

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

September 06, 2017: 2:00 – 4:00 pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the August 9, 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) Request for Decision – Election Day Transportation
 - b) Request for Decision – Revised Operating Bylaw
 - c) Request for Decision – New Service Level Staffing Requests
 - d) Approval of 2018-20 Operating and Capital Budgets
 - e) In-Camera Session
6. Adjournment

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

Fenlands Recreation Centre, Banff, AB.

MINUTES

August 09, 2017: 2:00 – 4:00 pm

BOARD MEMBERS PRESENT

Davina Bernard, ID#9 –Chair
Karen Sorensen, Town of Banff
Dave Schebek, ID#9
Joanna McCallum, Town of Canmore

BOARD MEMBERS ABSENT

Sean Krausert, Town of Canmore – Vice Chair
Corrie DiManno, Town of Banff

BOARD ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

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

ADMINISTRATION ABSENT

Ethan Gorner, ID#9

1. Call to Order

Meeting called to order at 2PM.

2. Approval of the Agenda

BVRTSC17-52 Davina Bernard moves to approve the agenda as presented

CARRIED UNANIMOUSLY

3. Approval of the July 19, 2017 Regular Meeting Minutes (attached)

BVRTSC17-53 Davina Bernard moves to approve the agenda as presented

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

a) CAO's Monthly Report

b) Bring Forward List of Pending Items

c) Transit Service Monthly Statistics (attached)

Ridership increases in the second half of July are lower than forecast potentially due to the forest fire smoke in the area.

5. New Business

a) Quarterly Financial Statement Review

BVRTSC17-54 Davina Bernard moves that Administration bring back in October a forecast for Canmore local and regional route financial numbers to the end of the year and recommendations for offsetting Canmore potential local budgeted revenue shortfalls.

CARRIED UNANIMOUSLY

b) Presentation of Draft 2018-2020 Operating and Capital Budgets

Baseline budget being presented with new requests being added through New Service Level Requests.

Martin Bean to make small adjustments as noted today and send out budgets to partners by Friday August 11th. Comments are to be provided back in writing by Wednesday August 23rd with proposed budgets being distributed as part of agenda package for September 6 meeting.

BVRTSC17-55 Davina Bernard moves to go in camera @ 3:13pm – **CARRIED UNANIMOUSLY**

BVRTSC17-56 Davina Bernard moves to come out of camera at 3:41pm

CARRIED UNANIMOUSLY

6. Adjournment

BVRTSC17-57 Davina Bernard moves to adjourn at 3:42pm

CARRIED UNANIMOUSLY

Bow Valley *R*egional Transit Services Commission



CAO Report

CAO Report – September 2017

The current items to report on are:

- Financial:
 - Alberta Transportation has been in communication with transit agencies regarding the Federal Government's PTIF Phase 2 and suggesting that there will be a Provincial Government funding announcement to follow.
- Lake Louise Service:
 - Survey is currently being conducted to gather further information relevant to future Banff to Lake Louise and Lake Louise service. This information will be tabulated in the Fall with a report to be received prior to year end.
- Banff Local Service
 - Shelter installations are occurring at the three remaining sites for 2017 with further plans for additional shelters in 2018.
 - New brochure is currently being printed to be ready for Fall/Winter service on Routes 1 and 2, which starts on September 11.
- Regional Service
 - Regional service enhancements are to begin on September 22, including service 7 days per week starting at 0600 leaving Banff and finishing at 2230 leaving Canmore.
 - Communication to public regarding the service enhancements has begun with social media updates and will be increased following the Labour Day weekend.
 - Communication will include mailouts, radio interviews, a social media blitz and posters within the buses.

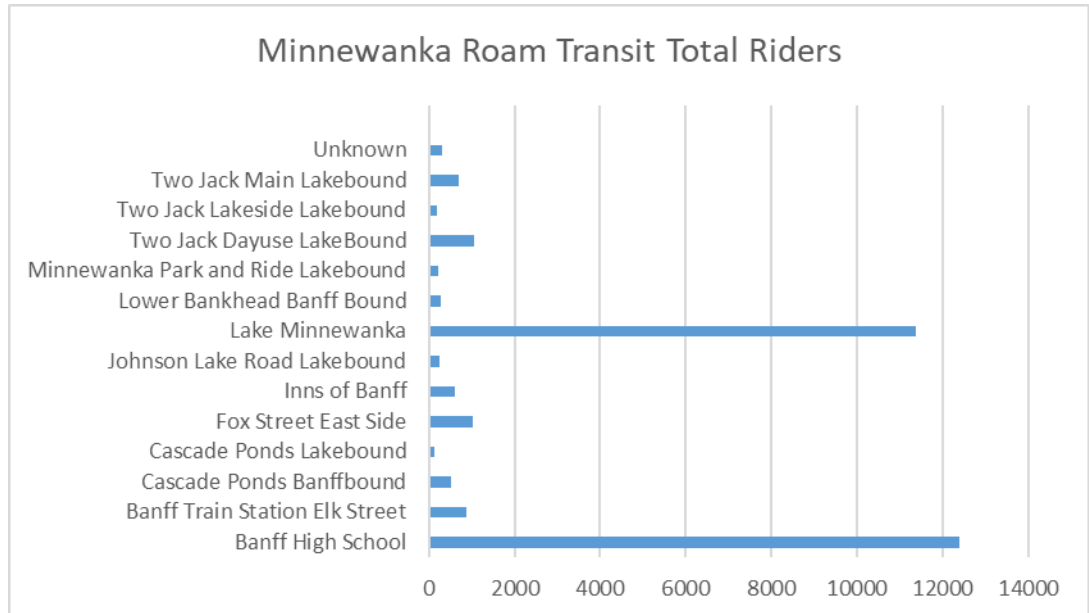
- Canmore Local Service

- Route enhancements are beginning on September 22 and include:

- 30-minute frequency during peak periods as compared to the current 33-minute frequency.
 - Change in routing in the Lady MacDonald area to go down Grotto Road and circle Glacier Drive, returning up Elk Run Boulevard. This accomplishes closer access to more homes and less intrusion on residential areas.
 - Communication with respect to these changes will follow the same methodology as the regional communication plan above.

- Minnewanka Service

- August ridership is consistent with July, averaging approximately 350 riders per day



- OnIt Regional Service:
 - The OnIt Service has seen steadily increasing ridership through the summer and has been successful for transporting residents into Calgary as well as the goal of bringing people to Canmore and Banff without their vehicles.

Date	Day	Direction	Total Ridership	Max Capacity	% ridership / Capacity
17-Jun	Saturday	To Banff	128	550	23.3%
18-Jun	Sunday	To Banff	135	550	24.5%
24-Jun	Saturday	To Banff	237	550	43.1%
25-Jun	Sunday	To Banff	156	550	28.4%
01-Jul	Saturday	To Banff	220	550	40.0%
02-Jul	Sunday	To Banff	183	550	33.3%
08-Jul	Saturday	To Banff	211	550	38.4%
09-Jul	Sunday	To Banff	193	550	35.1%
15-Jul	Saturday	To Banff	301	550	54.7%
16-Jul	Sunday	To Banff	236	550	42.9%
22-Jul	Saturday	To Banff	189	550	34.4%
23-Jul	Sunday	To Banff	122	550	22.2%
29-Jul	Saturday	To Banff	261	550	47.5%
30-Jul	Sunday	To Banff	140	550	25.5%
05-Aug	Saturday	To Banff	236	550	42.9%
06-Aug	Sunday	To Banff	336	550	61.1%
07-Aug	Monday	To Banff	176	550	32.0%
12-Aug	Saturday	To Banff	312	550	56.7%
13-Aug	Sunday	To Banff	183	550	33.3%
19-Aug	Saturday	To Banff	344	550	62.5%
20-Aug	Sunday	To Banff	214	550	38.9%
Totals			9153	26565	34.5%



Date ▾	Day ▾	Directio ▾	Total Ridersh ▾	Max Capaci ▾
17-Jun	Saturday	To Calgary	121	715
18-Jun	Sunday	To Calgary	132	715
24-Jun	Saturday	To Calgary	246	715
25-Jun	Sunday	To Calgary	174	715
01-Jul	Saturday	To Calgary	200	715
02-Jul	Sunday	To Calgary	206	715
08-Jul	Saturday	To Calgary	230	715
09-Jul	Sunday	To Calgary	215	715
15-Jul	Saturday	To Calgary	322	715
16-Jul	Sunday	To Calgary	210	715
22-Jul	Saturday	To Calgary	187	715
23-Jul	Sunday	To Calgary	136	715
29-Jul	Saturday	To Calgary	270	715
30-Jul	Sunday	To Calgary	166	715
05-Aug	Saturday	To Calgary	246	715
06-Aug	Sunday	To Calgary	316	715
07-Aug	Monday	To Calgary	196	715
12-Aug	Saturday	To Calgary	315	715
13-Aug	Sunday	To Calgary	214	715
19-Aug	Saturday	To Calgary	322	715
20-Aug	Sunday	To Calgary	216	715
Totals			9153	26565

- Operations:
 - Our driver pool has stayed constant over the summer although we have had two resignations over the last couple of weeks. Our operations team have done a fantastic job managing the demands of a busy summer and proactively ensuring our service levels remain optimal.
 - Steve is working with TOB Fleet group to come up with a refurbishing plan for 2018 and 2019, using the GreenTRIP3 dollars to refresh our three Hybrid buses and our two original regional buses.



- Two complaints have been received from cyclists about buses coming too close to them and we have been able to review video to refute these complaints. The investment in our onboard camera system has proven invaluable since installation.

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of September 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	Sept. 2017	Date revised as per motion BVRTSC17-30 Revised bylaws out for 30-day review and comments (BVRTSC17-46)
BVRTSC17-54 Davina Bernard moves that Administration bring back in October a forecast for Canmore local and regional route financial numbers to the end of the year and recommendations for offsetting Canmore potential local budgeted revenue shortfalls	August 2017	October 2017	

Bow Valley Regional Transit Services Commission

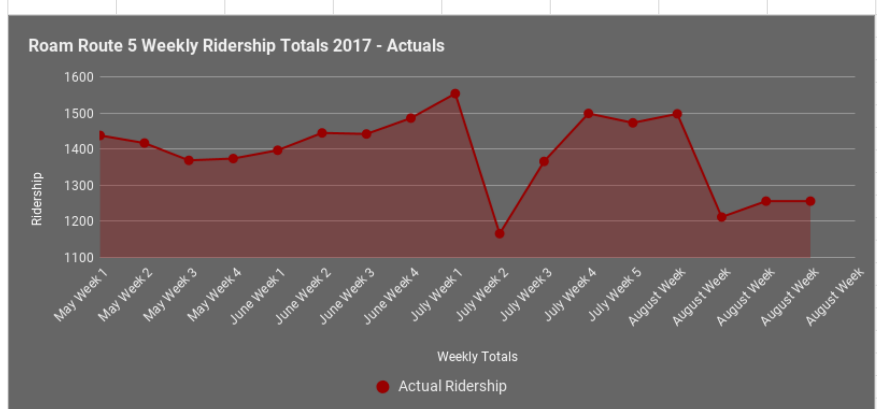
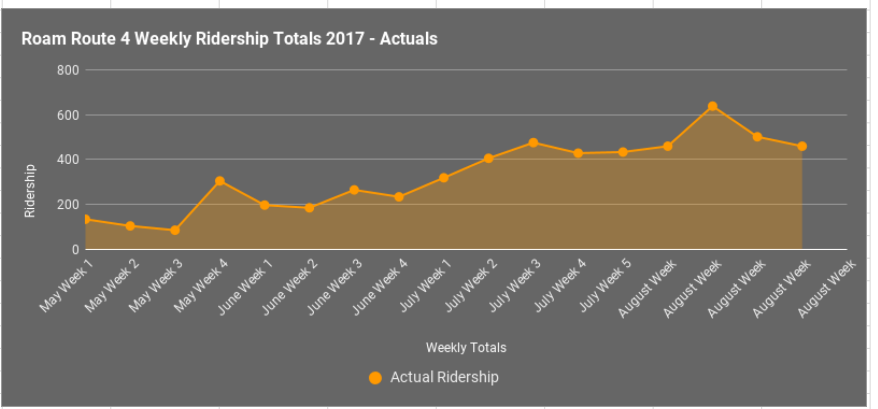
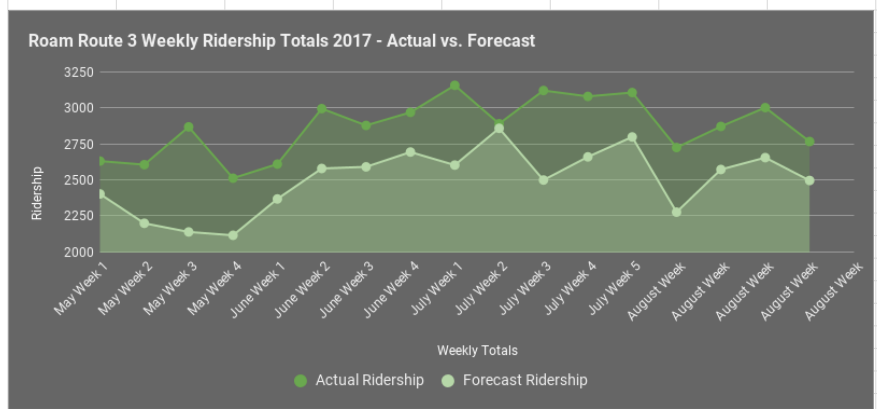
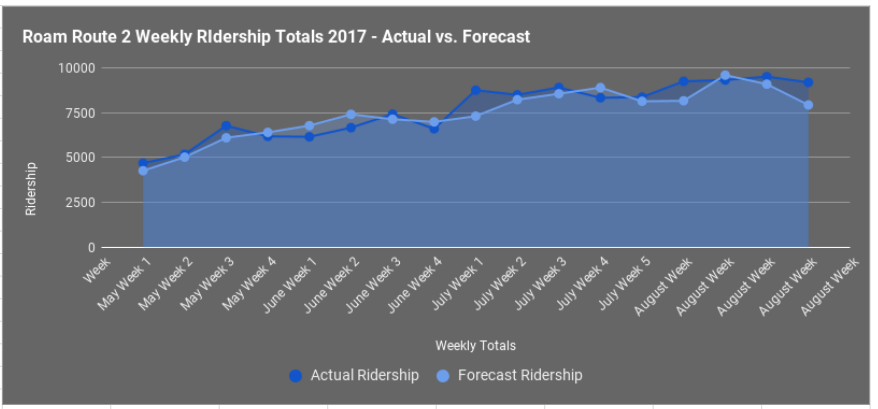
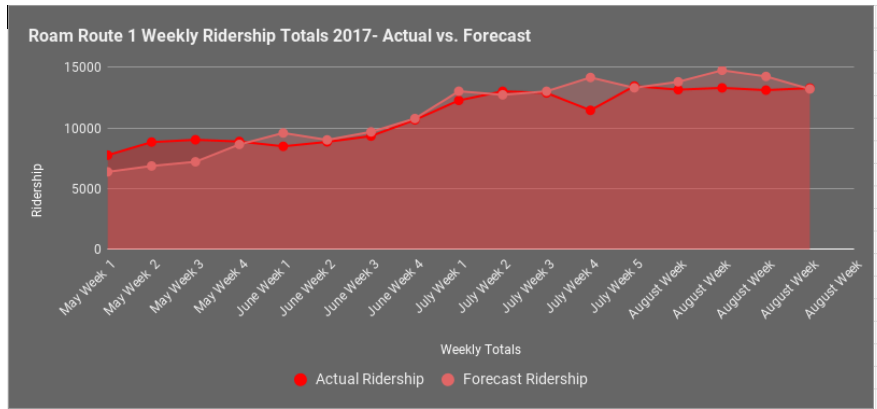
Ridership and Revenue Statistics

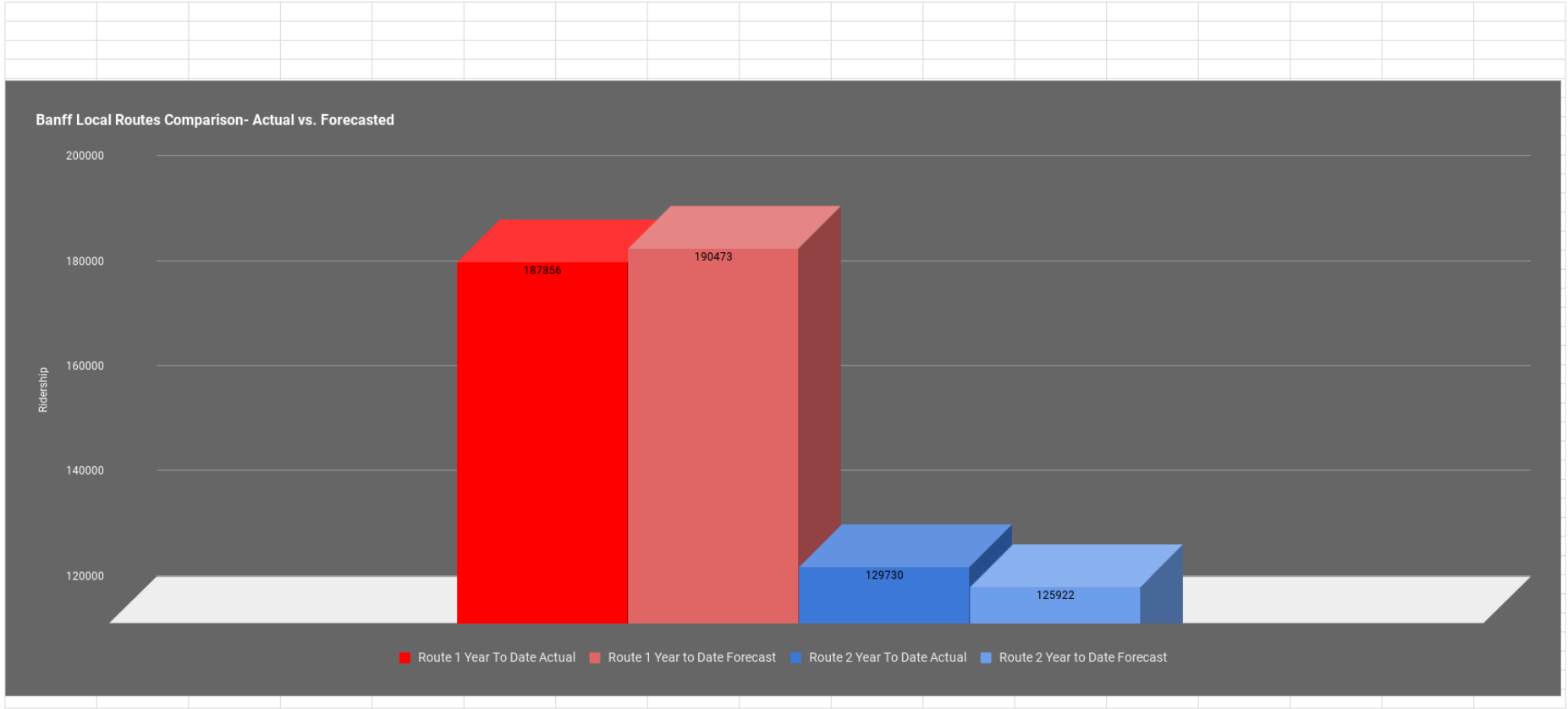


Month	Type	Banff Local	Canmore Local	Regional
August	Strollers	184	38	18
	Bikes	515	156	893

Observations:

- Year to Date Ridership % changes:
 - Route 1 up 21%
 - Route 2 up 14%
 - Route 3 up 19 %
 - Route 4 up 111%
- Banff Local Revenues up 8% in July compared to July 2016 (August cash fares topping \$53K – not incl. pass sales yet).
- Regional Route 3 ridership up 15% over August 2016. Revenues almost on par with revenues for July 2016 – revenues at \$55K for July.
- Canmore service in August over 6000 trips. Revenues at \$6500 in July.
- Minnewanka Route 6 bus expected to exceed 10K passengers for 2nd month in a row. Not including Parks'/Southland's ridership numbers (usually ~1/3 of ours).
- **All ridership numbers in graphs/tables does not yet include data from August 28-31st.

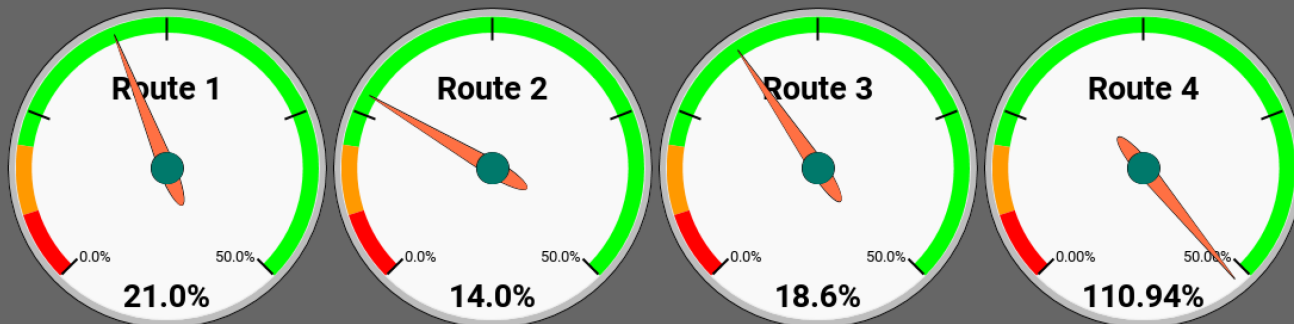




	Route 1 (Sulphur/Banff Ave)			Route 2 (Tunnel Mtn/Banff Springs Hotel)			Route 4 (Cave and Basin)			Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals % Change
Month	RT1 2016	RT1 2017	% Change	RT2 2016	RT2 2017	% Change	2016	2017	% Change	2015	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	50,540	56,676	12.1%	31,655	38,958	23.1%	951	2,005	110.8%	79,171	82,195	95,634	16.4%
August	46,054	51,234	11.2%	28,740	36,002	25.3%	830	2,057	147.8%	81,401	74,794	87,236	16.6%
September		0	#DIV/0!		0	#DIV/0!		0	#DIV/0!	60,204	0	0	#DIV/0!
October		0	#DIV/0!		0	#DIV/0!			#DIV/0!	35,371	0	0	#DIV/0!
November		0	#DIV/0!		0	#DIV/0!			#DIV/0!	33,785	0	0	#DIV/0!
December		0	#DIV/0!		0	#DIV/0!			#DIV/0!	44,156	0	0	#DIV/0!
YTD	247,996	299,971	21.0%	194,130	221,251	14.0%	2,698	5,913	110.94%	618,025	442,126	521,222	18.50%

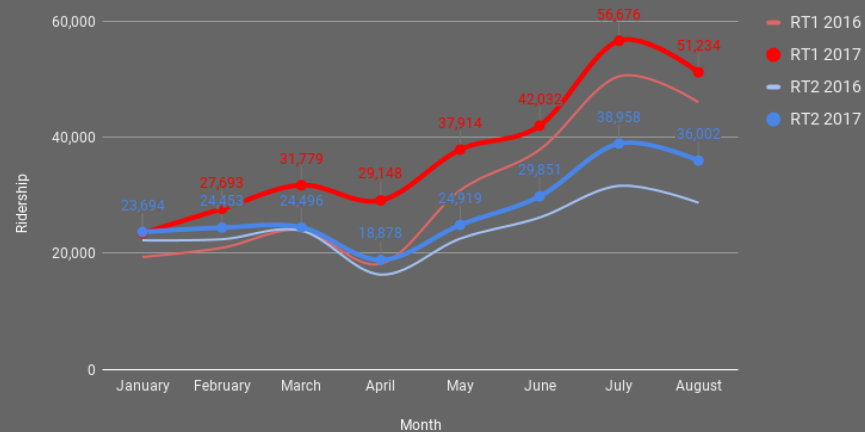
	Route 3 (CB Regional)			Route 5 (Canmore Local)			Route 6 (Minnewanka)
Month	2016	2017	% Change	2016	2017	% Change	2017
January	8,502	9,503	11.8%	N/A	6,571	N/A	N/A
February	8,081	9,300	15.1%	N/A	6,028	N/A	N/A
March	8,137	11,052	35.8%	N/A	7,291	N/A	N/A
April	7,911	9,489	19.9%	N/A	4,585	N/A	0
May	9,753	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	11,513	13,258	15.2%	N/A	6,088	N/A	10,532
August	9,556	10,994	15.0%	N/A	4,921	N/A	9,462
September		0	#DIV/0!	N/A	0	N/A	0
October		0	#DIV/0!	N/A	0	N/A	
November		0	#DIV/0!		0		
December		0	#DIV/0!		0		
YTD	74,284	88,127	18.6%	0	48,123	#DIV/0!	29,115

Year to Date % Ridership Change - 2016 to 2017

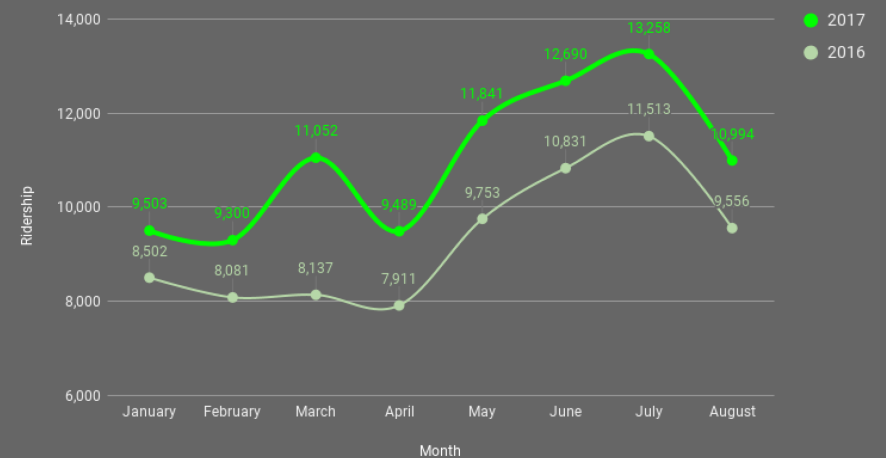


Banff Local Routes 1 and 2 Ridership Comparison

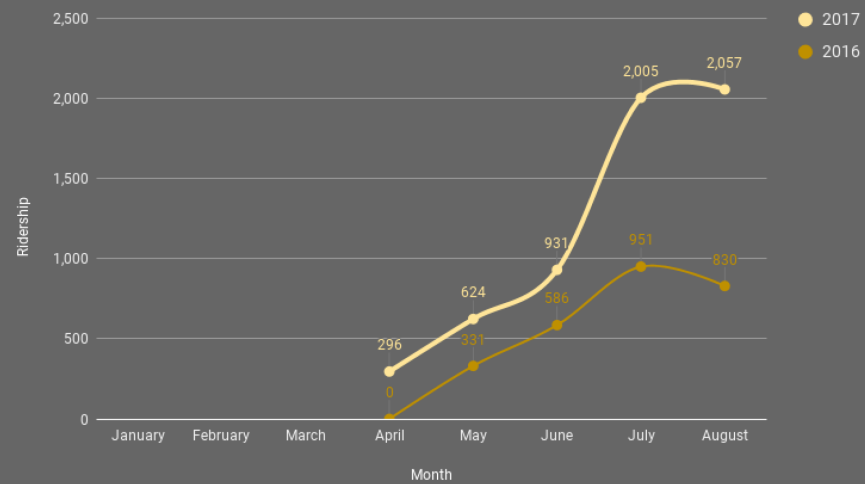
Comparing 2016 to 2017



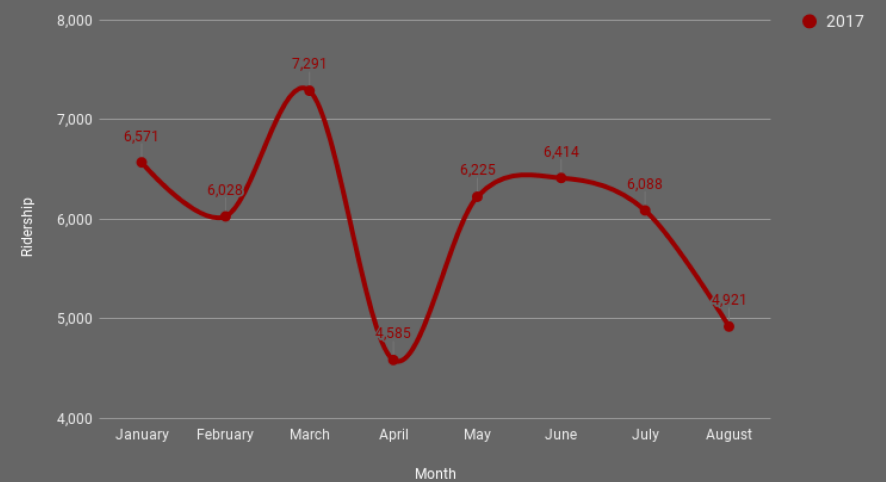
Regional Route 3 Ridership

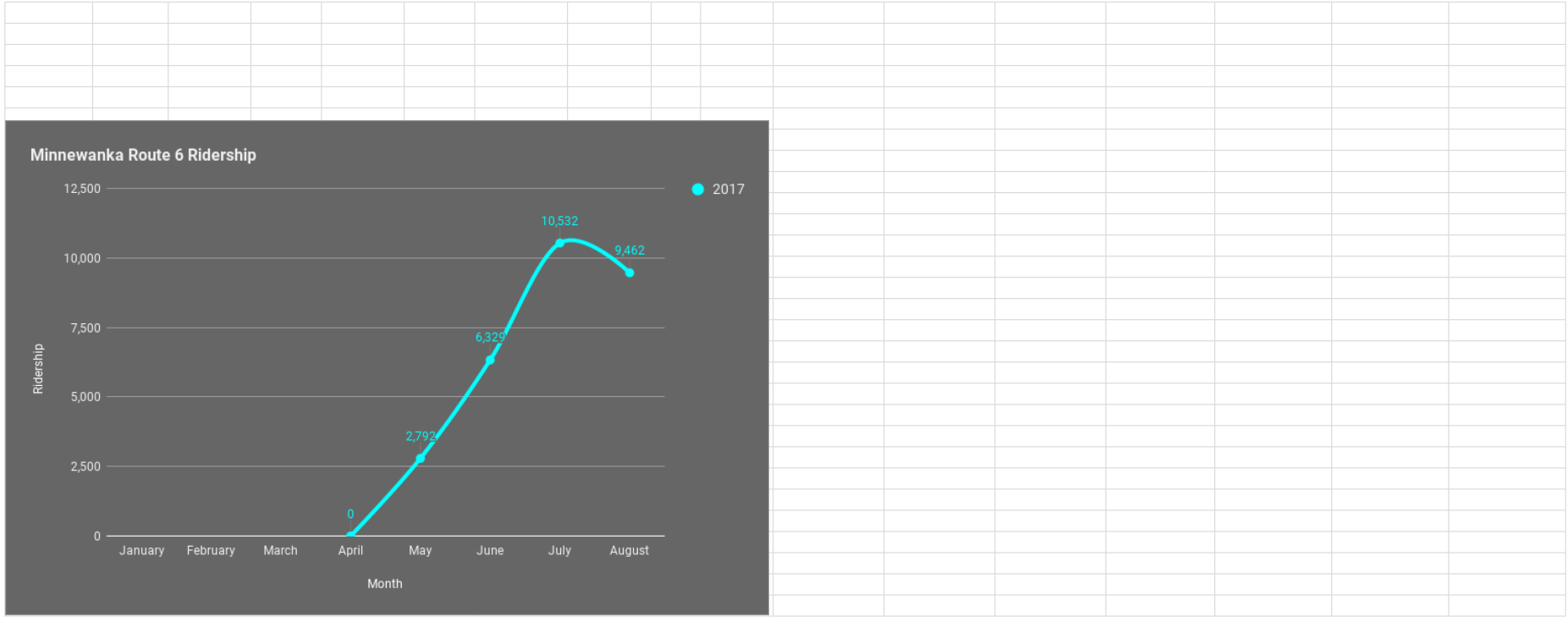


Banff Local Route 4 Ridership



Canmore Local Route 5 Ridership



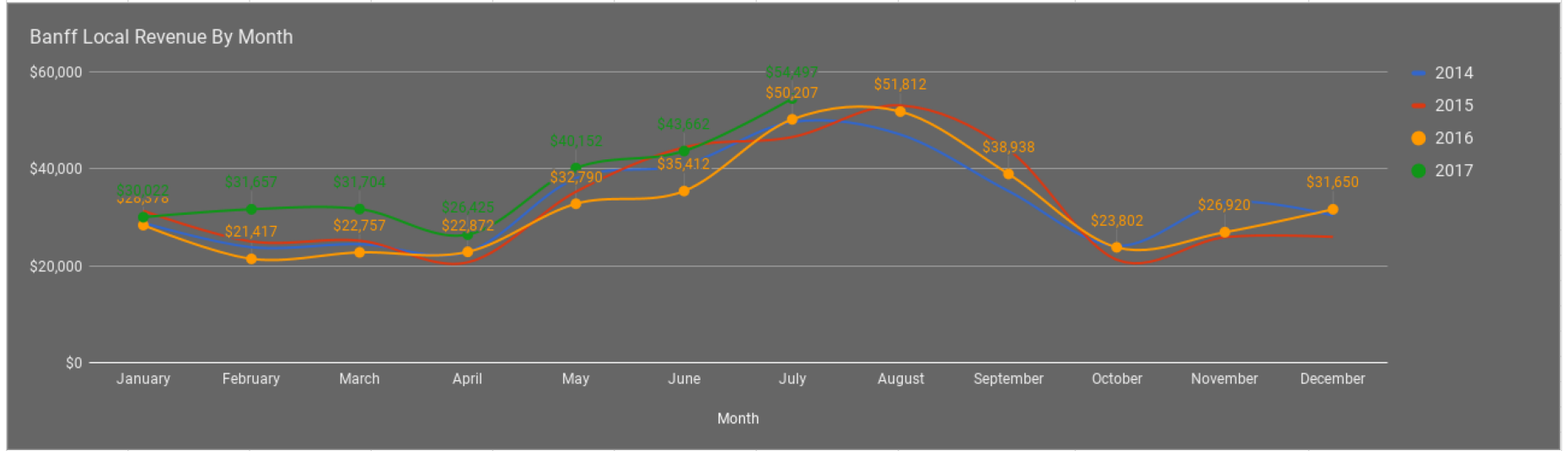


2017 Actual

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	\$45,269	\$0	\$386,955	\$396,750

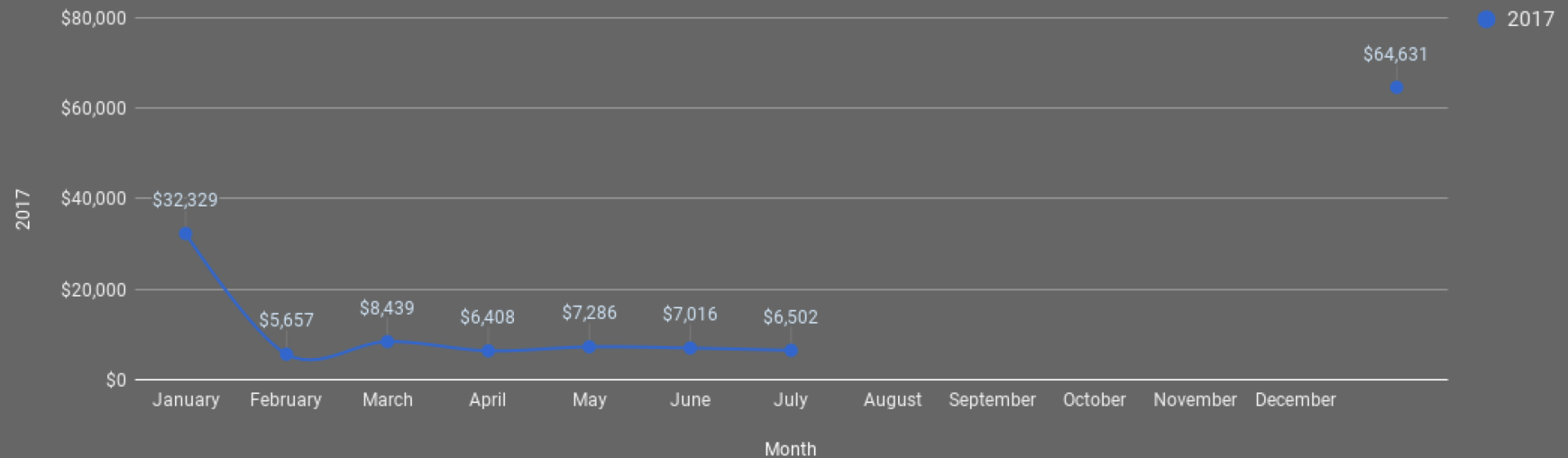
REVENUE										
Month	2014	2015	2016	2017	2016 Running Total	2017 Running Total	Running Total Difference	2016 to 2017 Monthly Difference	2016 to 2017 Monthly % Difference	
January	\$28,869	\$31,352	\$28,378	\$30,022	\$28,378	\$30,022	\$1,644	\$1,644	5.5%	
February	\$23,824	\$25,006	\$21,417	\$31,657	\$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	\$26,425	\$95,424	\$119,808	\$24,384	\$3,553	13.4%	
May	\$38,052	\$35,268	\$32,790	\$40,152	\$128,214	\$159,960	\$31,746	\$7,362	18.3%	
June	\$40,828	\$44,419	\$35,412	\$43,662	\$163,626	\$203,622	\$39,996	\$8,250	18.9%	
July	\$49,655	\$46,553	\$50,207	\$54,497	\$213,833	\$258,119	\$44,286	\$4,290	7.9%	
August	\$47,076	\$53,075	\$51,812	\$53,395	\$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	\$311,514	\$386,956					



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	\$4,691	\$1,811	\$0	\$6,502	\$24,000.00		
August	\$4,857		\$0	\$4,857	\$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:	\$40,345	\$38,149	\$0	\$78,494	\$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	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	\$6,502	\$0	\$73,637			
August	\$0		\$0				
September	\$0		\$0				
October	\$0		\$0				
November	\$0		\$0				
December	\$0		\$0				
Grand Total:	\$0	\$64,631	\$0				

Canmore Local Revenue By Month



CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN

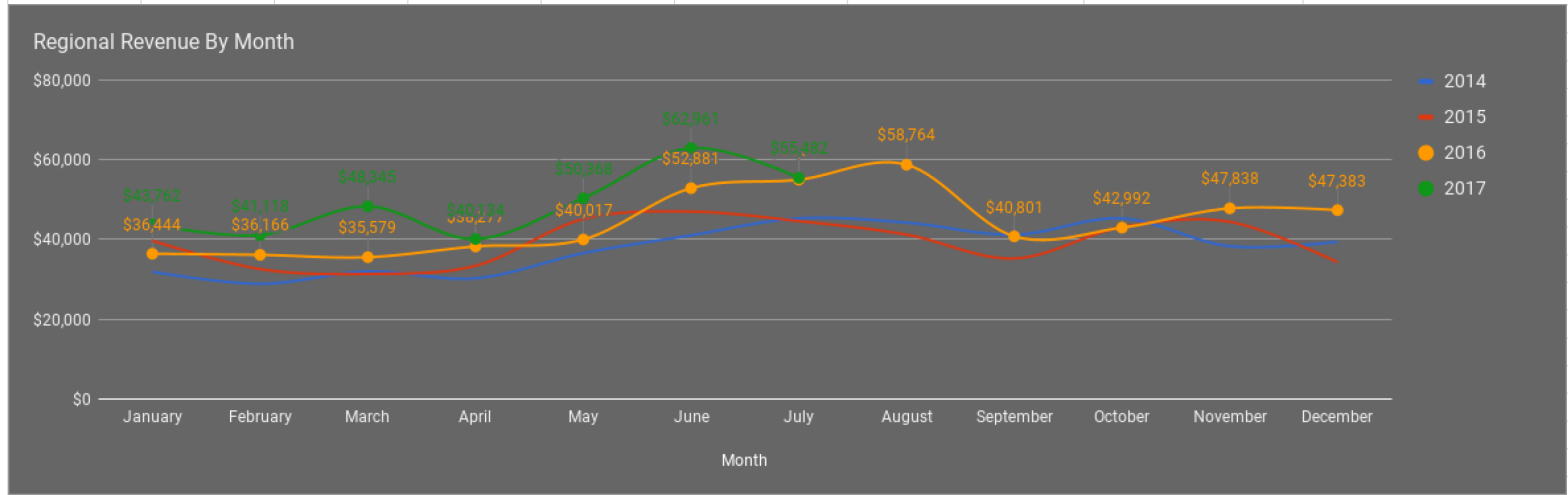
2017 Actual

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	\$21,917	\$0	\$62,961	\$37,567
July	\$44,256	\$11,226	\$0	\$55,482	\$42,567
August	\$41,387		\$0	\$41,387	\$42,567
September			\$0	\$0	\$42,567
October			\$0	\$0	\$37,567
November			\$0	\$0	\$37,567
December				\$0	\$37,567
Totals:	\$278,386	\$105,171	\$0	\$383,557	\$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	\$62,961	\$239,364	\$286,688	\$47,324	\$10,080	19.1%
July	\$45,327	\$44,636	\$55,007	\$55,482	\$294,371	\$342,170	\$47,799	\$475	0.9%
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				



Bow Valley *R*egional Transit Services Commission



Election Day 2017 Request

Report to the Bow Valley Regional Transit Services Commission

Report 2017-09.02 Election Day Fares

August 29, 2017

SUMMARY/ ISSUE

Encouraging voter turnout is important for the upcoming municipal election and as an agency spanning multiple municipalities, the BVRTSC has an opportunity to assist in this endeavour through a free transit offering.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

- That on Election Day, October 16, 2017, passengers traveling on Roam Transit services are given free passage to and from a voting station.

INVESTIGATION

- Free transit on election day has been used in many municipalities
- Ridership revenues from the same date in 2016 were \$550 on Banff local service and \$975 on Regional service for a total of \$1525.

Proposed

- Free transit being offered on all services for election day, October 16.

RISKS

- Potential loss in revenue of approximately \$1525.

ATTACHMENTS

Comox Free Transit Article: <https://comoxvalley.whatsondigest.com/event/free-transit-election-day>

Saskatoon Free Transit Article: <http://globalnews.ca/news/3024809/free-saskatoon-transit-rides-to-vote-on-election-day/>

Prince George Free Transit Article: <https://www.250news.com/2017/04/25/ride-the-bus-for-free-on-election-day/>

Bow Valley *R*egional Transit Services Commission



Election Day 2017 Request

Report to the Bow Valley Regional Transit Services Commission

Report 2017-09.01 Bylaw Revision

August 29, 2017

SUMMARY/ ISSUE

BVRTSC's Operating Bylaw (Bylaw 3-2011) was enacted by the Board upon commencement of the Commission in 2011, and has not been formally reviewed or revised since. The Bylaw contains a few inconsistencies as well as some items that may or may not apply any longer. Further, it is good practice to periodically review the bylaws of an organization and update as necessary. The Vice-Chair is willing to oversee a review process as described herein.

PREVIOUS COMMISSION DIRECTION/POLICY

Administration Recommendation:

- That the BVRTSC Board approve the Proposed Operating Bylaw with amendments as suggested.

INVESTIGATION

- The process, as outlined in the Vice-Chair's report to the Commission in January of 2017 consisted of:

In an effort to keep the process simple yet effective, the Vice-Chair engaged in a review process consisting of the following three stages:

(1) Investigation

- Board Members, Municipal Administrative Liaisons, and BVRTSC CAO and Operations Manager would be asked to read the Operating Bylaw, identify any concerns and suggestions, and provide any other comments;
- A meeting with CAO's and Mayors of each municipal partner will discuss any concerns with the current Operating Bylaw as well as potential improvements they would like to see; and
- A search and comparison with other relevant Operating Bylaws will be conducted.

(2) Draft Changes to the Operating Bylaw

- Potential changes will be drafted based upon the above investigation;
- The draft containing potential changes will be circulated to all of those who took part in the investigation for comment; and

Report to the Bow Valley Regional Transit Services Commission

Report 2017-09.01 Bylaw Revision

August 29, 2017

- Revisions to the potential changes may be made following consideration of the comments received.
- (3) Report to the Board with recommendations regarding changes to Operating Bylaw
 - The report will include potential changes and the rationale for the change;
 - The Board will also be advised if there is any other approval required to change the Operating Bylaw beyond Board approval; and
 - A recommendation will be made to give effect to the changes and any other steps required.

Following this process, the Board initiated the following motion to form the Proposed Bylaw document:

BVRTSC17-45 Sean Krausert moves to propose an amendment to accept Option 1 and delete Option 2 with respect to the division of Administration costs set out in Schedule A.

- In Favour - Davina Bernard, Sean Krausert, Corrie DiManno, Dave Schebek.
- Opposed – Karen Sorenson.

MOTION CARRIED

Proposed

- The proposed bylaw has been reviewed by the Commission Board and has been circulated to all Voting Members for a period of 30 days for comment.

Administration suggested amendments:

1. 8.3 Revise to read ***“other new regional and local services, such as service to Calgary, may be developed...”***.
2. Schedule A – 2 (Cost Allocation Principles) (a)iv:
 - ***Remove route numbers from all bullet points in section***
 - ***Add bullet point at end of section: “All routes operating between a municipality and areas outside the municipal boundary will consider the potential of cost sharing with parties receiving service.***
3. Schedule A – 2 (Cost Allocation Principles) (b)iii:

Report to the Bow Valley Regional Transit Services Commission

Report 2017-09.01 Bylaw Revision

August 29, 2017

Add at the end of the paragraph: ***“The remaining Voting Members would be required to pay an additional amount to compensate for the shortfall created by this resolution”.***

RISKS

- Financial risk for partners as identified in previous meetings

ATTACHMENTS

- Proposed Operating Bylaw

**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 by way of contract;
- 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.2.4 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 operating 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 regional service for residents and visitors to destinations in Banff National Park outside of the Town of Banff, and shall be connected to local services;
 - (e) a regional service between the Town of Banff and the Hamlet of Lake Louise, and shall be connected to local services that operate in the Town of Banff and the Hamlet of Lake Louise; and
 - (f) a local Lake Louise service between the Hamlet of Lake Louise and the surrounding area.

- 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, that pertain to the Fare Revenue Shortfall.
- 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, including seasonal, involving greater than a 25% change in the cost of a service provided to a Customer or Customers 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 September ____, 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.

1. **Defining Costs**

- (a) ***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.
- (b) ***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 office administration salaries that were not attributed to Direct Operating Costs, and non-service specific marketing.
- (c) ***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.

2. **Cost Allocation Principles**

(a) ***Re Direct Operating Costs*** (“DOC”)

- i. 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.
- ii. Any DOC attributable to any of the Voting Members of the BVRTSC (Town of Banff, Town of Canmore, ID#9) will be requisitioned to the respective Voting Members 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 Voting Member 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 Voting Member(s) responsible for covering the DOC of that route. As per the Regulation, any surpluses are not returned to any of the Voting Members, but rather placed in reserve to the credit of the Voting Member(s) responsible for the route from which the surplus is derived.
- iii. Any DOC to be covered by a party other than the Voting Members 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.
- iv. 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;
 - Contracted routes, such as Routes 4 (Cave & Basin) & 6 (Minnewanka), are 100% the responsibility of the contracting party;
 - Future routes will be determined on a case by case basis following negotiation amongst the parties directly benefiting from the route.
- v. Revenue collected on each route will be credited against the DOC of that route.

- vi. 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.
- (b) ***Re Administrative Costs (“AC”)***
- i. 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 Voting Members if BVRTSC internal mitigations are unable to nullify the shortfall. As per the Regulation, any surpluses are not returned to any of the Voting Members, but rather placed in reserve to the credit of each of the Voting Members in proportion to their contribution to the AC that gave rise to a surplus.
 - ii. AC are to be divided equally amongst all Voting Members.

Example – Based upon AC in the amount of \$271,388 (forecasted AC in 2017), the AC split between the Voting Members 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

- iii. The Board may allow, by resolution, a Voting Member to pay a lesser amount of the AC for an upcoming limited period of time (i.e. not retroactive) if the Board determines, in its sole discretion, that the lesser amount would be fair and in the best interests of the BVRTSC in the circumstances.
- (c) ***Re Capital Costs (“CC”)***
- i. Each Voting Member or contracting party is responsible for the CC pertaining to the routes for which 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.
 - ii. 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 the Voting Members or other funding

parties. The CC requisition takes into account any grant monies received or anticipated to be received.

- iii. Any shortfalls in CC are the responsibility of the funding Voting Member 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



New Service Level Requests Staffing Plan

- Financial Controller
- Marketing and Communications Coordinator
- HR Consultant

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: July 25, 2017

Title of Initiative: Financial Controller Position (1 FTE)

Objective:

To proactively manage the financial needs of the BVRTSC, commensurate with the growth that has been and will continue to be achieved. Move the majority of the financial requirements of the organization in house and reduce reliance on contract accounting.

Summary:

This position is responsible for financial management of the organization, including overseeing the payroll, accounts receivable and payable, invoicing and any other financial tasks to be completed ensuring financial accountability. Further key aspects of this role will be development of and preparation of monthly financial statements including KPI's, monitoring of banking information and reporting as required to the CAO and Board. In addition, responsibility also includes preparation of business plans, budgets, taxes, ensuring compliance and assisting in the strategic planning for the organization.

Investigation of new technology, software and financial management opportunities. Further development of KPI reporting and implementation of financial processes and controls to ensure sustainable and responsible growth into the future.

This position was recommended by Calvin Scott of Avail Partners in his presentation of the 2016 audited financial results. He believes that it is necessary for an organization of our size with a \$3.2 million-dollar operating budget.

Cost to Implement:

Contract Accounting during training phase: \$5000

Recruitment: \$500

Computer/Phone: \$3,000

Total: \$3,500

Ongoing Operational Cost per year:

Salary:	\$90,000
Benefits:	\$24,300
IT/Computer/Phone:	\$1,000
Professional Fees	\$1,000
Savings on contract Accounting	(\$30,000)
Total	\$86,000

Resources Required to Implement:

Supervision by the CAO
Existing office space can be utilized within the BVRTSC office
Communication support for messaging and public information
IT support

Resources Required to Maintain:

As this position is a professional position, supervision time required will be minimal. Ongoing professional development will be required.

Return on Investment:

Ensuring a high standard of customer service, consistency, and adherence to financial plans and policies. Elevating the level of financial accountability and reporting. Further development of KPIs by which the organization can be measured. Responding quickly and effectively to all project stakeholders, many of whom are affected by time and financial pressures. Ensuring that policies and decisions will provide long term benefits to the community.

Estimated Delivery Date: Spring 2018

Commission Strategic Priority? Yes/No

See: BVRTSC 2017 to 2020 Business and Strategic Plan

Supporting Materials:

<https://www.thebalance.com/bookkeeper-controller-or-cfo-whom-do-you-need-4049984>

ALIS (Alberta Learning Information System) <https://occinfo.alis.alberta.ca/occinfopreview/>

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: July 25, 2017

Title of Initiative: Marketing and Communications Coordinator (.6 FTE)

Objective:

To proactively manage the marketing, communications and social media needs of the BVRTSC, commensurate with the growth that has been and will continue to be achieved.

Summary:

This position is required to proactively manage the marketing and communications needs of the BVRTSC to effectively handle and increase the growth of the organization.

The position will be responsible for:

- Advertising and promotion in local and regional media to effectively ensure awareness of Roam Transit.
- Effective and regular communication within and outside the community on all Roam services, existing and new.
- Source and manage external services relating to online communications, and exercise final creative authority and costing.
- Work collaboratively with all partners and suppliers to ensure brand consistency and quality in all creative print materials (including advertisements, posters, publications) and work independently to start and complete tasks.
- Community Engagement, identifying opportunities for Roam to expand its' reach within and outside partner communities.
- Lead the collaboration effort and identify unique opportunities to work jointly with the communication teams from partner municipalities
- Managing all Social Media accounts for Roam services.
- Manage development and distribution of offline and online collateral sales tools including presentations, brochures, pictures, videos, display banner ads, etc
- Seek innovative approaches to conduct business and represent the organization;
- Plan project timelines and external deadlines as well as project milestones and internal deadlines.

Cost to Implement:

Recruitment \$500
Computer/Phone \$3,000
Total: \$3,500

Ongoing Operational Cost per year:

Salary:	\$43,875
Benefits:	\$11,845
IT/Computer/Phone:	\$1,000
Mileage	\$1,000
Total	\$57,720

Resources Required to Implement:

Supervision by the CAO
Existing office space can be utilized within the BVRTSC office
Communication support for messaging and public information

Resources Required to Maintain:

Supervision will be required from the CAO of approximately two hours per week.

Return on Investment:

Ensuring a high standard of customer service, with increased focus on social media, community engagement and customer interaction. Further enhancement and expansion of the partner program to increase ridership and remove private vehicles. Identify and target potential new users to gain market share with both visitors and residents on all services.

Estimated Delivery Date: Spring 2018

Commission Strategic Priority? Yes/No

See: BVRTSC 2017 to 2020 Business and Strategic Plan

Supporting Materials:

BVRTSC Strategic and Business Plan 2017 -2020

ALIS (Alberta Learning Information System) <https://occinfo.alis.alberta.ca/occinfopreview/>

Bow Valley *Regional* Transit Services Commission

NEW SERVICE LEVEL REQUEST

Requestor: Martin Bean

Date of Request: July 25, 2017

Title of Initiative: HR Consultant

Objective:

To proactively develop policies and procedures to effectively manage the growing Human Resources needs of the BVRTSC, commensurate with the growth that has been and will continue to be achieved.

Summary:

The BVRTSC has grown to an organization of approximately 40 employees, operating with no technical Human Resources expertise. The organization continues to grow and

Investigation of potential new software for HR and Payroll functions to assist in creating seamless processes.

This position was recommended by Calvin Scott of Avail Partners in his presentation of the 2016 audited financial results. Following the 2016 audit, the belief of the auditors that a financial controller position is necessary for an organization of our size with a \$3.2 million-dollar operating budget.

Cost to Implement:

Consulting services: \$20,000 for first year

Ongoing Operational Cost per year:

Consulting Services: \$20,000-\$25,000 in subsequent years (may be requirement for more hours as organization grows)

Resources Required to Implement:

Supervision by the CAO
Existing office space can be utilized within the BVRTSC office

Communication support for messaging and public information
IT support

Resources Required to Maintain:

As this is a contracted service, supervision time required will be minimal.

Return on Investment:

Effective recruiting, retention and
Ensuring that policies and decisions will provide long term benefits to employees and stakeholders.

Estimated Delivery Date: Spring 2018

Commission Strategic Priority? Yes/No

See: BVRTSC 2017 to 2020 Business and Strategic Plan

Supporting Materials:

<https://www.thebalance.com/bookkeeper-controller-or-cfo-whom-do-you-need-4049984>

KPI STAFFING EFFECT

	Current 2018 Proposed Budget	Add Financial Controller	Add Marketing Coordinator	Add HR Consultant	Add All Requests
Revenue per Service Hour	\$ 58.33	\$ 58.33	\$ 61.33	\$ 58.33	\$ 61.33
Gross Cost per Service Hour	\$ 115.51	\$ 118.17	\$ 117.88	\$ 116.13	\$ 120.68
Direct Operating Cost per Service Hour	\$ 93.93	\$ 94.72	\$ 95.05	\$ 94.06	\$ 95.55
Overhead per Service Hour	\$ 9.27	\$ 11.14	\$ 10.52	\$ 9.76	\$ 12.82
Lease/Amortization per Service Hour	\$ 12.31	\$ 12.31	\$ 12.31	\$ 12.31	\$ 12.31
Net Cost per Service Hour (CUTA)	\$ 44.87	\$ 47.53	\$ 44.24	\$ 45.49	\$ 47.04
% Cost Recovery (CUTA)	57%	55%	58%	56%	57%
Ridership	1,118,417	1,118,417	1,183,417	1,118,417	1,183,417
Service Hours	30,349	30,349	30,349	30,349	30,349
Ridership per Service Hour					

Bow Valley *Regional* Transit Services Commission



Proposed 2018 Operating and Capital Budgets (Sept.)

Budget Comments Received + Responses

Operating Budget/KPI:

1. Re Line 4100 ... Is the fare box increase achievable (ie \$917K budgeted in 2018 from \$785K projected in 2017)?

- This includes the additional two buses for Banff local service that were approved in the fall as well as some revenue for regional additional hours. Also, the projections were based on estimates and I believe farebox revenue will be up from this projection. The projection for revenue is aggressive and we need to keep focused on marketing and use our partner municipality resources in addition to our own to achieve this result.

2. Re Line 4200 ... Why not build on actual marketing revenue from 2017 (ie \$93K projected for 2017, but only \$62.5K budgeted for 2018)?

- Advertising revenue is somewhat skewed as we have a contra exchange with Mountain FM that is approximately \$17,000 in revenue and expense in 2017. Although no money changes hands we need to account for this so our advertising expense will be up accordingly. In addition, there is \$2500 showing as revenue from TOB for their 50% of a Where Magazine ad (separate from Commission expense). That is a good point though, the contra deal with Mountain FM continues into 2018 so we should add that amount to both revenue and expense lines.

3. Re Line 4400 ... I think the Commission Admin should be divided amongst the partners based upon what is proposed in the Bylaw revisions.

- **Was discussed and decided that it should not be changed until budget approval. As presented now, it would reduce Banff's admin contribution significantly, Canmore would remain within a couple of thousand of what it is now and ID9 would increase by about \$94K.**

4. Re Line 4400 ... Why does Canmore & Banff operating requisitions jump so much? (The copy I was reviewing didn't give me access to the supporting tables, and so forgive me for asking a question that is likely answered in the supporting tables.)

- **For the Banff operating requisition, it includes the new services that are being added to next summer and is very close to the budget amount that was presented last year once New Service Levels were added**
- **For Canmore, the increase is a combination of decreased revenue (\$36K) and increased expense (\$33K). A good portion of the increased expense comes from the allocation of operating expenses for one of the cutaways being attributed to Canmore as it is required to be there and used on a full-time basis. I need to check one calculation for Canmore parts that may reduce it a bit.**
- **Regional service increased by 650 hours for 2018**

5. Re Line 5130 ... Why the decrease in benefits from what's projected in 2017 to what's budgeted in 2018?

- **These have been adjusted as to where they appear on the budget – amounts are essentially the same however the breakout was inconsistent on the previous version.**

6. Re Line 5230 ... There should be consistency in projected and budgeted by either breaking out the benefits from the wages in all or including the benefits in the wages for all.

- **Agreed – have made an administrative change to break out benefits for all.**

7. General – great to see the KPI summaries which bring clarity from a complicated process – thank you

8. Page 2 (Routes 1 and 2) – why does direct operating cost per service hour increased from \$83.49 in 2017 to \$91.82 in 2018?

Route 1 and 2 expenses went from \$1,225,749 in 2017 to \$1,487,158. Difference is \$261,409. \$261,409 divided by service hours of 15,552 is \$16.81. Adding three buses and the annual expenses associated with these buses but only operating the buses for 79 days skews the cost per service hour significantly. Items such as maintenance, storage, farebox licensing and support and insurance have annual costs.

Expenses that were increased significantly from 2017 to 2018 are as follows:

(a) Drivers wages up 16% from \$609,908 to \$707,843

(b) Maintenance up 35% from 186,500 to \$251,163

(c) Insurance up 78% from 10,000 to \$17,750.

(d) General operating expenses up 68% from 10,950 to \$18,475

(e) Bus storage up 55% from 23,045 to \$35,621.

(f) Professional fees up 30% from 101,757 to \$132,177. (most of this is from the accounting fee increase, Trapeze contract increase, NextBus increase)

(g) Advertising and Marketing up 36% from \$30,000 to \$40,750.

9. Page 2 – why is Lease/Amortization is rising from \$7.24 in 2017 to \$20.24 in 2020?

Amortization expense for Banff Local increases from \$25,000 in 2017 to \$261,520 in 2020. The 2017 amortization is likely too low, should be closer to \$60k. The \$261,520 in 2020 is because of 3 new bus purchases in 2018, 2 new bus purchases in 2019 and fleet purchases for park and ride purchases in 2020.

10. Pages 3 and 4 – why would there be differences in direct operating costs per service hour and Lease/Amortization per service hour between routes 1 and 2?

Direct operating cost per service hour:

some expenses are split 50/50 and some are split based on service hours therefore when the total expenses are divided by different service hours a different amount results.

Direct lease/amortization per service hour:

amortization is split 50/50 between routes 1 and 2 therefore when amortization is divided by different service hours a different amount results.

Capital:

1. Need revisions to methodology so we can see whether the sheet balances or not – eg:
 - a. when new buses are purchased then we need to show amortization and the replacement year;

Our reserves and the associated requisitions are based on a calculation that considers the life of the bus and the anticipated grant funding at the time of replacement, not on amortization. This is calculated in the “BVRTSC Reserve Analysis” document and has been attached to the Capital Budget.

- b. it doesn't appear that partner unspent funds are credited to new purchases that partners make?

Capital funds used are updated semi-annually and entered to show actual vs. budgeted spending. Should there be surplus funds not spent in a given year, it is shown as increased funds available in the capital budget and carries over to the reserve.

2. When the methodology is fixed then we need to smooth out partner contributions eg \$1.8M requisition in 2020

Agreed that this is not optimal and we can look at other methodology, however I am not sure that requisitioning the municipality years in advance and building up a reserve for large items that may or may not happen is the best approach. Canmore uses an approach that identifies potential projects but does not include these projects in their requisition or reserves. Needs more consideration and will be a priority for new Controller should that position be approved.

The recommendations from Dillon – eg fewer buses for park and ride service – should be included

Agreed however we have not had a chance to review and analyze the Dillon report and decide if recommendations should be adopted at this point. It may need to come as an amendment to the budget at a later point once TOB and BVRTSC have decided an approach.

General:

- Operating costs are included for additional service approved under Banff New Service Level Requests during TOB budget approvals last fall. This includes increased service for Routes 1 and 2 in the summer of 2018 and further increases in 2020.
- No costs are included in the operating budget for additional service proposed for shuttles from park and ride lots as the location of the lot has changed and proposed service will likely change. Once the final Banff Service Review report is received from Dillon Consulting in August, we will be working with TOB administration to determine the best structure for this service and amend the New Service Level request accordingly.
- Budget has been presented as a baseline budget with the same service as approved last year. The revisions to the budget being presented only include additional items that were approved during the current year. These include:
 - Minnewanka Service (Route 6)
 - Canmore/Banff Regional Service additional hours (650)
 - Automatic Passenger Counters
 - Regional WIFI service
 - Additional NextBus signs
- Regional Service increased hours have been added into the 2018 to 2020 budget as per the approved motion at the July Commission meeting.
- Operating Requisitions:
 - The operating requisitions in this budget are based on the revised percentages of service that will be operated by the BVRTSC in 2018.

▪ Banff Local	15,552 Service Hours	51%
▪ Canmore Local	7,497 Service Hours	24%
▪ CB Regional	7,953 Service Hours	25%
 - Based on the service arrangements with CB Regional being allocated 50/50 to Banff and Canmore, the requisition for Administration expenses is:

▪ ID9 (no operating service)	\$20,000 (as per bylaws)
▪ Town of Banff	63%
▪ Town of Canmore	37%
 - Please note that these preliminary requisition calculations are based on the current formula for distribution. The proposed bylaw revision would change the calculations and will be presented in subsequent budget versions if approved.

- New Service Level Requests:
 - New service level requests will be put forward to identify areas where the Commission Administration believes that additional resources are needed to effectively manage the organization and its growth. These include:
 - Financial Controller (1 FTE) – Net Impact: \$86,000
 - Marketing/Communications Coordinator (.6 FTE) – Net Impact: \$57,720
 - HR Contractor (Consultant) – Net Impact: \$20,000
 - As the organization has grown significantly to approximately 40 employees and gross revenues of almost \$3.5 Million dollars, we need to ensure the infrastructure is in place to manage our current operation as well as continue to explore opportunities for sustainable growth.
- Capital:
 - Capital costs are as presented last year with updates entered to identify expenditures to date in 2017.
 - Bus storage facility expense is on the worksheet however not included in the requisition calculations. Financial responsibility for this building needs to be determined shortly.
 - SmartCard stock is in the capital budget for each year under Banff local for between \$30 and \$35K. This expense needs to be discussed as it only supports the hotel partner program and there may be an opportunity to cease using smart cards for this program as the expense is getting unreasonable. As we have fully used our budget for 2017, hotel guests are currently showing drivers their room key for transit access if smart card stock has been depleted.

Administrative:

- 5262 – Office Rent:
 - Office rent has been changed to reflect the change in ownership of the property at 221 Beaver Street and the revised 3-year lease agreement
- Calculations of Administrative costs for the final budget will potentially vary based on the outcome of the potential bylaw revision.