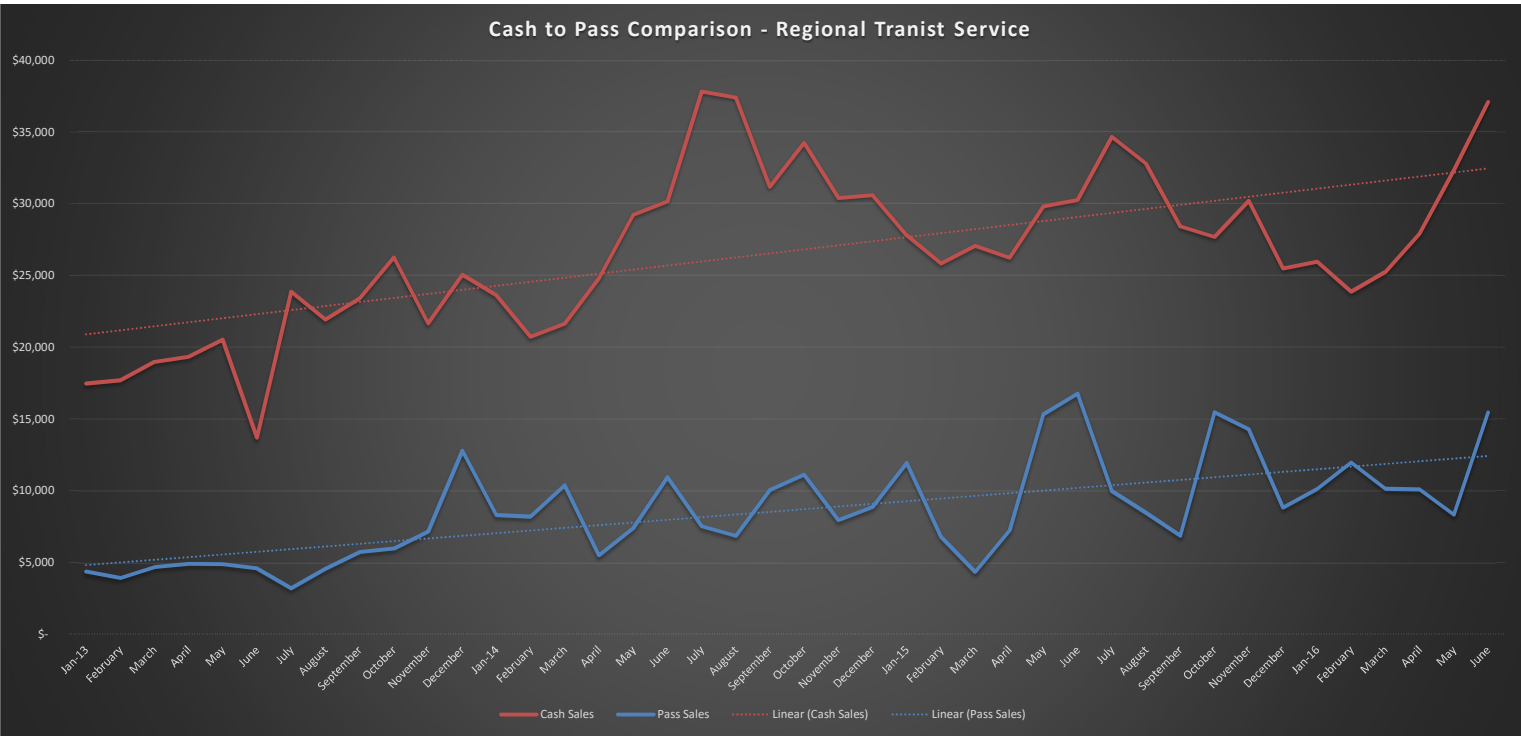
RIDERSHIP										
Month	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Comparison	2015 to 2016 Monthly % Difference	
January	3,952	6,623	7,609	8,150	7,609	8,150	541	541	7.1%	
February	3,824	5,974	6,764	7,606	14,373	15,756	1,383	842	12.4%	
March	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	10,410	64,309	71,696	7,387	1,151	12.4%	
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	71,696	99,032	302,150	28,465		11.1%	



Month	REVENUE									
	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	\$ 54,665	\$273,916	\$293,085	\$19,169	10,029	22.5%	
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	\$ 329,809	\$472,306	\$329,809	\$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	\$	32,340
June	\$ 15,447	\$	37,098
July	\$ -	\$	-
August	\$ -	\$	-
September	\$ -	\$	-
October	\$ -	\$	-
November	\$ -	\$	-
December	\$ -	\$	-



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

Month	Fares	Passes	Other	Total	Budget
January	\$25,963	\$10,097	\$0	\$36,060	\$32,566.66
February	\$23,859	\$11,940	\$0	\$35,799	\$32,566.66
March	\$25,254	\$10,118	\$0	\$35,372	\$32,566.66
April	\$27,917	\$10,073	\$0	\$37,990	\$37,566.66
May	\$32,340	\$8,314	\$0	\$40,654	\$37,566.66
June	\$37,098	\$15,447	\$0	\$52,545	\$37,566.66
July	\$37,222	\$17,443	\$0	\$54,665	\$42,566.66
August	\$36,724		\$0	\$36,724	\$42,566.66
September				\$0	\$42,566.66
October				\$0	\$37,566.66
November				\$0	\$37,566.66
December				\$0	\$37,566.66
Totals:	\$246,377	\$83,432	\$0	\$329,809	\$450,800

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

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

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

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

Bow Valley *R*egional Transit Services Commission



New Business

Bow Valley *Regional* Transit Services Commission



Proposed 2017-2019 Operating Budget

- Operating budget notes are attached. Please review operating budget forwarded separately.

General:

- Operating costs are included for additional spare buses that have been approved by the Commission and Municipalities: 1 additional Nova bus as spare for Regional doubling. 1 additional Nova bus as spare for Banff Local service.
- No costs are included in the operating budget for additional service and fleet not yet approved. Should the items be approved, additional Service Level Requests will be prepared to obtain the operating dollars.
- Roam transit is able to staff its' operation with excellent drivers by paying above the competitors – we need to be able to continue to recruit and maintain our driver pool in a labour short market through remaining above the competition, therefore high driver wages and benefits are critical to the success of transit. Although our hourly wages are currently above local competition, transit drivers do not receive gratuities and that detracts from the overall attractiveness of our compensation package.
- Method of calculation of Administrative amounts versus operating amounts has been changed in Proposed 2017-19 BVRTSC Operating Budget to reflect the same methodology that was used to create the 2016 budget as per request for comparison purposes. This methodology has 60% of the Logistic Manager and the CAO salaries and benefits charged to Commission Administration. The Operations Manager is fully charged to Operations with the split being by service hours.
- The intent with the proposed methodology that was used on the draft budget was to reflect the amount of time actually spent on Commission Administration (including future service) and current operations by the CAO, Logistics Manager and Operations Manager. Either method is workable, however the method in the Proposed budget does reflect 2016 budgeting criteria.
- NextBus costs are significantly higher primarily due to the change in exchange rate and all billing in US Dollars.
- Regional doubling adds approximately **\$60,000** to each of Banff and Canmore's requisition due to unrecovered operating costs as outlined in initial proposal. That amount will reduce as the ridership levels grow.
- Operating Requisitions:
 - The operating requisitions in this budget are based on the revised percentages of service that will be operated by the BVRTSC in 2017.

▪ Banff Local	13,972 Service Hours	49%
▪ Canmore Local	7,497 Service Hours	26%
▪ CB Regional	7,199 Service Hours	25%

- Based on the service arrangements with CB Regional being allocated 50/50 to Banff and Canmore, the requisition for Administration expenses is:
 - ID9 (no operating service) \$20,000 (as per bylaws)
 - Town of Banff 60%
 - Town of Canmore 40%
- Prior to implementation of Canmore Local Service, TOB was paying 85% of Administration Expenses and TOC was paying 15%.
- 5220:
 - Driver wages were underestimated due to the extra amount of training time required for new driver hiring and shuttling for maintenance.
 - Driver wages were underestimated due to the extra amount of training time required for new driver hiring and shuttling for maintenance. Additional new drivers will require hiring and training on an annual basis for those services that do not operate on a year-round basis. This cost has been under budgeted in the past.
 - Revision has been made to budget to allow for 15% overage for deadhead/shuttling etc. (prior was 13%) for full year services. Part year services have been calculated with additional amounts included for driver hiring and driver training as additional drivers are needed on an annual basis to operate the service.
 - Benefit calculation has been based on 26% for full time in the past and have been revised to 27% (including vacation, CPP, EI, Health Benefits and LAPP).
- Maintenance costs have risen significantly:
 - The cost of hourly maintenance (gone from **\$71.50** per hour in 2015 to **\$82.09** per hour in 2016. This amount was not budgeted as we were not aware of the necessary increase at budget time. In discussions with the Banff Operations department, this maintenance labour increase is to be an anomaly, with 2017 increase to only be in line with cost of living.
 - With the primary fleet aging, the maintenance hours required and parts costs are rising. The new buses coming on line will be lower in maintenance costs for the first few years due to warranty and to being new.
 - The additional \$31,013.05 invoiced in July of 2016 for worked performed in 2015 has changed actual maintenance costs for 2015 and financial results for 2016. We have verified our projections for 2017 with TOB Operations management to ensure we are as accurate as possible for 2017.

- Cost for required maintenance on new Nova spare buses has been included in budget as they will be arriving in December of 2016 for service in 2017.
- Operations Supervisor Position:
 - Operations supervisor is in the budget at \$60K + benefits for a total of \$76K. This position is planned to be paid for partially by Canmore Local Service coming on board and additionally by revenue gained through outside contract work:
 - \$50,000 has been added to the revenue portion of the administration budget. The revenue is expected to be realized through work on the implementation plan for potential Lake Louise service through outside agencies. Without the additional FTE, resources within BVRTSC will not be able to complete this work.

	Banff	Canmore
Current Requisitions:	\$643,576	\$551,663
Requisition without: Ops Sup+ Corresponding Revenue:	\$627,083	\$542,557
Net Cost of Position:	\$16,493	\$9,106

- Currently BVRTSC staff consist of CAO, Operations Manager, Logistics Coordinator and two part time Customer Service Representatives. With the current volume of work, we are at capacity and unable to dedicate time to new projects.
- In addition to the office staff, we currently have 26 drivers, supervised by the Operations Manager. With the addition of Canmore local service, the number of drivers employed by BVRTSC will rise to 32 or 33.
- BVRTSC is currently very reactive due to resource availability and we need to be able to get more proactive in this area.
- Currently there are major projects planned for expansion and increasing the presence of transit in the Bow Valley, allowing for the reduction of congestion and vehicular traffic. Current resources are inadequate to achieve the goals of the Commission and our municipal partners.
- The intent with an Operations Supervisor position is to allow our current Operations Manager to spend approximately 50% of his time on future projects in addition to the operational responsibilities of managing a workforce of 32 people.

Banff Local:

- 5220 - Banff Local:
 - Driver wages for 2016 estimate and original 2017 budget did not include the extra week of service after Labour Day for Route 1 doubling. Also, year-end projection numbers were entered as a formula from Q2 results. This is inaccurate as Route 1 doubling occurred over the summer and increased the wages for Banff Local service significantly.
 - Roam transit is able to staff its' operation with excellent drivers by paying above the competitors – we need to be able to continue to recruit and maintain our driver pool in a labour short market through remaining above the competition, therefore high driver wages and benefits are critical to the success of transit. Although our hourly wages are currently above local competition, transit drivers do not receive gratuities and that detracts from the overall attractiveness of our compensation package.
 - Additional marketing dollars have been allocated to 2017 with the intent of putting forward a marketing plan that includes enhanced marketing efforts primarily for the Banff service.
 - Route 1B has additional hours added for anticipated training. It is expected that 5 drivers will need to be hired and trained to operate this route for summer 2017. As the route operates only seasonally, the recruitment and training costs are significantly higher than the main routes. Our full time drivers have had a negligible turnover rate since being hired by BVRTSC, however the part time drivers turn over seasonally.

CB Regional:

- CB Regional doubling:
 - Doubling costs are included in this budget based on a full year of service in 2017. The amount not included in 2016 budget but showing in 2016 expenses is based on 8 months of Regional doubling.
- Wi-Fi:
 - \$12,000 has been removed from the proposed operating budget. This amount will be presented with a business case and a separate request for decision.

Canmore Local:

- Revenues:
 - Budgeted revenues have been projected as presented to Canmore Council and approved with the introduction of Canmore local transit service.
- Expenses:
 - Expenses are projected as presented to Canmore Council with the exception of a few areas where costs have risen such as insurance expense.
 - Operational costs are slightly higher than anticipated, however this is countered by a lowered administrative cost.

Administrative:

- 7600 - Other Income:
 - \$50,000 added for revenue to be gained by invoicing third parties for surveys and studies to be completed for implementation and investigation of new services.
- 5110 – Wages:
 - Wages in this area currently only include the Logistics Coordinator and the CAO. The 2016 budget had 40% of these wages attributed to operations. In completing the 2015 reconciliation it was determined that a more accurate representation of the amount of work completed for Commission Administration was 70% between these positions. Therefore 2016 financials and 2017 proposed budget are being calculated at 70% admin and 30% operations.
- 5262 – Office Rent:
 - An increase of \$10,000 has been included in administrative costs as the lease is expiring at 221 Beaver Street and the anticipated rent will rise as we are currently significantly under market rates.
- 5629 – Contract Work:
 - \$10,000 is included in administration expense for employee development and retention plan. As the Commission grows and continues to expand, it becomes critical to ensure

we are developing and retaining our current employees, improving efficiency and lowering recruitment cost.

Banff Questions/Requests:

- Given the PTIF application, Banff is interested is considering service enhancement options for Banff routes 1 and 2 with all cost (both operating and capital) and revenue implications with and without successful grants. As you are aware, Banff is seeking to increase total ridership that crosses the Banff Avenue Bridge. Banff is very interested in the results of the current route study that is being done and how it will influence such proposed changes. Banff would like to consider a budget that allows such options to be included or excluded from the budget to consider the financial and effectiveness implications.
 - *As discussed, current route study will be extended until October to solicit more visitor participation. The participation in the study to date has been primarily weighted towards residents and does not reflect an accurate representation of overall transit needs.*
 - *Budget (operating and capital) requirements have been prepared on a high level basis and kept separate from the current budget.*
- Banff is interested in considering different marketing and communication budget options that work to enhance ridership with existing local route frequencies.
 - *An additional marketing and communications amount of \$15,000 is currently in the Banff local budget for a marketing plan to be developed in addition to an extra \$8,000 over 2016 levels in the advertising and marketing plan. Once goal of this marketing plan is to have a strong focus and presence with the tourism community next summer, including having someone daily throughout town visiting hotels and businesses promoting transit.*
 - *In discussion with the TOB communications department, the \$15,000 for the marketing plan development and execution is very low, therefore consideration should be given to the amount and whether we coordinate with other Town marketing opportunities to leverage funds.*
- Banff is interested in considering different options that seek to enhance regional ridership through fare reductions, given that revenue collections have significantly exceeded expectations.
 - *The current budget does not consider a lower fare for Regional ridership however subsequent discussions with the Municipal partners would be suggested to determine the next course of action should parties wish to proceed.*
- Given the PTIF application, Banff is interested is considering service enhancement options for shuttle service from the Fenlands/Train Station Park N Ride Lots to Banff's Downtown with all cost (both operating and capital) and revenue implications with and without successful grants.

- *Shuttle costs have been prepared on a high level basis and shared. The next steps could involve developing a full implementation plan subsequent to this budget in conjunction with the Town for service in 2018 and beyond.*
- Banff is seeking to better understand the changes in methodology for wage allocation. Banff needs to consider a 2017-2019 budget with wages allocated in the same manner as the previous budget in order to be able to understand better the argument to re-allocate.
 - *Please see notes page for further detail. The methodology for the Proposed budget has been changed to reflect budget preparation in accordance with the previous budget.*
- Banff is seeking to consider a budget without the “new” ops supervisor position, and then an argument for a service level increase to include the new position. Banff was expecting a substantial drop in our allocation for commission admin in 2017 given the addition of service hours to Canmore with their new local service. It appears however that new administrative costs have materialized with the result being only a small drop in Banff’s contribution to commission admin. Banff needs to better understand which admin costs were not foreseen within the 2017 budget.
 - *The new ops supervisor position is in the budget at a cost of approximately \$75,000 including benefits etc... Additional revenue of \$50,000 has been added to the budget which offsets the majority of the cost of this position. Please see notes page for further details.*
 - *With the change back to the previous methodology of budget preparation, commission admin costs have not increased significantly. In the draft budget presented previously, costs associated with the Operations Manager were moved from ops to admin, creating higher commission admin costs. There are a couple of areas where costs have increased fairly significantly (\$10,000 for employee retention plan and an additional \$10,000 for rent due to lease expiry)*
- Banff is seeking to understand budget line 5221. Projected 2016 expenses are \$342,500, and budget 2017 is \$391,064, why the 14% increase?
 - *An error in calculation of expected 2016 expenses resulted in this discrepancy. Last year end wage costs were \$419K and we are anticipating being close to that level this year. Our methodology of predicted year end was skewed as we only calculated based on Q1 and Q2 results and doubled. This does not take into consideration the doubling of route 1 through the summer and the financial impact of that extra service.*
- Banff would like to be able to consider targets and implications for KPI’s such as total ridership, ridership per service hour, operating cost per service hour when considering any of the above changes.
 - *Agreed, BVRTSC would like to work with Banff Administration to develop targets for KPI’s for existing service and for new services coming on board.*

Canmore Comments/Requests:

Operating Budget 2017 CB Regional Tab

- 4100, 4150, 4300 – Should we reflect drop in farebox revenue in 2018 and 2019 due to fare reductions or fare free transit?
 - *I believe at this point it should be kept in as we have not completed a business case and request for decision from the Commission or Municipal partners. This should be considered and prepared late this year or early in 2017*
- Strategic Plan MCS5 – Budget for Marketing Plan Implementation in 2017/2018?
 - *There are funds in the operating budget for a marketing plan to be developed in 2017 and then implemented in 2017 and 2018.*
 - *\$5000 in Regional specific.*
 - *\$15,000 in Banff local to help specifically target the effort to reduce congestion in the summer months*
 - *\$15K Commission Admin for development of plan*
- Strategic Plan FS3 – Reflect loss of revenue starting in 2019?
 - *We don't want to reflect a loss of revenue at this point as municipalities may choose not to move forward with free or reduced fare transit, however will adjust as recommendations are brought forward and decided upon.*
- 4420TOB, 4420TOC – Why is 2017 nearly double 2016?
 - *Doubling of regional service in 2016 resulted in an additional requisition to the municipalities. The doubling amount is now in the budget for a full year in 2017. In addition, driver wage increases and a significant maintenance increase are factors. Additional notes have been made on a number of areas of increases above and within the budget.*
- 5110 – What is the cause of the increase from \$13,288 in 2015 to \$23,400 in 2016, and proposed \$37,250 for 2017?
 - *We changed the percentage of wages charged to each operation in the draft budget. It is now changed back to the original methodology which allows a closer comparison year over year. It is now at \$15,211.*
- 5172 – For staff benefit, retention, recognition, morale, I think it's worth increasing xmas party budget. Should this line item be in administrative instead of in the individual services?
 - *Moved under administrative and enough is allocated.*
- 5617 – Should we allow for improving our web presence in 2017 and into the future. The current ~\$700 only allows for about 7 hours of work.
 - *Have added to website in the operating budget – gone from \$1300 this year to \$4500. This is for smaller changes. Have \$20,000 in 2019 Capital Plan for full website development.*
- 5622 – My understanding is there may be an increased user fee starting in 2017 to get more flexible access to data for use with more user friendly interfaces apps etc.

- *This has not been fully investigated. Should there be significant changes that are available and recommended, a service level increase and request for decision will be completed at that time.*

Operating Budget 2017 Canmore Local Tab

- 5100 – When presentation was made to Canmore Council we forecast \$392,000 as a 2017 requisition. The draft operating budget projection is very close at about \$396,000. Perhaps the Town should budget for a \$400,000 requisition.
 - *This has changed in going back to the prior method of calculation. The operating budget is a bit lower than projected however admin portion is a bit higher.*
- 5137 – Shouldn't we budget for recruiting?
 - *This amount is for office staff recruiting which is primarily handled under the Administration tab. We do have funds in for driver recruiting.*

Bow Valley *Regional* Transit Services Commission



Proposed 2017 10 Year Capital Plan

- Capital Plan notes are contained within this package. Please review actual Capital plan forwarded separately.

General:

- Costs are not included for projects that will be relying on GreenTRIP3 or PTIF funding that has not been approved as of yet.
- ID9 capital contributions are established at \$40,000 per year by the Commission Bylaws until such time as they have an operational service. Capital requirements at the time of ID9 operating a service will be based on the requirements of that service and the split of Commission expenses that affect all parties.
- Costs are included for projects that were approved under GreenTRIP2 that we are looking to move ahead with. As previously discussed, stop infrastructure and planning is not included in the Commission budget other than for the startup of Canmore local as it was a part of the original proposal. Stop infrastructure remains with the municipalities to administer with requested input from BVRTSC.
 - Banff Transit Exchange
 - Canmore bus stop installations (for local service)
 - Canmore Local Transfer hub
 - Canmore bus storage facility
 - Banff Bus Storage Facility
- Fare box upgrades and mobile ticketing software have been moved from Commission expense to the two operating services that are using older fare box technology. These are projects that we would like to see move forward regardless of the success of the GreenTRIP and PTIF applications. These two projects combined will allow customers to purchase tickets on their smart phones, improving convenience and our transit technology. In addition, newer fare box technology will reduce the number of fare box failures, reducing our maintenance cost.
- There are a couple of large projects included in the 10 Year Capital Plan. The corresponding annual contributions from the Municipal Partners are significant. The recommendation of BVRTSC Administration is that discussions occur with the municipalities to determine whether to finance the projects.
 - Canmore Transfer Hub/Park and Ride: \$3,500,000 split between 2018 and 2020. This expense is currently split 1/3 Regional and 2/3 Canmore Local.
 - Banff Bus Storage Facility: \$7,000,000 entered as a Commission expense, to be split amongst all partners.
- Further discussion is needed on fare free transit as we move forward as some capital expenses may be revised (such as fare boxes) should transit become free. I.e. Fare boxes may be replaced with more economical passenger counters. This would also affect the operating budget as items such as fare box software hosting would not be required.

CB Regional:

- Canmore Local Transfer hub has been entered in 2018 and 2020 and has been shown as being funded 2/3 by Canmore Local and 1/3 by CB Regional. This project is funded under GreenTRIP2 and is intended to be constructed on Railway avenue close to Elevation Place.

Canmore Local:

- Capital projects included for Canmore local are based on the plan that was forwarded to Canmore Council as part of the presentation for the approval of Canmore local transit.
- Canmore Transfer Hub/Park and Ride is entered as needing funding for 2018 and 2020. 2018 would be the expected start date of construction, being finalized in 2018. This amount is a placeholder and not based on actual projections. Further discussion is needed to determine whether this remains in the Commission budget or Municipal.

Commission:

- Main transit exchange in Banff has GreenTRIP funding that expires at the end of 2017. It is proposed that the Commission works with the Town of Banff to secure an appropriate location for this facility and begin construction next summer. The expense is under Commission as it will serve all partners in the future, including Banff, Canmore and ID9.

Banff Questions/Requests:

- Banff would like to see a capital budget that has a project description to clearly identify what is involved with the individual projects.
 - *Project descriptions are more detailed in the budget presented now. Any projects that are reliant on GreenTRIP or PTIF funding will have full detailed project description available. These will be attached to a service level request if the grant is received.*
- Banff would like to see what if any operating impacts arise from the capital purchases in the capital budget.
 - *Operating impacts for projects will be in the business cases for any additional projects that are being proposed outside of the budget. Operating impacts will be in the budget for any capital purchases included.*
- Banff is seeking an asset plan that drives the capital budget. Each asset needs to have a historical cost, useful life, and subsequent replacement cost and year. The annual contribution should be derivative of the accumulated replacement costs and the amount should be calculated to be a blended contribution without leaps and valleys (such as the year 2020). Additional capital assets to support existing or new services should be considered and voted on individually.

- *New capital assets for new projects will be presented as required. For any change to existing service, a business case and request for decision will be prepared and approved at the Commission and Municipal partner level.*
- The funding for the transit hub expires at the end of 2017 and the commission will need to provide direction on what the facility is, where it is and who owns it
 - *This has been identified in the capital plan and in the notes as a project that needs to be initiated in conjunction with partners this year to remain eligible for GreenTRIP funding.*
- Confirm what the \$100,000 temp bus storage is
 - *This was in the capital plan prior to my involvement with the Commission. As I am not seeing the need for it at this point, it has been removed from the plan.*

Canmore Questions/Requests:

- Are the multiple similar line items of benefit to you?
 - For simplicity I might be inclined to combine a number of items. For example, I might just combine B6, B7, B8, B9, B10, B13, B20, B22, B25, B27, B28, B29 items into a single item titled “Bus Stops”. Having separate line items for different signs and benches versus concrete seems a quite cumbersome (and limiting).
 - *Good suggestion, I combined a number last year and have gone through and combined additional items.*
- Consider the discrepancies between GreenTRIP, Canmore’s Capital Plan, and the Draft BVRTSC Capital Plan.
 - \$8,795,000 2015-2018 GreenTRIP 2 Approved Projects
 - \$3,106,000 2016-2020 Canmore Budget and Business Plan
 - \$2,914,000 2016-2020 2017 BVRTSC Draft 10 Year Capital Plan (August 12, 2016)
 - *New service level requests can be completed for further GreenTRIP projects that need to be completed. Bus stops were included in the original plan for Canmore Council however it has been discussed that bus stops will not be in the Commission plan going forward and they will remain a part of the municipal infrastructure and only be presented on the municipal budgets. They are in the Canmore local budget just due to it being a startup.*
- K37, L37 – The implementation Plan and budgets presented to Canmore Council allowed for \$30,000 in 2017 and \$500,000 in 2018. K37 and L37 total a lower value. Is it proposed that the scope of long term improvements be reduced? What scope is being proposed for 2017 and what scope is proposed for 2018?
 - *I have deleted a couple of columns to make it easier to read. K35 and K36 were also a part of that calculation. It does still add up to \$500,000.*
- B32 – Five years might be pushing the life cycle of the wraps. Also the commission as previously discussed allowing a \$2,000 annually for touch up repairs.
 - *Touch ups are allocated in the operating budget on an annual basis and it is accounted for in this year’s budget also.*
- M17 – For GreenTRIP 3 we applied for \$1,220,000 to get one bus for Growth and one bus for Spare Capacity, significantly different that the \$330,000 shown in the Draft BVRTSC Capital Plan.

- *GreenTRIP accounted for two large buses to be purchased for Canmore local service however I have left a smaller 30-foot bus in the budget currently. Should that change, we will complete a service level request and make a business case for moving to large buses. I have put in a large bus for growth in 2020. I have also adjusted the purchase of a spare bus to 2018 and adjusted the cost based on anticipated fleet cost.*
- B20 - Draft BVRTSC Capital Plan seems to allow for six nextbus signs to be installed between 2017 and 2019. There will be well over 40 stops in Canmore with local and regional service. Should the capital plan allow for more nextbus infrastructure in the near term? The draft spreadsheet doesn't show any more spending until 2025.
 - *Revised costs have additional signs being installed over 2021 and 2022. This will be updated based on routing changes and success of the service. The amount in the budget reflects a cost of \$15K per sign. Actual is about \$8-9K so we may be able to access more signs depending on installation costs.*
- I am curious whether some items listed in the capital plan are actually operational such as:
 - B23 Smart Card Stock
 - B41 Remix Enterprise License
 - B43 Fanfold tickets
 - *This is how the budget has been completed since the inception of the Commission. I plan to leave in Capital for this year and review with Municipalities and our auditors as to whether to recommend a change moving forward. Fanfold tickets have been removed.*
- B36, B37 – If a study is being undertaken in 2017 it may not be realistic to anticipate any significant construction spending until 2018.
 - *Would like to leave in 2017 and 2018 as presented as I believe we can move forward at some point in 2017.*
- B25 – I anticipate that we'll learn and make most adjustments to the service in six months to a year. Should we allow for a \$10,000 sign redo in 2017?
 - *I have moved this forward to 2017. Also included in 2018 as I believe there will be revisions to schedule and stops over the first couple of years. Minor sign changes moving forward will be included under Infrastructure maintenance in the operating budget.*
- Strategic Plan TS1 – Should our Capital Plan allow for undertaking major service reviews every five years?
 - *Good point however this would be budgeted under operating as far as I am aware*
- Strategic Plan TS13 – Should our Capital Plan allow for trailer purchase in 2017 to meet summer bike demand at Canmore Nordic Centre Provincial Park?
 - *I believe that we should run for a year with bike racks and see what the demand is and look at 2018 for trailers if required. I have added one trailer to the budget.*
- Strategic Plan TS15 – Budget for consulting
 - *Will investigate options and add to budget next year should a consultant be required.*
- Strategic Plan INF4 – Do we need to budget for this?
 - *To be completed internally at this point*
- Strategic Plan FL3 – Budget for wrap update and decals?
 - *The cost of updating to bilingual status would be borne by the partner that required that change and invoices to that partner.*
- Strategic Plan TEC1 – Budget?
 - *Included in budget*
- Strategic Plan TEC2 – Budget? Also see item 6 above regarding Draft Spreadsheet cell B20.

- *Budget is in place for adding NextBus signs.*
- Strategic Plan TEC3 – Budget for implementation?
 - *Has been removed from current operating budget however to be considered separately with a business case to be presented.*
- Strategic Plan TEC4 – Budget
 - *\$10K has been added to IT in capital budget*
- Strategic Plan MCS7 – Budget for consultant?
 - *Have added \$30K to budget in 2018 for consultant*
- Strategic Plan MCS8 – Budget for consultant?
 - *To be done internally. Have added \$10K to capital budget in 2018 for software.*

In addition to the above, all other questions and considerations received were taken into account with the Proposed budget:

- More explanatory notes
- Canmore local 2016-year end projections have been added to the budget document. Surplus will be used to offset administration costs, accounting for the time that current administration is spending on Canmore local service implementation.
- Budget recognizes areas where overages have occurred this year.