

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

**BVRTSC Boardroom, Banff**

**AGENDA**

**November 03, 2016: 2:00 – 4:00 pm**

1. Call to Order
2. Approval of the Agenda
3. Minutes
  - a) Approval of the September 14, 2016 Regular Meeting Minutes (attached)
  - b) Approval of the September 28, 2016 Special Meeting Minutes (attached)
4. Old Business (including Standing Items)
  - a) CAO's Monthly Report – October, November 2016
  - b) Bring Forward List of Pending Items
  - c) Transit Service Monthly Statistics (attached).
5. New Business
  - a) Presentation – Banff Local Service Review (HarGroup)
  - b) 2016 Q3 Results
  - c) 2017-2019 Operating and Capital Budget Approvals
  - d) Selection of Board Positions (to be effective following AGM)
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**

**September 14, 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  
Joanna McCallum, Town of Canmore

**BOARD MEMBERS ABSENT**

Dave Schebek, ID#9

**BOARD ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer  
Steve Nelson, Manager of Operations

**ADMINISTRATION PRESENT**

Adrian Field, Town of Banff  
Jacob Johnson, Town of Canmore  
Alex Kolesch, Parks Canada

**ADMINISTRATION ABSENT**

Ethan Gorner, ID#9

**1. Call to Order**

Sean Krausert called meeting to order at 2:05 PM.

**2. Approval of the Agenda**

*Sean Krausert requested addition of item 4D – an extension regarding the Banff Ave Local Service Review.*

**BVRTSC16-54** Sean Krausert moves approval of agenda as amended with 4D added.

**CARRIED UNANIMOUSLY**

3. Approval of the August 10, 2016 Regular Meeting Minutes (attached)

*Davina Bernard requested last names be added to all name references in minutes.*

**BVRTSC16-55** Sean Krausert moves approval of regular meeting minutes as amended.

**CARRIED UNANIMOUSLY**

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).
- d) An extension regarding the Banff Ave Local Service Review.

*A discussion was had between attendees and CAO to understand the need for the extension. Essentially, BVRTSC Administration wanted a better survey sample that included more visitor responses.*

**BVRTSC16-56** Sean Krausert moves that the Board approve the extension of the survey until mid-October and increase the budget from \$10,000 to \$15,000 to allow for further advertising and on the street data collection to obtain a representative sample of visitor responses, subject to the approval of the Town of Banff.

**CARRIED UNANIMOUSLY**

5. New Business

- a) Presentation - Proposed Capital and Operating Plans

*Discussion was held where attendees asked questions about the proposed budgets, made comments with respect to any concerns, and heard the rationale behind any changes made since the draft budget.*

*Following discussion, it was clear that the Board was not yet prepared to consider a motion to approve the proposed budgets and that further changes were required. Accordingly, a special meeting was decided upon for Wednesday September 28<sup>th</sup>, 2016 @ 2PM, at which time Administration would return with a revised proposed budget that addressed concerns raised, especially pulling out service level increases affecting on the Town of Banff so that they may be considered by the Town of Banff separately. Also, at the special meeting, if the revised proposed budgets are approved, a new date would be set for the Annual Organizational Meeting.*

- b) Strategic Plan – Review of Plan with Revisions

**BVRTSC16-57** Sean Krausert moves to postpone consideration of the new strategic plan until the November meeting.

**CARRIED UNANIMOUSLY**

6. Adjournment

**BVRTSC16-58** Sean Krausert moves to adjourn meeting at 4:35 PM.

**CARRIED UNANIMOUSLY**

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

**BVRTSC Ian Mackie Boardroom, Banff**

**MINUTES**

**September 28, 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  
Dave Schebek, ID#9  
Joanna McCallum, Town of Canmore

**BOARD MEMBERS ABSENT**

**BOARD ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer  
Steve Nelson, BVRTSC

**ADMINISTRATION PRESENT**

Adrian Field, Town of Banff  
Jacob Johnson, Town of Canmore

**ADMINISTRATION ABSENT**

Alex Kolesch, Parks Canada  
Ethan Gorner, ID#9

**1. Call to Order**

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

**2. Approval of the Agenda**

**BVRTSC16-59** Sean Krausert moves to approve the agenda.

**CARRIED UNANIMOUSLY**

### 3. New Business

#### a) Request for Decision – Proposed Operating and Capital Budgets

*A discussion about the proposed operating budget was held in which questions and comments were provided to Administration, especially with respect to KPI's being included in the budget.*

**BVRTSC16-60** Sean Krausert moves to approve the proposed operating budget as presented.

**BVRTSC16-60a** Karen Sorensen moves an amending motion to remove the new operations supervisor position until administration can return with a 3- year staffing plan including options for positions such as marketing, accounting and fleet supervision.

**Motion Defeated**  
**Karen Sorensen and Corrie DiManno in Support**

*Returning to the main motion:*

**BVRTSC16-60** Sean Krausert moves to approve the proposed operating budget as presented.

**CARRIED UNANIMOUSLY**

**BVRTSC16-61** Karen Sorensen moves that the Board will not consider final approval of the operating budget until it is presented with KPI baseline numbers and proposed KPI baseline targets.

**CARRIED UNANIMOUSLY**

*A discussion about the proposed capital budget was held in which questions and comments were provided to Administration, especially with respect to changes being requested by the Town of Canmore administration to the version provided since the agenda package was distributed.*

**BVRTSC16-62** Sean Krausert moves to approve the proposed 2017 and beyond capital budget as presented.

**BVRTSC16-62a** Sean Krausert moves an amendment to this budget that incorporates the changes to the Canmore section as presented by Administration.

**CARRIED UNANIMOUSLY**

*Returning to the main motion:*

**BVRTSC16-62** Sean Krausert moves to approve the proposed 2017 and beyond capital budget as amended.

**CARRIED UNANIMOUSLY**

**BVRTSC16-63** Sean Krausert moves that the budgets will be revised to incorporate the new Banff service level requests, with changes to reflect PTIF grants, if and when approved by Banff Town Council.

**CARRIED UNANIMOUSLY**

*The Chair confirmed that we have approved proposed operating and capital budgets. Next step, the*

*CAO will make changes to capital budget to reflect the amendment, and will send out to commission members and post on the web site in order to invite comments in writing to the CAO by 30 days from now. Based upon feedback provided, the CAO will then propose operating and capital budgets (with any recommended revisions) for final approval at the next meeting and adopted at the Annual Organizational Meeting.*

- b) Request for Decision - Free Transit in Canmore for Canmore Local in 2016

**BVRTSC16-64** Sean Krausert moves to direct Administration to implement free Canmore local transit for the months of November and December 2016 as approved by Canmore Town Council on September 20, 2016.

**CARRIED UNANIMOUSLY**

- c) Rescheduling the October meeting – Annual Organization Meeting

**BVRTSC16-65** Sean Krausert moves setting the next Board meeting for Thursday Nov 3<sup>rd</sup>, 2016 at 2 PM with Annual Organizational Meeting to follow immediately thereafter.

**CARRIED UNANIMOUSLY**

**4. Adjournment**

**BVRTSC16-66** Sean Krausert moves to adjourn the meeting at 3:41 PM.

**CARRIED UNANIMOUSLY**



# Bow Valley *Regional* Transit Services Commission



## CAO Report

## CAO Report – November, 2016

The current items to report on are:

- Canmore Local Service
  - Stop signage is currently in place and schedules/brochures have been printed, distributed and are currently available.
  - Marketing is occurring on an ongoing basis and has been accelerated through the service implementation timeline. It includes:
    - Radio ads playing on Mountain FM – Pre-service and Post-service ads are slightly altered
    - “Roam Free” cards and face to face meetings are occurring with businesses and schools
    - ½ page ad in the Rocky Mountain Outlook has been appearing over the last few weeks.
    - NextBus sign downtown displaying info. about Nov 1<sup>st</sup> service. As of Nov 1<sup>st</sup> – free transit messaging is displayed on all Canmore LED signs as well as info when people look up Route 5 information on nextbus.com
    - We have scheduled SM updates for the next couple days about the free service.
    - Online radio interview and repeated play with Rob Murray
    - Town of Canmore is contributing to marketing the new service through Social Media, website and e-news.
  - Phase one of the renovations at the 115 Boulder Crescent facility have been completed and the buses are now being stored there.
  - While most feedback prior to start up has been positive, there are a couple of areas of concern that are being worked through now with residents on Lady MacDonald Crescent and a resident on Pioneer Road. These concerns are being addressed jointly by BVRTSC and the Town of Canmore.

- Grant Funding:
  - An Alberta Transportation update on Public Transit Infrastructure Fund has indicated that they are currently coordinating with the federal government to ensure that both GreenTRIP3 and PTIF are aligned. Once this process is completed announcements are expected to be forthcoming.
  - The bulk of the funding for the GreenTRIP2 grant contribution has been submitted and approved and \$461,064.08 is currently in the process of being transferred to the BVRTSC bank account.
  - The Banff Transit Hub project to be funded under GreenTRIP2 has been granted an extension to allow for a project completion date of December 31, 2018. This is a one year extension from the original date granted.
- Fleet:
  - 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. The completion date for these buses has been confirmed as the second week in November. The buses will be inspected by a Volvo inspector and will be delivered to Banff in late November with an estimated in service date of early January, 2017.
- Lake Louise Service:
  - Dillon Consulting has completed some initial stakeholder interviews and are conducting a public survey currently as the first step in the service design plan for a Banff to Lake Louise service.
  - Please review the attached information forwarded by Alex Kolesch regarding Parkbus, a new service that may parallel some of what we are working to achieve:
  - <http://www.cbc.ca/news/canada/nova-scotia/parkbus-camping-hiking-kjimkujik-national-park-1.3770108>

- Banff Local Service
  - The Banff local service review has been completed with approximately 600 responses being received from residents and over 400 responses received from visitors. The survey was extended for a month to ensure that enough visitor responses were gathered to have a representative sample.
  - The Starbucks store on Banff Avenue is slated to move in early 2017. Once this move is completed, the intent is to move the temporary stop at the IGA back to the location that it used to be at (pullout in front of the current Starbucks location). With the new stop implemented earlier in the year at the Moose Hotel, this move will allow for more even distance between stop locations and allow for a stop serving both Route 1 and 2 between Wolf and Caribou Streets.
  - Meetings are ongoing with Banff, ID9, Canmore and Parks Canada to develop a consistent theme for any future shelter design that will be forthcoming.
  
- Operations:
  - Driver hiring has been completed for Canmore local service to be implemented. A concentrated hiring effort will be needed for next summer to ensure we can meet the requirements for Route 1 doubling and any further implemented service.
  - Driver training has been ongoing for the last few weeks in Canmore for implementation of the new service.
  - Maintenance costs have been high throughout the summer and into the fall with a few ongoing issues on buses. One bus required work at Cummins in Calgary to repair, however TOB Fleet and BVRTSC staff have worked hard to ensure no impact to service.

# Bow Valley *R*egional Transit Services Commission



Bring Forward List

## BRING FORWARD LIST OF ITEMS PENDING (as of October 28, 2016)

ITEM	Date Initiated	Pending Date	Comments:
<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>BVRTSC16-57</b> Sean Krausert moves to postpone consideration of the new strategic plan until the November meeting.	September 2016	November 2016	
<b>BVRTSC16-63</b> Sean Krausert moves that the budgets will be revised to incorporate the new Banff service level requests, with changes to reflect PTIF grants, if and when approved by Banff Town Council.	September 2016	TBD	

# Bow Valley Regional Transit Services Commission



## Banff/Canmore Regional Service Ridership and Revenue Statistics

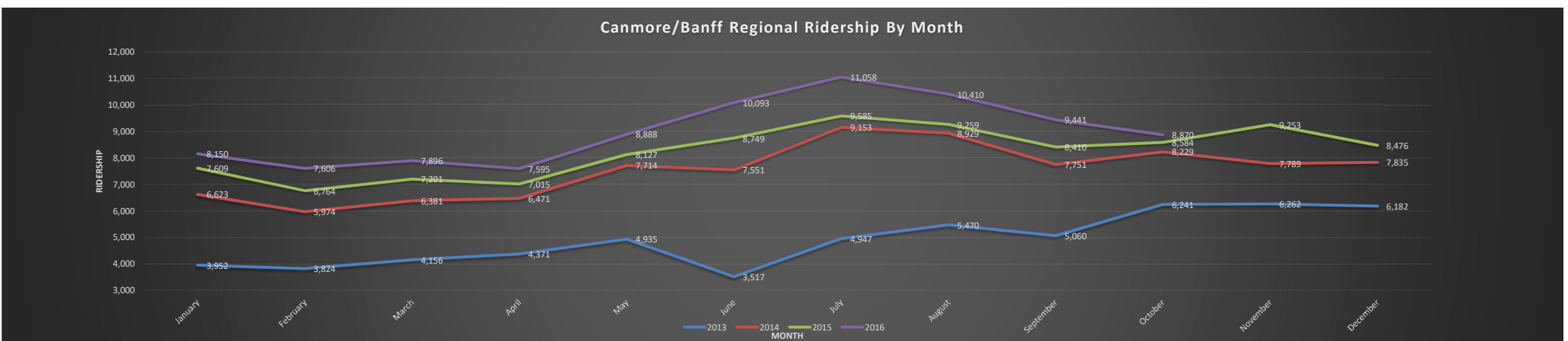
Bikes Carried: 404

Strollers Carried: 8

Observations:

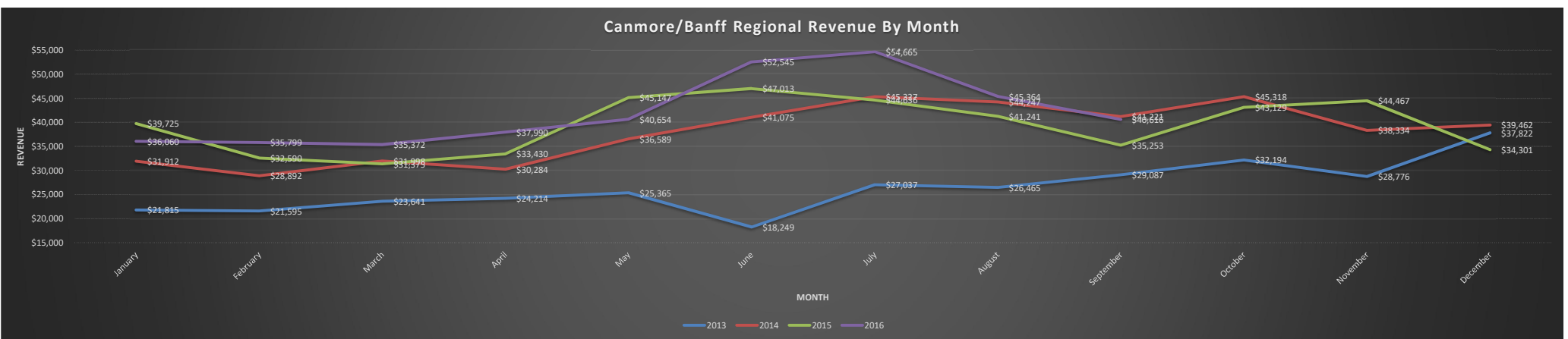
- Ridership increase of 3% compared to October 2015.
- Revenue increase of 15% compared to October 2015.

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	9,441	72,719	81,137	8,418	1,031	12.3%	
October	6,241	8,229	8,584	8,870	81,303	90,007	8,704	286	3.3%	
November	6,262	7,789	9,253		90,556					
December	6,182	7,835	8,476		99,032					
<b>Grand Total:</b>	<b>58,917</b>	<b>90,400</b>	<b>99,032</b>	<b>90,007</b>	<b>99,032</b>	<b>473,294</b>	<b>45,587</b>		<b>11.1%</b>	

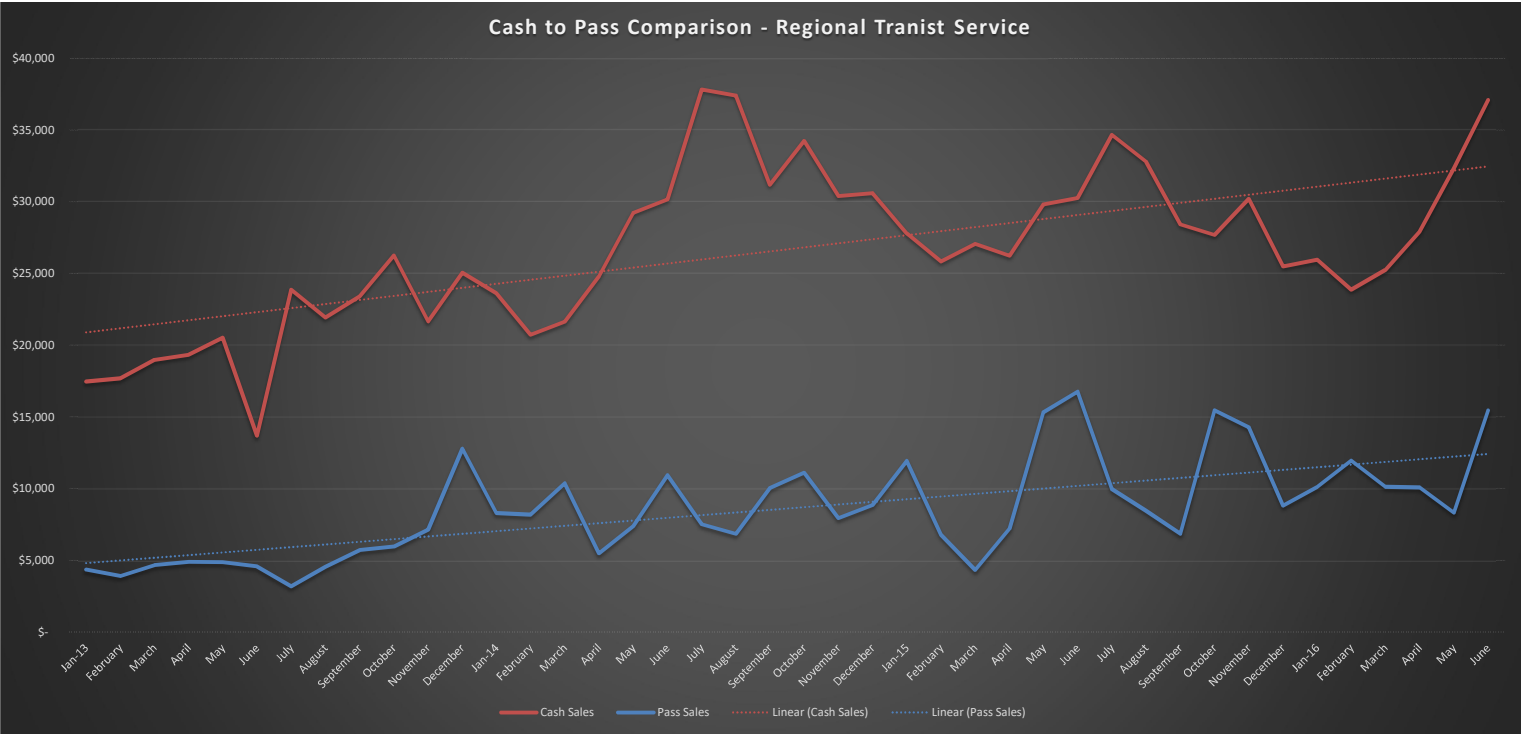




Month	REVENUE									
	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Comparison	2015 to 2016 Monthly % Difference	
January	\$ 21,815	\$ 31,912	\$ 39,725	\$ 36,060	\$39,725	\$36,060	(\$3,665)	-3,665	-9.2%	
February	\$ 21,595	\$ 28,892	\$ 32,590	\$ 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	\$ 45,364	\$315,157	\$338,449	\$23,292	4,123	10.0%	
September	\$ 29,087	\$ 41,221	\$ 35,253	\$ 40,616	\$350,410	\$379,065	\$28,655	5,363	15.2%	
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	\$ 406,312	\$472,306	\$406,312	\$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**

<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	\$17,443	\$0	<b>\$54,665</b>	<b>\$42,566.66</b>
<b>August</b>	\$36,724	\$8,640	\$0	<b>\$45,364</b>	<b>\$42,566.66</b>
<b>September</b>	\$30,881	\$9,735	\$0	<b>\$40,616</b>	<b>\$42,566.66</b>
<b>October</b>	\$27,247		\$0	<b>\$27,247</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>\$304,505</b>	<b>\$101,807</b>	<b>\$0</b>	<b>\$406,312</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 Regional Transit Services Commission



## Banff Local Service Ridership and Revenue Statistics

Bikes Carried: 80

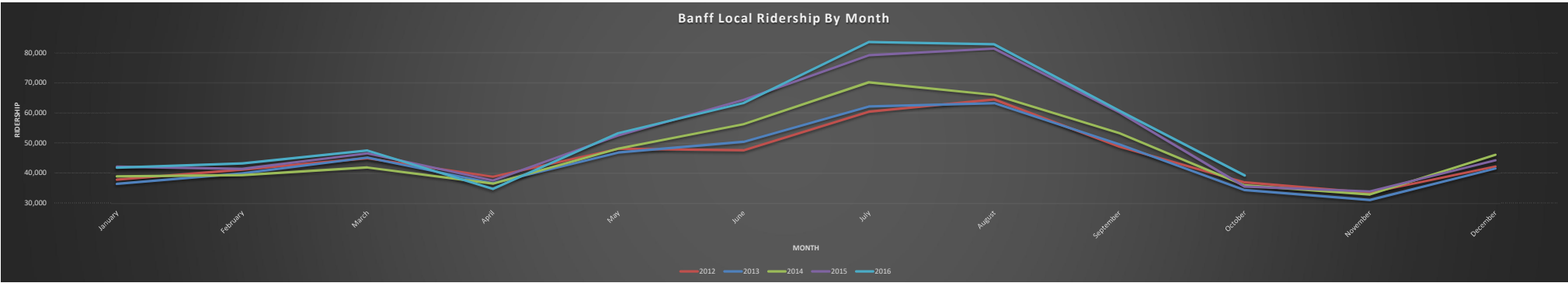
Strollers Carried: 29

Observations:

- Ridership increase of 10% compared to October 2015.
- Revenue decrease of 12% compared to October 2015.

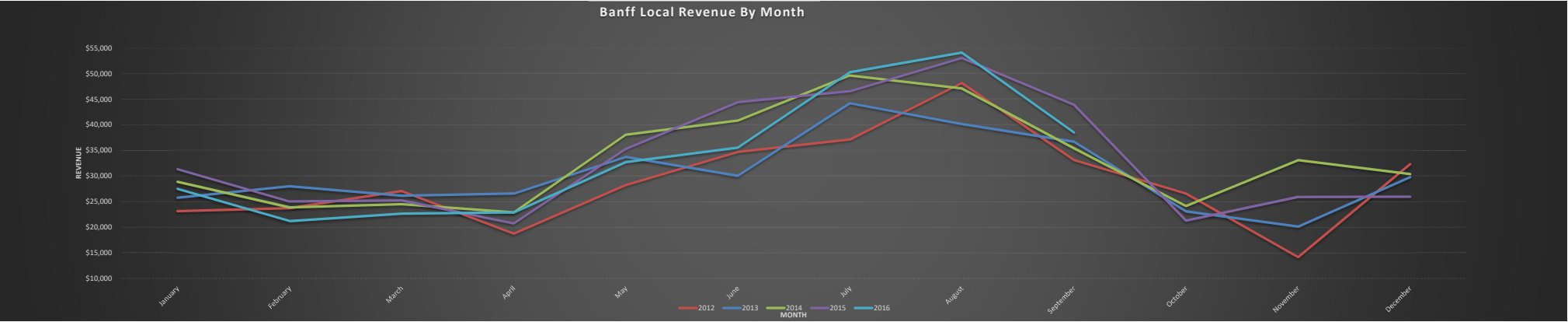


Ridership										
Month	2012	2013	2014	2015	2016	2015 Running Total	2016 Running Total	Running Total Difference	2015 to 2016 Monthly Difference	2015 to 2016 Monthly % Difference
January	37,730	36,302	38,787	41,973	41,692	41,973	41,692	-280	-280	-0.7%
February	41,031	39,738	39,184	41,240	43,106	83,213	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	60,631	504,711	510,415	5,704	427	0.7%
October	36,818	34,244	35,769	35,371	39,112	540,083	549,528	9,445	3,741	10.6%
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	549,528	618,024	549,528	0		-11.1%





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	\$54,136	\$281,557.65	\$266,697.00	-\$14,860.65	\$1,061.00	2.0%
September	\$33,119	\$36,670	\$35,404	\$43,912	\$38,478	\$325,469.65	\$305,175.00	-\$20,294.65	-\$5,434.00	-12.4%
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	\$326,569.00	\$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	\$7,459	\$0	\$54,136	\$ 38,450.00
September	\$34,361	\$4,117	\$0	\$38,478	\$ 38,450.00
October	\$21,394		\$0	\$21,394	\$ 33,450.00
November				\$0	\$ 33,450.00
December				\$0	\$ 33,450.00
<b>Totals:</b>	<b>\$292,705</b>	<b>\$33,864</b>	<b>\$0</b>	<b>\$326,569</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 *R*egional Transit Services Commission



New Business

# Bow Valley *Regional* Transit Services Commission



## Banff Local Service Review

# Banff Local Transit Service Review



Bow Valley Regional Transit Services Commission

## Executive Summary – Draft

The Bow Valley Regional Transit Services (BVRTS) Commission operates the ROAM local transit service in Banff. The BVRTS conducted a Service Review of the local transit service to determine advantages, challenges, and opportunities for the local transit service. Banff residents, visitors, and organizations were engaged in the Service Review and their perspectives were considered in relation to operational statistics about the local transit service.

### Key Findings

- Peak use of Banff local transit service is typically in July and August and reached over 80,000 riders during these months in 2016. Traffic congestion on Banff roadways is also highest during these months; particularly during long weekends.
- Estimated Banff local transit service (and private transit use) on the Banff Avenue bridge was approximately 5% in August 2016; it is intended for future proportions to be higher.
- Walking and bicycle use are common methods of travel among residents and visitors in Banff; however, visitors who arrive in the town by personal vehicles are inclined to use their vehicles to get around the town.
- Traffic congestion was identified as a growing concern within Banff and use of local transit service as a possible means of addressing this issue.
- Awareness of local transit service is typically high among residents, but also visitors. It is common for residents and visitors to become aware of transit buses through observing them in operation. Visitors are also informed through front desk representatives at hotels/motels. There is some evidence that visitors who learn about the local transit service through their accommodations are not always given proper information.
- Service frequency and route coverage are primary reasons for non-use and possible encouragements for future use of the local transit service.
- Locations not serviced by routes, but would likely be attractive to potential riders include the Banff Centre for residents and Bow Falls for visitors. There is also evidence to suggest that Lake Minnewanka might be a potential location for route coverage.
- Connection between Route 1 and 2 at Spray Avenue and Mountain Avenue was identified as a location of concern that might be addressed through a bus stop. Also, trailhead locations for hiking trails were identified for potential bus stops.
- Real time displays, garbage cans, and benches were identified as important at bus stops. Evidence is also available for investigating lighting at stops that may pose challenges for wildlife.
- Some concerns were expressed about the nextbus.com service for reliability and usability.
- Interest is apparent to use smartphones to pay for transit fares.
- Free transit fares were also of interest among visitors to encourage use of local transit services.

# Banff Local Transit Service Review

## Executive Summary – Draft

continued...



## Service Review Recommendations

### Route Coverage:

- Examine expansion of routes (e.g. Route 2) to include coverage of Bow Falls tourist attraction site, primarily for Banff visitors; possibly during peak visitor periods.
- Examine route coverage to include travel to and from Banff Centre; primarily for Banff residents.
- Explore route coverage to include Lake Minnewanka during peak tourist season

### Schedules:

- Increase service frequency of Routes 1 and 2 during peak periods from every 40/45 minutes to every 15/20 minutes:
  - Route 1 – Peak times all year round.
  - Route 2 – July and August and long weekends.

### Bus Stops and Connections:

- Enhance connection access for Routes 1 and 2 at the intersection of Spray Avenue and Mountain Avenue. Consider bus stops at trailheads in town.
- Review bus stops for:
  - Protection:
    - Shelters – Those stops that may be exposed to environmental elements should be considered for shelters.
    - Lighting – Stops that may lack adequate lighting should be reviewed for general safety and to deter animals.
  - Stops used primarily by residents:
    - Real time displays – Continue to offer real time displays.
    - Garbage cans – Ensure garbage cans (bear and other animal proof) are available for riders.
  - Stops used primarily by visitors:
    - Real time displays – Continue to offer real time displays.
    - Benches – Ensure benches are available for waiting riders.

### Fares:

- Introduce fare payment through smartphone technology; primarily for residents.
- Examine free fare options during peak periods such as July and August and long weekends to encourage use of the local transit service.

### Communications:

- Improve communications to visitors:
  - Enhance information distribution from hotels/motels to visitors.
  - Enhance information distribution to visitors arriving by vehicle highlighting one-way fare and day pass fares.
    - Information at Parks Canada entrances to vehicular traffic arriving in Banff.
    - Information presented/distributed at parking lots in Banff.
- Examine use/promotion of nextbus.com to either improve reliability and usability or discontinue promotion as tool for riders.

# Bow Valley *R*egional Transit Services Commission



## 2016 3<sup>rd</sup> Quarter Financial Report



Income

	Banff Local YTD Q3			CB Regional YTD Q3			Parks Cave and Basin YTD Q3			Administration YTD Q3			TOTAL		
	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)
Total 4100 Farebox	\$ 269,760.02	\$ 353,000.00	-23.58%	\$ 247,234.49	\$ 344,500.00	-28.23%	\$ 2,609.06	\$ 5,500.00	-52.56%	\$ 0.00	\$ 0.00	0.00%	\$ 519,603.57	\$ 703,000.00	-26.09%
Total 4150 Passes	\$ 30,534.55	\$ 48,400.00	-36.91%	\$ 116,264.97	\$ 106,300.00	9.37%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 0.00	\$ 0.00	0.00%	\$ 146,799.52	\$ 154,700.00	-5.11%
Total 4200 Advertising Revenue	\$ 26,933.91	\$ 22,000.00	22.43%	\$ 5,162.71	\$ 18,000.00	-71.32%	\$ 661.89	\$ 0.00	#DIV/0!	\$ 0.00	\$ 0.00	0.00%	\$ 33,226.32	\$ 40,000.00	-16.93%
Total 4300 Partner Programs	\$ 295,173.00	\$ 390,200.00	-24.35%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 0.00	\$ 0.00	0.00%	\$ 295,173.00	\$ 390,200.00	-24.35%
Total 1-4400 Town of Banff	\$ 234,000.00	\$ 0.00	0.00%	\$ 78,466.94	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 131,849.34	\$ 0.00	0.00%	\$ 444,316.28	\$ 0.00	0.00%
Total 2-4400 Town of Canmore	\$ 0.00	\$ 0.00	0.00%	\$ 78,466.94	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 23,250.06	\$ 0.00	0.00%	\$ 101,717.00	\$ 0.00	0.00%
Total 5-4400 ID 9	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 14,999.94	\$ 0.00	0.00%	\$ 14,999.94	\$ 0.00	0.00%
Total 4400 Requisition Recoveries	\$ 234,000.00	\$ 312,000.00	-25.00%	\$ 156,933.88	\$ 97,600.00	60.79%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 170,099.34	\$ 226,800.00	-25.00%	\$ 561,033.22	\$ 636,400.00	-11.84%
Total 4500 Other Recoveries	\$ 0.00	\$ 38,000.00	-100.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 30,200.00	\$ 0.00	0.00%	\$ 30,200.00	\$ 38,000.00	-20.53%
Total 4700 Charter Sales	\$ 2,778.00	\$ 2,000.00	38.90%	\$ 3,166.50	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 0.00	\$ 2,000.00	-100.00%	\$ 5,944.50	\$ 4,000.00	48.61%
Total 4800 Route Detour Fee	\$ 282.50	\$ 500.00	-43.50%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 0.00	\$ 0.00	0.00%	\$ 282.50	\$ 500.00	-43.50%
Total Income	\$ 859,442.01	\$ 1,166,100.00	-26.30%	\$ 528,742.58	\$ 566,400.00	-6.65%	\$ 3,270.95	\$ 5,500.00	-40.53%	\$ 200,299.34	\$ 228,800.00	-12.46%	\$ 1,592,222.69	\$ 1,966,800.00	-19.05%
Cost of Goods Sold	0.00	0.00		0.00	0.00		0.00	0.00		0.00			0.00	0.00	
5715 Commission	5,487.91	4,400.00	24.73%	580.14	3,600.00	-83.89%	132.38	0.00	#DIV/0!	0.00	0.00	0.00%	6,200.43	8,000.00	-22.49%
Total Cost of Goods Sold	\$ 5,487.91	\$ 4,400.00	24.73%	\$ 580.14	\$ 3,600.00	-83.89%	\$ 132.38	\$ 0.00	#DIV/0!	\$ 0.00	\$ 0.00	0.00%	\$ 6,200.43	\$ 8,000.00	-22.49%
Gross Income	\$ 853,954.10	\$ 1,161,700.00	-26.49%	\$ 528,162.44	\$ 562,800.00	-6.15%	\$ 3,138.57	\$ 5,500.00	-42.94%	\$ 200,299.34	\$ 228,800.00	-12.46%	\$ 1,586,022.26	\$ 1,958,800.00	-19.03%
Expenses															
5100 Salaries & Wages															
5110 Wages	29,196.67	54,600.00	-46.53%	12,512.86	23,400.00	-46.53%	0.00	0.00	#DIV/0!	97,322.29	117,000.00	-16.82%	139,031.82	195,000.00	-28.70%
Total 5130 Benefits	10,229.20	14,900.00	-31.35%	3,853.51	6,380.00	-39.60%	0.00	0.00	#DIV/0!	30,709.07	31,920.00	-3.79%	44,791.78	53,200.00	-15.80%
5137 Recruitment Costs	192.06	0.00	0.00%	192.06	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	1,000.00	-100.00%	384.12	1,000.00	-61.59%
Total 5100 Salaries & Wages	\$ 39,617.93	\$ 69,500.00	-43.00%	\$ 16,558.43	\$ 29,780.00	-44.40%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 128,031	\$ 149,920	-14.60%	\$ 184,207.72	\$ 249,200.00	-26.08%
5170 Training & Conferences	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5171 Conference Fees	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	1,235.82	4,000.00	-69.10%	1,235.82	4,000.00	-69.10%
5172 Meals & Travel	0.00	0.00	0.00%	0.00	0.00	0.00%	17.50	0.00	#DIV/0!	238.29	12,900.00	-98.15%	319.74	12,900.00	-97.52%
5173 Training	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	3,000.00	-100.00%	0.00	3,000.00	-100.00%
Total 5170 Training/Conference	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 17.50	\$ 0.00	#DIV/0!	\$ 1,474.11	\$ 19,900.00	-92.59%	\$ 1,555.56	\$ 19,900.00	-92.18%
5180 Travel Expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	142.69	0.00	0.00%	142.69	0.00	0.00%
5181 Mileage	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	1,808.47	0.00	0.00%	1,815.16	0.00	0.00%
Total 5180 Travel Expense	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 1,951.16	\$ 0.00	0.00%	\$ 1,957.85	\$ 0.00	0.00%
5200 Operating Contracts	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5220 Direct Operating Cost	49,321.20	77,100.00	-36.03%	25,966.95	38,600.00	-32.73%	0.00	0.00	#DIV/0!	7.34	0.00	0.00%	75,379.49	115,700.00	-34.85%
5221 FT drivers wages	302,402.08	386,000.00	-21.66%	133,127.14	149,400.00	-10.89%	11,713.44	0.00	#DIV/0!	0.00	0.00	0.00%	447,242.66	535,400.00	-16.47%
5222 PT drivers wages	71,814.30	89,700.00	-19.94%	31,648.63	33,700.00	-6.09%	1,622.84	0.00	#DIV/0!	0.00	0.00	0.00%	105,085.77	123,400.00	-14.84%
5225 Drivers uniforms	3,921.56	5,000.00	-21.57%	2,099.54	3,000.00	-30.02%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	6,021.10	8,000.00	-24.74%
5226 Drivers recruitment	399.16	1,300.00	-69.30%	399.15	700.00	-42.98%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	798.31	2,000.00	-60.08%
5227 Training	0.00	300.00	-100.00%	0.00	200.00	-100.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	500.00	-100.00%
5228 Driver recognition	0.00	800.00	-100.00%	0.00	700.00	-100.00%	0.00	0.00	#DIV/0!	6.05	0.00	0.00%	6.05	1,500.00	-99.60%
Total 5220 Direct Operating Cost	\$ 427,858.30	\$ 560,200.00	-23.62%	\$ 193,241.41	\$ 226,300.00	-14.61%	\$ 13,336.28	\$ 0.00	#DIV/0!	\$ 13.39	\$ 0.00	0.00%	\$ 634,533.38	\$ 786,500.00	-19.32%

	Banff Local YTD Q3			CB Regional YTD Q3			Parks Cave and Basin YTD Q3			Administration YTD Q3			TOTAL		
	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)
5240 Maintenance															
5250 Parts	52,000.00	63,800.00	-18.50%	31,000.00	35,000.00	-14.36%	1,976.54	0.00	#DIV/0!	0.00	0.00	0.00%	84,976.54	98,800.00	-21.63%
5255 Vehicle Supplies	7,200.00	0.00	0.00%	3,500.00	0.00	0.00%	453.74	0.00	#DIV/0!	0.00	1,700.00	-100.00%	11,153.74	1,700.00	1388.77%
5260 Maintenance Labour	103,000.00	87,500.00	17.71%	65,000.00	42,000.00	59.80%	5,000.00	0.00	#DIV/0!	0.00	0.00	0.00%	173,000.00	129,500.00	43.90%
Total 5240 Maintenance	\$ 162,200.00	\$ 151,300.00	7.204%	\$ 99,500.00	\$ 77,000.00	29.22%	\$ 7,430.28	\$ 0.00	#DIV/0!	\$ 0.00	\$ 1,700.00	-100.00%	\$ 269,130.28	\$ 230,000.00	17.01%
Total 5200 Operating Contracts	\$ 604,868.77	\$ 711,500.00	-14.99%	\$ 295,864.60	\$ 303,300.00	-2.45%	\$ 22,729.92	\$ 0.00	#DIV/0!	\$ 13.39	\$ 0.00	0.00%	\$ 923,615.42	\$ 1,016,500.00	-9.14%
5270 Fuel	88,607.31	153,300.00	-42.20%	61,381.65	105,000.00	-41.54%	3,597.13	0.00	#DIV/0!	0.00	0.00	0.00%	153,586.09	258,300.00	-40.54%
5300 Insurance Expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5310 General Liability Insurance	-111.49	2,240.00	-104.98%	0.00	1,960.00	-100.00%	0.00	0.00	#DIV/0!	3,763.64	0.00	0.00%	3,652.15	4,200.00	-13.04%
5320 Fleet insurance	7,701.52	5,760.00	33.71%	6,745.58	5,040.00	33.84%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	14,447.10	10,800.00	33.77%
Total 5300 Insurance Expense	\$ 7,590.03	\$ 8,000.00	-5.12%	\$ 6,745.58	\$ 7,000.00	-3.63%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 3,763.64	\$ 0.00	0.00%	\$ 18,099.25	\$ 15,000.00	20.66%
5350 General Operating Expenses	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5351 Office Supplies	1,213.09	2,124.00	-42.89%	1,091.94	2,120.00	-48.49%	0.00	0.00	#DIV/0!	3,603.10	4,756.00	-24.24%	5,908.13	9,000.00	-34.35%
5352 Bank Service Charges	426.00	852.00	-50.00%	426.00	848.00	-49.76%	0.00	0.00	#DIV/0!	2,757.76	3,300.00	-16.43%	3,609.76	5,000.00	-27.80%
5353 Janitorial Supplies & Services	195.94	0.00	0.00%	145.97	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	1,200.00	-100.00%	341.91	1,200.00	-71.51%
5354 Postage and Delivery	81.82	500.00	-83.64%	68.84	500.00	-86.23%	0.00	0.00	#DIV/0!	28.50	100.00	-71.50%	267.13	1,100.00	-75.72%
5355 Miscellaneous Expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	1,400.00	-100.00%	0.00	1,400.00	-100.00%
5356 Memberships	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	2,450.00	4,000.00	-38.75%	2,450.00	4,000.00	-38.75%
5357 Cell Phone	0.00	2,000.00	0.00%	0.00	2,000.00	0.00%	0.00	0.00	#DIV/0!	2,509.24	500.00	401.85%	2,509.24	4,500.00	-44.24%
5358 Office Phone	0.00	1,500.00	0.00%	0.00	1,500.00	0.00%	0.00	0.00	#DIV/0!	3,228.07	3,500.00	-7.77%	3,228.07	6,500.00	-50.34%
5359 Board meeting expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	748.92	1,000.00	-25.11%	748.92	1,000.00	-25.11%
5360 Cash over/short	-5.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	-5.00	0.00	0.00%
5362 Software and License Fees	339.87	0.00	0.00%	535.36	0.00	0.00%	0.00	0.00	#DIV/0!	3,109.60	2,500.00	24.38%	3,984.83	2,500.00	59.39%
5364 Brinks service fees	916.70	2,148.00	-57.32%	916.69	2,152.00	-57.40%	0.00	0.00	#DIV/0!	1,617.71	0.00	0.00%	3,451.10	4,300.00	-19.74%
Total 5350 General Operating Expenses	\$ 3,168.42	\$ 9,124.00	-65.27%	\$ 3,184.80	\$ 9,120.00	-65.08%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 20,052.90	\$ 22,256.00	-9.90%	\$ 26,494.09	\$ 40,500.00	-34.58%
5391 Interest & Penalties	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	51.12	0.00	0.00%	51.12	0.00	0.00%
5400 Lease Expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5410 Bus Lease	44,437.50	64,000.00	-30.57%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	44,437.50	64,000.00	-30.57%
5420 Bus Storage	18,648.00	22,100.00	-15.62%	5,589.00	10,700.00	-47.77%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	24,237.00	32,800.00	-26.11%
5430 Parks Canada Land Rent	0.00	0.00	0.00%	0.00	0.00	0.00%	187.50	0.00	#DIV/0!	0.00	500.00	-100.00%	187.50	500.00	-62.50%
Total 5400 Lease Expense	\$ 63,085.50	\$ 86,100.00	-26.73%	\$ 5,589.00	\$ 10,700.00	-47.77%	\$ 187.50	\$ 0.00	#DIV/0!	\$ 0.00	\$ 500.00	-100.00%	\$ 68,862.00	\$ 97,300.00	-29.23%

	Banff Local YTD Q3			CB Regional YTD Q3			Parks Cave and Basin YTD Q3			Administration YTD Q3			TOTAL		
	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)	Actual	Budget	% Inc (Dec)
5600 Professional/contractual fees	0.00	0.00		0.00	0.00		0.00	0.00		0.00	0.00	0.00	0.00	0.00	
5610 Professional/Contract	4,785.51	10,000.00	-52.14%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	4,785.51	10,000.00	-52.14%
5611 Accounting Fees	2,502.00	5,000.00	-49.96%	2,502.00	5,000.00	-49.96%	0.00	0.00	#DIV/0!	19,001.00	15,000.00	26.67%	24,005.00	25,000.00	-3.98%
5612 Payroll service fee	645.78	800.00	-19.28%	645.79	800.00	-19.28%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	1,291.57	1,600.00	-19.28%
5613 Bookkeeping Services	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	1,000.00	-100.00%	0.00	1,000.00	-100.00%
5615 Legal Fees	185.00	500.00	-63.00%	0.00	500.00	-100.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	185.00	1,000.00	-81.50%
5617 Website	270.00	0.00	0.00%	455.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	1,300.00	-100.00%	725.00	1,300.00	-44.23%
5619 Business Hosting Expenses	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	130.75	1,500.00	-91.28%	130.75	1,500.00	-91.28%
5620 Web hosting and Software License (annual fee - Trapeze)	14,181.72	19,500.00	-27.27%	6,077.88	10,500.00	-42.12%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	20,259.60	30,000.00	-32.47%
5622 Nextbus	23,788.40	17,500.00	35.93%	9,704.32	17,500.00	-44.55%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	33,492.72	35,000.00	-4.31%
Total 5623 Security Fee	6,090.00	16,000.00	-61.94%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	6,090.00	16,000.00	-61.94%
5624 IT Support	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	4,005.00	6,500.00	-38.38%	4,005.00	6,500.00	-38.38%
5626 Office rent	2,755.44	8,400.00	-67.20%	1,180.90	3,600.00	-67.20%	0.00	0.00	#DIV/0!	20,479.35	18,000.00	13.77%	24,415.69	30,000.00	-18.61%
5627 Copier	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	1,760.39	1,000.00	76.04%	1,760.39	1,000.00	76.04%
5628 Bus wrap repair	964.25	2,000.00	-51.79%	308.00	2,000.00	-84.60%	308.00	0.00	#DIV/0!	0.00	0.00	0.00%	1,580.25	4,000.00	-60.49%
5629 Contract Work	0.00	0.00	#DIV/0!	0.00	0.00	#DIV/0!	0.00	0.00	#DIV/0!	5,294.00	15,000.00	-64.71%	5,294.00	15,000.00	-64.71%
5630 Utilities	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	1,808.26	4,200.00	-56.95%	1,808.26	4,200.00	-56.95%
5631 Customer Centre Support	13,639.50	15,300.00	-10.85%	8,685.21	14,700.00	-40.92%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	22,324.71	30,000.00	-25.58%
5632 Infrastructure Maintenance	1,359.24	4,000.00	-66.02%	19.99	3,000.00	-99.33%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	1,379.23	7,000.00	-80.30%
Total 5600 Professional/contractual fees	\$ 71,166.84	\$ 99,000.00	-28.11%	\$ 29,579.09	\$ 57,600.00	-48.65%	\$ 308.00	\$ 0.00	#DIV/0!	\$ 52,478.75	\$ 63,500.00	-17.36%	\$ 153,532.68	\$ 220,100.00	-30.24%
5700 Advertising and Marketing	17,291.54	22,000.00	-21.40%	16,959.40	21,000.00	-19.24%	1,500.00	0.00	#DIV/0!	65.48	0.00	0.00%	35,816.42	43,000.00	-16.71%
Total Expenses	\$ 895,396.34	\$ 1,158,524.00	-22.71%	\$ 435,862.55	\$ 543,500.00	-19.80%	\$ 28,340.05	\$ 0.00	#DIV/0!	\$ 207,881.91	\$ 257,776.00	-19.36%	\$ 1,567,778.20	\$ 1,959,800.00	-20.00%
Net Operating Income	-\$ 41,442.24	\$ 3,176.00	-1404.86%	\$ 92,299.89	\$ 19,300.00	378.24%	-\$ 25,201.48	\$ 5,500.00	-558.21%	-\$ 7,582.57	-\$ 28,976.00	-73.83%	\$ 18,244.06	-\$ 1,000.00	-1924.41%
Other Income	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
7100 Interest Income	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	5.49	0.00	0.00%	5.49	0.00	0.00%
Total Other Income	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 5.49	\$ 0.00	0.00%	\$ 5.49	\$ 0.00	0.00%
Other Expenses	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	0.00	0.00	0.00%	0.00	0.00	0.00%
5900 Amortization Expense	0.00	0.00	0.00%	0.00	0.00	0.00%	0.00	0.00	#DIV/0!	112,500.00	150,000.00	-25.00%	112,500.00	150,000.00	-25.00%
Total Other Expenses	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	\$ 112,500.00	\$ 150,000.00	-25.00%	\$ 112,500.00	\$ 150,000.00	-25.00%
Net Other Income	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	0.00%	\$ 0.00	\$ 0.00	#DIV/0!	-\$ 112,494.51	-\$ 150,000.00	-25.00%	-\$ 112,494.51	-\$ 150,000.00	-25.00%
Net Income	-\$ 41,442.24	\$ 3,176.00	-1404.86%	\$ 92,299.89	\$ 19,300.00	378.24%	-\$ 25,201.48	\$ 5,500.00	-558.21%	-\$ 120,077.08	-\$ 178,976.00	-32.91%	-\$ 94,250.45	-\$ 151,000.00	-37.58%

Note items are highlighted

Numbers are YTD to the end of Q3. Budget numbers are to Year End.  
Q3 Actuals do not reflect amount to be invoiced to Canmore for local service planning and implementation  
Operating expenses will be higher than budget due to Regional doubling in May  
Maintenance labour is significantly higher than budget due to unplanned rate increase and \$31K additional invoice for 2015 service. Vehicle Supplies is a new category to separate consumable supplies (c  
Accounting Fees are anticipated to be over budget for the year with approximately \$5K being spent on development of KPIs and introduction of Canmore local service  
Insurance expense is over budget with the additon of two buses in Jule and July

# Bow Valley *R*egional Transit Services Commission



## BVRTSC Approved Proposed 2017-19 Operating Budget with KPI Data

- Operating budget numbers are unchanged however KPI data has been added. KPI data is included with this package and budget has been attached separately.



Bow Valley Regional Transit Services Commission Budget Summary - ALL 2016-2019 Budgeted Annual KPIs				
KPI	2016 - PROJECTION			
	Banff Local	CB Regional	Canmore Local	All
Revenue per Service Hour	\$ 59.57	\$ 72.86		\$ 65.08
Gross Cost per Service Hour	\$ 98.34	\$ 108.98		\$ 106.67
Direct Operating Cost per Service Ho	\$ 79.97	\$ 85.45		\$ 84.79
Overhead per Service Hour	\$ 10.73	\$ 11.69		\$ 11.69
Lease/Amortization per Service Hour	\$ 7.64	\$ 11.84		\$ 10.18
Net Cost per Service Hour (CUTA)	\$ 31.12	\$ 24.28		\$ 31.41
% Cost Recovery (CUTA)	66%	75%		67%
Ridership	628,568	110,794		739,362
Service Hours	13,972	6,691		20,663
Ridership per Service Hour	45	17		36
Bow Valley Regional Transit Services Commission Budget Summary - ALL 2016-2019 Budgeted Annual KPIs				
KPI	2017 - BUDGET			
	Banff Local	CB Regional	Canmore Local	All
Revenue per Service Hour	\$ 59.68	\$ 72.11	\$ 28.41	\$ 57.53
Gross Cost per Service Hour	\$ 99.40	\$ 119.76	\$ 96.37	\$ 107.32
Direct Operating Cost per Service Ho	\$ 83.49	\$ 99.06	\$ 76.62	\$ 89.19
Overhead per Service Hour	\$ 8.74	\$ 8.74	\$ 8.74	\$ 8.74
Lease/Amortization per Service Hour	\$ 7.18	\$ 11.97	\$ 11.02	\$ 9.39
Net Cost per Service Hour (CUTA)	\$ 32.55	\$ 35.68	\$ 56.95	\$ 40.40
% Cost Recovery (CUTA)	65%	67%	33%	59%
Ridership	651,849	115,205	112,000	879,054
Service Hours	13,972	7,300	7,497	28,769
Ridership per Service Hour	47	16	15	31

Bow Valley Regional Transit Services Commission Budget Summary - ALL 2016-2019 Budgeted Annual KPIs				
KPI	2016 - BUDGET			
	Banff Local	CB Regional	Canmore Local	All
Revenue per Service Hour	\$ 60.81	\$ 69.53		\$ 64.00
Gross Cost per Service Hour	\$ 98.36	\$ 105.44		\$ 102.11
Direct Operating Cost per Service l	\$ 78.34	\$ 81.23		\$ 79.37
Overhead per Service Hour	\$ 12.38	\$ 12.38		\$ 12.38
Lease/Amortization per Service Hr	\$ 7.64	\$ 11.84		\$ 10.36
Net Cost per Service Hour (CUTA)	\$ 29.90	\$ 24.08		\$ 27.75
% Cost Recovery (CUTA)	67%	74%		70%
Ridership	639,000	95,000		742,000
Service Hours	13,972	6,691		20,663
Ridership per Service Hour	46	14		36
Bow Valley Regional Transit Services Commission Budget Summary - ALL 2016-2019 Budgeted Annual KPIs				
KPI	2018 - BUDGET			
	Banff Local	CB Regional	Canmore Local	All
Revenue per Service Hour	\$ 61.17	\$ 73.91	\$ 29.12	\$ 58.29
Gross Cost per Service Hour	\$ 103.82	\$ 124.87	\$ 101.96	\$ 111.61
Direct Operating Cost per Service l	\$ 85.57	\$ 101.50	\$ 78.91	\$ 90.81
Overhead per Service Hour	\$ 10.17	\$ 10.17	\$ 10.17	\$ 10.17
Lease/Amortization per Service Hr	\$ 8.08	\$ 13.20	\$ 12.87	\$ 10.63
Net Cost per Service Hour (CUTA)	\$ 34.57	\$ 37.76	\$ 59.96	\$ 42.69
% Cost Recovery (CUTA)	64%	66%	33%	58%
Ridership	669,000	119,000	123,000	911,000
Service Hours	13,972	7,300	7,497	28,769
Ridership per Service Hour	48	16	16	32
Bow Valley Regional Transit Services Commission Budget Summary - ALL 2016-2019 Budgeted Annual KPIs				
KPI	2019 - BUDGET			
	Banff Local	CB Regional	Canmore Local	All
Revenue per Service Hour	\$ 62.70	\$ 75.76	\$ 29.85	\$ 58.86
Gross Cost per Service Hour	\$ 106.21	\$ 127.52	\$ 106.71	\$ 113.85
Direct Operating Cost per Service l	\$ 87.70	\$ 104.00	\$ 81.25	\$ 92.25
Overhead per Service Hour	\$ 10.60	\$ 10.60	\$ 10.60	\$ 10.60
Lease/Amortization per Service Hr	\$ 7.91	\$ 12.92	\$ 14.86	\$ 10.99
Net Cost per Service Hour (CUTA)	\$ 35.60	\$ 38.84	\$ 62.00	\$ 44.00
% Cost Recovery (CUTA)	64%	66%	32%	57%
Ridership	685,000	121,000	125,000	931,000
Service Hours	13,972	7,300	7,497	28,769
Ridership per Service Hour	49	17	17	32

**Bow Valley Regional Transit Services Commission**  
**Budget Summary - TOTAL**

2016-2019 Budgeted Annual KPIs

KPI	2016	2016 TOTAL	2017	2018	2019
	PROJECTION	BUDGET	Budget	Budget	Budget
Revenue per Service Hour	\$ 65.08	\$ 64.00	\$ 57.53	\$ 58.29	\$ 58.86
Gross Cost per Service Hour	\$ 106.67	\$ 102.11	\$ 107.32	\$ 111.61	\$ 113.85
Direct Operating Cost per Service Hour	\$ 84.79	\$ 79.37	\$ 89.19	\$ 90.81	\$ 92.25
Overhead per Service Hour	\$ 11.69	\$ 12.38	\$ 8.74	\$ 10.17	\$ 10.60
Lease/Amortization per Service Hour	\$ 10.18	\$ 10.36	\$ 9.39	\$ 10.63	\$ 10.99
Net Cost per Service Hour (CUTA)	\$ 31.41	\$ 27.75	\$ 40.40	\$ 42.69	\$ 44.00
% Cost Recovery (CUTA)	67%	70%	59%	58%	57%
Ridership	739,362	742,000	879,054	911,000	931,000
Service Hours	20,663	20,663	28,769	28,769	28,769
Ridership per Service Hour	36	36	31	32	32

<b>Bow Valley Regional Transit Services Commission</b> <b>Budget Summary - Banff Local Service</b> 2016-2019 Budgeted Annual KPIs					
KPI	2016	2016 TOTAL	2017	2018	2019
	PROJECTION	BUDGET	Budget	Budget	Budget
Revenue per Service Hour	\$ 59.57	\$ 60.81	\$ 59.68	\$ 61.17	\$ 62.70
Gross Cost per Service Hour	\$ 98.34	\$ 98.36	\$ 99.40	\$ 103.82	\$ 106.21
Direct Operating Cost per Service Hour	\$ 79.97	\$ 78.34	\$ 83.49	\$ 85.57	\$ 87.70
Overhead per Service Hour	\$ 10.73	\$ 12.38	\$ 8.74	\$ 10.17	\$ 10.60
Lease/Amortization per Service Hour	\$ 7.64	\$ 7.64	\$ 7.18	\$ 8.08	\$ 7.91
Net Cost per Service Hour (CUTA)	\$ 31.12	\$ 29.90	\$ 32.55	\$ 34.57	\$ 35.60
% Cost Recovery (CUTA)	66%	67%	65%	64%	64%
Ridership	628,568	639,000	651,849	669,000	685,000
Service Hours	13,972	13,972	13,972	13,972	13,972
Ridership per Service Hour	45	46	47	48	49

**Bow Valley Regional Transit Services Commission  
Budget Summary - Canmore/Banff Regional**

2016-2019 Budgeted Annual KPIs

KPI	2016	2016 TOTAL	2017	2018	2019
	PROJECTION	BUDGET	Budget	Budget	Budget
Revenue per Service Hour	\$ 72.86	\$ 69.53	\$ 72.11	\$ 73.91	\$ 75.76
Gross Cost per Service Hour	\$ 108.98	\$ 105.44	\$ 119.76	\$ 124.87	\$ 127.52
Direct Operating Cost per Service Hour	\$ 85.45	\$ 81.23	\$ 99.06	\$ 101.50	\$ 104.00
Overhead per Service Hour	\$ 11.69	\$ 12.38	\$ 8.74	\$ 10.17	\$ 10.60
Lease/Amortization per Service Hour	\$ 11.84	\$ 11.84	\$ 11.97	\$ 13.20	\$ 12.92
Net Cost per Service Hour (CUTA)	\$ 24.28	\$ 24.08	\$ 35.68	\$ 37.76	\$ 38.84
% Cost Recovery (CUTA)	75%	74%	67%	66%	66%
Ridership	110,794	95,000	115,205	119,000	121,000
Service Hours	6,691	6,691	7,300	7,300	7,300
Ridership per Service Hour	17	14	16	16	17



**Bow Valley Regional Transit Services Commission  
Budget Summary - Canmore Local Service**

2016-2019 Budgeted Annual KPIs

KPI	2016	2017	2018	2019
	Budget	Budget	Budget	Budget
Revenue per Service Hour		\$ 28.41	\$ 29.12	\$ 29.85
Gross Cost per Service Hour		\$ 96.37	\$ 101.96	\$ 106.71
Direct Operating Cost per Service Hour		\$ 76.62	\$ 78.91	\$ 81.25
Overhead per Service Hour		\$ 8.74	\$ 10.17	\$ 10.60
Lease/Amortization per Service Hour		\$ 11.02	\$ 12.87	\$ 14.86
Net Cost per Service Hour (CUTA)	\$ -	\$ 56.95	\$ 59.96	\$ 62.00
% Cost Recovery (CUTA)		33%	33%	32%
Ridership		112,000	123,000	125,000
Service Hours		7,497	7,497	7,497
Ridership per Service Hour	NA	15	16	17

Bow Valley Regional Transit Services Commission														
Budget Summary - TOTAL														
2017 Quarterly Budget KPIs with 2016 Actuals														
KPI	2017 Q1	2016 Q1	2016 Q1	2017 Q2	2016 Q2	2016 Q2	2017 Q3	2016 Q3	2016 Q3	2017 Q4	2016 Q4	2017 TOTAL	2016 TOTAL	2016 TOTAL
	Budget	ACTUAL	Budget	Budget	ACTUAL	Budget	Budget	ACTUAL	Budget	Budget	BUDGET	BUDGET	PROJECTION	Budget
Revenue per Service Hour	\$ 50.18	\$ 67.98	\$ 70.89	\$ 59.16	\$ 61.88	\$ 67.34	\$ 64.06	\$ 66.14	\$ 53.12	\$ 55.47	\$ 64.29	\$ 57.53	\$ 65.08	\$ 64.00
Gross Cost per Service Hour	\$ 110.20	\$ 104.86	\$ 116.14	\$ 108.57	\$ 115.09	\$ 107.73	\$ 102.46	\$ 102.39	\$ 84.98	\$ 108.93	\$ 105.33	\$ 107.32	\$ 106.67	\$ 102.11
Direct Operating Cost per Service Hour	\$ 91.16	\$ 84.12	\$ 90.10	\$ 89.81	\$ 95.40	\$ 83.91	\$ 86.41	\$ 84.16	\$ 66.18	\$ 89.88	\$ 81.71	\$ 89.19	\$ 84.79	\$ 79.37
Overhead per Service Hour	\$ 9.18	\$ 8.88	\$ 14.18	\$ 9.04	\$ 8.84	\$ 12.97	\$ 7.74	\$ 10.25	\$ 10.23	\$ 9.18	\$ 12.86	\$ 8.74	\$ 11.69	\$ 12.38
Lease/Amortization per Service Hour	\$ 9.87	\$ 11.86	\$ 11.86	\$ 9.72	\$ 10.85	\$ 10.85	\$ 8.32	\$ 7.99	\$ 8.56	\$ 9.87	\$ 10.76	\$ 9.39	\$ 10.18	\$ 10.36
Net Cost per Service Hour (CUTA)	\$ 50.16	\$ 25.02	\$ 33.39	\$ 39.69	\$ 42.36	\$ 29.54	\$ 30.08	\$ 28.27	\$ 23.30	\$ 43.59	\$ 30.28	\$ 40.40	\$ 31.41	\$ 27.75
% Cost Recovery (CUTA)	50%	73%	68%	60%	59%	70%	68%	70%	70%	56%	68%	59%	67%	70%
Ridership	169,727	157,177	147,000	217,500	178,211	184,000	311,682	256,974	264,000	180,145	147,000	879,054	739,362	742,000
Service Hours	6,847	4,510	4,510	6,950	4,930	4,930	8,124	6,250	6,250	6,848	4,973	28,769	20,663	20,663
Ridership per Service Hour	25	35	33	31	36	37	38	41	42	26	30	31	36	36

**Bow Valley Regional Transit Services Commission**  
**Budget Summary - Banff Local Service**  
 2017 Quarterly Budget KPIs with 2016 Actuals

KPI	2017 Q1	2016 Q1	2016 Q1	2017 Q2	2016 Q2	2016 Q2	2017 Q3	2016 Q3	2016 Q3	2017 Q4	2016 Q4	2017 TOTAL	2016 TOTAL	2016 TOTAL
	Budget	ACTUAL	BUDGET	Budget	ACTUAL	BUDGET	Budget	ACTUAL	BUDGET	Budget	BUDGET	Budget	PROJECTION	BUDGET
Revenue per Service Hour	\$ 55.93	\$ 54.85	\$ 67.48	\$ 62.86	\$ 59.26	\$ 65.34	\$ 62.12	\$ 57.54	\$ 48.01	\$ 56.71	\$ 67.48	\$ 59.68	\$ 59.57	\$ 60.81
Gross Cost per Service Hour	\$ 105.01	\$ 92.49	\$ 107.98	\$ 101.69	\$ 102.00	\$ 106.80	\$ 91.62	\$ 91.44	\$ 78.47	\$ 102.37	\$ 106.91	\$ 99.40	\$ 98.34	\$ 98.36
Direct Operating Cost per Service Hour	\$ 87.36	\$ 75.40	\$ 85.76	\$ 84.59	\$ 84.72	\$ 85.29	\$ 79.06	\$ 76.42	\$ 62.66	\$ 84.71	\$ 85.76	\$ 83.49	\$ 79.97	\$ 78.34
Overhead per Service Hour	\$ 9.70	\$ 8.60	\$ 13.74	\$ 9.39	\$ 9.06	\$ 13.30	\$ 6.90	\$ 9.79	\$ 9.77	\$ 9.70	\$ 12.66	\$ 8.74	\$ 10.73	\$ 12.38
Lease/Amortization per Service Hour	\$ 7.96	\$ 8.48	\$ 8.48	\$ 7.71	\$ 8.21	\$ 8.21	\$ 5.67	\$ 5.23	\$ 6.03	\$ 7.96	\$ 8.48	\$ 7.18	\$ 7.64	\$ 7.64
Net Cost per Service Hour (CUTA)	\$ 41.13	\$ 29.15	\$ 32.02	\$ 31.11	\$ 34.53	\$ 33.25	\$ 23.83	\$ 28.67	\$ 24.43	\$ 37.70	\$ 30.94	\$ 32.55	\$ 31.12	\$ 29.90
% Cost Recovery (CUTA)	58%	65%	68%	67%	63%	66%	72%	67%	66%	60%	69%	65%	66%	67%
Ridership	125,094	132,240	128,000	160,194	150,263	160,000	241,996	226,065	230,000	124,565	120,000	651,849	628,568	639,000
Service Hours	3,148	3,148	3,148	3,251	3,251	3,251	4,425	4,425	4,425	3,148	3,148	13,972	13,972	13,972
Ridership per Service Hour	40	42	41	49	46	49	55	51	52	40	38	47	45	46

# **Bow Valley Regional Transit Services Commission**

## **Budget Summary - Canmore/Banff Regional**

2017 Quarterly Budget KPIs with 2016 Actuals

KPI	2017 Q1	2016 Q1	2016 Q1	2017 Q2	2016 Q2	2016 Q2	2017 Q3	2016 Q3	2016 Q3	2017 Q4	2016 Q4	TOTAL	TOTAL	TOTAL
	Budget	ACTUAL	BUDGET	Budget	ACTUAL	BUDGET	Budget	ACTUAL	BUDGET	Budget	BUDGET	Budget	PROJECTION	BUDGET
Revenue per Service Hour	\$ 56.77	\$ 76.15	\$ 85.39	\$ 72.93	\$ 65.93	\$ 69.27	\$ 87.73	\$ 85.93	\$ 63.73	\$ 71.01	\$ 63.73	\$ 72.11	\$ 72.86	\$ 69.53
Gross Cost per Service Hour	\$ 119.76	\$ 98.75	\$ 129.50	\$ 119.76	\$ 121.67	\$ 105.05	\$ 119.76	\$ 111.94	\$ 96.65	\$ 119.76	\$ 96.65	\$ 119.76	\$ 108.98	\$ 105.44
Direct Operating Cost per Service Hour	\$ 99.06	\$ 74.70	\$ 99.76	\$ 99.06	\$ 101.47	\$ 80.93	\$ 99.06	\$ 89.73	\$ 74.45	\$ 99.06	\$ 74.45	\$ 99.06	\$ 85.45	\$ 81.23
Overhead per Service Hour	\$ 8.74	\$ 9.52	\$ 15.20	\$ 8.74	\$ 8.41	\$ 12.33	\$ 8.74	\$ 11.36	\$ 11.35	\$ 8.74	\$ 11.35	\$ 8.74	\$ 11.69	\$ 12.38
Lease/Amortization per Service Hour	\$ 11.97	\$ 14.54	\$ 14.54	\$ 11.97	\$ 11.79	\$ 11.79	\$ 11.97	\$ 10.85	\$ 10.85	\$ 11.97	\$ 10.85	\$ 11.97	\$ 11.84	\$ 11.84
Net Cost per Service Hour (CUTA)	\$ 51.03	\$ 8.07	\$ 29.57	\$ 34.86	\$ 43.95	\$ 23.99	\$ 20.07	\$ 15.17	\$ 22.07	\$ 36.78	\$ 22.07	\$ 35.68	\$ 24.28	\$ 24.08
% Cost Recovery (CUTA)	53%	90%	74%	68%	60%	74%	81%	85%	74%	66%	74%	67%	75%	74%
Ridership	22,233	24,937	19,000	29,306	27,948	24,000	34,966	30,909	34,000	28,700	27,000	115,205	110,794	95,000
Service Hours	1,825	1,362	1,362	1,825	1,679	1,679	1,825	1,825	1,825	1,825	1,825	7,300	6,691	6,691
Ridership per Service Hour	12	18	14	16	17	14	19	17	19	16	15	16	17	14

**Bow Valley Regional Transit Services Commission**  
**Budget Summary - Canmore Local Service**

2017 Quarterly Budget KPIs with 2016 Actuals

KPI	2017 Q1	2016 Q1	2017 Q2	2016 Q2	2017 Q3	2016 Q3	2017 Q4	2016 Q4	TOTAL
	Budget	ACTUAL	Budget	ACTUAL	Budget	ACTUAL	Budget	ACTUAL	Budget
Revenue per Service Hour	\$ 23.19		\$ 28.42		\$ 34.69		\$ 27.35		\$ 28.41
Gross Cost per Service Hour	\$ 96.39		\$ 96.39		\$ 96.39		\$ 96.34		\$ 96.37
Direct Operating Cost per Service Hour	\$ 76.63		\$ 76.63		\$ 76.63		\$ 76.59		\$ 76.62
Overhead per Service Hour	\$ 8.74		\$ 8.74		\$ 8.74		\$ 8.73		\$ 8.74
Lease/Amortization per Service Hour	\$ 11.02		\$ 11.02		\$ 11.02		\$ 11.01		\$ 11.02
Net Cost per Service Hour (CUTA)	\$ 62.18	\$ -	\$ 56.95	\$ -	\$ 50.68	\$ -	\$ 57.97	\$ -	\$ 56.95
% Cost Recovery (CUTA)	27%	#DIV/0!	33%	#DIV/0!	41%	#DIV/0!	32%	#DIV/0!	33%
Ridership	22,400		28,000		34,720		26,880		112,000
Service Hours	1,874		1,874		1,874		1,875		7,497
Ridership per Service Hour	12	NA	15	NA	19	NA	14	NA	15

# Bow Valley Regional Transit Services Commission



## BVRTSC Approved Proposed 2017 10 Year Capital Plan (with suggested changes)

- The budget has been revised to reflect changes suggested by Canmore. The primary change is not to include the 2019 and 2020 expenses for the bus storage facility in the Capital plan until the planning study has been completed in 2017. Canmore has requested to be requisitioned for projects as they arise and only requisition reserves for items related to regular operations (such as fleet replacement, engines etc...)
- The requisition for Banff has been changed to also reflect not including the major expense for the bus storage facility until after the 2017 report.
- A fleet reserve and capital reserve analysis was completed to determine more accurate reserve requirements considering anticipated inflation, interest and grant funding at 50%. Municipal administration for Banff and Canmore have received this analysis.
- An amortization analysis was completed, recommending the change in amortization shown on the budget to be \$211,000 for 2017, \$245,000 for 2018 and \$254,000 for 2019.

# REQUEST FOR DECISION

## Subject: Administrative comments on the BVRTSC Budget



Presented to: Council

Date: October 24, 2016

Submitted by: Adrian Field, Kelly Gibson

Agenda #: 7.1

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### RECOMMENDATION

That council direct administration to provide the following comments to the Bow Valley Regional Transit Services Commission with respect to their 2017-2019 budget.

### BACKGROUND

#### Reason for Report

To provide council with administrative feedback on the proposed 2017 to 2019 BVRTSC budget prior to the AGM on November 3, 2016

#### Summary of Issue

It is recommended that the Town of Banff provide the following comments to the Bow Valley Regional Transit Commission with respect to their 2017-2019 budget.

1. The Town of Banff was expecting performance indicators to form part of this year's budget process for each route and for each year 2017, 2018, and 2019. These numbers are needed to be able to compare routes over time and amongst each other. For example, it appears that commission administration costs on a per service hour are climbing from 2016-2019, a performance indicator of administration costs/service hour would allow commission members to better understand the costs of the services being provided, identify trends, and better guide service delivery. It is our understanding that commission administration is actively working on adding KPI's to the budget in advance of final budget approval.
2. The Town of Banff is disappointed that the work to consider route optimization within Banff was not started in a timely enough fashion to allow the outputs of such work to form part of the 2017-2019 budget consideration. Banff was originally expecting this work to be complete in 2015. Capital projects such as local bus shelters and the Banff transit exchange cannot move forward without confirmation of Banff's local routes. These projects are Green Trip grant funded, and as such, funding for their completion is time sensitive.
3. In order to be able to budget appropriately for 2017-2019, the Town of Banff needs to be able to review the operating and capital requirements (and performance implications) of transit service enhancements that are being considered. The approved PTIF and Greentrip applications presume enhanced levels of service that are currently not reflected in this budget. The BVRTC budget for 2017-2019 should include options for the funding of these services (with and without successful capital grants), together with any other proposed changes to the Banff local, park-n-ride shuttle, or regional routes. It is our understanding that the commission has considered a number of new service level changes, but that these do not form part of the budget at this time.
4. Banff Local fare revenue for 2016 is forecasted to fall 4% below the 2015 level and 9% below the 2016 budget. This is disappointing as Banff expects its visitation level for 2016 to be up close to 10% over 2015. The Town would like to see focused attention, and specific tactics taken to reverse this slide.

5. Total administrative costs are climbing from \$215,000 in 2015 to \$310,000 in 2019, a climb of 44%. The Town of Banff is concerned with this acceleration of costs, and would like to better understand the circumstances that are driving this decline in efficiency.
6. The Town of Banff is concerned with the lack of detail in the capital budget.
  - a. It is very difficult to determine whether the current capital requisitions are sufficient to account for the replacement of capital assets over time.
  - b. Project descriptions within the capital budget are difficult to interpret. For example, projects G9 & G10: Main Transit Exchange in Banff, is this project a roadworks or a facility?
7. The Town of Banff is concerned with substantial one-time capital budget variances. For example in 2020 the capital contribution requisition for Banff climbs to \$900,000 from \$300,000 in 2019, then falls back to \$300,000 in 2021. As this is an operating expense for member municipalities, we would prefer to see a smoothing of contributions. In 2017 this increase of \$600,000 for the capital contribution would be the equivalent of a 2.5% overall tax increase or a 3.5% municipal tax increase in Banff.

### Response Options

1. That council direct administration to provide the following comments to the Bow Valley Regional Transit Services Commission with respect to their 2017-2019 budget.
2. That council direct administration to provide no additional budget commentary or other commentary as amended by council.

### IMPLICATIONS OF DECISION

#### Budget

The BVRTSC budget is scheduled to be approved on November 3, 2016. Operating and capital requisitions arising from the approved BVRTSC budget will be provided to council during service review.

#### Council Strategic Priorities

*Towards a Sustainable Transportation System* is one of the seven key themes in council's four-year strategic priorities. The strategic plan states:

"A limited land base and Banff's commitment to being an environmental role model means we cannot build our way out of traffic congestion and lack of parking. Our community must embrace more creative solutions to managing traffic volumes, particularly at peak travel times. We will provide a multi-modal transportation system that is economically and environmentally sustainable and that enhances the lives of residents and the experience of visitors."

### ATTACHMENTS

1. BVRTSC Approved Proposed Budget 10 Year Capital Plan
2. BVRTSC Approved Proposed 2017-2019 Operating Budget

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Circulation date: \_\_\_\_\_ 2016.10 \_\_\_\_\_

Submitted By: \_\_\_\_\_ 2016.10.19 \_\_\_\_\_

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Council: Administrative Comment on BVRTSC Budget

Agenda #7.1



Reviewed By:

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Adrian Field, Kelly Gibson

2016.10.19

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Robert Earl, Town Manager

**Banff Town Council**

Town Hall  
110 Bear Street  
Banff, Alberta

**Attention: Mayor Karen Sorensen & Council**

Greetings Your Worship & Members of Council:

**RE: Agenda Item 7.1 – October 24, 2016 Regular Meeting of Council**

I appreciate that Banff Administration has reviewed the proposed 2017 – 2019 BVRTSC proposed operating and capital budgets, and is desirous of providing comments. With three municipal partners, each with unique needs, the BVRTSC budget process has been ongoing since the summer and designed to be iterative in order to engage stakeholders.

The BVRTSC budget process started with a preliminary draft budget being presented to the Board and all municipal administrative liaisons in August for the purpose of gathering initial feedback. After refining the draft budget based upon the feedback received, a proposed budget is presented, which is then open for 30 days of public feedback. This year, we delayed the approval of the proposed budgets in order to implement further changes requested by the Towns of Banff and Canmore. The comments now being proposed by Banff Administration is part of this call for feedback. Once the 30 days is over, then all feedback received is considered and BVRTSC puts forth a revised budget with the recommendation that it be approved by the Board for implementation. As noted in your agenda packages, consideration of the revised budget is set for November 3<sup>rd</sup>.

**I encourage you to support the motion recommended so that the administrative feedback can be provided to BVRTSC on the proposed budgets.** That said, as you consider this motion, I wish to provide you with fuller context regarding the very valid comments recommended by Banff Administration. Respectfully, I would ask that you please consider the following when reviewing each recommended comment.

**Re Comment #1**

This is an excellent comment, and one that has been advanced very well by the Banff members of the BVRTSC Board. However, the comment is not entirely necessary given the representations by BVRTSC Administration to the Board and municipal liaisons that the final form of the budget would include the KPI's. BVRTSC Administration has been working

collaboratively with Banff Administration in implementing such into the budget. Further, at the time of approving the proposed budgets, the Board unanimously approved a motion that the final approval of the budget would not be considered until the Board is presented with KPI baseline numbers and KPI baseline targets.

#### **Re Comment #2**

While it is acknowledged that Banff was originally expecting this work to be complete in 2015, I believe it would have been fair to note that 2015 ended up being a transition year given that BVRTSC had limited resources in the first half of 2015 under an interim CAO and then had limited, but growing, capabilities in the second half of 2015 under a new CAO. Further, it is appropriate to note that BVRTSC Administration and Board also wanted this work done earlier in 2016. However, we were not happy with the representative mix of surveys received. Therefore, BVRTSC Administration required additional survey work to be done, which included obtaining 400 additional visitor surveys. With this information in hand, the results will be much stronger. It is anticipated that the route optimization report will come to the November 3<sup>rd</sup> BVRTSC Board meeting.

#### **Re Comment #3**

It is BVRTSC's practice to *not* include enhanced service levels in a budget until such has been approved by the Board and the municipalities who benefit from the enhanced service level. This is a necessary reality for the BVRTSC as otherwise it would be potentially requisitioning tax dollars for service levels when such have not yet been approved by the municipality. The BVRTSC budget will be adjusted to reflect any increased service levels once approved at the municipal level.

#### **Re Comment #4**

Decline in revenue is certainly a valid concern, especially in light of increased visitation numbers. However, such must be viewed with all of the details presented. Specifically, there were challenges in 2016 with closures in the Tunnel Mountain Campground and of the gondola. Further, in the transit world, decreased revenue can represent a move from more use of passes than paying by cash, which is a good thing albeit less revenue. We recognize the concern that transit use is not keeping pace with vehicular visits and agree that significant efforts are needed to encourage a mode shift away from private vehicles.

**Re Comment #5**

The 2015 actual administrative costs of \$215,000 were significantly lower than budgeted, and reflects the Commission operating without a CAO for half of the year. Further, a portion of the increased administrative costs represent development costs that would enhance the overall effectiveness of transit operations. Much of the increase relates to consultant costs to do the work necessary to achieve this development. While a request for information is reasonable and welcome, concluding that such equates to a “decline in efficiency” is premature.

**Re Comment #6**

As Banff Administration is aware, the enhancement of the capital budget calculation and presentation is a priority for BVRTSC Administration. Accordingly, such is a work in progress that will continue to be developed with input from Banff Administration, and is in much better shape than it was previously.

**Re Comment #7**

Smoothing of contributions is something that the Board of BVRTSC has also previously recommended, and had been implemented into the proposed budgets before they were approved. I believe that this comment may have been erroneously provided based upon review of an older version of the budget, and so I would request that this comment be severed and deleted from the rest of the comments.

In closing, I would also encourage any comments that support improvements that have been made over the past year. Such feedback helps BVRTSC understand what is working well for its partners in order to ensure such changes are not lost when making changes.

Thanks for your consideration of the above, and the opportunity to provide this fuller context to the comments provided.

Respectfully,

Sean D. Krausert  
*Chair*

**From:** Andy Esarte  
**Sent:** Tuesday, October 11, 2016 1:50 PM  
**To:** Martin Bean ([martin.bean@roamtransit.com](mailto:martin.bean@roamtransit.com))  
**Cc:** Michael Fark  
**Subject:** ToC BVRTSC Operating/Capital Feedback

Hi Martin,

As discussed with Mike this morning, here is our feedback for the BVRTSC operating and capital budget requisitions. **I appreciate that you need to work through the board for these changes but if you could give us an idea soon of the impacts of these requests on the planned requisitions that will be very helpful in our ongoing budget discussions here at the Town.**

1) Operating:

The operating impact of local transit is projected to be \$162,638 more in 2017 than approved by our council in 2015. See Jake's breakdown below. We would like to explore avenues for bringing the requisition in line with the approval. We would like to consider significantly reducing or eliminating contributions to rolling stock replacement capital reserves. We request BVRTSC provide a breakdown of operating to capital requisitions based on the following scenarios:

- I. Requisition 50% of future bus replacement needs (both Regional and Local)
- II. Requisition 33% of future bus replacement needs (both Regional and Local)
- III. Requisition 0% of future bus replacement needs (both Regional and Local)

Under each of these scenarios the Town of Canmore would identify and prioritize in our capital budget the funds necessary for rolling stock replacement.

We also request that any capital project to be constructed in Canmore, by Canmore staff, not be requisitioned through the BVRTSC 'operating to capital reserve' ask. The BVRTSC would continue to identify the need in the 10-year cap budget and we will carry those projects in our capital budget. Any capital work that the BVRTSC will undertake should continue to be requisitioned through the 'operating capital' request and paid out of the capital reserve. These requests should not fluctuate up and down but should reflect the average needs over the 10 year period.

	Approved 2017	2017	2018
Canmore Local Service (Operating)	\$ 392,000	\$ 361,408	\$ 372,23
Canmore Regional Service (Operating)	\$ 95,676	\$ 98,351	\$ 100,68
Regional Service Doubling	\$ 60,000		
<b>Commission Administration (Operating)</b>	<b>\$ -</b>	<b>\$ 100,555</b>	<b>\$ 117,05</b>

Canmore Local Service (Operating Capital)	\$ -	\$ 140,000	\$ 140,000
Canmore Regional Service (Operating Capital)	\$ 110,000	\$ 120,000	\$ 120,000
	<b>\$ 657,676</b>	<b>\$ 820,314</b>	<b>\$ 849,976</b>

Delta	\$ 162,638	\$ 192,296
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## 2) Capital

We do not have the funds in the five year window to deliver the full capital budget proposed by the BVRTSC. We have made the following changes to the capital budget in the five year window:

- I. Eliminated local transfer hub project
- II. Eliminated purchase of new buses for local service and associated costs
- III. Lumped wayfinding signage into 2017
- IV. Eliminated 2021 projects from our capital budget (expectation is that those smaller items get funded out of the BVRTSC capital reserve, not directly out of our capital budget)

		2017	2018	2019	2020
<b>Project Capital</b>					
Canmore Local Transfer Hub (Railway Avenue)			0		0
Initial Bus Purchase	12 Years				0
Spare Bus for Local Service	12 Years		360,000		
Electronic Fare Equipment	10years		25,000		0
Bus Communications Equipment	8 yrs		2,500		
Bike Trailers				10,000	
NextBus Initial Install On Buses			5,000		0
NextBus Signs Incl. Install/Electical (approx \$15K per sign)	8years	60,000	60,000		
Mobile Ticketing Software			20,000		
Bus Stop and Transit Wayfinding Signs		20,000			0
Bus Stops and Shelters	5 Years	375,000		975,000	
Bus Security Cameras	6 Years		10,000		0
Bus Wrap	5years		10,000		0
Bus Storage Renovation		440,000			
Driver Swap Vehicle	5 Years				
Coin Safe Purchase	20 yrs				
<b>UNKNOWN PURCHASE PRIOR TO DEC 31 2012</b>					
<b>Project Capital Subtotal</b>		895,000	492,500	985,000	0
<b>Proposed Grant Funding (GreenTRIP 2)</b>		583,563	40,000	656,667	0
<b>Proposed Grant Funding (GreenTRIP 3)</b>			273,350		0

<b>Proposed Grant Funding (PTIF)</b>		130,500			
<b>Total Annual Project Capital Commitment</b>		180,937	179,150	328,333	0

Do not make any changes to our Green Trip request. We will discuss with you approaching the province to discuss changes to our application that would allow for improved cyclist and pedestrian connectivity to our transit system. If during the next year we can't get an agreement we can consider options.

Any questions, give a call!

Thank you,

Andy

### **Andy Esarte**

Manager of Engineering

Town of Canmore

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**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION  
ANNUAL ORGANIZATIONAL MEETING**

**BVRTSC CUSTOMER SERVICE CENTRE – IAN MACKIE BOARD ROOM  
(221 BEAVER ST. BANFF)**

**AGENDA**

**November 3, 2016 – Immediately Following Regular Meeting**

1. Call to Order
2. Approval of the Agenda
3. Motion to adopt the 2017 Operating & Capital Budgets *(see November 3, 2016 Regular Meeting Package)*
4. Motion to defer approval of the 2017 – 2020 Strategic Plan until next Regular Meeting
5. Appointment of YPM Chartered Accountants for Audit of 2016 Financials
6. Setting Dates and Location of Meetings until the 2017 AOM
7. Adjournment