

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

Fenlands Recreation Centre, Banff, AB.

AGENDA

July 19, 2017: 2:00 – 4:00 pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the May 10, 2017 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report
 - b) Bring Forward List of Pending Items
 - c) Transit Service Monthly Statistics (attached)
5. New Business
 - a) Bylaw Review – Sean Krausert
 - b) KPI Review
 - c) Office Renovation Motion - 221 Beaver Street
 - d) Report on Impact of Child Fares
 - e) Request for Decision – Regional Service Enhancements
6. Adjournment

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

Fenlands Recreation Centre, Banff, AB.

MINUTES

May 10, 2017: 2:00 – 4:00 pm

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

BOARD ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Jacob Johnson, Town of Canmore
Alex Kolesch, Parks Canada
Ethan Gorner, ID#9
Adrian Field, Town of Banff

1. Call to Order

Davina Bernard calls meeting to order at 1:36PM

2. Approval of the Agenda

BVRTSC17-35 Davina Bernard moves to approve the agenda as presented.

CARRIED UNANIMOUSLY

3. Approval of the April 12, 2017 Regular Meeting Minutes (attached)

BVRTSC17-36 Davina Bernard moves to approve minutes with small grammatical edits completed.

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

a) CAO's Monthly Report

BVRTSC17-37 Davina Bernard move for administration to bring back information in the July meeting on how best to maximize ridership on the regional route with regards to rates and frequency within the scope of the projected surplus.

CARRIED UNANIMOUSLY

BVRTSC17-38 Davina Bernard moves that admin come back to August meeting with information on possible further child fare reduction options and identify any implications.

CARRIED UNANIMOUSLY

b) Bring Forward List of Pending Items

c) Transit Service Monthly Statistics (attached)

5. New Business

a) Financial Reconciliation 2016

BVRTSC17-39 Davina moves to accept 2016 financial reconciliation as information.

CARRIED UNANIMOUSLY

b) First Quarter Results 2017

Financial results are now separated by route rather than just by service area.

c) KPI Meeting Follow Up

Automatic passenger counting devices will be installed by early July and will be used for reporting a portion of the KPI data going forward.

Monthly reporting is new and will continue to be tweaked. Some KPIs such as service hours per capital will only be reported on an annual basis.

There are some discrepancies in the way CUTA (Canadian Urban Transit Association) agencies report data so need to be cognizant of this in doing comparators. CUTA is the standard for transit agencies within Canada so continuing to monitor their KPIs is important.

BVRTSC17-40 Davina Bernard moves that administration come back in August with KPI suggested targets for 2018, 2019 and 2020.

CARRIED UNANIMOUSLY

d) On-It Calgary Service – Request for Decision

BVRTSC17-41 Davina Bernard moves to direct Administration to accept On-It passes for the summer of 2017 as transfers onto all Roam Transit services at no charge. Administration to accept a date stamped pass, based on confirmation that On-It can provide riders with a pass that is date stamped. Rides are to be tracked on Roam services to be documented and shared within a CRP report following the end of service.

CARRIED UNANIMOUSLY

e) Verbal update on Lake Louise/Parks Services – Alex Kolesch

6. Adjournment

BVRTSC17-42 Davina Bernard moves to adjourn the meeting at 3:25pm

CARRIED UNANIMOUSLY

Bow Valley *R*egional Transit Services Commission



CAO Report

CAO Report – July 2017

The current items to report on are:

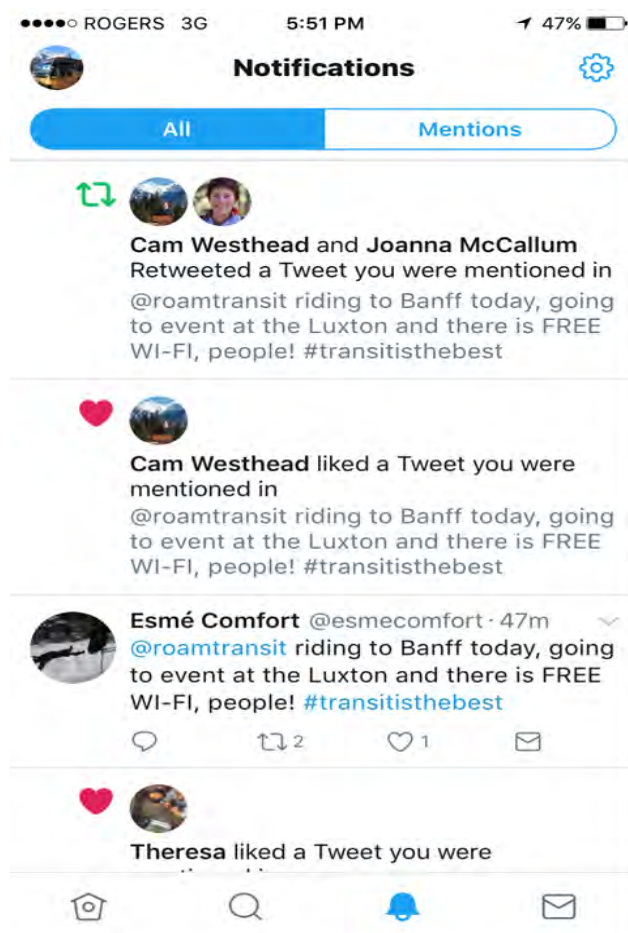
- Financial:
 - First 5 months are showing expenses to be in line with budget other than maintenance costs, which are above budget. Some warranty claims have not been included in the totals to offset expenses.
 - Further capital funding programs are expected to be announced in the near future. PTIF federal funding has been announced last week, however no details as to distribution have been finalized as of yet.
- Lake Louise Service:
 - Delivery dates for buses has been moved out to late July of 2018, therefore the target date for Roam service to begin will be 2019. The BVRTSC will continue to work with Parks Canada to finalize the arrangement with ample time for capital infrastructure to be in place.
 - Service from Banff appears to be successful, with approximately 200 people per day riding the Parks service each way.
- Banff Local Service
 - Ridership YTD is up over 20% on local routes YTD, with Route 1 (Sulphur) being up approximately 30% and Route

- QED Marketing strategy has been implemented and is focused on pushing sales of day passes for transit throughout Banff and encouraging the connection with all services.
- In addition to QED, many marketing tools have been implemented through Parks Canada, TOB, Banff and Lake Louise Tourism and BVRTSC to ensure that transit and shuttle options are advertised well and that awareness is strong.
- The downtown Banff Avenue shelters have been installed and the shelters for Tunnel Mountain, Banff Park Museum and Banff Springs Hotel locations will be installed near the end of July.



- Regional Service

- Ridership in June topped 12,000 for the first time ever.
- WIFI has been installed and tested over the last week. Reports are coming back positive with regards to connectivity between Banff and Canmore. Signage is being installed on the buses and communication is ongoing to ensure people are aware of the service.



- CRPS will be purchasing Roam bus passes for students in Banff and Canmore taking courses in both locations. They are changing their school schedule to allow students to transfer between communities at lunchtime to take classes that are not offered in the other community.

- Canmore Local Service
 - BVRTSC and Canmore administration presented to Canmore Council on June 20 with planned routing and scheduling changes. Public engagement and bus stop planning is currently occurring with the planned changes to be put in place for the beginning of the school year in early September.
 - Route to be revised to increase ridership reach in the Lady MacDonald/Grotto Way area as well as having less impact on residences and reducing needed time to complete route.
 - Route to be revised to access OLS and Stewart Creek areas, as requested strongly by residents in feedback survey.
 - Schedule change to allow for 30-minute frequency during peak times when two buses are on route.

- Minnewanka Service
 - Service is operating successfully, with an average of 210 passengers per day riding the bus in June and approximately 380 passengers per day for the first 10 days of July.

- Operations
 - Automatic Passenger Counters have been installed in all the buses and we are currently finalizing the configuration of the server to download the data. Data has been collected since the beginning of July.
 - All new drivers are now fully trained and operating routes. Driver overtime is being kept to a minimum however has been necessary due to some changes in employee circumstances.

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of May 2017)

ITEM	Date Initiated	Pending Date	Comments:
BVRTSC17-06 Sean Krausert moves that the Vice-Chair be directed to personally conduct a review of BVRTSC Bylaw 3-2011 (Operating Bylaw), and report back to the Board at the May 2017 regular meeting with any recommended changes	January 2017	July 2017	Date revised as per motion BVRTSC17-30

Bow Valley Regional Transit Services Commission

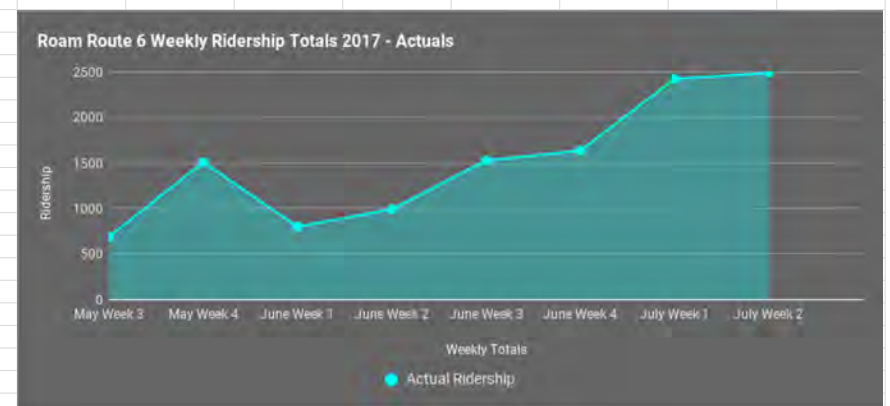
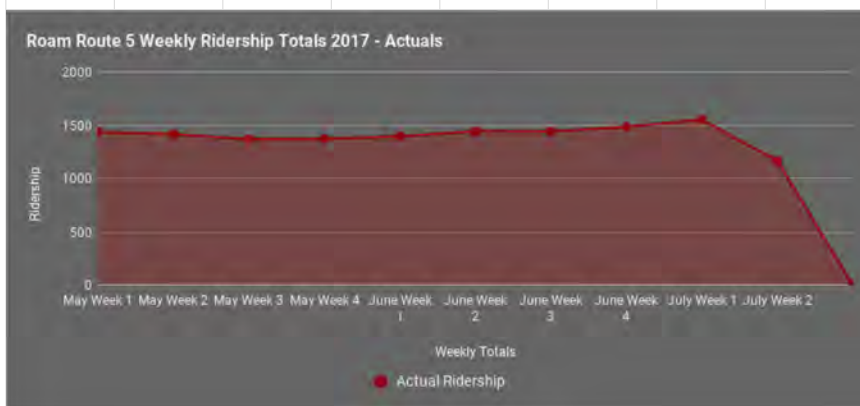
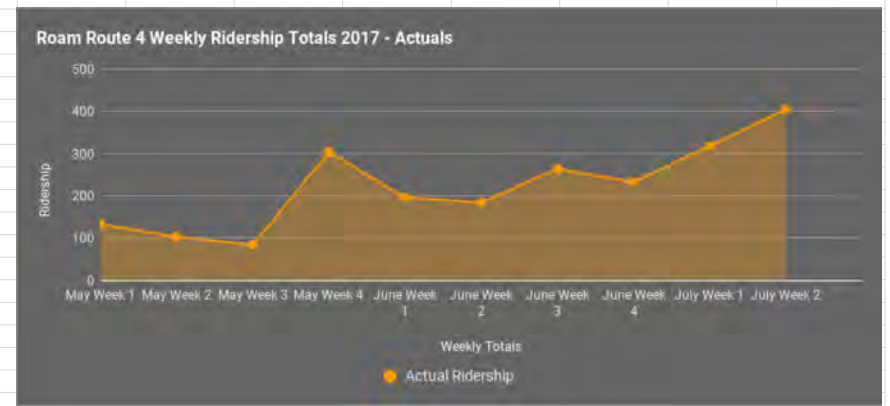
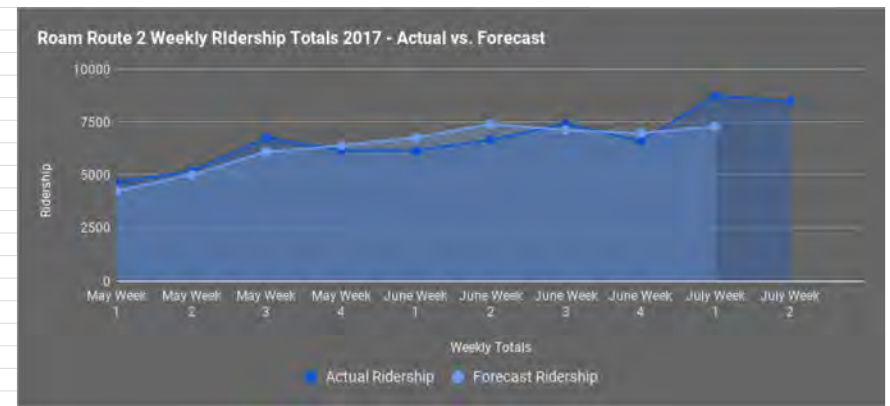
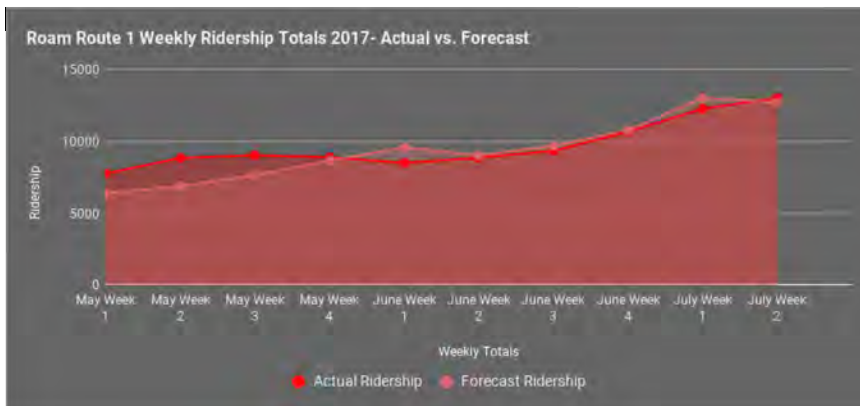
Ridership and Revenue Statistics

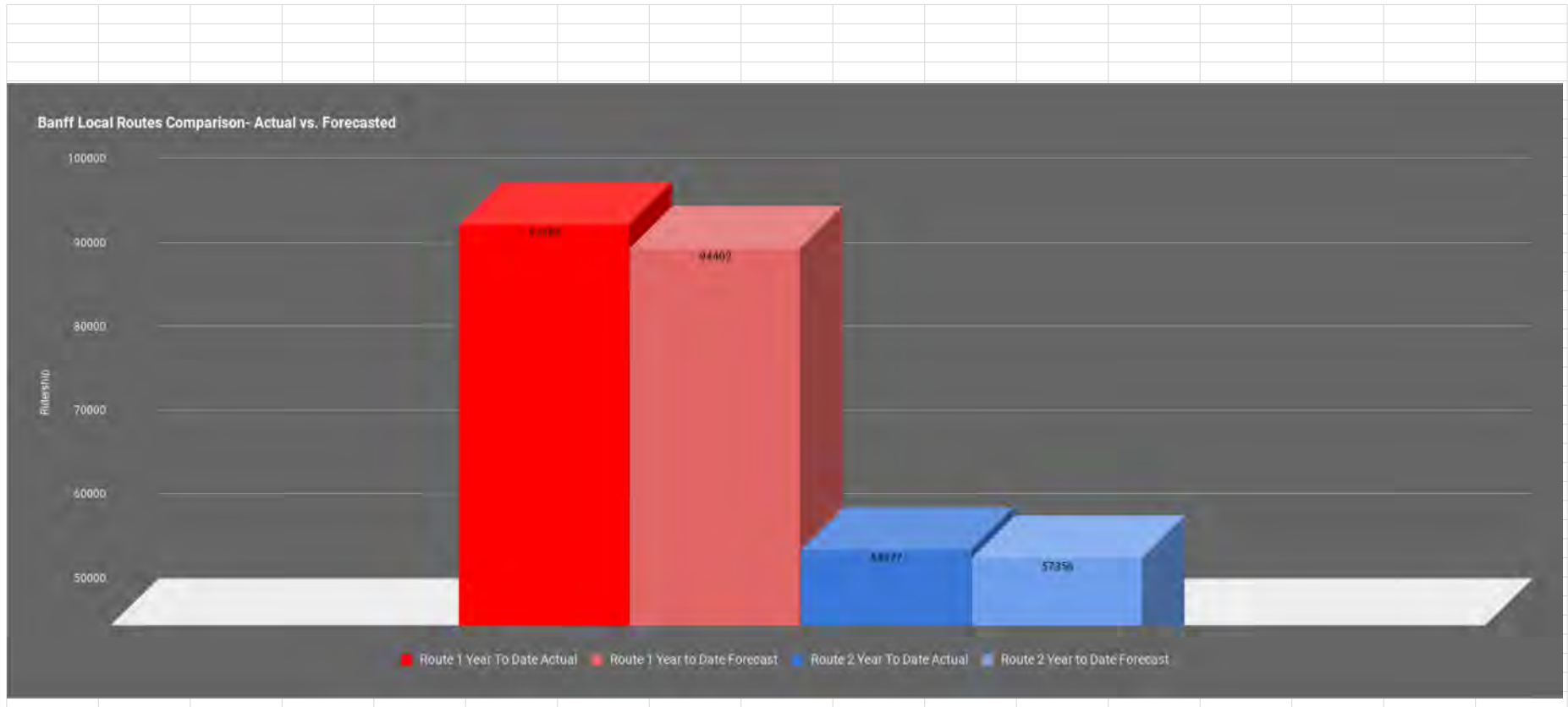


Month	Type	Banff Local	Canmore Local	Regional
May	Strollers	78	79	11
	Bikes	205	95	455
June	Strollers	128	66	18
	Bikes	255	148	683

Observations:

- Year to Date Ridership % changes:
 - Route 1 up 26%
 - Route 2 up 11%
 - Route 3 up 19 %
 - Route 4 up 91%
- Banff Local Revenues up 18% in May and June.
- Regional Route 3 tops 12,000 riders in June. Revenues up 26% in May and 18% in June.
- Canmore service in June at 6400 trips. Revenues at \$7200 in May and \$7000 in June.
- Minnewanka Route 6 bus carried 6300 passengers in June. Not including Parks'/Southland's ridership numbers (usually ~1/3 of ours).

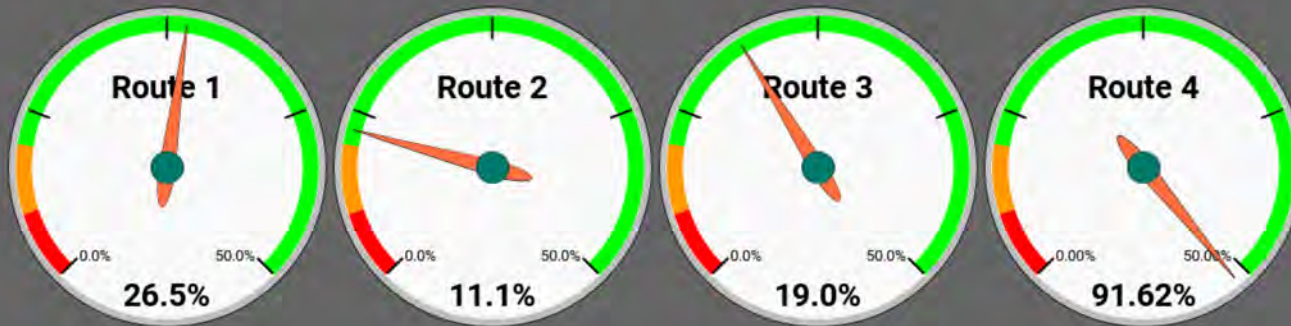


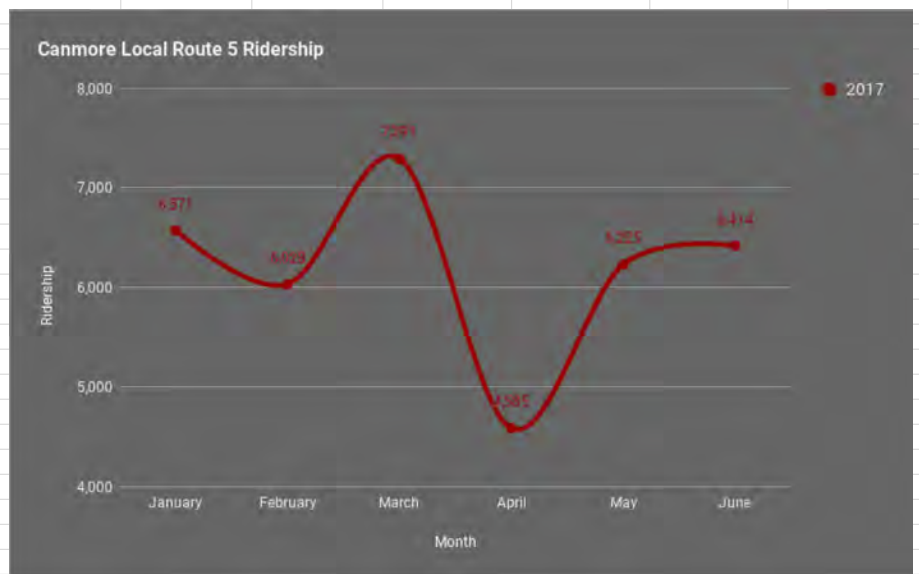
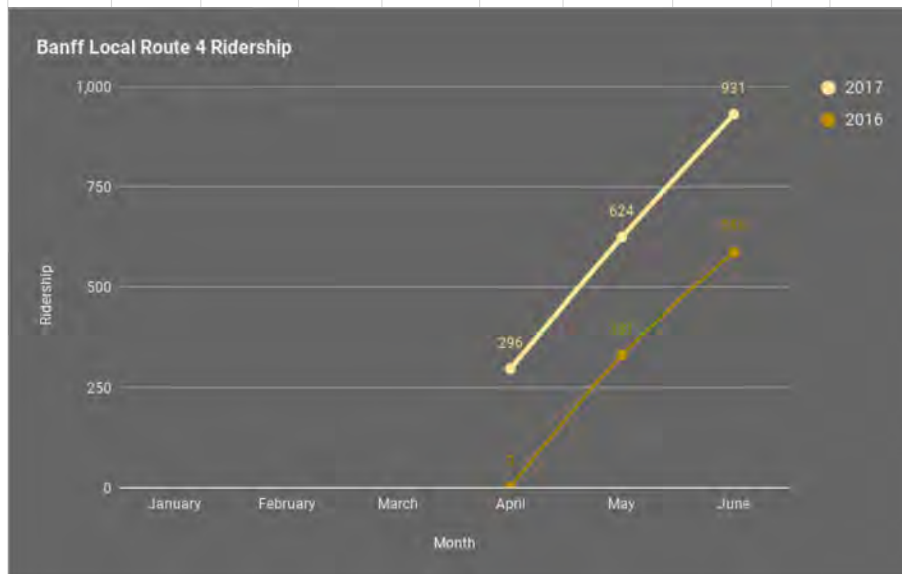
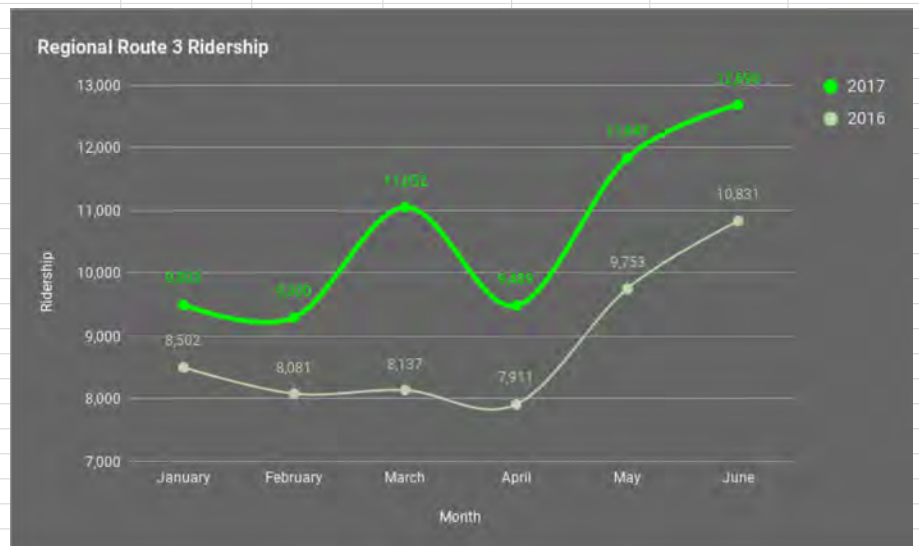
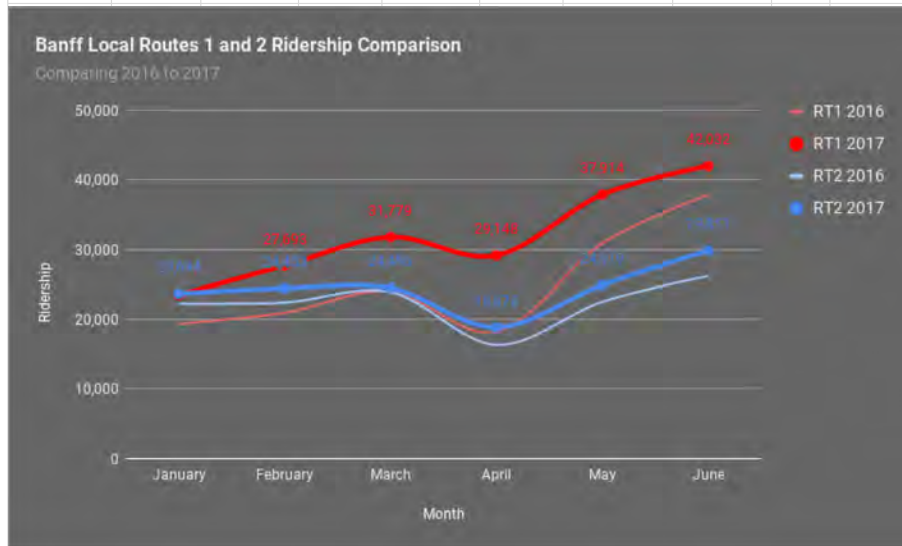


	Route 1 (Sulphur/Banff Ave)			Route 2 (Tunnel Mtn/Banff Springs Hotel)			Route 4 (Cave and Basin)			Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	BANFF Local Transit Totals
Month	RT1 2016	RT1 2017	% Change	RT2 2016	RT2 2017	% Change	2016	2017	% Change	2015	2016	2017	(Not incl. Rte6)
January	19,391	23,495	21.2%	22,261	23,694	6.4%	N/A	N/A	N/A	41,973	41,652	47,189	13.3%
February	20,973	27,693	32.0%	22,446	24,453	8.9%	N/A	N/A	N/A	41,240	43,419	52,146	20.1%
March	24,034	31,779	32.2%	23,928	24,496	2.4%	N/A	N/A	N/A	46,484	47,962	56,275	17.3%
April	18,226	29,148	59.9%	16,355	18,878	15.4%	0	296	N/A	37,483	34,581	48,026	38.9%
May	30,882	37,914	22.8%	22,549	24,919	10.5%	331	624	88.5%	52,462	53,431	62,833	17.6%
June	37,896	42,032	10.9%	26,196	29,851	14.0%	586	931	58.9%	64,295	64,092	71,883	12.2%
July	14,107	17,241	22.2%	8,819	12,099	37.2%	249	669	168.7%	79,171	22,926	29,340	28.0%
August										81,401			
September										60,204			
October										35,371			
November										33,785			
December										44,156			
YTD	165,509	209,302	26.5%	142,554	158,390	11.1%	1,166	2,520	91.62%	618,025	308,063	367,692	19.72%

	Route 3 (CB Regional)			Route 5 (Canmore Local)			Route 6 (Minnewanka)
Month	2016	2017	% Change	2016	2017	% Change	2017
January	8,502	9,503	11.8%	N/A	6,571	N/A	N/A
February	8,081	9,300	15.1%	N/A	6,028	N/A	N/A
March	8,137	11,052	35.8%	N/A	7,291	N/A	N/A
April	7,911	9,489	19.9%	N/A	4,585	N/A	0
May	9,753	11,841	21.4%	N/A	6,225	N/A	2,792
June	10,831	12,690	17.2%	N/A	6,414	N/A	6,329
July	3,471	3,581	3.2%	N/A	2,133	N/A	3,540
August		0		N/A	0	N/A	
September		0		N/A	0	N/A	
October		0		N/A	0	N/A	
November		0			0		
December		0			0		
YTD	56,686	67,456	19.0%	0	39,247	#DIV/0!	12,661

Year to Date % Ridership Change - 2016 to 2017





BANFF LOCAL TRANSIT REVENUE BREAKDOWN

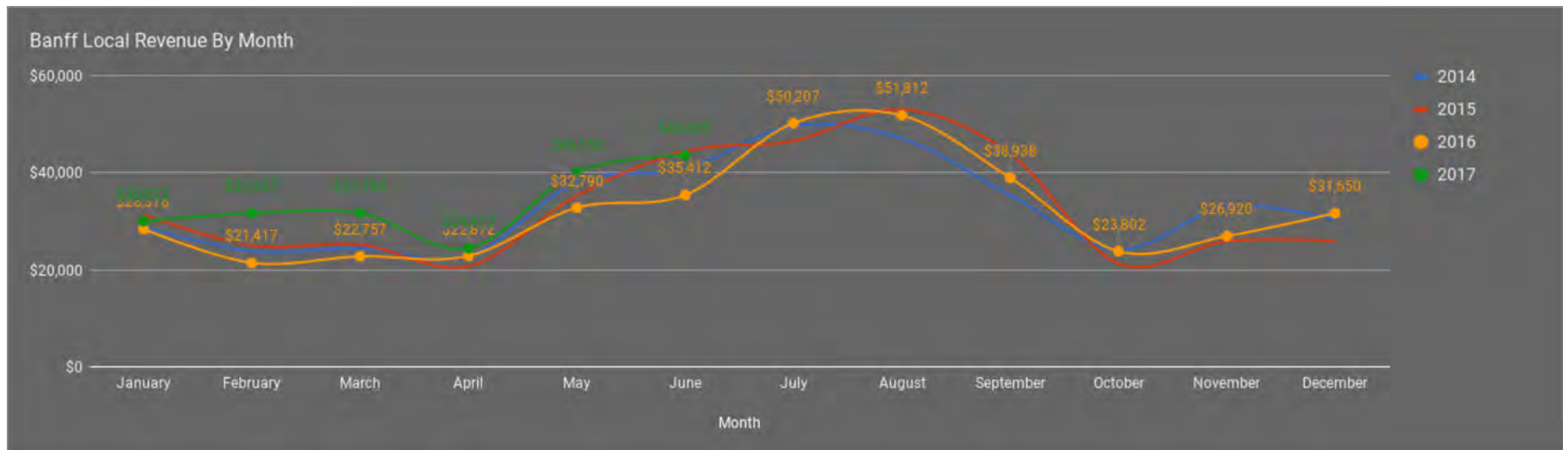
2017 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$25,948	\$4,074	\$0	\$30,022	\$28,450.00
February	\$26,579	\$5,078	\$0	\$31,657	\$28,450.00
March	\$27,064	\$4,640	\$0	\$31,704	\$28,450.00
April	\$24,413	\$2,012	\$0	\$24,413	\$33,450.00
May	\$37,695	\$2,457	\$0	\$40,152	\$33,450.00
June	\$38,890	\$4,715	\$0	\$43,605	\$33,450.00
July			\$0	\$0	\$38,450.00
August			\$0	\$0	\$38,450.00
September			\$0	\$0	\$38,450.00
October			\$0	\$0	\$33,450.00
November			\$0	\$0	\$33,450.00
December			\$0	\$0	\$33,450.00
Totals:	\$180,589	\$20,964	\$0	\$201,553	\$401,400

2016 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$21,702	\$6,676	\$0	\$28,378	\$25,062.50
February	\$19,263	\$2,154	\$0	\$21,417	\$25,062.50
March	\$20,926	\$1,831	\$0	\$22,757	\$25,062.50
April	\$15,741	\$7,131	\$0	\$22,872	\$33,062.50
May	\$30,679	\$2,111	\$0	\$32,790	\$33,062.50
June	\$33,805	\$1,607	\$0	\$35,412	\$33,062.50
July	\$48,244	\$1,963	\$0	\$50,207	\$41,062.50
August	\$48,988	\$2,824	\$0	\$51,812	\$41,062.50
September	\$34,891	\$4,047	\$0	\$38,938	\$41,062.50
October	\$22,063	\$1,739	\$0	\$23,802	\$33,062.50
November	\$17,605	\$9,315	\$0	\$26,920	\$33,062.50
December	\$27,779	\$3,871	\$0	\$31,650	\$33,062.50
Totals:	\$341,686	\$45,270	\$0	\$386,956	\$396,750

REVENUE									
Month	2014	2015	2016	2017	2016 Running Total	2017 Running Total	Running Total Difference 2016 to 2017	Monthly Difference 2016 to 2017	Monthly % Difference
January	\$28,869	\$31,352	\$28,378	\$30,022	\$28,378	\$30,022	\$1,644	\$1,644	5.5%
February	\$23,824	\$25,006	\$21,417	\$31,657	\$49,795	\$61,679	\$11,884	\$10,240	32.3%
March	\$24,454	\$25,175	\$22,757	\$31,704	\$72,552	\$93,383	\$20,831	\$8,947	28.2%
April	\$22,861	\$20,711	\$22,872	\$24,413	\$95,424	\$117,796	\$22,372	\$1,541	6.3%
May	\$38,052	\$35,268	\$32,790	\$40,152	\$128,214	\$157,948	\$29,734	\$7,362	18.3%
June	\$40,828	\$44,419	\$35,412	\$43,605	\$163,626	\$201,553	\$37,927	\$8,193	18.8%
July	\$49,655	\$46,553	\$50,207	\$0	\$213,833				
August	\$47,076	\$53,075	\$51,812	\$0	\$265,645				
September	\$35,404	\$43,912	\$38,938	\$0	\$304,583				
October	\$24,115	\$21,253	\$23,802	\$0	\$328,385				
November	\$33,078	\$25,892	\$26,920	\$0	\$355,305				
December	\$30,344	\$25,939	\$31,650	\$0	\$386,955				
Grand Total:	\$398,560	\$398,555	\$386,955	\$201,553	\$386,956				



CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN

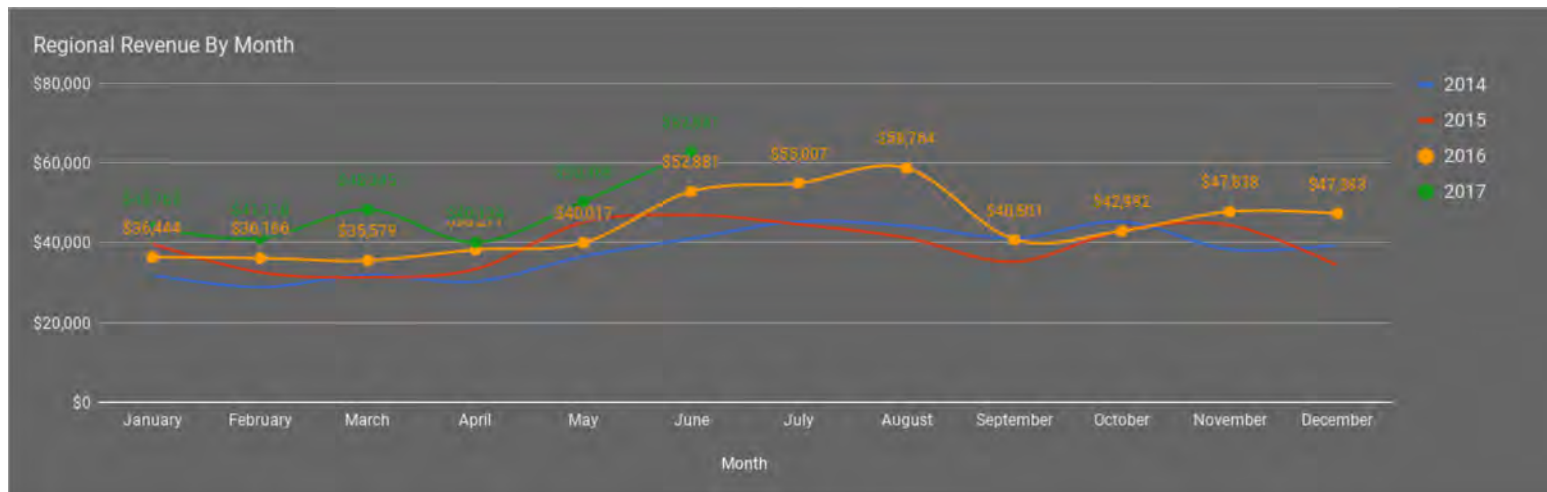
2017 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$27,058	\$16,704	\$0	\$43,762	\$32,567
February	\$28,782	\$12,336	\$0	\$41,118	\$32,567
March	\$31,087	\$17,258	\$0	\$48,345	\$32,567
April	\$28,564	\$11,570	\$0	\$40,134	\$37,567
May	\$36,208	\$14,160	\$0	\$50,368	\$37,567
June	\$41,044	\$21,787	\$0	\$62,831	\$37,567
July			\$0	\$0	\$42,567
August			\$0	\$0	\$42,567
September			\$0	\$0	\$42,567
October			\$0	\$0	\$37,567
November			\$0	\$0	\$37,567
December				\$0	\$37,567
Totals:	\$192,743	\$93,815	\$0	\$286,558	\$450,800

2016 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$25,963	\$10,481	\$0	\$36,444	\$37,683
February	\$23,859	\$12,307	\$0	\$36,166	\$21,683
March	\$25,254	\$10,325	\$0	\$35,579	\$29,683
April	\$27,917	\$10,360	\$0	\$38,277	\$19,683
May	\$32,340	\$7,677	\$0	\$40,017	\$19,683
June	\$37,098	\$15,783	\$0	\$52,881	\$29,683
July	\$37,222	\$17,785	\$0	\$55,007	\$39,683
August	\$37,217	\$21,547	\$0	\$58,764	\$39,683
September	\$31,066	\$9,735	\$0	\$40,801	\$39,683
October	\$28,830	\$14,162	\$0	\$42,992	\$21,683
November	\$32,270	\$15,568	\$0	\$47,838	\$19,683
December	\$34,141	\$13,242	\$0	\$47,383	\$37,683
Totals:	\$373,177	\$158,972	\$0	\$532,149	\$356,200

REVENUE									
Month	2014	2015	2016	2017	2016 Running Total	2017 Running Total	Running Total Difference	2016 to 2017 Monthly Comparison	2016 to 2017 Monthly % Difference
January	\$31,912	\$39,725	\$36,444	\$43,762	\$36,444	\$43,762	\$7,318	\$7,318	20.1%
February	\$28,892	\$32,590	\$36,166	\$41,118	\$72,610	\$84,880	\$12,270	\$4,952	13.7%
March	\$31,998	\$31,375	\$35,579	\$48,345	\$108,189	\$133,225	\$25,036	\$12,766	35.9%
April	\$30,284	\$33,430	\$38,277	\$40,134	\$146,465	\$173,359	\$26,894	\$1,857	4.9%
May	\$36,589	\$45,147	\$40,017	\$50,368	\$186,482	\$223,727	\$37,245	\$10,351	25.9%
June	\$41,075	\$47,013	\$52,881	\$62,831	\$239,364	\$286,558	\$47,194	\$9,950	18.8%
July	\$45,327	\$44,636	\$55,007		\$294,371				
August	\$44,247	\$41,241	\$58,764		\$353,135				
September	\$41,221	\$35,253	\$40,801		\$393,936				
October	\$45,318	\$43,129	\$42,992		\$436,928				
November	\$38,334	\$44,467	\$47,838		\$484,766				
December	\$39,462	\$34,301	\$47,383		\$532,148				
Grand Total:	\$454,658	\$472,306	\$532,149	\$274,989	\$532,148				



CANMORE LOCAL TRANSIT REVENUE BREAKDOWN

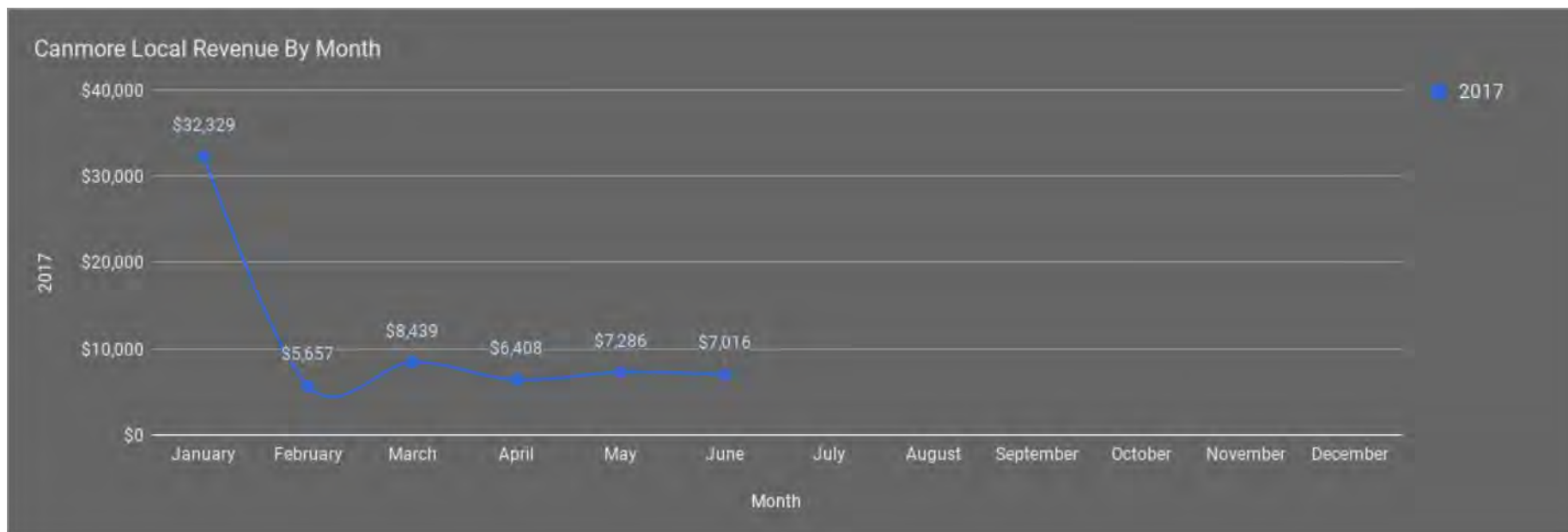
2017 Actual

Month	Fares	Passes	Other	Total	Budget	Info
January	\$6,173	\$26,156	\$0	\$32,329	\$10,000.00	*Includes Pass Sales from Dec and Jan both to customers and vendors
February	\$4,812	\$845	\$0	\$5,657	\$10,000.00	
March	\$5,653	\$2,786	\$0	\$8,439	\$12,000.00	
April	\$3,905	\$2,503	\$0	\$6,408	\$12,000.00	
May	\$5,162	\$2,124	\$0	\$7,286	\$15,000.00	
June	\$5,092	\$1,924	\$0	\$7,016	\$20,000.00	
July			\$0	\$0	\$24,000.00	
August			\$0	\$0	\$25,000.00	
September			\$0	\$0	\$22,000.00	
October			\$0	\$0	\$18,000.00	
November			\$0	\$0	\$16,000.00	
December			\$0	\$0	\$12,000.00	
Totals:	\$30,797	\$36,338	\$0	\$67,135	\$196,000	

2016 Actual

Month	Fares	Passes	Other	Total	Budget
January			\$0	\$0	\$-
February			\$0	\$0	\$-
March			\$0	\$0	\$-
April			\$0	\$0	\$-
May			\$0	\$0	\$-
June			\$0	\$0	\$-
July			\$0	\$0	\$-
August			\$0	\$0	\$-
September			\$0	\$0	\$-
October			\$0	\$0	\$-
November			\$0	\$0	\$-
December			\$0	\$0	\$-
Totals:	\$0	\$0	\$0	\$0	\$0

REVENUE								
Month	2016	2017	2016 Running Total	2017 Running Total	Running Total Difference 2016 to 2017	Monthly Difference	2016 to 2017 Monthly % Difference	
January	\$0	\$32,329	\$0	\$32,329				
February	\$0	\$5,657	\$0	\$37,986				
March	\$0	\$8,439	\$0	\$46,425				
April	\$0	\$6,408	\$0	\$52,833				
May	\$0	\$7,286	\$0	\$60,119				
June	\$0	\$7,016	\$0	\$67,135				
July	\$0		\$0					
August	\$0		\$0					
September	\$0		\$0					
October	\$0		\$0					
November	\$0		\$0					
December	\$0		\$0					
Grand Total:	\$0	\$64,631	\$0					



Bow Valley *Regional* Transit Services Commission



New Business

Bow Valley *R*egional Transit Services Commission



Bylaw Revision

Process:

- Board will be asked to approve this document as the proposed revised Operating Bylaw, and that once the motion to approve is on the table the proposed revised Operating Bylaw will be open to amending motions.
- Then, the approved proposed Operating Bylaw (as amended if necessary) will be circulated with notice to Members that the Board will be voting on the adopting the proposed Operating Bylaw at the next regular meeting after the 30-day notice period passes.
- Further amendments could be brought forward at this time.

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
BYLAW 3- 2011
OPERATING BYLAW**

**BEING A BYLAW RESPECTING THE COMMISSION'S ABILITY TO
OPERATE, MANAGE AND ADMINISTER SERVICES TO ITS CUSTOMERS**

WHEREAS pursuant to the provisions of the *Municipal Government Act*, the Board of the Commission must pass Bylaws respecting the appointment of its Directors and the designation of its Chair, and may pass Bylaws respecting the provision of the Commission's services and the governance of the administration of the Commission; and

NOW THEREFORE the Board enacts the following:

1. DEFINITIONS

- 1.1. "Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended or replaced from time to time;
- 1.2. "Annual Organizational Meeting" means the meeting of the Board held once each fiscal year;
- 1.3. "Auditor" means the auditor of the Commission appointed by the Board who shall report to the Board on the annual financial statement of the Commission and on the financial procedures and activities of the Commission;
- 1.4. "Board" means the Board of Directors of the Commission as per Bylaw 1-2011, section 2;
- 1.5. "Chair" means the Chairperson of the Board;
- 1.6. "Commission" means the Bow Valley Regional Transit Services Commission;
- 1.7. "Customers" means a municipal authority, federal agency, accommodation facility, or any other organization that is represented on the Commission or receives public transit service from the Commission;
- 1.8. "Director" means the representative of a Member of the Commission appointed in accordance with Bylaw 1-2011;
- 1.9. "Fare Revenue Shortfall" means the amount that is collected from public transit service passenger fares below what was budgeted in the Commission's annual budget for each service;

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1.10. “Fare ~~Revenue Surplus~~” is the amount that is collected from public transit service passenger fares above what was budgeted in the Commission’s annual budget for each service;

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1.11. “Fee” means the amount levied by the Board to each of its ~~Customers~~ to cover the costs of providing public transit services, including but not limited to administration, capital reserve, marketing, and service contract costs;

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1.12. “Financial Plan” means a detailed outline of the Commission’s strategic objectives, capital requirements, budget (which includes the estimated operating and maintenance costs, fare revenues, grant funding, and income from fees and other sources), and the cost-sharing and revenue-sharing framework. Financial plans can be annual, three or five-year rolling plans;

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1.13. “Manager” means the administrative lead position of the Commission selected by the Board, which may be changed to another title from time to time at the discretion of the Board;

1.14. “Member” or “Members” mean those members set out the Regulation;

1.15. “Non-Voting Representatives” means environmental interest groups, destination marketing groups, and or other groups who would actively participate in the activities of the Commission and who would have representatives at the Board meetings but no voting rights;

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1.16. “Regulation” means Alberta Regulation No. 59/2011, as amended or replaced from time to time;

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1.17. “Revenue ~~Vehicle Hour~~” is a measure of the scheduled hours of service that are available to passengers for transport. One ~~Revenue Vehicle Hour~~ is equivalent to one transit vehicle traveling in one hour in revenue service;

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1.18. “Service ~~Area~~” means those service areas set out in the Regulation;

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1.19. “Transit ~~User Satisfaction Measures~~” are indicators that measure how satisfied transit users are with the transit system, and may include level of satisfaction with service frequency, hours of operation, and route coverage.

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1.20. “Vice-Chair” means Vice-Chair of the Board; and

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1.21. “Voting Members” means the Town of Banff, Town of Canmore, and Improvement District #9, all of whom have voting rights and as described in Bylaw 1-2011 section 2, subsection 2.1 and 2.1.1.

2. OBJECTIVES

2.1. The objectives of the Commission are:

- (a) to provide and or coordinate local and regional transit services within the service area;
- (b) to attract more transit users; and
- (c) to contribute towards improving air quality and the reduction of greenhouse gas emissions.

3. MANAGEMENT

3.1. There shall be a Manager and other officers as determined by the Board at its discretion.

3.2. The Board may select as Manager:

- (a) an individual who will be an employee of the Commission;
- (b) an individual municipality; or
- (c) an organization engaged on a contractual basis to the Commission.

3.3. The Manager will be the sole administrative direct report to the Board through the Chair (as the Board's primary representative).

3.4. The Manager shall carry out the following duties including, but not limited to:

- (a) introducing policies and procedures for Board approval;
- (b) ensuring that the policies and programs of the Commission are implemented;
- (c) advising and informing the Board on the operations and affairs of the Commission;
- (d) performing the duties and exercising the powers assigned to the Manager in this Bylaw;
- (e) performing the duties and exercising the powers required of the Manager in the *Act* or any other applicable legislation;
- (f) ensuring the funds of the Commission are received and disbursed in accordance with the directives of the Board, subject to this Bylaw;
- (g) managing finances to effectively operate the Commission including establishing bank account(s), establishing good cash management practices/ protocols, and exercising purchase of

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goods and services as per policies and procedures;

- (h) ensuring detailed accounts of all income and expenditures are kept;
- (i) ensuring an account of all transactions of the Commission and the financial position of the Commission are rendered to the Board at meetings or whenever required by the Board;
- (j) ensuring all books, papers, records, correspondence, contracts and other documents belonging to the Commission are maintained and disclosed in accordance with applicable legislation;
- (k) carrying out any lawful direction of the Board;
- (l) advising the Board on staffing requirements to effectively administer Commission business; and
- (m) being solely responsible for the supervision/ management of all the staff of the Commission.

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- 3.5. The Board and/or the Manager may, from time to time, may appoint an acting manager who shall be authorized, in the absence of the Manager, to perform such duties of the Manager; further the Board and/or the Manager may define the parameters of the acting manager when an appointment is made.

4. BOARD

- 4.1. The proceedings of the Board shall be conducted in accordance with the *Act* and Bylaw No. 1-2011.
- 4.2. The term of each Director shall be for one year.
- 4.3. Selection of the Chair and the Vice-Chair shall be through nomination and the support of the majority of the Directors at the first Regular Meeting in November of each year.

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- 4.4. The Chair and Vice-Chair must be Directors.

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- 4.5. Chair and Vice Chair shall occupy the positions for one year (as per s.24 of Bylaw 1-2011).

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4.6. A Chair may be removed through a majority vote of Directors.

4.7. If the Chair resigns from the Board, the Vice-Chair shall assume the position of Chair until the Directors elect a new Chair.

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4.8. Each Director, including the Chair and Vice-Chair, have one vote on any given motion, and any tie vote results in that motion being defeated.

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4.9. A quorum shall be minimum four (4) Directors present at the meeting, which must include the Chair or Vice Chair.

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4.10. A Director shall not miss more than three consecutive Regular Meetings (does not include Annual General Meeting and Special Meetings). In the event of this occurrence, the Chair or Vice Chair will request that s. 2.2 of Bylaw 1-2011 be exercised and seek a permanent replacement for that Director. Exceptions may be considered by the Board provided circumstances for absences are considered extraordinary and/or for emergency circumstances.

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4.11. The Board shall be responsible for:

a) strategic transit plans;

b) annual and three-year financial plans pursuant to s. 11 hereof;

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c) regional transit policies, performance standards, and Transit User Satisfaction Measures;

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d) the fare schedule of the services provided by the Commission;

e) service marketing plans;

f) the contracting of work to public or private organizations, which when applicable are to be rewarded through a competitive bidding process;

g) ensuring appropriate programs and policies are created, administered and monitored on a regular basis;

h) hiring and supporting the Manager; and

i) considering measures to ensure the regional transit system is integrated to the greatest extent possible.

5. MEETINGS

5.1. The Board shall hold Regular Meetings at least once every two months or more often at regular intervals as approved by the Board pursuant to s. 5.4.

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5.2. Special Meetings (outside of the definition of section 5.1) may be called by the Chair at any time with the provision of minimum 5 working days advanced notice to all Directors and with a confirmation of a quorum.

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

5.4. A schedule of Regular Meetings, including location and time, shall be established by resolution at the Annual Organizational Meeting.

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

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5.6. At a Regular Meeting held no later than April 30th of each year, the Auditor shall present the audited financial statements of the Commission for approval.

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5.7. An agenda shall be established for all meetings of the Board by submitting a written request to the Manager at least 5 business days prior to the meeting date. Only Directors and the Manager shall be entitled to add items to the proposed agenda.

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5.8. The Manager shall ensure copies of the agenda and supporting documents are available to the Board and the public no later than 5:00 p.m. three days before a meeting.

5.9. If an agenda item is submitted past the deadline it may be added to the agenda through the Chair if carried by a majority vote.

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6. THE COMMISSION

6.1. The Commission shall hold any required Operating Certificate(s) from the Government of Alberta and/or other authorizing jurisdictions in order to operate a transit service as mandated.

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6.2. The Commission may assume responsibility of any existing and new contracts between its Members, private operators and other

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entities; and may renew, cancel, or amend them as needed.

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- 6.3. The Commission may form committees and working groups as needed. The composition of these committees and working groups is determined by the Commission

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7. EXCLUSIVITY RIGHTS OF COMMISSION

- 7.1. The Commission will seek exclusive rights to operate transit services from specified stops, transit exchanges and hubs that service public transportation needs as determined by the Commission. Where exclusive rights are obtained, no other services may use the stops, transit hubs or exchanges designated for the purpose of the Commission's services without the prior written permission of the Commission.

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8. TRANSIT SERVICES PROVIDED

- 8.1. The transit services and the means by which the costs will be shared by Customers shall be determined on an annual basis.

8.2. The Commission envisions operate a number of transit service routes. At minimum, and not limited to these, the following transit services:

(a) a local Banff service within the boundaries of the Town of Banff, and outside the town boundaries if approved by the Board;

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(b) a local Canmore service within the boundaries of the Town of Canmore, and outside the town boundaries if approved by the Board;

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(c) a regional service between the Town of Canmore and the Town of Banff, and shall be connected to local services that operate in the Towns of Banff and Canmore;

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(d) a Park service for residents and visitors to destinations in Banff National Park outside of the Town of Banff;

(e) a regional service between the Town of Banff and Lake Louise, and shall be connected to local services that operate in the Town of Banff and Lake Louise; and

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(f) a local Lake Louise service between the village of Lake Louise, Moraine Lake, and Upper Lake Louise.

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8.3. In addition to the services set out in s. 8.2, other new regional and local transit services may be developed and implemented by the

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Commission, if approved by the Board.

- 8.4. All vehicles used by the public transit services shall be accessible to persons with disabilities and capable of accommodating bicycles and skis/snowboards.

9. COSTS AND PASSENGER REVENUES OF TRANSIT SERVICES AND OTHER COSTS OF THE COMMISSION

- 9.1. The Board shall levy fees annually to its Customers to cover the actual costs of the provision of public transit services for those Customers, as well as to cover other supporting costs related to those public transit services, including but not limited to the Commission's annual administrative costs, marketing costs, and capital reserve costs. The Board shall apply the cost allocation principles and methodology described in Schedule A, which shall be reviewed and revised every four years if necessary, to determine the amounts of these levy fees.

- 9.2. Each of the Customers shall pay for any passenger fare revenue shortfall for any public transit service provided by the Commission. The amount shall be in accordance with their share of the net direct operating costs agreed upon in that year's financial plan or pursuant to contract.

- 9.3. For any Fare Revenue Surplus, the Commission shall put the funds in a reserve to the credit of each Customer whose service the Fare Revenue Surplus pertains to be used to cover future cost overruns and/or reduce the amount of future levies.

10. TRANSIT SERVICE MARKETING

- 10.1. The Commission shall market the public transit services described in s. 8 through avenues that include but are not limited to:

- (a) consistent regional branding; and
- (b) appropriate and innovative means that will effectively reach local and international markets.

11. FINANCIAL

- 11.1. Without limiting the requirements for the budget pursuant to the Act, the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:

- (a) estimated expenditures for the:
- (i) purchase of operating services, which would include maintenance services;

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Deleted: distribute revenue surpluses greater than 5% of the year's total direct operating costs to the contributing parties of that service. The amount shall be in accordance with their share of the net direct operating costs agreed upon in that year's financial plan and for the purposes of impacting the net contributions from that member. If the surplus is less than 5% of the total direct operating costs, the Commission shall

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- (ii) administration of the Commission, including salaries for the Manager and any other Commission staff;
 - (iii) marketing activities of the Commission; and
 - (iv) 10 year capital investments (for vehicle and/or non-vehicle assets);
 - (b) the fees levied to each Customer (using the cost allocation principles and methodology described in Schedule A);
 - (c) proposed fare schedule for the next three years;
 - (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
 - (e) any anticipated grants for the next three years.
- 11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans.
- 11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.
- 11.4. Any Voting Member, Non-Voting Representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.
- 11.5. Subject to the *Act*, the Manager may, during any financial year, present to the Board amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw, especially the voting requirements set out in s. 11.3.

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12. PUBLIC INPUT

- 12.1. The Commission shall seek and encourage public input in the formulation of new transit services or enhancement of existing transit services, and in the development of the strategic and financial plans.
- 12.2. Regular and Annual Meetings shall be open to the public except during discussions about real property, personnel issues, internal issues of the board, or when receiving advice from a solicitor involving potential

litigation issues, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* of Alberta.

- 12.3. If a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* (Alberta), the Chair shall ensure that any part of a meeting during which discussions are closed to the public through a motion shall include the reason for the closure to be identified in the motion

13. CANCELLATION/ADDITION OF SERVICES

- 13.1. A cancellation or addition of services of a permanent nature involving greater than a 25% change in the cost of a service provided to a Member or Members will require the approval by at least a two thirds majority of the Directors and approval by the Voting Member(s) most impacted by this service change.

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14. MEMBERSHIP AND REPRESENTATION

- 14.1. A municipality or organization may attain membership and voting rights in the Commission if the following is attained:

- (a) approval by at least two thirds majority of the Board;
- (b) a resolution or bylaw by the board of directors of that municipality or organization, specifying their approval of the Regulation, this Bylaw, and the annual and three-year financial plans of the BVRTSC, and their commitment to fund the BVRTSC's transit services and related costs as specified in the financial plans;
- (c) Amending the existing Order of Council 161/2011, amending Regulation 59/2011 and Bylaw 1-2011; and
- (d) Receiving approval from the Minister of Municipal Affairs in accordance to Section 191(2) of the Act.

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- 14.2. A Voting Member may withdraw from membership of the Commission if the following is attained:

- (a) As per Section 14.1 (c) and (d);
- (b) the Voting Member has fully met its financial and other obligations for one calendar year; and
- (c) the revision(s) and or approval of any other Commission regulations and or policies to reflect the withdrawal.

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- 14.3. Within two months of a representative of a Voting Member leaving the

Commission, the empty Director position shall be filled by the
Voting Member.

- 14.4. The Board may appoint, with the approval of at least a fifty 50% majority vote of the Board, non-voting representation from groups that regularly contribute to the Commission's activities, including but not be limited to environmental interest groups and destination marketing groups, who may have representatives on the Board but will not have voting rights.

15. AMENDMENTS

- 15.1. An amendment to this Bylaw may be passed by the Board upon approval by at least a two thirds majority of the Directors.
- 15.2. The first time the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to the Voting Members at least one month in advance of when Directors will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Originally approved on November 16th, 2011.

Amended by the Board of the Commission on August , 2017.

Davina Bernard, Chair

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SCHEDULE A
ALLOCATION OF THE BOW VALLEY REGIONAL TRANSIT
SERVICES COMMISSION'S COSTS

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TRANSIT OPERATING

Cost and Revenue Sharing Principles

The guiding principles below will be used to determine the distribution of BVRTSC's various operating and capital costs. These principles will be reviewed periodically, and at minimum every four years.

Defining Costs

Direct Operating Costs are those expenses directly attributable to providing transit on any of BVRTSC's routes. These shall be considered to include, but not limited to: administration and implementation of pass sales, hiring, scheduling, cash fare management; advertising/marketing specific to the route; signage specific to each route; bus storage building/utilities costs attributable to each service route; operations fuel/maintenance; Intelligent Transit System costs, including NextBus, Trapeze Fareboxes, GyPsy Next Stop Announcements and any other IT items related to operations; transit operator labour and training; management and office administration time attributable to operations; professional services / studies; and fleet registration, insurance, and permits.

Administrative Costs are any operating costs (i.e. non-capital costs) that do not fall within Direct Operating Costs. These shall be considered to include, but not limited to: office rent, photocopier, website, general office supplies, annual audit costs and other general professional services, the majority of office administration salaries, and non-service specific marketing.

Capital Costs / Reserve are expenditures or savings to purchase capital items. These shall be considered to include, but not limited to: rolling stock, fare boxes, signage, bus storage facilities and transit stop furnishings. All transit capital infrastructure and fixtures located within municipalities, except rolling stock, are the property of that municipality, and the upkeep for same is the responsibility of that municipality, albeit the cost of same may be shared if the capital infrastructure benefits routes paid for by other municipalities or other parties (e.g. a centralized storage facility for buses). Reserves or savings to replace/purchase rolling stock or assets that will be used by more than one municipality will be kept by BVRTSC. However, reserves to replace capital assets that belong to and used only by one municipality, or for saving to purchase future assets that will belong to and used only by one municipality, may be kept with BVRTSC or may remain with the municipality. Further, only those future capital projects that the municipality agrees to proceed with will be included in BVRTSC planning.

Cost Allocation Principles

Re Direct Operating Costs ("DOC")

- The DOC of each transit service route are the responsibility of identified parties as determined prior to the approval of route by the Board, less any revenue from that route.

- Any DOC attributable to any of the municipal partners of the BVRTSC (Town of Banff, Town of Canmore, ID#9) will be requisitioned to the respective municipal partners at the beginning of each fiscal year based upon the Board approved budget and projected revenues for the routes, or portions thereof, for which each municipal partner is responsible. Any shortfall in funding as determined at any time during the fiscal year for any route will result in a subsequent requisition to the municipal partner(s) responsible for covering the DOC of that route. As per the Regulation, any surpluses are not returned to any of the municipal partners, but rather placed in reserve to the credit of the municipal partner(s) responsible for the route from which the surplus is derived.
- Any DOC to be covered by a party other than three full member municipalities will be secured by a contractual arrangement whereby the party is fully responsible for the DOC pertaining to a particular route, or portion thereof, less any revenue from that route.
- Based upon current and future routes, it is anticipated that the DOC, less any revenue, for various routes will be covered as follows:
 - Banff Local Routes 1 & 2 (as well as any other future local routes approved by Banff) are 100% the responsibility of the Town of Banff;
 - Canmore Local Route 5 (as well as any other future local routes approved by Canmore) are 100% the responsibility of the Town of Canmore;
 - Banff-Canmore Regional Route 3 (as well as any other similar future regional route approved by Banff and Canmore) are 50% the responsibility of each the Town of Banff and the Town of Canmore;
 - Parks Routes 4 (Cave & Basin) & 6 (Minnewanka) (as well as any other future Parks routes) are 100% the responsibility of Parks Canada;
 - Future routes involving Lake Louise will be 100% the responsibility of Parks Canada and ID#9, with the proportion split between them still to be determined.
- Revenue collected on each route will be credited against the DOC of that route.
- In the event of transit passes being able to be used for more than one route, then revenue from said passes will be allocated to each route based on actual usage.

Re Administrative Costs ("AC")

- AC will be requisitioned to the respective municipal partners at the beginning of each fiscal year based upon the Board approved budget. Any shortfall in AC funding as determined at any time during the fiscal year may result in a subsequent requisition to the municipal partners if BVRTSC internal mitigations are unable to nullify the shortfall. As per the Regulation, any surpluses are not returned to any of the municipal partners, but rather placed in reserve to the credit of the municipal partners in equal portions.

(OPTION #1 – Equal Partners)

- AC are to be divided equally amongst three municipal partners.

Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the municipal partners would be:

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2017 BVRTSC Administrative Costs (Equal Partners)	
<u>Requisition to:</u>	<u>PROPOSED</u>
<u>Town of Banff</u>	<u>\$90,462.67</u>
<u>Town of Canmore</u>	<u>\$90,462.67</u>
<u>ID#9</u>	<u>\$90,462.67</u>
<u>TOTAL:</u>	<u>\$271,388</u>

OR

(OPTION #2 – Equal Partners . . . with an Adjustment)

- AC are to be divided using a formula whereby 75% of the costs are divided equally between the partners, and the remaining 25% shall be divided based upon the proportion of Revenue Vehicle Hours attributed to each municipal partner (and for which each pays DOC).

Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the municipal partners would be:

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2017 BVRTSC Administrative Costs (Compromise)*			
<u>Requisition to:</u>	<u>75% of Cost – Equal Division</u>	<u>25% of Cost – % of Rev. Veh. Hours</u>	<u>PROPOSED</u>
<u>Town of Banff</u>	<u>\$67,847</u>	<u>\$40,708</u>	<u>\$108,555</u>
<u>Town of Canmore</u>	<u>\$67,847</u>	<u>\$27,139</u>	<u>\$94,986</u>
<u>ID#9</u>	<u>\$67,847</u>	<u>\$0</u>	<u>\$67,847</u>
<u>TOTAL:</u>	<u>\$203,541</u>	<u>67,847</u>	<u>\$271,388</u>

Re Capital Costs (“CC”)

- Each municipal partner or other party is responsible for the CC pertaining to the routes they pay DOC and in equivalent proportions as DOC are paid. This CC includes, but is not limited to, rolling stock (including spares, or portion thereof), bus storage facilities, transit stop furnishings, signage, etc.
- CC are calculated based upon capital planning for purchase or replacement of capital assets, and is requisitioned based on an approved BVRTSC capital budget created after consultation with municipal partners or other funding parties. The CC requisition takes into account any grant monies received or anticipated to be received.

- Any shortfalls in CC are the responsibility of the funding municipality or other party to which the capital funding pertains, and any surpluses through savings or cancelled capital projects or otherwise will accrue to the benefit of the party providing the CC to which the surplus pertains.

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Cost Sharing Principles

<#>Direct Operating Costs:
<#>Direct Operating Costs: Annual direct operating costs for each service will be calculated based on the cost per revenue vehicle hour, with the cost of the driver, maintenance, deadhead and other non-productive time built into this charge. If the buses are provided by a contracted private operator, then the capitalization cost of the buses will be included in the hourly charge.
<#>For the Regional ROAM service, the distribution of the operating costs will be split evenly between the Towns of Banff and Canmore. This assumes that the level of ridership and level of service (i.e., the benefits received) will be approximately the same in the two towns (currently, the sums of the residential population and number of accommodation beds are nearly equal between the two towns). The ratio may be changed based on ridership or level of service information, or additional funders.
<#>As it will be difficult for Parks Canada to obtain approval from Parliament to pay for general overhead costs (e.g. overall Commission marketing and general operating administrative costs), Parks Canada will only be able to pay for the direct operating cost of the Park ROAM service. However, it is assumed that it will cover 100% of the net direct operating cost (i.e., total direct operating cost minus fare and other revenue) of this service. Furthermore, to compensate the other contributing members, Parks Canada may purchase fully accessible buses (unless the contracted private bus operators have accessible buses) for the Park ROAM service. These buses will be available to be leased by the Commission for a nominal fee (e.g. \$1) so that they can be used for other services outside of the summer season. If the purchase of buses is not necessary, then another method of compensation will be arranged.
<#>Marketing and Administrative Costs:
<#>All contributing parties (except for Parks Canada) will pay for the general overhead costs.

Deleted: Cost Allocation Methodology

For any given year, the distribution of the BVRTSC's direct operating costs and overhead costs (e.g. marketing and administrative costs, and capital reserve) will be calculated using the methodology outlined below. This methodology will be used to estimate the fees to be paid by each contributing member for the upcoming year, and to track the accuracy of these estimates throughout the year and to determine if additional fees need to be collected.

Step 1: Key Inputs

1.1. Collect the following key inputs.

Input

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION
BYLAW 3- 2011
OPERATING BYLAW**

**BEING A BYLAW RESPECTING THE COMMISSION'S ABILITY TO
OPERATE, MANAGE AND ADMINISTER SERVICES TO ITS CUSTOMERS**

WHEREAS pursuant to the provisions of the *Municipal Government Act*, the Board of the Commission must pass Bylaws respecting the appointment of its Directors and the designation of its Chair, and may pass Bylaws respecting the provision of the Commission's services and the governance of the administration of the Commission; and

NOW THEREFORE the Board enacts the following:

1. DEFINITIONS

- 1.1. "Act" means the *Municipal Government Act*, R.S.A. 2000, c. M-26, as amended or replaced from time to time;
- 1.2. "Annual Organizational Meeting" means the meeting of the Board held once each fiscal year;
- 1.3. "Auditor" means the auditor of the Commission appointed by the Board who shall report to the Board on the annual financial statement of the Commission and on the financial procedures and activities of the Commission;
- 1.4. "Board" means the Board of Directors of the Commission as per Bylaw 1-2011 section 2;
- 1.5. "Chair" means the Chairperson of the Board;
- 1.6. "Commission" means the Bow Valley Regional Transit Services Commission;
- 1.7. "Customers" means a municipal authority, federal agency, accommodation facility, or any other organization that is represented on the Commission or receives public transit service from the Commission;
- 1.8. "Director" means the representative of a Member of the Commission appointed in accordance with Bylaw 1-2011;
- 1.9. "Fare Revenue Shortfall" means the amount that is collected from public transit service passenger fares below what was budgeted in the Commission's annual budget for each service;

- 1.10. “Fare Revenue Surplus” is the amount that is collected from public transit service passenger fares above what was budgeted in the Commission’s annual budget for each service;
- 1.11. “Fee” means the amount levied by the Board to each of its Customers to cover the costs of providing public transit services, including but not limited to administration, capital reserve, marketing, and service contract costs;
- 1.12. “Financial Plan” means a detailed outline of the Commission’s strategic objectives, capital requirements, budget (which includes the estimated operating and maintenance costs, fare revenues, grant funding, and income from fees and other sources), and the cost-sharing and revenue-sharing framework. Financial plans can be annual, three or five-year rolling plans;
- 1.13. “Manager” means the administrative lead position of the Commission selected by the Board, which may be changed to another title from time to time at the discretion of the Board;
- 1.14. “Member” or “Members” mean those members set out in the Regulation;
- 1.15. “Non-Voting Representatives” means environmental interest groups, destination marketing groups, and or other groups who would actively participate in the activities of the Commission and who would have representatives at the Board meetings but no voting rights;
- 1.16. “Regulation” means Alberta Regulation No. 59/2011, as amended or replaced from time to time;
- 1.17. “Revenue Vehicle Hour” is a measure of the scheduled hours of service that are available to passengers for transport. One Revenue Vehicle Hour is equivalent to one transit vehicle traveling in one hour in revenue service;
- 1.18. “Service Area” means those service areas set out in the Regulation;
- 1.19. “Transit User Satisfaction Measures” are indicators that measure how satisfied transit users are with the transit system, and may include level of satisfaction with service frequency, hours of operation, and route coverage.
- 1.20. “Vice-Chair” means Vice-Chair of the Board; and
- 1.21. “Voting Members” means the Town of Banff, Town of Canmore, and Improvement District #9, all of whom have voting rights and as described in Bylaw 1-2011 section 2, subsection 2.1 and 2.1.1.

2. OBJECTIVES

- 2.1. The objectives of the Commission are:

- (a) to provide and or coordinate local and regional transit services within the service area;
- (b) to attract more transit users; and
- (c) to contribute towards improving air quality and the reduction of greenhouse gas emissions.

3. MANAGEMENT

- 3.1. There shall be a Manager and other officers as determined by the Board at its discretion.
- 3.2. The Board may select as Manager:
 - (a) an individual who will be an employee of the Commission;
 - (b) an individual municipality; or
 - (c) an organization engaged on a contractual basis to the Commission.
- 3.3. The Manager will be the sole administrative direct report to the Board through the Chair (as the Board's primary representative).
- 3.4. The Manager shall carry out the following duties including, but not limited to:
 - (a) introducing policies and procedures for Board approval;
 - (b) ensuring that the policies and programs of the Commission are implemented;
 - (c) advising and informing the Board on the operations and affairs of the Commission;
 - (d) performing the duties and exercising the powers assigned to the Manager in this Bylaw;
 - (e) performing the duties and exercising the powers required of the Manager in the *Act* or any other applicable legislation;
 - (f) ensuring the funds of the Commission are received and disbursed in accordance with the directives of the Board, subject to this Bylaw;
 - (g) managing finances to effectively operate the Commission including establishing bank account(s), establishing good cash management practices/ protocols, and exercising purchase of

goods and services as per policies and procedures;

- (h) ensuring detailed accounts of all income and expenditures are kept;
- (i) ensuring an account of all transactions of the Commission and the financial position of the Commission are rendered to the Board at meetings or whenever required by the Board;
- (j) ensuring all books, papers, records, correspondence, contracts and other documents belonging to the Commission are maintained and disclosed in accordance with applicable legislation;
- (k) carrying out any lawful direction of the Board;
- (l) advising the Board on staffing requirements to effectively administer Commission business; and
- (m) being solely responsible for the supervision/ management of all the staff of the Commission.

- 3.5. The Board and/or the Manager may, from time to time, may appoint an acting manager who shall be authorized, in the absence of the Manager, to perform such duties of the Manager; further the Board and/or the Manager may define the parameters of the acting manager when an appointment is made.

4. BOARD

- 4.1. The proceedings of the Board shall be conducted in accordance with the *Act* and Bylaw No. 1-2011.
- 4.2. The term of each Director shall be for one year.
- 4.3. Selection of the Chair and the Vice-Chair shall be through nomination and the support of the majority of the Directors at the first Regular Meeting in November of each year.
- 4.4. The Chair and Vice-Chair must be Directors.
- 4.5. Chair and Vice Chair shall occupy the positions for one year (as per s.24 of Bylaw 1-2011).

- 4.6. A Chair may be removed through a majority vote of Directors.
- 4.7. If the Chair resigns from the Board, the Vice-Chair shall assume the position of Chair until the Directors elect a new Chair.
- 4.8. Each Director, including the Chair and Vice-Chair, have one vote on any given motion, and any tie vote results in that motion being defeated.
- 4.9 A quorum shall be minimum four (4) Directors present at the meeting, which must include the Chair or Vice Chair.
- 4.10 A Director shall not miss more than three consecutive Regular Meetings (does not include Annual General Meeting and Special Meetings). In the event of this occurrence, the Chair or Vice Chair will request that s. 2.2 of Bylaw 1-2011 be exercised and seek a permanent replacement for that Director. Exceptions may be considered by the Board provided circumstances for absences are considered extraordinary and/or for emergency circumstances.
- 4.11 The Board shall be responsible for:
 - a) strategic transit plans;
 - b) annual and three-year financial plans pursuant to s. 11 hereof;
 - c) regional transit policies, performance standards, and Transit User Satisfaction Measures;
 - d) the fare schedule of the services provided by the Commission;
 - e) service marketing plans;
 - f) the contracting of work to public or private organizations, which when applicable are to be rewarded through a competitive bidding process;
 - g) ensuring appropriate programs and policies are created, administered and monitored on a regular basis;
 - h) hiring and supporting the Manager; and
 - i) considering measures to ensure the regional transit system is integrated to the greatest extent possible.

5. MEETINGS

- 5.1. The Board shall hold Regular Meetings at least once every two months or more often at regular intervals as approved by the Board pursuant to s. 5.4.
- 5.2. Special Meetings (outside of the definition of section 5.1) may be called by the Chair at any time with the provision of minimum 5 working days advanced notice to all Directors and with a confirmation of a quorum.
- 5.3. The Board shall hold an Annual Organizational Meeting, which shall be held no later than October 30th of each year. At each Annual Organizational Meeting, the next year's financial and strategic plans, shall be voted on and adopted. The date of the Annual Organizational Meeting shall be determined by the Board during the annual budget process.
- 5.4. A schedule of Regular Meetings, including location and time, shall be established by resolution at the Annual Organizational Meeting.
- 5.5. Notification of the Annual Organizational Meeting shall be provided to each Director and Non-Voting representatives no less than thirty (30) days prior to the date of the Annual Organizational Meeting.
- 5.6. At a Regular Meeting held no later than April 30th of each year, the Auditor shall present the audited financial statements of the Commission for approval.
- 5.7. An agenda shall be established for all meetings of the Board by submitting a written request to the Manager at least 5 business days prior to the meeting date. Only Directors and the Manager shall be entitled to add items to the proposed agenda.
- 5.8. The Manager shall ensure copies of the agenda and supporting documents are available to the Board and the public no later than 5:00 p.m. three days before a meeting.
- 5.9. If an agenda item is submitted past the deadline it may be added to the agenda through the Chair if carried by a majority vote.

6. THE COMMISSION

- 6.1. The Commission shall hold any required Operating Certificate(s) from the Government of Alberta and/or other authorizing jurisdictions in order to operate a transit service as mandated.
- 6.2. The Commission may assume responsibility of any existing and new contracts between its Members, private operators and other

entities; and may renew, cancel, or amend them as needed.

- 6.3. The Commission may form committees and working groups as needed. The composition of these committees and working groups is determined by the Commission

7. EXCLUSIVITY RIGHTS OF COMMISSION

- 7.1. The Commission will seek exclusive rights to operate transit services from specified stops, transit exchanges and hubs that service public transportation needs as determined by the Commission. Where exclusive rights are obtained, no other services may use the stops, transit hubs or exchanges designated for the purpose of the Commission's services without the prior written permission of the Commission.

8. TRANSIT SERVICES PROVIDED

- 8.1. The transit services and the means by which the costs will be shared by Customers shall be determined on an annual basis.
- 8.2. The Commission envisions operate a number of transit service routes. At minimum, and not limited to these, the following transit services:
- (a) a local Banff service within the boundaries of the Town of Banff, and outside the town boundaries if approved by the Board;
 - (b) a local Canmore service within the boundaries of the Town of Canmore, and outside the town boundaries if approved by the Board;
 - (c) a regional service between the Town of Canmore and the Town of Banff, and shall be connected to local services that operate in the Towns of Banff and Canmore;
 - (d) a Park service for residents and visitors to destinations in Banff National Park outside of the Town of Banff;
 - (e) a regional service between the Town of Banff and Lake Louise, and shall be connected to local services that operate in the Town of Banff and Lake Louise; and
 - (f) a local Lake Louise service between the village of Lake Louise, Moraine Lake, and Upper Lake Louise.
- 8.3. In addition to the services set out in s. 8.2, other new regional and local transit services may be developed and implemented by the

Commission, if approved by the Board.

- 8.4. All vehicles used by the public transit services shall be accessible to persons with disabilities and capable of accommodating bicycles and skis/snowboards.

9. COSTS AND PASSENGER REVENUES OF TRANSIT SERVICES AND OTHER COSTS OF THE COMMISSION

- 9.1. The Board shall levy fees annually to its Customers to cover the actual costs of the provision of public transit services for those Customers, as well as to cover other supporting costs related to those public transit services, including but not limited to the Commission's annual administrative costs, marketing costs, and capital reserve costs. The Board shall apply the cost allocation principles and methodology described in Schedule A, which shall be reviewed and revised every four years if necessary, to determine the amounts of these levy fees.
- 9.2. Each of the Customers shall pay for any passenger fare revenue shortfall for any public transit service provided by the Commission. The amount shall be in accordance with their share of the net direct operating costs agreed upon in that year's financial plan or pursuant to contract.
- 9.3. For any Fare Revenue Surplus, the Commission shall put the funds in a reserve to the credit of each Customer whose service the Fare Revenue Surplus pertains to be used to cover future cost overruns and/or reduce the amount of future levies.

10. TRANSIT SERVICE MARKETING

- 10.1. The Commission shall market the public transit services described in s. 8 through avenues that include but are not limited to:
 - (a) consistent regional branding; and
 - (b) appropriate and innovative means that will effectively reach local and international markets.

11. FINANCIAL

- 11.1. Without limiting the requirements for the budget pursuant to the *Act*, the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:
 - (a) estimated expenditures for the:
 - (i) purchase of operating services, which would include maintenance services;

- (ii) administration of the Commission, including salaries for the Manager and any other Commission staff;
 - (iii) marketing activities of the Commission; and
 - (iv) 10 year capital investments (for vehicle and/or non-vehicle assets);
 - (b) the fees levied to each Customer (using the cost allocation principles and methodology described in Schedule A);
 - (c) proposed fare schedule for the next three years;
 - (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
 - (e) any anticipated grants for the next three years.
- 11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans.
- 11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.
- 11.4. Any Voting Member, Non-Voting Representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.
- 11.5. Subject to the *Act*, the Manager may, during any financial year, present to the Board amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw, especially the voting requirements set out in s. 11.3.

12. PUBLIC INPUT

- 12.1. The Commission shall seek and encourage public input in the formulation of new transit services or enhancement of existing transit services, and in the development of the strategic and financial plans.
- 12.2. Regular and Annual Meetings shall be open to the public except during discussions about real property, personnel issues, internal issues of the board, or when receiving advice from a solicitor involving potential

litigation issues, subject to the provisions of the *Freedom of Information and Protection of Privacy Act* of Alberta.

- 12.3. If a matter to be discussed is within one of the exceptions to disclosure in Division 2 of Part 1 of the *Freedom of Information and Protection of Privacy Act* (Alberta), the Chair shall ensure that any part of a meeting during which discussions are closed to the public through a motion shall include the reason for the closure to be identified in the motion

13. CANCELLATION/ADDITION OF SERVICES

- 13.1. A cancellation or addition of services of a permanent nature involving greater than a 25% change in the cost of a service provided to a Member or Members will require the approval by at least a two thirds majority of the Directors and approval by the Voting Member(s) most impacted by this service change.

14. MEMBERSHIP AND REPRESENTATION

- 14.1. A municipality or organization may attain membership and voting rights in the Commission if the following is attained:
- (a) approval by at least two thirds majority of the Board;
 - (b) a resolution or bylaw by the board of directors of that municipality or organization, specifying their approval of the Regulation, this Bylaw, and the annual and three-year financial plans of the BVRTSC, and their commitment to fund the BVRTSC's transit services and related costs as specified in the financial plans;
 - (c) Amending the existing Order of Council 161/2011, amending Regulation 59/2011 and Bylaw 1-2011; and
 - (d) Receiving approval from the Minister of Municipal Affairs in accordance to Section 191(2) of the Act.
- 14.2. A Voting Member may withdraw from membership of the Commission if the following is attained:
- (a) As per Section 14.1 (c) and (d);
 - (b) the Voting Member has fully met its financial and other obligations for one calendar year; and
 - (c) the revision(s) and or approval of any other Commission regulations and or policies to reflect the withdrawal.
- 14.3. Within two months of a representative of a Voting Member leaving the

Commission, the empty Director position shall be filled by the Voting Member.

- 14.4. The Board may appoint, with the approval of at least a fifty 50% majority vote of the Board, non-voting representation from groups that regularly contribute to the Commission's activities, including but not be limited to environmental interest groups and destination marketing groups, who may have representatives on the Board but will not have voting rights.

15. AMENDMENTS

- 15.1. An amendment to this Bylaw may be passed by the Board upon approval by at least a two thirds majority of the Directors.
- 15.2. The first time the Bylaw is amended, a notice that contains both the existing Bylaw (in full) and the proposed Bylaw (in full) will be provided to the Voting Members at least one month in advance of when Directors will vote on the changes. Thereafter, the notice will only contain new items, items to be changed, or items to be removed from the existing Bylaw.

Originally approved on November 16th, 2011.

Amended by the Board of the Commission on August ____, 2017.

Davina Bernard, Chair

SCHEDULE A

ALLOCATION OF THE BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION'S COSTS

Cost and Revenue Sharing Principles

The guiding principles below will be used to determine the distribution of BVRTSC's various operating and capital costs. These principles will be reviewed periodically, and at minimum every four years.

Defining Costs

Direct Operating Costs are those expenses directly attributable to providing transit on any of BVRTSC's routes. These shall be considered to include, but not limited to: administration and implementation of pass sales, hiring, scheduling, cash fare management; advertising/marketing specific to the route; signage specific to each route; bus storage building/utilities costs attributable to each service route; operations fuel/maintenance; Intelligent Transit System costs, including NextBus, Trapeze Fareboxes, GyPsy Next Stop Announcements and any other IT items related to operations; transit operator labour and training; management and office administration time attributable to operations; professional services / studies; and fleet registration, insurance, and permits.

Administrative Costs are any operating costs (i.e. non-capital costs) that do not fall within Direct Operating Costs. These shall be considered to include, but not limited to: office rent, photocopier, website, general office supplies, annual audit costs and other general professional services, the majority of office administration salaries, and non-service specific marketing.

Capital Costs / Reserve are expenditures or savings to purchase capital items. These shall be considered to include, but not limited to: rolling stock, fare boxes, signage, bus storage facilities and transit stop furnishings. All transit capital infrastructure and fixtures located within municipalities, except rolling stock, are the property of that municipality, and the upkeep for same is the responsibility of that municipality, albeit the cost of same may be shared if the capital infrastructure benefits routes paid for by other municipalities or other parties (e.g. a centralized storage facility for buses). Reserves or savings to replace/purchase rolling stock or assets that will be used by more than one municipality will be kept by BVRTSC. However, reserves to replace capital assets that belong to and used only by one municipality, or for saving to purchase future assets that will belong to and used only by one municipality, may be kept with BVRTSC *or* may remain with the municipality. Further, only those future capital projects that the municipality agrees to proceed with will be included in BVRTSC planning.

Cost Allocation Principles

Re Direct Operating Costs ("DOC")

- The DOC of each transit service route are the responsibility of identified parties as determined prior to the approval of route by the Board, less any revenue from that route.

- Any DOC attributable to any of the municipal partners of the BVRTSC (Town of Banff, Town of Canmore, ID#9) will be requisitioned to the respective municipal partners at the beginning of each fiscal year based upon the Board approved budget and projected revenues for the routes, or portions thereof, for which each municipal partner is responsible. Any shortfall in funding as determined at any time during the fiscal year for any route will result in a subsequent requisition to the municipal partner(s) responsible for covering the DOC of that route. As per the Regulation, any surpluses are not returned to any of the municipal partners, but rather placed in reserve to the credit of the municipal partner(s) responsible for the route from which the surplus is derived.
- Any DOC to be covered by a party other than three full member municipalities will be secured by a contractual arrangement whereby the party is fully responsible for the DOC pertaining to a particular route, or portion thereof, less any revenue from that route.
- Based upon current and future routes, it is anticipated that the DOC, less any revenue, for various routes will be covered as follows:
 - Banff Local Routes 1 & 2 (as well as any other future local routes approved by Banff) are 100% the responsibility of the Town of Banff;
 - Canmore Local Route 5 (as well as any other future local routes approved by Canmore) are 100% the responsibility of the Town of Canmore;
 - Banff-Canmore Regional Route 3 (as well as any other similar future regional route approved by Banff and Canmore) are 50% the responsibility of each the Town of Banff and the Town of Canmore;
 - Parks Routes 4 (Cave & Basin) & 6 (Minnewanka) (as well as any other future Parks routes) are 100% the responsibility of Parks Canada;
 - Future routes involving Lake Louise will be 100% the responsibility of Parks Canada and ID#9, with the proportion split between them still to be determined.
- Revenue collected on each route will be credited against the DOC of that route.
- In the event of transit passes being able to be used for more than one route, then revenue from said passes will be allocated to each route based on actual usage.

Re Administrative Costs (“AC”)

- AC will be requisitioned to the respective municipal partners at the beginning of each fiscal year based upon the Board approved budget. Any shortfall in AC funding as determined at any time during the fiscal year may result in a subsequent requisition to the municipal partners if BVRTSC internal mitigations are unable to nullify the shortfall. As per the Regulation, any surpluses are not returned to any of the municipal partners, but rather placed in reserve to the credit of the municipal partners in equal portions.

(OPTION #1 – Equal Partners)

- AC are to be divided equally amongst three municipal partners.

Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the municipal partners would be:

2017 BVRTSC Administrative Costs (Equal Partners)	
<i>Requisition to:</i>	<i>PROPOSED</i>
Town of Banff	\$90,462.67
Town of Canmore	\$90,462.67
ID#9	\$90,462.67
TOTAL:	\$271,388

OR

(OPTION #2 – Equal Partners . . . with an Adjustment)

- AC are to be divided using a formula whereby 75% of the costs are divided equally between the partners, and the remaining 25% shall be divided based upon the proportion of Revenue Vehicle Hours attributed to each municipal partner (and for which each pays DOC).

Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the municipal partners would be:

2017 BVRTSC Administrative Costs (Compromise)*			
<i>Requisition to:</i>	<i>75% of Cost – Equal Division</i>	<i>25% of Cost – % of Rev. Veh. Hours</i>	<i>PROPOSED</i>
Town of Banff	\$67,847	\$40,708	\$108,555
Town of Canmore	\$67,847	\$27,139	\$94,986
ID#9	\$67,847	\$0	\$67,847
TOTAL:	\$203,541	67,847	\$271,388

Re Capital Costs (“CC”)

- Each municipal partner or other party is responsible for the CC pertaining to the routes they pay DOC and in equivalent proportions as DOC are paid. This CC includes, but is not limited to, rolling stock (including spares, or portion thereof), bus storage facilities, transit stop furnishings, signage, etc.
- CC are calculated based upon capital planning for purchase or replacement of capital assets, and is requisitioned based on an approved BVRTSC capital budget created after consultation with municipal partners or other funding parties. The CC requisition takes into account any grant monies received or anticipated to be received.

- Any shortfalls in CC are the responsibility of the funding municipality or other party to which the capital funding pertains, and any surpluses through savings or cancelled capital projects or otherwise will accrue to the benefit of the party providing the CC to which the surplus pertains.

Bow Valley *Regional* Transit Services Commission



KPI Review

Bow Valley Regional Transit Services Commission
Banff Local Service - Route 1

2017 Monthly Budget/Actual KPIs with 2016 Actuals													
Q1 2017													
KPI	2017 Jan	2017 Jan	Jan	2017 Feb	2017 Feb	Feb	2017 Mar	2017 Mar	Mar	2017 Q1	2017 Q1	Q1	2016 Q1
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 93.02	\$ 78.65	18.3%	\$ 82.76	\$ 78.66	5.2%	\$ 81.78	\$ 78.66	4.0%	\$ 85.85	\$ 78.66	9.1%	\$ 54.85
Gross Cost per Service Hour	\$ 101.21	\$ 104.49	-3.1%	\$ 100.91	\$ 104.50	-3.4%	\$ 100.86	\$ 104.50	-3.5%	\$ 100.99	\$ 104.50	-3.4%	\$ 92.49
Direct Operating Cost per Service Hour	\$ 84.73	\$ 87.42	-3.1%	\$ 82.23	\$ 87.43	-5.9%	\$ 79.20	\$ 87.43	-9.4%	\$ 82.05	\$ 87.43	-6.1%	\$ 75.40
Overhead per Service Hour	\$ 8.58	\$ 9.18	-6.5%	\$ 10.78	\$ 9.18	17.5%	\$ 13.77	\$ 9.18	50.0%	\$ 11.04	\$ 9.18	20.3%	\$ 8.60
Lease/Amortization per Service Hour	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 8.48
Net Cost per Service Hour (CUTA)	\$ 0.30	\$ 17.94	-98.4%	\$ 10.26	\$ 17.95	-42.9%	\$ 11.18	\$ 17.95	-37.7%	\$ 7.25	\$ 17.95	-59.6%	\$ 29.15
% Cost Recovery (CUTA)	100%	81%		89%	81%		88%	81%		92%	81%		65%
Ridership	23,495	19,000	23.7%	27,693	19,000	45.8%	31,779	21,844	45.5%	82,967	59,844	38.6%	133,335
Service Hours	525	525	0.0%	525	525	0.0%	525	525	0.0%	1,574	1,574	0.0%	3,148
Ridership per Service Hour	45	36	23.7%	53	36	45.8%	61	42	45.5%	53	38	38.6%	42

Q2 2017													
KPI	2017 Apr	2017 Apr	April	2017 May	2017 May	May	2017 Jun	2017 Jun	June	2017 Q2	2017 Q2	Q2	2016 Q2
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 75.89	\$ 78.21	-3.0%	\$ 82.84	\$ 84.11	-1.5%	\$ 86.99	\$ 87.05	-0.1%	\$ 81.91	\$ 83.12	-1.5%	\$ 59.26
Gross Cost per Service Hour	\$ 103.44	\$ 98.32	5.2%	\$ 102.94	\$ 98.31	4.7%	\$ 111.58	\$ 98.32	13.5%	\$ 105.99	\$ 98.32	7.8%	\$ 102.00
Direct Operating Cost per Service Hour	\$ 84.53	\$ 82.07	3.0%	\$ 85.28	\$ 82.06	3.9%	\$ 95.48	\$ 82.07	16.3%	\$ 88.43	\$ 82.07	7.8%	\$ 84.72
Overhead per Service Hour	\$ 11.48	\$ 8.81	30.2%	\$ 10.23	\$ 8.81	16.0%	\$ 8.66	\$ 8.81	-1.7%	\$ 10.12	\$ 8.81	14.8%	\$ 9.06
Lease/Amortization per Service Hour	\$ 7.44	\$ 7.43	0.0%	\$ 7.44	\$ 7.44	0.0%	\$ 7.44	\$ 7.44	0.0%	\$ 7.44	\$ 7.44	0.0%	\$ 8.21
Net Cost per Service Hour (CUTA)	\$ 20.12	\$ 12.68	58.7%	\$ 12.67	\$ 6.76	87.2%	\$ 17.15	\$ 3.83	347.5%	\$ 16.65	\$ 7.76	114.6%	\$ 34.53
% Cost Recovery (CUTA)	79%	86%		87%	93%		84%	96%		83%	91%		63%
Ridership	29,148	21,745	34.0%	37,914	33,900	11.8%	42,032	43,249	-2.8%	109,094	98,894	10.3%	151,243
Service Hours	559	559	0.0%	559	559	0.0%	559	559	0.0%	1,677	1,677	0.0%	3,251
Ridership per Service Hour	52	39	34.0%	68	61	11.8%	75	77	-2.8%	65	59	10.3%	47

Bow Valley Regional Transit Services Commission
Banff Local Service - Route 2

2017 Monthly Budget/Actual KPIs with 2016 Actuals

Q1 2017

KPI	2017 Jan	2017 Jan	Jan	2017 Feb	2017 Feb	Feb	2017 Mar	2017 Mar	Mar	2017 Q1	2017 Q1	Q1	2016 Q1
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 55.17	\$ 33.20	66.2%	\$ 42.13	\$ 33.19	26.9%	\$ 41.14	\$ 33.19	24.0%	\$ 46.15	\$ 33.20	39.0%	\$ 54.85
Gross Cost per Service Hour	\$ 101.04	\$ 104.34	-3.2%	\$ 100.75	\$ 104.35	-3.5%	\$ 100.69	\$ 104.34	-3.5%	\$ 100.83	\$ 104.35	-3.4%	\$ 92.49
Direct Operating Cost per Service Hour	\$ 84.56	\$ 87.27	-3.1%	\$ 82.07	\$ 87.28	-6.0%	\$ 79.03	\$ 87.27	-9.4%	\$ 81.89	\$ 87.27	-6.2%	\$ 75.40
Overhead per Service Hour	\$ 8.58	\$ 9.18	-6.5%	\$ 10.78	\$ 9.18	17.5%	\$ 13.77	\$ 9.18	50.0%	\$ 11.04	\$ 9.18	20.3%	\$ 8.60
Lease/Amortization per Service Hour	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 7.90	\$ 7.89	0.0%	\$ 8.48
Net Cost per Service Hour (CUTA)	\$ 37.98	\$ 63.25	-40.0%	\$ 50.72	\$ 63.26	-19.8%	\$ 51.65	\$ 63.26	-18.3%	\$ 46.78	\$ 63.26	-26.0%	\$ 29.15
% Cost Recovery (CUTA)	59%	34%		45%	34%		44%	34%		50%	34%		65%
Ridership	23,694	21,750	8.9%	24,453	21,750	12.4%	24,496	21,750	12.6%	72,643	65,250	11.3%	133,335
Service Hours	525	525	0.0%	525	525	0.0%	525	525	0.0%	1,574	1,574	0.0%	3,148
Ridership per Service Hour	45	41	8.9%	47	41	12.4%	47	41	12.6%	46	41	11.3%	42

Q2 2017

KPI	2017 Apr	2017 Apr	April	2017 May	2017 May	May	2017 Jun	2017 Jun	June	2017 Q2	2017 Q2	Q2	2016 Q2
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 39.85	\$ 36.98	7.7%	\$ 47.99	\$ 42.13	13.9%	\$ 64.20	\$ 44.71	43.6%	\$ 50.68	\$ 41.27	22.8%	\$ 59.26
Gross Cost per Service Hour	\$ 108.97	\$ 103.95	4.8%	\$ 106.27	\$ 103.93	2.2%	\$ 114.96	\$ 103.94	10.6%	\$ 110.07	\$ 103.94	5.9%	\$ 102.00
Direct Operating Cost per Service Hour	\$ 89.65	\$ 87.29	2.7%	\$ 88.20	\$ 87.27	1.1%	\$ 98.45	\$ 87.28	12.8%	\$ 92.10	\$ 87.28	5.5%	\$ 84.72
Overhead per Service Hour	\$ 11.48	\$ 8.81	30.2%	\$ 10.23	\$ 8.81	16.0%	\$ 8.66	\$ 8.81	-1.7%	\$ 10.12	\$ 8.81	14.8%	\$ 9.06
Lease/Amortization per Service Hour	\$ 7.85	\$ 7.84	0.0%	\$ 7.85	\$ 7.85	0.0%	\$ 7.85	\$ 7.85	0.0%	\$ 7.85	\$ 7.85	0.0%	\$ 8.21
Net Cost per Service Hour (CUTA)	\$ 61.28	\$ 59.12	3.7%	\$ 50.43	\$ 53.96	-6.5%	\$ 42.91	\$ 51.38	-16.5%	\$ 51.54	\$ 54.82	-6.0%	\$ 34.53
% Cost Recovery (CUTA)	39%	38%		49%	44%		60%	47%		50%	43%		63%
Ridership	18,878	18,200	3.7%	24,919	24,800	0.5%	29,851	28,300	5.5%	73,648	71,300	3.3%	151,243
Service Hours	525	525	0.0%	525	525	0.0%	525	525	0.0%	1,574	1,574	0.0%	3,251
Ridership per Service Hour	36	35	3.7%	47	47	0.5%	57	54	5.5%	47	45	3.3%	47

Bow Valley Regional Transit Services Commission
CB Regional Service - Route 3

2017 Monthly Budget/Actual KPIs with 2016 Actuals													
Q1 2017													
KPI	2017 Jan	2017 Jan	Jan	2017 Feb	2017 Feb	Feb	2017 Mar	2017 Mar	Mar	2017 Q1	2017 Q1	Q1	2016 Q1
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 72.02	\$ 56.76	26.9%	\$ 66.72	\$ 56.77	17.5%	\$ 73.56	\$ 56.77	29.6%	\$ 70.77	\$ 56.77	24.7%	\$ 76.15
Gross Cost per Service Hour	\$ 108.24	\$ 120.23	-10.0%	\$ 107.16	\$ 120.24	-10.9%	\$ 110.13	\$ 120.26	-8.4%	\$ 108.51	\$ 120.25	-9.8%	\$ 98.75
Direct Operating Cost per Service Hour	\$ 87.63	\$ 99.03	-11.5%	\$ 84.35	\$ 99.04	-14.8%	\$ 84.34	\$ 99.05	-14.9%	\$ 85.44	\$ 99.04	-13.7%	\$ 74.70
Overhead per Service Hour	\$ 8.58	\$ 9.18	-6.5%	\$ 10.78	\$ 9.18	17.5%	\$ 13.77	\$ 9.18	50.0%	\$ 11.04	\$ 9.18	20.3%	\$ 9.52
Lease/Amortization per Service Hour	\$ 12.03	\$ 12.03	0.0%	\$ 12.03	\$ 12.03	0.0%	\$ 12.03	\$ 12.03	0.0%	\$ 12.03	\$ 12.03	0.0%	\$ 14.54
Net Cost per Service Hour (CUTA)	\$ 24.19	\$ 51.45	-53.0%	\$ 28.41	\$ 51.45	-44.8%	\$ 24.54	\$ 51.46	-52.3%	\$ 25.71	\$ 51.45	-50.0%	\$ 8.07
% Cost Recovery (CUTA)	75%	52%		70%	52%		75%	52%		73%	52%		90%
Ridership	9,503	8,240	15.3%	9,300	8,240	12.9%	11,052	8,240	34.1%	29,855	24,720	20.8%	24,720
Service Hours	608	608	0.0%	608	608	0.0%	608	608	0.0%	1,825	1,825	0.0%	1,362
Ridership per Service Hour	16	14	15.3%	15	14	12.9%	18	14	34.1%	16	14	20.8%	18

Q2 2017													
KPI	2017 Apr	2017 Apr	April	2017 May	2017 May	May	2017 Jun	2017 Jun	June	2017 Q2	2017 Q2	Q2	2016 Q2
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 64.24	\$ 72.93	-11.9%	\$ 71.63	\$ 72.93	-1.8%	\$ 106.49	\$ 72.93	46.0%	\$ 80.79	\$ 72.93	10.8%	\$ 65.93
Gross Cost per Service Hour	\$ 130.61	\$ 119.84	9.0%	\$ 124.61	\$ 119.86	4.0%	\$ 107.02	\$ 119.87	-10.7%	\$ 120.75	\$ 119.86	0.7%	\$ 121.67
Direct Operating Cost per Service Hour	\$ 107.16	\$ 99.05	8.2%	\$ 102.41	\$ 99.07	3.4%	\$ 86.38	\$ 99.08	-12.8%	\$ 98.65	\$ 99.07	-0.4%	\$ 101.47
Overhead per Service Hour	\$ 11.48	\$ 8.81	30.2%	\$ 10.23	\$ 8.81	16.0%	\$ 8.66	\$ 8.81	-1.7%	\$ 10.12	\$ 8.81	14.8%	\$ 8.41
Lease/Amortization per Service Hour	\$ 11.98	\$ 11.98	0.0%	\$ 11.98	\$ 11.98	0.0%	\$ 11.98	\$ 11.98	0.0%	\$ 11.98	\$ 11.98	0.0%	\$ 11.79
Net Cost per Service Hour (CUTA)	\$ 54.39	\$ 34.93	55.7%	\$ 41.00	\$ 34.95	17.3%	\$ (11.45)	\$ 34.96	-132.8%	\$ 27.98	\$ 34.95	-19.9%	\$ 43.95
% Cost Recovery (CUTA)	54%	68%		64%	68%		112%	68%		74%	68%		60%
Ridership	9,489	9,432	0.6%	11,841	9,432	25.5%	12,691	9,613	32.0%	34,021	28,477	19.5%	27,867
Service Hours	608	608	0.0%	608	608	0.0%	608	608	0.0%	1,825	1,825	0.0%	1,679
Ridership per Service Hour	16	16	0.6%	19	16	25.5%	21	16	32.0%	19	16	19.5%	17

Bow Valley Regional Transit Services Commission
Canmore Local Service - Route 5

2017 Monthly Budget/Actual KPIs with 2016 Actuals													
Q1 2017													
KPI	2017 Jan	2017 Jan	Jan	2017 Feb	2017 Feb	Feb	2017 Mar	2017 Mar	Mar	2017 Q1	2017 Q1	Q1	2016 Q1
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 55.18	\$ 23.19	138.0%	\$ 10.25	\$ 23.19	-55.8%	\$ 13.08	\$ 23.19	-43.6%	\$ 26.17	\$ 23.19	12.9%	
Gross Cost per Service Hour	\$ 104.33	\$ 96.88	7.7%	\$ 96.52	\$ 96.88	-0.4%	\$ 99.14	\$ 96.87	2.3%	\$ 100.00	\$ 96.88	3.2%	
Direct Operating Cost per Service Hour	\$ 84.67	\$ 76.62	10.5%	\$ 74.66	\$ 76.62	-2.6%	\$ 74.30	\$ 76.62	-3.0%	\$ 77.88	\$ 76.62	1.6%	
Overhead per Service Hour	\$ 8.58	\$ 9.18	-6.5%	\$ 10.78	\$ 9.18	17.5%	\$ 13.77	\$ 9.18	50.0%	\$ 11.04	\$ 9.18	20.3%	
Lease/Amortization per Service Hour	\$ 11.08	\$ 11.08	0.0%	\$ 11.08	\$ 11.08	0.0%	\$ 11.08	\$ 11.08	0.0%	\$ 11.08	\$ 11.08	0.0%	
Net Cost per Service Hour (CUTA)	\$ 38.08	\$ 62.62	-39.2%	\$ 75.19	\$ 62.61	20.1%	\$ 74.99	\$ 62.61	19.8%	\$ 62.75	\$ 62.61	0.2%	
% Cost Recovery (CUTA)	59%	27%		12%	27%		15%	27%		29%	27%		
Ridership	6,571	7,467	-12.0%	6,028	7,467	-19.3%	7,291	7,467	-2.4%	19,890	22,400	-11.2%	
Service Hours	625	625	0.0%	625	625	0.0%	625	625	0.0%	1,874	1,874	0.0%	
Ridership per Service Hour	11	12	-12.0%	10	12	-19.3%	12	12	-2.4%	11	12	-11.2%	

Q2 2017													
KPI	2017 Apr	2017 Apr	April	2017 May	2017 May	May	2017 Jun	2017 Jun	June	2017 Q2	2017 Q2	Q2	2016 Q2
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 13.22	\$ 28.41	-53.5%	\$ 10.61	\$ 28.42	-62.7%	\$ 12.53	\$ 28.42	-55.9%	\$ 12.12	\$ 28.42	-57.3%	
Gross Cost per Service Hour	\$ 116.16	\$ 96.47	20.4%	\$ 105.55	\$ 96.47	9.4%	\$ 95.91	\$ 96.47	-0.6%	\$ 105.87	\$ 96.47	9.7%	
Direct Operating Cost per Service Hour	\$ 93.65	\$ 76.63	22.2%	\$ 84.29	\$ 76.63	10.0%	\$ 76.22	\$ 76.62	-0.5%	\$ 84.72	\$ 76.63	10.6%	
Overhead per Service Hour	\$ 11.48	\$ 8.81	30.2%	\$ 10.23	\$ 8.81	16.0%	\$ 8.66	\$ 8.81	-1.7%	\$ 10.12	\$ 8.81	14.8%	
Lease/Amortization per Service Hour	\$ 11.03	\$ 11.03	0.0%	\$ 11.03	\$ 11.03	0.0%	\$ 11.03	\$ 11.03	0.0%	\$ 11.03	\$ 11.03	0.0%	
Net Cost per Service Hour (CUTA)	\$ 91.90	\$ 57.03	61.2%	\$ 83.91	\$ 57.02	47.1%	\$ 72.35	\$ 57.02	26.9%	\$ 82.72	\$ 57.02	45.1%	
% Cost Recovery (CUTA)	13%	33%		11%	33%		15%	33%		13%	33%		
Ridership	4,585	9,333	-50.9%	6,228	9,333	-33.3%	6,418	9,333	-31.2%	17,231	28,000	-38.5%	
Service Hours	625	625	0.0%	625	625	0.0%	625	625	0.0%	1,874	1,874	0.0%	
Ridership per Service Hour	7	15	-50.9%	10	15	-33.3%	10	15	-31.2%	9	15	-38.5%	

Bow Valley Regional Transit Services Commission
Budget Summary - TOTAL

2016-2019 Budgeted Annual KPIs

KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 57.44	\$ 55.50	\$ 53.68	\$ 57.43	\$ 57.97
Gross Cost per Service Hour	\$ 97.54	\$ 109.04	\$ 108.60	\$ 115.17	\$ 119.10
Direct Operating Cost per Service Hour	\$ 82.43	\$ 88.40	\$ 90.32	\$ 93.74	\$ 95.24
Overhead per Service Hour	\$ 7.81	\$ 10.57	\$ 8.56	\$ 9.64	\$ 10.05
Lease/Amortization per Service Hour	\$ 7.30	\$ 10.07	\$ 9.72	\$ 11.79	\$ 13.81
Net Cost per Service Hour (CUTA)	\$ 32.80	\$ 43.48	\$ 45.20	\$ 45.95	\$ 47.32
% Cost Recovery (CUTA)	64%	56%	54%	56%	55%
Ridership	647,197	450,321	939,354	953,000	974,000
Service Hours	13,972	13,978	29,369	30,349	30,349
Ridership per Service Hour	46	32	32	31	32

**Bow Valley Regional Transit Services Commission
Budget Summary - Banff Local Service - ROUTE 1**

2016-2019 Budgeted Annual KPIs

	routes 1 and 2	route 1		routes 1 and 2	
KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 57.44	\$ 83.82	\$ 73.80	\$ 73.91	\$ 75.76
Gross Cost per Service Hour	\$ 97.54	\$ 105.31	\$ 95.75	\$ 124.87	\$ 127.52
Direct Operating Cost per Service Hour	\$ 82.43	\$ 85.34	\$ 80.38	\$ 101.50	\$ 104.00
Overhead per Service Hour	\$ 7.81	\$ 12.13	\$ 8.74	\$ 9.64	\$ 10.05
Lease/Amortization per Service Hour	\$ 7.30	\$ 7.83	\$ 6.63	\$ 13.20	\$ 12.92
Net Cost per Service Hour (CUTA)	\$ 32.80	\$ 13.66	\$ 15.32	\$ 37.23	\$ 38.29
% Cost Recovery (CUTA)	64%	86%	83%	67%	66%
Ridership	647,197	192,061	408,799	119,000	121,000
Service Hours	13,972	3,251	7,676	7,300	7,300
Ridership per Service Hour	46	59	53	16	17

**Bow Valley Regional Transit Services Commission
Budget Summary - Banff Local Service - ROUTE 2**

2016-2019 Budgeted Annual KPIs

	routes 1 and 2	route 2		routes 1 and 2	
KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 57.44	\$ 48.42	\$ 42.46	\$ 73.91	\$ 75.76
Gross Cost per Service Hour	\$ 97.54	\$ 105.68	\$ 104.35	\$ 124.87	\$ 127.52
Direct Operating Cost per Service Hour	\$ 82.43	\$ 86.99	\$ 87.28	\$ 101.50	\$ 104.00
Overhead per Service Hour	\$ 7.81	\$ 10.79	\$ 9.18	\$ 9.64	\$ 10.05
Lease/Amortization per Service Hour	\$ 7.30	\$ 7.89	\$ 7.90	\$ 13.20	\$ 12.92
Net Cost per Service Hour (CUTA)	\$ 32.80	\$ 49.37	\$ 53.99	\$ 37.23	\$ 38.29
% Cost Recovery (CUTA)	64%	50%	44%	67%	66%
Ridership	647,197	146,291	303,350	119,000	121,000
Service Hours	13,972	3,148	6,296	7,300	7,300
Ridership per Service Hour	46	46	48	16	17

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

2016-2019 Budgeted Annual KPIs

KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 76.42	\$ 75.78	\$ 72.11	\$ 73.91	\$ 75.76
Gross Cost per Service Hour	\$ 111.53	\$ 114.86	\$ 120.26	\$ 124.87	\$ 127.52
Direct Operating Cost per Service Hour	\$ 91.89	\$ 92.04	\$ 99.06	\$ 101.50	\$ 104.00
Overhead per Service Hour	\$ 7.81	\$ 10.79	\$ 9.18	\$ 9.64	\$ 10.05
Lease/Amortization per Service Hour	\$ 11.84	\$ 12.03	\$ 12.03	\$ 13.20	\$ 12.92
Net Cost per Service Hour (CUTA)	\$ 23.27	\$ 27.05	\$ 36.12	\$ 37.23	\$ 38.29
% Cost Recovery (CUTA)	77%	74%	67%	67%	66%
Ridership	114,305	63,876	115,205	119,000	121,000
Service Hours	6,691	3,650	7,300	7,300	7,300
Ridership per Service Hour	17	18	16	16	17

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

2016-2019 Budgeted Annual KPIs

KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour		\$ 19.15	\$ 28.42	\$ 29.12	\$ 29.85
Gross Cost per Service Hour		\$ 103.17	\$ 96.89	\$ 101.96	\$ 106.71
Direct Operating Cost per Service Hour		\$ 81.30	\$ 76.63	\$ 78.91	\$ 81.25
Overhead per Service Hour		\$ 10.80	\$ 9.18	\$ 9.64	\$ 10.05
Lease/Amortization per Service Hour		\$ 11.08	\$ 11.08	\$ 12.87	\$ 14.86
Net Cost per Service Hour (CUTA)	\$ -	\$ 72.95	\$ 57.40	\$ 59.43	\$ 61.45
% Cost Recovery (CUTA)		21%	33%	33%	33%
Ridership		37,121	112,000	123,000	125,000
Service Hours		3,748	7,496	7,497	7,497
Ridership per Service Hour	NA	10	15	16	17

Bow Valley Regional Transit Services Commission
Budget Summary - TOTAL

2017 Quarterly Budget KPIs with 2017 Actuals

KPI	2017 Q1	2017 Q1	2016 Q1	2017 Q2	2017 Q2	2016 Q2
	ACTUAL	Budget	ACTUAL	ACTUAL	Budget	ACTUAL
Revenue per Service Hour	\$ 56.37	\$ 47.19	\$ 67.98	\$ 54.66	\$ 54.88	\$ 61.88
				\$ -		
Gross Cost per Service Hour	\$ 103.00	\$ 106.57	\$ 104.86	\$ 114.84	\$ 109.91	\$ 115.09
Direct Operating Cost per Service Hour	\$ 82.09	\$ 87.53	\$ 84.12	\$ 94.46	\$ 90.91	\$ 95.40
Overhead per Service Hour	\$ 11.04	\$ 9.18	\$ 8.88	\$ 10.12	\$ 8.81	\$ 8.84
Lease/Amortization per Service Hour	\$ 9.87	\$ 9.87	\$ 11.86	\$ 10.26	\$ 10.19	\$ 10.85
Net Cost per Service Hour (CUTA)	\$ 36.77	\$ 49.52	\$ 25.02	\$ 49.92	\$ 44.84	\$ 42.36
% Cost Recovery (CUTA)	61%	49%	73%	52%	55%	59%
					0%	
Ridership	205,355	172,214	158,055	244,966	226,671	179,110
Service Hours	6,847	6,847	4,510	7,131	7,131	4,930
Ridership per Service Hour	30	25	35	34	32	36

Bow Valley *Regional* Transit Services Commission



Office Renovation

Report to the Bow Valley Regional Transit Services Commission

Report 2015 – 07.3 – Office Renovation

August 21, 2015

SUMMARY/ ISSUE

Due to flooding in the office, the office is undergoing renovation. Upgrading of lighting and flooring should occur at this point rather than as scheduled in 2018

Administration Recommendation:

That the Commission move to reallocate \$20,000 in office renovation funds from budget year 2018 to budget year 2017

INVESTIGATION

A quick update on our reno's at our office – we are out until Aug 1 due to some structural issues with the outside of the building which are delaying the repairs on the inside. I have a few improvements planned for the office to create a better space for customers and staff. We have challenges with lighting and noise and would like to remedy this.

I am planning to ask at the next Commission meeting to bring forward money from 2018 budget into 2017 to help with the unexpected timing of this renovation, however I have to order materials prior to the next Commission meeting.

We have \$10,000 in office furniture approved for 2017 and \$20,000 for building upgrades approved in 2018. I would like to bring that \$20,000 forward into 2017 as needed to facilitate the upgrades at this point while the wall, floor and ceiling are all torn apart.

The table below shows the anticipated expenses to be incurred with the lighting and flooring needing to be ordered now.

Report to the Bow Valley Regional Transit Services Commission

Report 2015 – 07.3 – Office Renovation

August 21, 2015

2017 Office Renovation Costs				
	Item Cost	GST	Total	Vendor
Electrical - Replace all lights with LED upstairs and downstairs	\$ 3,814.00	\$ 190.70	\$ 4,004.70	Pat's Electric
Update due to legal firewall requirements (can't have pot lights in ceiling)	\$ 1,500.00	\$ 75.00	\$ 1,575.00	Pat's Electric
Flooring - Replace industrial carpet with engineered hardwood	\$ 11,545.00	\$ 577.25	\$ 12,122.25	Canmore Flooring
Acoustic Underlay	\$ 1,200.00	\$ 60.00	\$ 1,260.00	Canmore Flooring
Credit for existing electrical	\$ (775.00)	\$ (500.00)	\$ (500.00)	TOB Insurance
Credit for existing flooring	\$ (4,893.21)	\$ (244.66)	\$ (5,137.87)	TOB Insurance
Office Furniture (upgrade furniture for customers and security - locking cabinets, customer chairs, desk replacement)	\$ 6,000.00	\$ 300.00	\$ 6,300.00	
Total Estimated Costs:	\$ 18,390.79	\$ 919.54	\$ 19,310.33	
2017 Budget (Office Furniture)	\$ 10,000.00			
2018 Budget (Office Renovations)	\$ 20,000.00			
Budget Remaining	\$ 11,609.21			

Proposal

- Move \$20,000 in office renovation budgeted from 2018 to 2017 and upgrade as required during current renovation.

Option

- Replace with like flooring and fixtures paid for by insurance. Upgrade as budgeted in 2018.

IMPLICATIONS:

- Improved office space and lighting for both customers and employees

BUSINESS PLAN/ BUDGET IMPLICATIONS

- Budget implications are none, other than a change in timing from 2018 to 2017

Report to the Bow Valley Regional Transit Services Commission

Report 2015 – 07.3 – Office Renovation

August 21, 2015

RISKS

- Improvements remain with the landlord should Roam move out at the end of the lease.

Attachments

Bow Valley *R*egional Transit Services Commission



Free Child Fare Report

Report to the Bow Valley Regional Transit Services Commission

Report 2017-07.2 – Child Transit Fares – Report to Commission

July 13, 2017

SUMMARY/ ISSUE

BVRTSC introduced Youth Fares for all services to include youth from the age of 6 to 18, on May 15th, 2017. The Commission has asked administration to report on the potential impact of changing the child age for free passes to include ages 0-12 instead of the current 0-5.

BVRTSC17-38 Davina Bernard moves that Admin come back to August meeting with information on possible further child fare reduction options and identify any implications.

PREVIOUS COMMISSION DIRECTION/POLICY

Youth between the ages of 6 and 12 pay 50% of the adult fare.

BVRTSC17-32 Davina Bernard moves that the Commission direct Administration, for a one-year trial, to revise the category of “Child Fare” to “Youth Fare” for all services, with an age range of 6 to 17, or 18 with valid high school student identification. The rates for Youth cash and pass fares on all services to be set at 50% of the regular adult fare.

INVESTIGATION

- According to information gathered from Canadian Rockies Public Schools data and available Town of Banff and Canmore census data:
 - Canmore – Approximately 1350 School age children plus approximately 353 Non-permanent resident children
 - Banff – Approximately 692 students in the school system
- This equates to a total of 2395 school age children of which we have only a small percentage using Roam Transit currently.
- Comments received have included the usefulness of Roam for children attending school, swimming lessons, movies, concerts and other activities. Currently parents find the \$30 pass prohibitive and a barrier to increased use on the service.
- An excellent opportunity to engage with potential transit riders from a young age and encourage a life-long habit of transit usage.

Annual Child Revenues 2016	Cash Fares	Passes	Total
Banff	\$3,550	\$820	\$4,370
Regional	\$7,154	\$1,500	\$8,654
Canmore	\$1,200*	\$300*	\$1,500*
Totals:			\$14,524
*Estimate based on 6 months of Canmore service.			

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OPTION

- Continue with current 50% off adult fare for youth from 6 – 18 and review after a year.
- Offer free service to children up to and including 12 years old.

IMPLICATIONS:

- Increased ridership through additional children using the service. Potential further increase of adults using the service as it becomes more affordable for families.
- Improved community relations through a program targeting primarily residents.
- Lower use of private vehicles to transport youth to and from events and facilities in both Banff and Canmore.
- Development of lifelong transit riders.

BUSINESS PLAN/ BUDGET IMPLICATIONS

- Budget implications are estimated to be minimal.
- Annual revenue loss based on 2016 would be \$14,524 with potential gains to be made in increased adult ridership.

RISKS

- Risk of a reduction in revenue for both local and regional services should the anticipated increase in ridership not be realized.
- Cash revenue impacted by the lower fares should ridership not increase enough to offset.

Attachments

Toronto Star Article March 1, 2017

TTC's 'kids ride free' program doubles child ridership

The number of transit users under the age of 13 has soared from 11 million in 2014 to 22 million last year.

Mayor John Tory speaks with Grade 5 students outside Nelson Mandela Park Public School after a news conference to mark the anniversary of his Kids Ride Free program on the TTC.

By BEN SPURR*Transportation Reporter*

Wed., March 1, 2017

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The mayor's policy of allowing children to ride the TTC for free has caused the number of children taking transit to skyrocket.

The program went into effect on Mar. 1, 2015. According to newly released TTC figures, in 2016, the first full year of its implementation, 22 million kids took transit. That was double the number children's rides in 2014. This year the TTC is projecting that 28 million kids will take transit.

At a news conference Wednesday morning to mark the two-year anniversary of the policy Mayor John Tory hailed the program as a major success that he said benefits schools, community groups, and low-income families. "It helps kids to get to school, to daycare, to appointments, to the library, to recreational programs, and frankly to have an opportunity to enjoy the city," said Tory, as he stood outside Nelson Mandela Park Public School in Regent Park.

The higher kids ridership "is evidence of the fact that we are not only helping those families to go places they couldn't go, helping those classes of school kids to go places they couldn't go previously, but we're also, I hope, fervently hope, developing a new generation of transit users who will think first of using transit to get around the city," Tory said.

Although the policy was implemented months before council's adoption of a 20-year poverty reduction strategy, Tory said it should be considered an integral anti-poverty initiative because it can save struggling families hundreds of dollars a year.

The program costs the city about \$8 million annually. Before it passed, children paid a 75-cent fare. Under a separate policy the TTC board approved in July, the transit agency intends to require kids 6 and older carry Presto fare cards. In addition, kids aged 10 to 12 will have to carry TTC-issued photo ID. The plan was passed after the agency expressed concern that kids older than 12 were abusing the system to ride for free. A single card costs \$6 and the IDs are expected to cost between \$5 and \$7. The TTC says kids need to carry Presto cards because otherwise they will be unable to pass through automatic fare gates at subway stations.

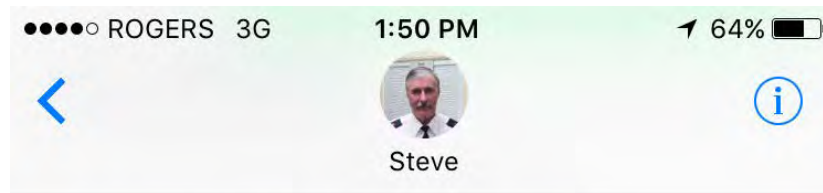
Some parents have expressed skepticism about the plan, saying it's impractical and that children will lose the cards.

Tory said he intended to monitor the plan as it's rolled out. It's scheduled to be implemented later this year. "We'll take this one step at a time. The key first is to get the Presto system working properly," he said.

The increase in the number of kids taking transit comes at a time when overall TTC ridership growth has stalled. Last year 538 million people rode the TTC, an increase of just 0.7 per cent compared to the year before.

Excluding seniors, ridership among adults actually declined from 434.9 million in 2015 to 427 million in 2016.

Bow Valley Regional Transit Services Commission



Steven Would this constitute the definition of a dog kennel. The two dogs in the buggy were self contained!



Yesterday 10:44 PM

Regional Transit – Service Increase

Report to the Bow Valley Regional Transit Services Commission

Report 2017–7.1 – Regional Service Frequency

June 15, 2017

SUMMARY/ ISSUE

Banff/Canmore Regional Service has been extremely successful through its' initial few years however it was identified that the service may not needs of some residents and there may be an opportunity to further increase ridership. Multiple comments and concerns have been received by administration from residents and Bow Valley employers regarding the reduced schedule on weekends for Regional Service.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

That the Commission direct administration to increase Regional service to further meet the needs of residents and visitors by:

- Option A: Increase Sunday and Statutory holiday service to match the am service on Saturdays (0800 start) and the pm service on weekdays (2100)
- Option B: Increase Saturday, Sunday and Statutory holiday service to match the am times of regular weekdays (0600 start) and the pm service on weekdays (2100)
- Option C: Increase all service to be consistent 7 days per week (0600 – 2200)

INVESTIGATION

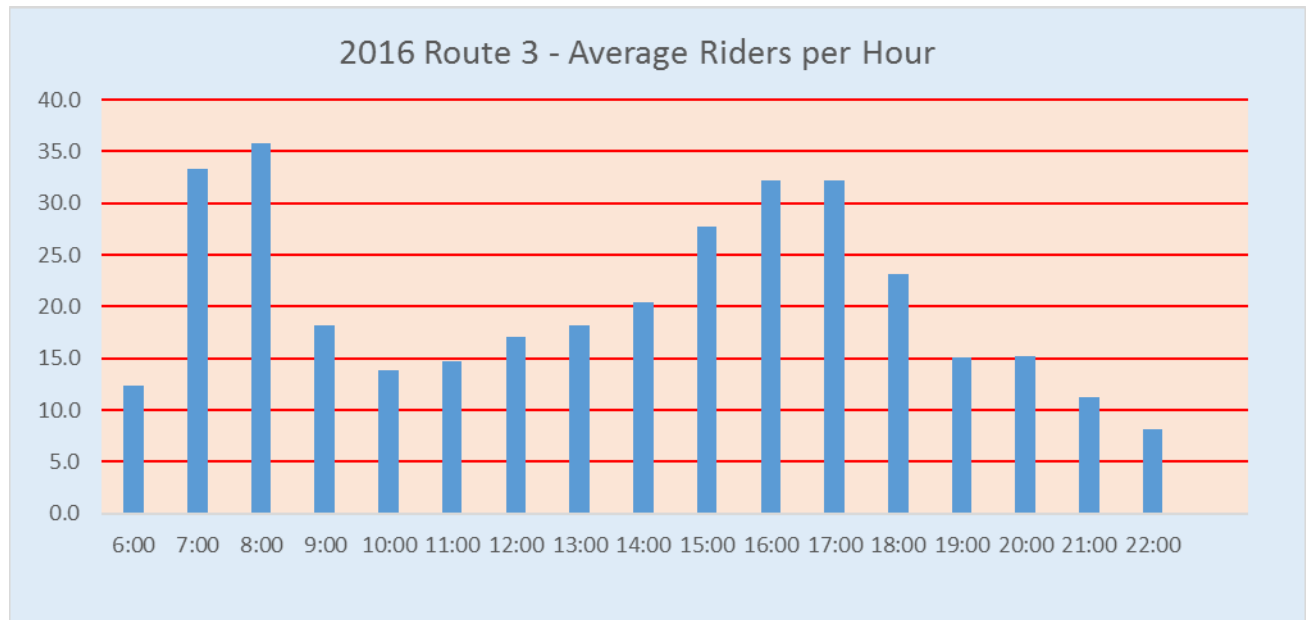
- The Hargroup study of 2014 identified the service parameters that would further meet the needs of residents and encourage further use of Regional Roam:

Influences	% of Respondents		
	Total (n=263)	Banff (n=87)	Canmore (n=176)
More frequent service (more than every hour)	49	43	52
Bus service ending later in the evening	47	45	48
More bus stops throughout Banff/Canmore	41	40	42
If it was cheaper to take the Roam regional transit compared to driving a personal vehicle	35	37	34
Bus service starting earlier in the morning	14	14	14
If there was a charge for parking at my destination	5	7	5
Seats were always available when using the Roam regional transit	2	3	1
I would not start using Roam regional transit (more often)	6	11	4
Other	7	8	6

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Report 2017–7.1 – Regional Service Frequency

June 15, 2017



Currently

- Service is hourly and leaves Banff High School on the hour and Canmore Town Centre at 24 minutes past the hour. Added frequency is provided to enable 30-minute service during the week in peak movement times, both am and pm.
- Reduced service is provided on weekends with one bus operating 0800 to 2200 on Saturdays and one bus operating 0900 to 1900 on Sundays and Holidays

Schedule	Mon, Tues, Wed	Thurs, Fri	Saturday	Sunday, Holidays
First Bus	0600	0600	0800	0900
Frequency:	30/60 min.	30/60 min	60 min.	60 min.
Last Bus	2100	2200	2200	1900

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June 15, 2017

Proposed

Option A:

- Additional one (1) hour of service on Sundays and holidays to meet the same morning hours as Saturday service. This gives one extra hour in the morning for commuters working weekends and holidays as well as visitors looking for an earlier start.
- Additional two (2) hours of service in the evenings on Sundays and holidays, matching the evening service levels of midweek regional transit with the last run from Banff at 2100. This enables workers in retail establishments to utilize transit 7 days per week.
- ***Total Additional Hours = 3 hours per week plus stat holidays (12 per year)***

Option B:

- Additional three (3) service hours in the morning on Sundays and holidays plus additional two (2) hours of service on Saturdays to match the times of the regular weekday buses with the first bus departing Banff at 0600.
- Additional two (2) hours of service in the evenings on Sundays and holidays, matching the evening service levels of midweek regional transit with the last run from Banff at 2100. This enables workers in retail establishments to utilize transit 7 days per week.
- ***Total Additional Hours = 7 hours per week plus stat holidays (12 per year)***

Option C:

- Additional three (3) service hours in the morning on Sundays and holidays plus additional two (2) hours of service on Saturdays to match the times of the regular weekday buses with the first bus departing Banff at 0600.
- Additional three (3) service hours in the evenings on Sundays and holidays, matching the evening service levels of midweek regional transit with the last run from Banff at 2100. Additional one (1) service hour in the evenings on Monday to Wednesday to match the other days of the week.
- Most flexibility and consistency as the start and end times remain constant 7 days per week.
- ***Total Additional Hours = 11 per week plus stat holidays (12 per year).***

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IMPLICATIONS:

- The Bow Valley enjoys a unique demographic with a significant portion of residents employed in the tourism industry, operating on a 7 day per week schedule with extended morning and evening hours. Our current schedules meet the needs of the traditional 9-5 Monday to Friday worker.
- Service enhancements being provided that meet the growing needs of workers, residents and visitors in traveling between communities.
- Added transfer options to and from local services.
- Further meeting the goals of livable communities in enabling access to more community programs, entertainment and reducing the dependence on automobiles.

BUSINESS PLAN/ BUDGET IMPLICATIONS

- Operating:
 - The cost estimate for increasing the regional service as per the chart below is:

2017 Additional Hours and Costs (From September 3)															
OPTION	Saturday AM Hours	Saturday PM Hours	Sunday AM Hours	Sunday PM Hours	Stat AM Hours	Stat PM Hours	Weekday PM Hours	Total Hours per Week	Weeks per Year	Hourly Direct Operating	Impact to Operating Budget	Cost Recovery per hour	Net Impact to Operating		
Option A	0	0	1	2	0.5	0.5	0	4	17	\$ 99.06	\$ 6,736	\$17.92	\$ 5,518		
Option B	2	0	3	2	0.75	0.5	0	8.25	17	\$ 99.06	\$ 13,893	\$17.92	\$ 11,380		
Option C	2	0	3	3	0.75	0.75	3	12.5	17	\$ 99.06	\$ 21,050	\$17.92	\$ 17,242		
2018 Additional Hours and Costs															
OPTION	Saturday AM Hours	Saturday PM Hours	Sunday AM Hours	Sunday PM Hours	Stat AM Hours	Stat PM Hours	Weekday PM Hours	Total Hours per Week	Weeks per Year	Hourly Direct Operating	Impact to Operating Budget	Potential Cost Recovery per hour	Net Impact to Operating		
Option A	0	0	1	2	0.5	0.5	0	4	52	\$ 101.50	\$ 21,112	\$27.00	\$ 15,496		
Option B	2	0	3	2	0.75	0.5	0	8.25	52	\$ 101.50	\$ 43,544	\$27.00	\$ 31,961		
Option C	2	0	3	3	0.75	0.75	3	12.5	52	\$ 101.50	\$ 65,975	\$27.00	\$ 48,425		

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- The cost recovery is based on 6 people per hour at an average fare of \$4.50 (2016 actual). This is 3 additional passengers in each direction and is viewed as a conservative estimate.
- Capital:
 - No additional capital impact as current fleet will be utilized with additional hours added at the proposed times.

RISKS

- Financial risk of ridership not increasing as expected and cost recovery targets not being achieved.
- Environmental risk of increased emissions should targets not be reached.