

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

March 14, 2018 2:00 – 4:00 pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the January 10, 2018 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) Preliminary Q4 Results
 - b) Preliminary 2017 KPI's
 - c) Request for Decision – Token Transit
6. Adjournment

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

MINUTES

January 10, 2017: 2:00 – 4:00 pm

BOARD MEMBERS PRESENT

Davina Bernard, ID#9 – Chair
Dave Schebek, ID#9
Brian Standish, Town of Banff
Vi Sandford, Town of Canmore
Joanna McCallum, Town of Canmore

BOARD MEMBERS ABSENT

Chip Olver, Town of Banff

BOARD ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Danielle Morine, ID#9
Adrian Field, Town of Banff
Alex Kolesch, Parks Canada

ADMINISTRATION ABSENT

Jacob Johnson, Town of Canmore

1. Call to Order

Davina Bernard calls meeting to order at 2:00PM.

2. Approval of the Agenda

BVRTSC18-01 Davina Bernard moves to approve agenda as presented

CARRIED UNANIMOUSLY

3. Minutes

One administrative edit noted.

BVRTSC18-02 Davina Bernard moves to approve minutes as amended

CARRIED UNANIMOUSLY

4. Old Business (including Standing Items)

- a) CAO's Monthly Report
- b) Bring Forward List of Pending Items

None due

- c) Transit Service Monthly Statistics (attached)

5. New Business

- a) Commission Structure and Hiring Update

Anticipate all positions being filled by March

- b) Automatic Passenger Counter Report Demonstration

APC units are in place and we are working through reporting procedures to be able to best present statistics

- c) February Meeting Cancellation

There will be no meeting in February. Next meeting will be March 14th.

BVRTSC18-03 Davina Bernard moves to go In-Camera to discuss HR matters at 2:47pm

CARRIED UNANIMOUSLY

BVRTSC18-04 Davina Bernard moves to come out of In-Camera at 2:54pm

CARRIED UNANIMOUSLY

6. Adjournment

BVRTSC18-05 Davina Bernard moves to adjourn the meeting at 2:55PM

CARRIED UNANIMOUSLY

Bow Valley *Regional* Transit Services Commission



CAO Report

CAO Update – March 2018

- **Financial:**

- Preliminary year end financials have been finalized and are being presented this month. The annual BVRTSC financial audit is being conducted by Avail LLP on March 15th and 16th. Results from this audit will be present by Avail at the April Commission meeting.
- All GreenTRIP and PTIF submission for amounts spent to date have been submitted and approvals have been received from the Provincial with reimbursement to follow shortly. Further submissions will be occurring in the next couple of weeks to meet the March 31st deadline for PTIF submissions and the Province's year end.
- Andrea Stuart has started as Financial Controller and will be transitioning over the next few weeks from the Town of Banff. Mirka Cedidlova has joined us as Accounting and Payroll Administrator as of February 20th.

- **Lake Louise Service:**

- We are still in discussions with Parks Canada and ID9 with regards to providing a service between Banff and Lake Louise in 2019. Parks Canada currently has an RFP circulating for a service in 2018 between Banff and Lake Louise, similar to the service operated in 2017.

- **Banff Local Service:**

- We have received our three new buses and they are in the process of being outfitted for service. The GreenTRIP/PTIF claim is submitted and pending for the bulk of the cost of these buses.
- Wraps are currently being designed for these three buses and the animals will be Mule Deer, Coyote and Beaver.
- Plans are also moving forward for additional shelters, a transit hub and a bus storage facility in Banff.

- **Regional Service:**

- Regional service saw a significant jump in ridership in January 2018 of 34% over January 2017. February ridership numbers are also strong with an increase of 32% or 12,282 riders.

- **Canmore Local Service:**

- Ridership in January was the strongest yet, with a total of 8,392 riders using Route 5. We believe that the schedule change and the improved connections to Regional service are encouraging more transit use. Ridership in February showed our biggest increase over 2016 of 37% and total ridership of 8264.
- Vicinity bus is due to arrive in early June for Canmore local service. The wrap on this bus will be Red Fox.
- Canmore building renovations are complete, with some work still occurring in the yard. Removal of the scale has taken place, which allows a significant amount of additional usable space within the yard. Epcor is currently having issues with the water lines freezing so full utilization of the new services is not available as of yet. They have provided a temporary water trailer to help with cleaning.

- **General:**

- Roam is providing a second bus on the Minnewanka service this summer. Options we are looking at for a bus is purchase a surplus bus from Red Deer Transit or from Calgary Transit. Lease options are proving to be scarce for low floor, wheelchair accessible vehicles.
- An RFP has been posted for a Calgary to Banff service provider for this summer and will be evaluated/finalized over the next week.

“The BVRTSC in conjunction with the TOB, TOC and Parks Canada are working towards a solution for providing service from Calgary this summer, similar to the On-It service provided last year. As the Calgary Regional Partnership will not be in existence to provide the service this year, the process has begun to find a suitable service provider to coordinate and operate all aspects of the program.”

- Corrie DiManno has joined us as of February 15th in the role of Marketing and Communications Coordinator. In a couple of short weeks we have seen great improvements in our social media presence as well as some fun and effective campaigns moving forward! Examples of projects being worked on:
 - Canmore Eagles bus and ticket campaign from Banff
 - Lux Cinema movie and bus campaign
- Don is moving forward with driver hiring and has a class starting at the end of March with approximately 6 candidates and plans for another class later in April.
- BVRTSC will be putting out an RFP for a real time sign and arrival prediction solution. As we have not considered options and competitive pricing alternatives since the BVRTSC has been in existence, we feel that the timing is appropriate.
- Steve is working with our web developer to provide a website scheduling tool that will provide live updates of schedule times to replace the pdf versions that we currently have on our website. This tool is scheduled to be rolled out before the end of April. We will be leaving the pdf versions of the schedule on the website for anyone that would require a printed version.
- Link below is to an article from CUTA on continued government support for transit:

<http://cutaactu.ca/en/blog-posts/transit-investments-maintained-federal-budget-long-term-national-transit-infrastructure>

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of March 2018)

ITEM	Date Initiated	Pending Date	Comments:
BVRTSC17-81 Davina Bernard moves to have Administration discuss Canmore bus storage contra agreement within the audit review in April to ensure the correct reporting practice	November 2017	April 2018	

Bow Valley Regional Transit Services Commission

Ridership and Revenue Statistics

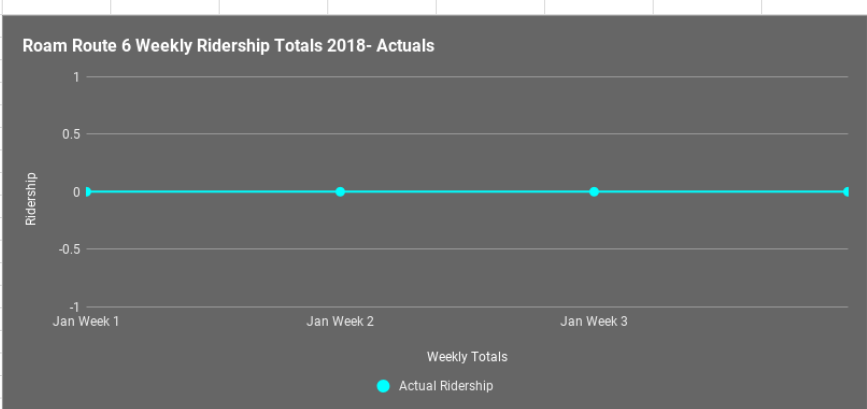
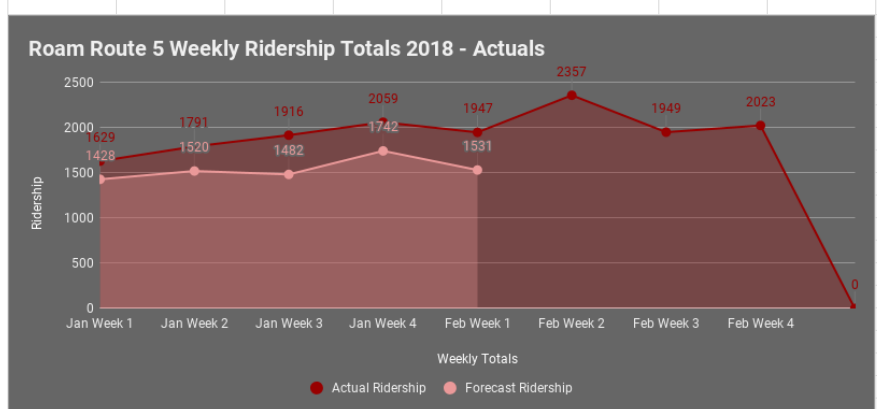
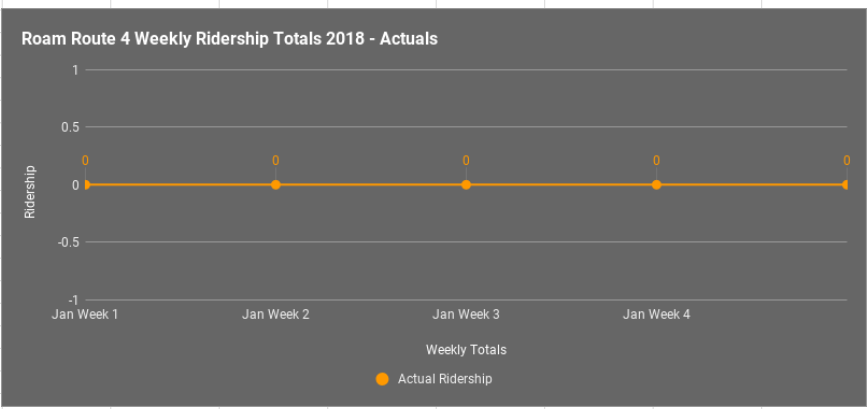
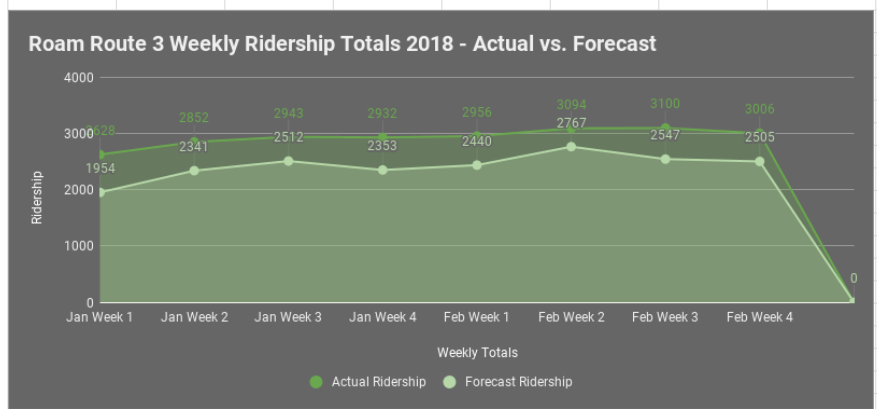
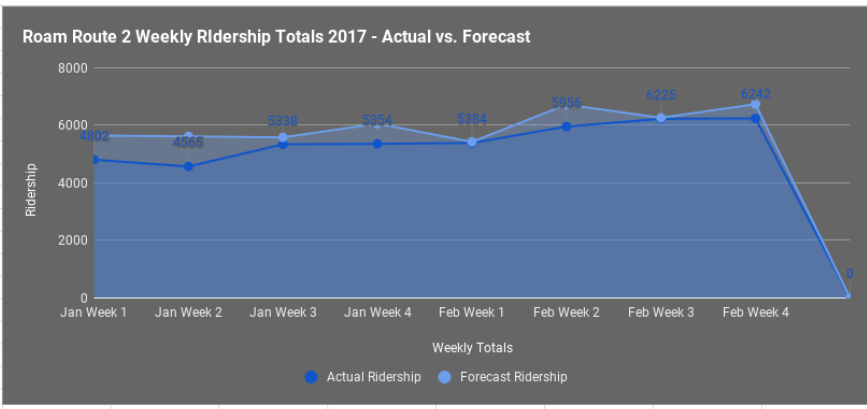
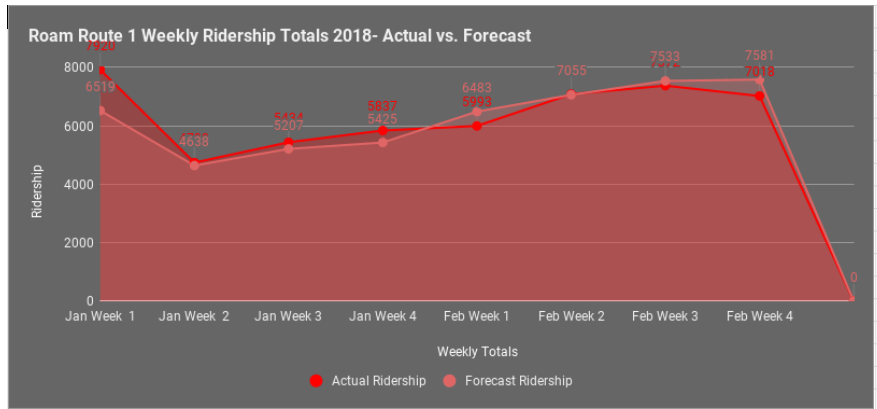


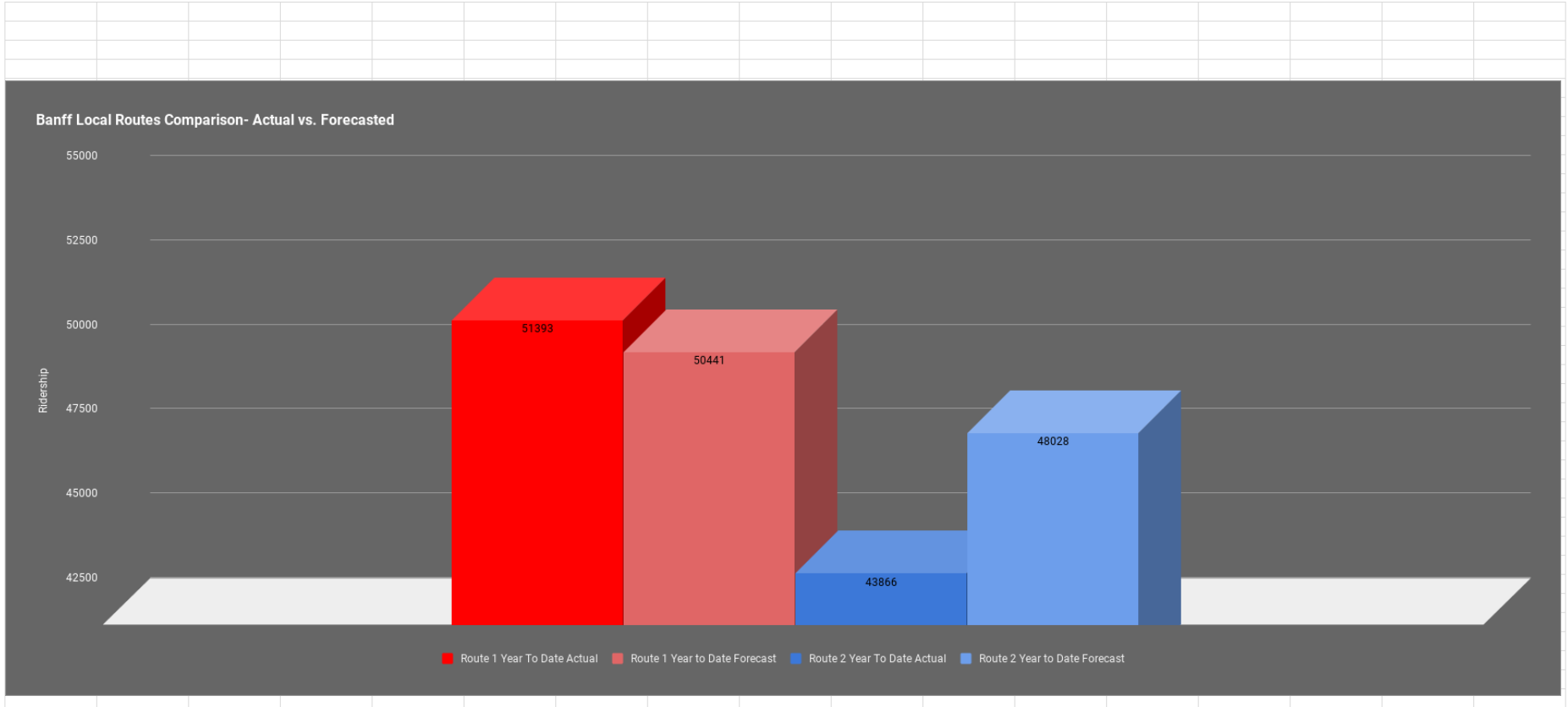
Month	Type	Banff Local	Canmore Local	Regional
February	Strollers	62	51	19
	Bikes	06	34	18

Observations:

February Observations:

- Route 1 ridership steady compared to February 2017 – with 0.4% increase in Ridership.
- Route 2 ridership down a little at -4.7% over February 2017.
 - Banff Local revenues up 1.3% over February 2017 (Route 1 and 2 combined).
- Route 3 ridership up 20% compared to February 2017!
 - Regional revenues up 42% (Large LITP purchase from Town of Banff (\$11K)).
- Route 5 ridership up 40% compared to February 2017. Just shy of 8,300 trips!
 - Canmore Local revenue comparison to February 2017 is down slightly. February pass sales dip, along with slightly lower cash fares. Pass sales can often come in waves as Monthly, 3 Month and 6 Month passes expire.

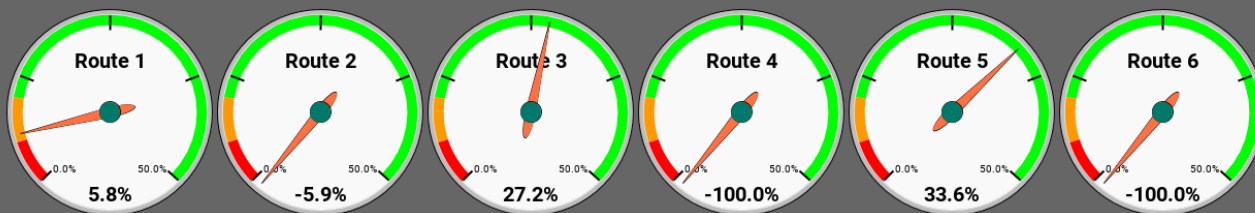




	Route 1 (Sulphur/Banff Ave)				Route 2 (Tunnel Mtn/Banff Springs Hotel)				Route 4 (Cave and Basin)				Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals	Banff Local Transit Totals % Change
Month	RT1 2016	RT1 2017	RT1 2018	% Change	RT2 2016	RT2 2017	RT2 2018	% Change	2016	2017	2018	% Change	2015	2016	2017	2018	(Not incl. Rte6)
January	19,391	23,567	26,302	11.6%	22,261	24,429	22,236	-9.0%	N/A	N/A	N/A	N/A	41,973	41,652	47,189	48,538	2.9%
February	20,973	27,697	27,800	0.4%	22,446	24,820	23,662	-4.7%	N/A	N/A	N/A	N/A	41,240	43,419	52,146	51,462	-1.3%
March	24,034	6,822	7,375	8.1%	23,928	5,557	5,668	2.0%	N/A	N/A	N/A	N/A	46,484	47,962	56,275	13,043	-76.8%
April	18,226		#DIV/0!		16,355		#DIV/0!		0	296		N/A	37,483	34,581	48,026	0	-100.0%
May	30,882		#DIV/0!		22,549		#DIV/0!		331	624		88.5%	52,462	53,431	62,833	0	-100.0%
June	37,896		#DIV/0!		26,196		#DIV/0!		586	931		58.9%	64,295	64,092	71,883	0	-100.0%
July	50,540		#DIV/0!		31,655		#DIV/0!		951	2,005		110.8%	79,171	82,195	95,634	0	-100.0%
August	52,621		#DIV/0!		32,553		#DIV/0!		830	2,057		147.8%	81,401	85,174	99,227	0	-100.0%
September	37,009		#DIV/0!		24,406		#DIV/0!		676	1,283		89.8%	60,204	61,415	73,440	0	-100.0%
October	24,252		#DIV/0!		15,358		#DIV/0!		N/A	527			35,371	39,610	43,323	0	-100.0%
November	20,240		#DIV/0!		17,004		#DIV/0!						33,785	37,244	38,513	0	-100.0%
December	27,465		#DIV/0!		23,551		#DIV/0!						44,156	51,016	52,818	0	-100.0%
YTD	363,529	58,086	61,477	5.8%	278,262	54,806	51,566	-5.9%	3,374	7,723	0	-100.0%	618,025	641,791	112,892	113,043	0.1%

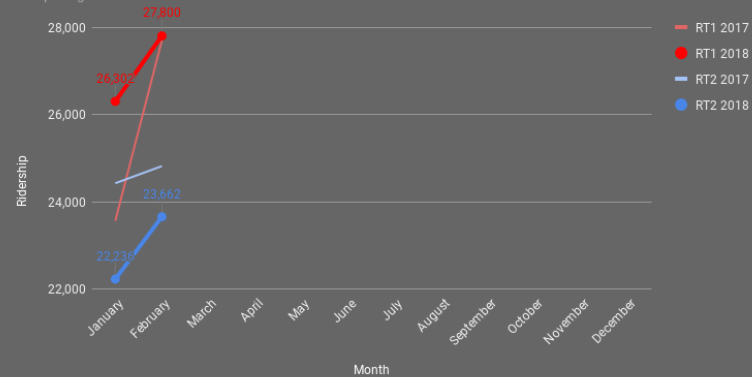
	Route 3 (CB Regional)				Route 5 (Canmore Local)				Route 6 (Minnewanka)		
Month	2016	2017	2018	% Change	2016	2017	2018	% Change	2017	2018	% Change
January	8,502	9,892	12,770	29.1%	N/A	6,551	8,392	28.1%			
February	8,081	10,182	12,282	20.6%	N/A	5,864	8,264	40.9%			
March	8,137	2,158	3,234	49.9%	N/A	1,561	2,012	28.9%			
April	7,911		#DIV/0!		N/A			#DIV/0!			
May	9,753		#DIV/0!		N/A			#DIV/0!	2,792	0	-100.00%
June	10,831		#DIV/0!		N/A			#DIV/0!	6,329	0	-100.00%
July	11,513		#DIV/0!		N/A			#DIV/0!	10,532	0	-100.00%
August	11,089		#DIV/0!		N/A			#DIV/0!	10,570	0	-100.00%
September	9,720		#DIV/0!		N/A			#DIV/0!	2,607	0	-100.00%
October	9,881		#DIV/0!		N/A			#DIV/0!			
November	11,164		#DIV/0!		8,570			#DIV/0!			
December	9,999		#DIV/0!		7,597			#DIV/0!			
YTD	116,581	22,232	28,286	27.2%	16,167	13,976	18,668	33.6%	32,830	0	-100.00%

Year to Date % Ridership Change - Comparing 2018 to 2017

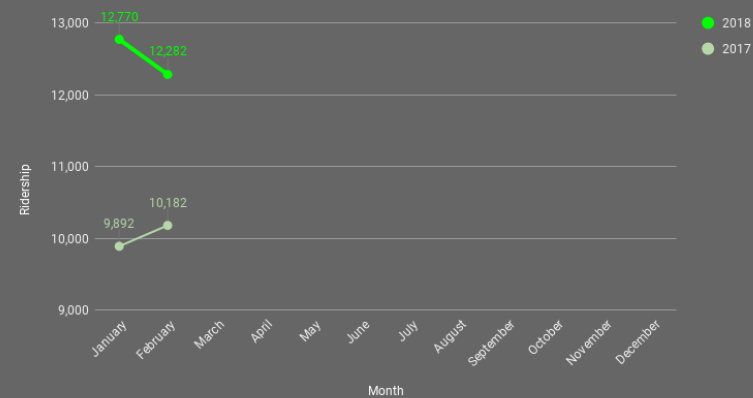


Banff Local Routes 1 and 2 Ridership Comparison

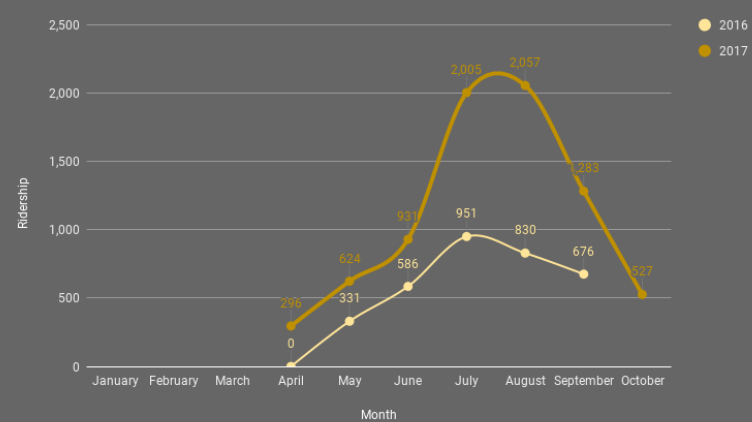
Comparing 2016 to 2017



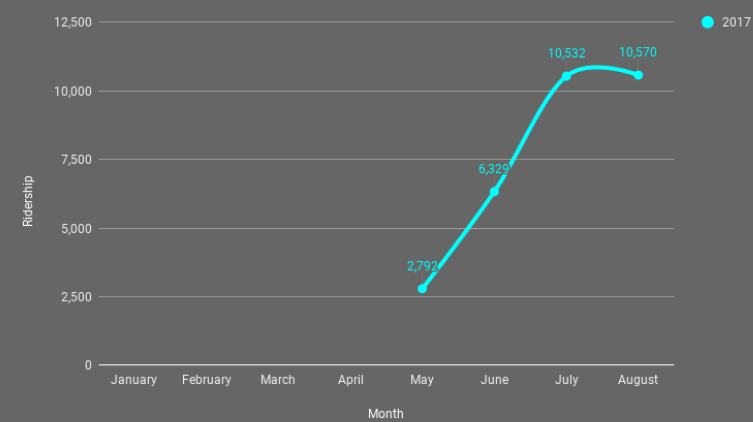
Regional Route 3 Ridership

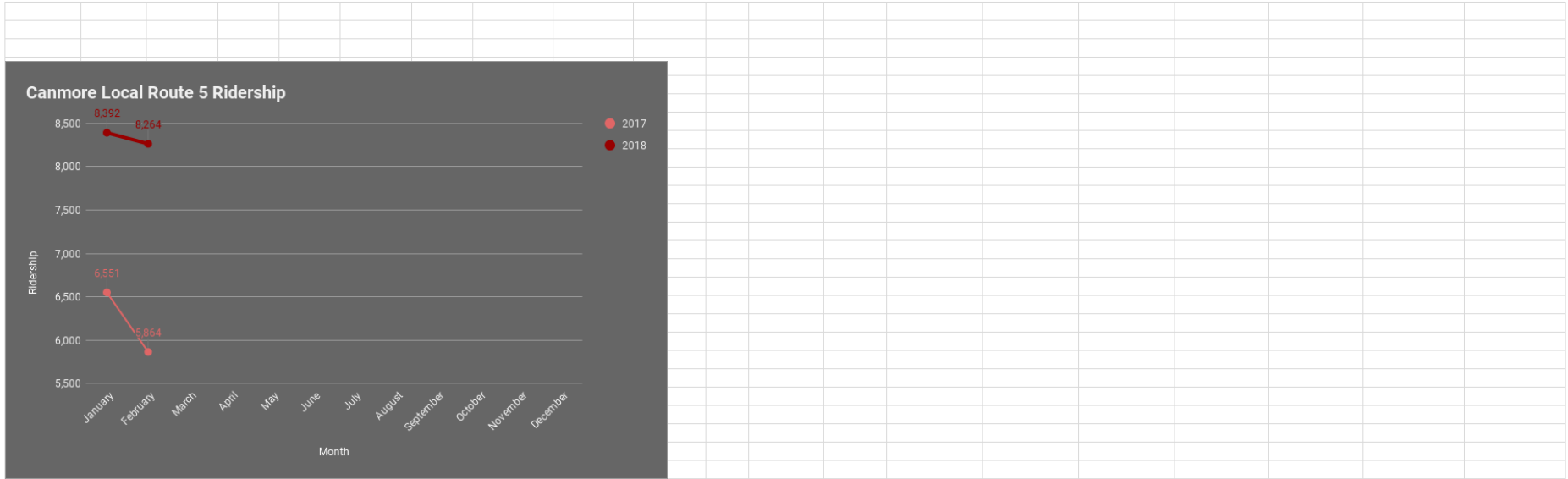


Banff Local Route 4 Ridership



Minnewanka Route 6 Ridership

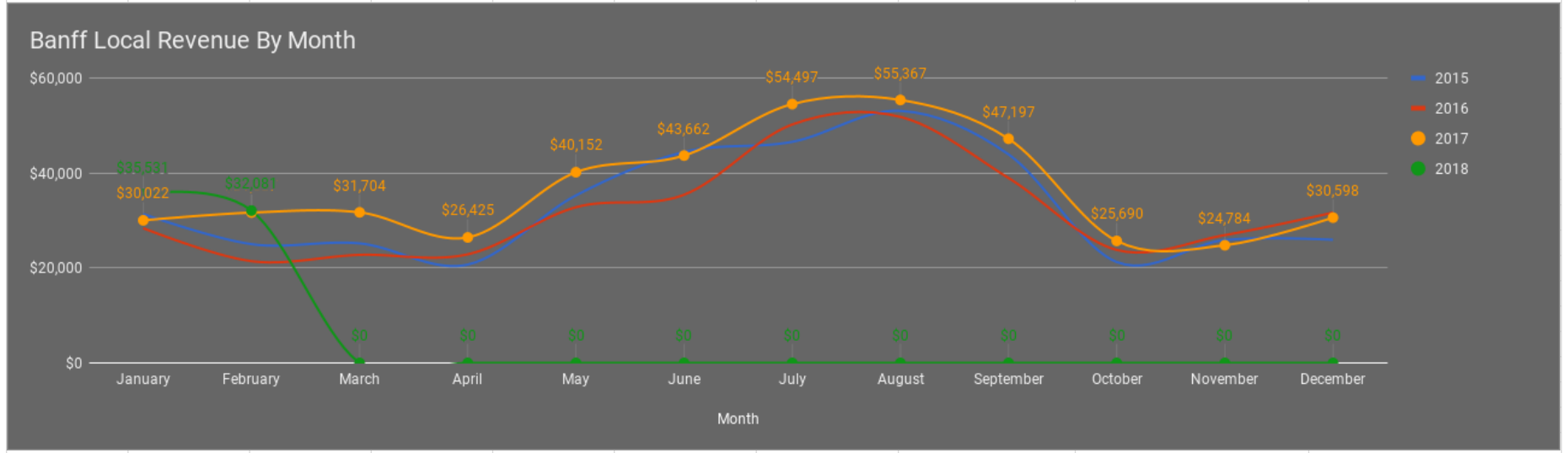




BANFF LOCAL TRANSIT REVENUE BREAKDOWN

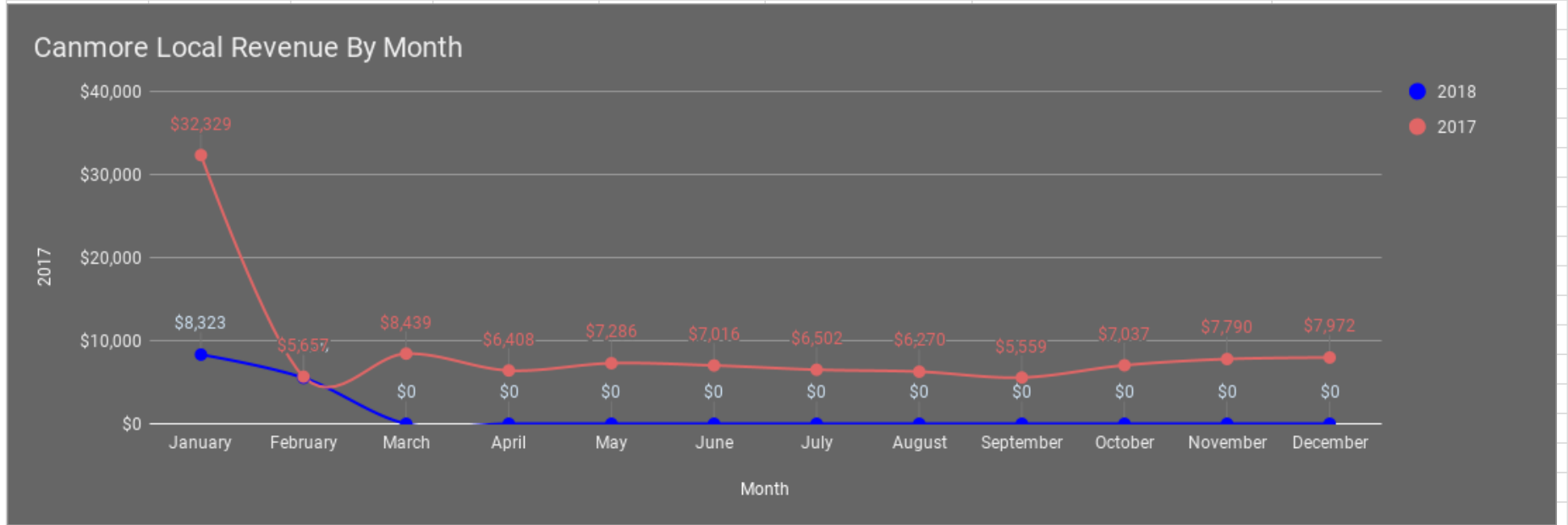
2018 Actual					
Month	Fares	Passes	Other	Total	Budget
January	\$26,116	\$9,415		\$35,531	
February	\$27,287	\$4,794		\$32,081	
March				\$0	
April				\$0	
May				\$0	
June				\$0	
July				\$0	
August				\$0	
September				\$0	
October				\$0	
November				\$0	
December				\$0	
Totals:	\$53,403	\$14,209	\$0	\$67,612	\$0
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	\$26,425	\$33,450.00
May	\$37,695	\$2,457	\$0	\$40,152	\$33,450.00
June	\$38,890	\$4,772	\$0	\$43,662	\$33,450.00
July	\$53,179	\$1,318	\$0	\$54,497	\$38,450.00
August	\$53,395	\$1,972	\$0	\$55,367	\$38,450.00
September	\$41,805	\$5,392	\$0	\$47,197	\$38,450.00
October	\$24,275	\$1,415	\$0	\$25,690	\$33,450.00
November	\$19,296	\$5,488	\$0	\$24,784	\$33,450.00
December	\$27,772	\$2,826	\$0	\$30,598	\$33,450.00
Totals:	\$400,311	\$41,444	\$0	\$441,755	\$401,400

REVENUE										
Month	2015	2016	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference	2017 to 2018 Monthly Difference	2017 to 2018 Monthly % Difference	
January	\$31,352	\$28,378	\$30,022	\$35,531	\$30,022	\$35,531	\$5,509	\$5,509	15.5%	
February	\$25,006	\$21,417	\$31,657	\$32,081	\$61,679	\$67,612	\$5,933	\$424	1.3%	
March	\$25,175	\$22,757	\$31,704	\$0	\$93,383					
April	\$20,711	\$22,872	\$26,425	\$0	\$119,808					
May	\$35,268	\$32,790	\$40,152	\$0	\$159,960					
June	\$44,419	\$35,412	\$43,662	\$0	\$203,622					
July	\$46,553	\$50,207	\$54,497	\$0	\$258,119					
August	\$53,075	\$51,812	\$55,367	\$0	\$313,486					
September	\$43,912	\$38,938	\$47,197	\$0	\$360,683					
October	\$21,253	\$23,802	\$25,690	\$0	\$386,373					
November	\$25,892	\$26,920	\$24,784	\$0	\$411,157					
December	\$25,939	\$31,650	\$30,598	\$0	\$441,755					
Grand Total:	\$398,555	\$386,955	\$441,755	\$67,612	\$386,956					



CANMORE LOCAL TRANSIT REVENUE BREAKDOWN						
2018 Actual						
Month	Fares	Passes	Other	Total	Budget	Info
January	\$5,495	\$2,828		\$8,323		
February	\$4,444	\$1,081		\$5,525		
March				\$0		
April				\$0		
May				\$0		
June				\$0		
July				\$0		
August				\$0		
September				\$0		
October				\$0		
November				\$0		
December				\$0		
Totals:	\$9,939	\$3,909	\$0	\$13,848	\$0	
2017 Actual						
Month	Fares	Passes	Other	Total	Budget	Info
January	\$6,173	\$26,156	0	\$32,329	\$10,000	*Includes Pass Sales from Dec and Jan both to customers and vendors
February	\$4,812	\$845	0	\$5,657	\$10,000	
March	\$5,653	\$2,786	0	\$8,439	\$12,000	
April	\$3,905	\$2,503	0	\$6,408	\$12,000	
May	\$5,162	\$2,124	0	\$7,286	\$15,000	
June	\$5,092	\$1,924	0	\$7,016	\$20,000	
July	\$4,691	\$1,811	0	\$6,502	\$24,000	
August	\$4,857	\$1,413	0	\$6,270	\$25,000	
September	\$4,333	\$1,226	0	\$5,559	\$22,000	
October	\$4,189	\$2,848	0	\$7,037	\$18,000	
November	\$5,487	\$2,303	0	\$7,790	\$16,000	
December	\$4,973	\$2,999	0	\$7,972	\$12,000	
Totals:	\$59,327	\$48,938	0	\$108,265	\$196,000	

REVENUE								
Month	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference 2017 to 2018	Monthly Difference	Monthly % Difference	
January	\$32,329	\$8,323	\$32,329	\$8,323	-\$24,006	-\$24,006	-288.4%	
February	\$5,657	\$5,525	\$37,986	\$13,848	-\$24,138	-\$132	-2.4%	
March	\$8,439	\$0	\$46,425					
April	\$6,408	\$0	\$52,833					
May	\$7,286	\$0	\$60,119					
June	\$7,016	\$0	\$67,135					
July	\$6,502	\$0	\$73,637					
August	\$6,270	\$0	\$79,907					
September	\$5,559	\$0	\$85,466					
October	\$7,037	\$0	\$92,503					
November	\$7,790	\$0	\$100,293					
December	\$7,972	\$0	\$108,265					
Grand Total:	\$0	\$13,848	\$836,898					



CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN

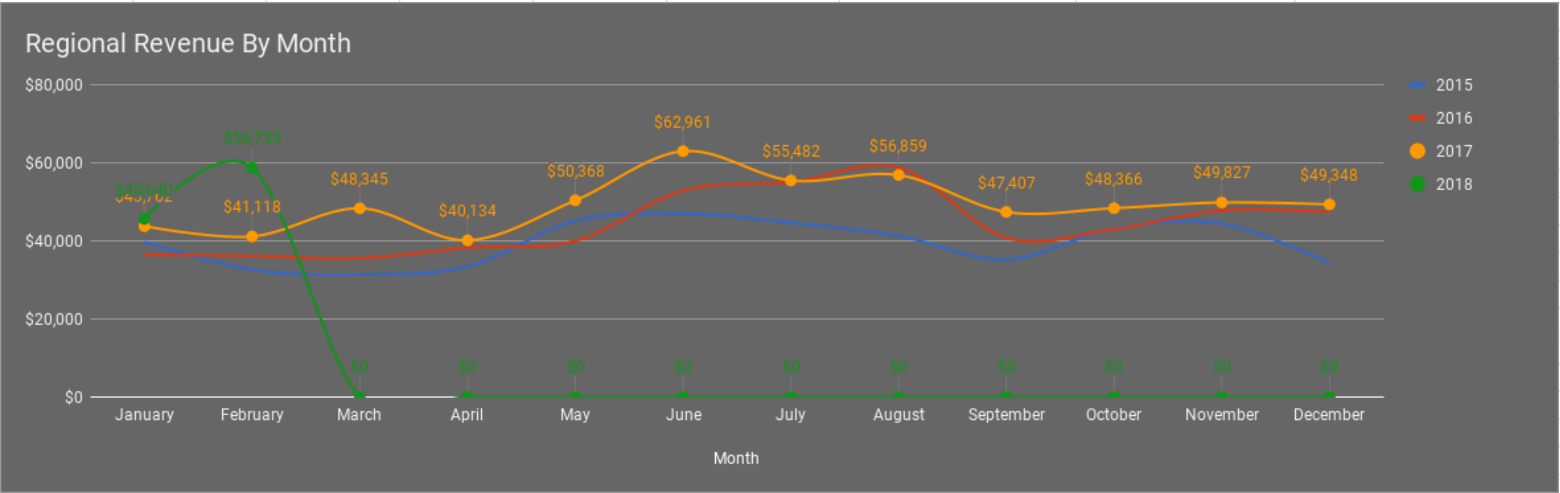
2018 Actual

Month	Fares	Passes	Other	Total	Budget
January	\$30,111	\$15,529		\$45,640	
February	\$30,467	\$28,266		\$58,733	
March				\$0	
April				\$0	
May				\$0	
June				\$0	
July				\$0	
August				\$0	
September				\$0	
October				\$0	
November				\$0	
December				\$0	
Totals:	\$60,578	\$43,795	\$0	\$104,373	\$0

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	\$15,472	\$0	\$56,859	\$42,567
September	\$34,728	\$12,679	\$0	\$47,407	\$42,567
October	\$33,727	\$14,639	\$0	\$48,366	\$37,567
November	\$33,304	\$16,523	\$0	\$49,827	\$37,567
December	\$31,818	\$17,530	\$0	\$49,348	\$37,567
Totals:	\$411,963	\$182,014	\$0	\$593,977	\$450,800

REVENUE									
Month	2015	2016	2017	2018	2017 Running Total	2018 Running Total	Running Total Difference	2017 to 2018 Monthly Comparison	2017 to 2018 Monthly % Difference
January	\$39,725	\$36,444	\$43,762	\$45,640	\$43,762	\$45,640	\$1,878	\$1,878	4.3%
February	\$32,590	\$36,166	\$41,118	\$58,733	\$84,880	\$104,373	\$19,493	\$17,615	42.8%
March	\$31,375	\$35,579	\$48,345	\$0	\$133,225				
April	\$33,430	\$38,277	\$40,134	\$0	\$173,359				
May	\$45,147	\$40,017	\$50,368	\$0	\$223,727				
June	\$47,013	\$52,881	\$62,961	\$0	\$286,688				
July	\$44,636	\$55,007	\$55,482	\$0	\$342,170				
August	\$41,241	\$58,764	\$56,859	\$0	\$399,029				
September	\$35,253	\$40,801	\$47,407	\$0	\$446,436				
October	\$43,129	\$42,992	\$48,366	\$0	\$494,802				
November	\$44,467	\$47,838	\$49,827	\$0	\$544,629				
December	\$34,301	\$47,383	\$49,348	\$0	\$593,977				
Grand Total:	\$472,307	\$532,149	\$593,977	\$104,373	\$593,977				



Bow Valley *R*egional Transit Services Commission



New Business - No reports to attach

Bow Valley *Regional* Transit Services Commission



2017 4th Quarter
Financial Update

Bow Valley Regional Transit Services Commission								
Income Statement								
January - December 2017								
	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Lake Minnewanka (Route 6)	TOTAL
Income								
Total 4100 Farebox	\$ 0	\$ 181,260	\$ 193,887	\$ 53,707	\$ 7,884	\$ 380,613	\$ 0	\$ 817,350
Total 4150 Passes	\$ 0	\$ 21,194	\$ 21,485	\$ 50,727	\$ 0	\$ 188,551	\$ 0	\$ 281,957
4200 Advertising & Marketing Revenue	0	14,931	14,002	10,917	1,092	11,592		52,534
Total 4300 Partner Programs	\$ 0	\$ 330,877	\$ 75,023	\$ 0	\$ 0	\$ 0	\$ 0	\$ 405,900
4400 Requisition Recoveries								0
1-4400 Town of Banff								0
1-4410 TOB - Capital	14,045	40,282	40,282			30,459		125,068
1-4420 TOB - Operating	150,833	80,130	311,787			98,351		641,101
Total 1-4400 Town of Banff	\$ 164,878	\$ 120,412	\$ 352,069	\$ 0	\$ 0	\$ 128,810	\$ 0	\$ 766,169
2-4400 Town of Canmore								0
2-4410 TOC - Capital	14,045			289		30,459		44,793
2-4420 TOC - Operating	100,555			361,408		98,351		560,314
Total 2-4400 Town of Canmore	\$ 114,600	\$ 0	\$ 0	\$ 361,697	\$ 0	\$ 128,810	\$ 0	\$ 605,107
4-4400 Other							6,000	6,000
5-4400 ID 9								0
5-4410 ID 9 - Capital	14,045							14,045
5-4420 ID 9 - Operating	20,000							20,000
Total 5-4400 ID 9	\$ 34,045	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 34,045
Total 4400 Requisition Recoveries	\$ 313,522	\$ 120,412	\$ 352,069	\$ 361,697	\$ 0	\$ 257,621	\$ 6,000	\$ 1,411,321
4500 Other Recoveries	1,300	1,386	24,706	0	65,820		136,707	229,920
4-4500 Other	0			0				0
Total 4500 Other Recoveries	\$ 1,300	\$ 1,386	\$ 24,706	\$ 0	\$ 65,820	\$ 0	\$ 136,707	\$ 229,920
Total 4700 Charter Sales	\$ 0	\$ 767	\$ 767	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,534
4800 Route Detour Fee		30	30	30		30		120
4900 Grant Income	6,336			800				7,136
7600 Other Income	23,471							23,471
Total 7600 Other Income	\$ 23,471	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 23,471
Total Income	\$ 344,629	\$ 670,857	\$ 681,970	\$ 477,877	\$ 74,796	\$ 838,408	\$ 142,707	\$ 3,231,243
Cost of Goods Sold								
5714 Bus advertising costs		150	150	375		125		800
5715 Commission		1,692	1,536	1,968	340	1,002		6,539
Total Cost of Goods Sold	\$ 0	\$ 1,842	\$ 1,686	\$ 2,343	\$ 340	\$ 1,127	\$ 0	\$ 7,339
Gross Profit	\$ 344,629	\$ 669,015	\$ 680,283	\$ 475,534	\$ 74,455	\$ 837,281	\$ 142,707	\$ 3,223,904
Other Income								
7100 Interest Income	4,742							4,742
7150 Foreign Exchange Gain/Loss	-548							-548
Total Other Income	\$ 4,194	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 4,194

Bow Valley Regional Transit Services Commission								
Income Statement								
January - December 2017								
	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Lake Minnewanka (Route 6)	TOTAL
Expenses								
5100 Salaries & Wages								0
5110 Wages	138,835	15,376	15,376	16,402	1,064	14,351		201,404
Total 5130 Benefits	\$ 33,671	\$ 3,327	\$ 3,308	\$ 3,549	\$ 201	\$ 3,105	\$ 0	\$ 47,161
Total 5100 Salaries & Wages	\$ 172,505	\$ 18,703	\$ 18,685	\$ 19,950	\$ 1,265	\$ 17,457	\$ 0	\$ 248,565
5170 Training & Conferences								0
5171 Conference Fees	900							900
5172 Meals & Travel	6,661	767	768	848		923		9,968
5173 Training	1,479							1,479
Total 5170 Training & Conferences	\$ 9,040	\$ 767	\$ 768	\$ 848	\$ 0	\$ 923	\$ 0	\$ 12,347
5180 Travel Expense	457	140	140					736
5181 Mileage	886	224	271	629		245	196	2,450
Total 5180 Travel Expense	\$ 1,343	\$ 364	\$ 411	\$ 629	\$ 0	\$ 245	\$ 196	\$ 3,187
5200 Operating Contracts	23			60				83
5220 Direct Operating Cost	2,074	35,119	35,021	41,428	4,063	36,991	5,343	160,039
5221 Drivers wages	0	228,152	204,897	232,075	23,955	227,504	61,485	978,068
5225 Drivers uniforms	51	950	874	1,581		1,684	800	5,940
5226 Drivers recruitment	67	1,775	1,782	2,092		2,221	929	8,865
5227 Training		461	490	921		921		2,793
5228 Driver recognition	1,945	27	27	55		55		2,109
5229 Auto						0		0
Total 5230 Driver and Op Benefits	\$ 0	\$ 55,581	\$ 50,577	\$ 54,319	\$ 5,349	\$ 58,238	\$ 8,346	\$ 232,409
Total 5220 Direct Operating Cost	\$ 4,137	\$ 322,065	\$ 293,669	\$ 332,470	\$ 33,368	\$ 327,613	\$ 76,903	\$ 1,390,225
5240 Maintenance								0
5250 Parts	852	52,993	53,149	24,057	1,040	95,121	8,820	236,032
5255 Vehicle Supplies	4	3,635	3,635	4,538	23	5,480	876	18,190
5260 Maintenance Labour	2,812	57,452	57,577	74,870	10,651	75,654	14,495	293,510
Total 5240 Maintenance	\$ 3,667	\$ 114,079	\$ 114,360	\$ 103,465	\$ 11,715	\$ 176,256	\$ 24,190	\$ 547,733
Total 5200 Operating Contracts	\$ 7,827	\$ 436,144	\$ 408,029	\$ 435,995	\$ 45,083	\$ 503,870	\$ 101,093	\$ 1,938,040
5270 Fuel	195	57,915	49,141	64,531	2,370	117,228	13,074	304,455
5300 Insurance Expense								0
5310 General Liability Insurance	3,603							3,603
5320 Fleet insurance	1,429	6,346	5,277	5,184	1,068	7,532	3,534	30,369
Total 5300 Insurance Expense	\$ 5,032	\$ 6,346	\$ 5,277	\$ 5,184	\$ 1,068	\$ 7,532	\$ 3,534	\$ 33,972
5350 General Operating Expenses		56	56			14		125
5351 Office Supplies	14,328	1,100	1,100	2,060		2,200	68	20,857
5352 Bank Service Charges	2,769	500	500	1,000		1,000	167	5,936
5353 Janitorial Supplies & Services	14	12	12					38

Bow Valley Regional Transit Services Commission								
Income Statement								
January - December 2017								
	Administrative	Route 1	Route 2	Canmore Local (Route 5)	Cave and Basin (Route 4)	CB Regional (Route 3)	Lake Minnewanka (Route 6)	TOTAL
5354 Postage and Office Delivery	145	44	44	63		86	52	433
5355 Miscellaneous Expense	509	151	151	282		306		1,399
5356 Memberships	3,297							3,297
5357 Cell Phone	1,000	569	571	1,230		1,180	298	4,848
5358 Office Phone	4,216	750	750	1,000		1,500		8,216
5359 Board meeting expense	537							537
5360 Cash over/short	623							623
5362 Software and License Fees	9,051	918	917	549		1,187		12,623
5364 Brinks service fees		1,364	1,364	1,343		2,439		6,509
Total 5350 General Operating Expenses	\$ 36,487	\$ 5,464	\$ 5,465	\$ 7,527	\$ 0	\$ 9,912	\$ 585	\$ 65,439
5391 Interest & Penalties	713							713
5400 Lease Expense								0
5410 Bus Lease		29,625	29,625					59,250
5420 Bus Storage		12,432	12,432	0		9,936		34,800
5430 Parks Canada Land Rent		125	125			150		400
Total 5400 Lease Expense	\$ 0	\$ 42,182	\$ 42,182	\$ 0	\$ 0	\$ 10,086	\$ 0	\$ 94,450
5600 Professional/contractual fees	27							27
5611 Accounting Fees	32,389	1,671	1,672	3,344	734	3,344	323	43,477
5612 Payroll service fee	0	311	329	785	9	698	1,000	3,130
5613 Bookkeeping Services	440							440
5615 Legal Fees	0	0	0	0		0		0
5616 Recruitment Costs	669							669
5617 Website	386	178	178	355		355	161	1,614
5619 Business Hosting Expenses	1,274							1,274
5620 Web hosting & Software Lic (annual fee - Trapeze)		18,414	18,392	7,288	1,534	12,814	3,311	61,753
5622 Nextbus	1,723	10,353	10,353	8,372	1,749	14,715	1,338	48,603
5623 Security Fee		2,870	2,870					5,740
5624 IT Support	528	1,000	1,000	1,030		2,000	156	5,714
5626 Office rent	23,528	2,640	2,640			2,841		31,649
5627 Copier	1,239	250	250	500		500		2,739
5628 Bus wrap repair		310	310	275				895
5629 Contract Work	11,784	704	704					13,191
5630 Utilities	3,448							3,448
5631 Customer Centre Support	8,323	7,824	7,824	6,217	1,086	15,642	3,000	49,915
5632 Infrastructure Maintenance	22,812	3,153	3,173	2,011		937	1,662	33,748
Total 5600 Professional/contractual fees	\$ 108,570	\$ 49,678	\$ 49,694	\$ 30,178	\$ 5,111	\$ 53,846	\$ 10,950	\$ 308,027
Total 5700 Advertising and Marketing	\$ 53	\$ 18,229	\$ 14,934	\$ 12,351	\$ 3,677	\$ 14,928	\$ 11,083	\$ 75,254
5999 Uncategorized Expenses		0						0

Bow Valley Regional Transit Services Commission

Income Statement

January - December 2017

[illegible]

Bow Valley *Regional* Transit Services Commission



2017 4th Quarter
Financial Update

Bow Valley Regional Transit Services Commission
Budget vs. Actuals: FY2017 - FY17 P&L Classes - ALL ROUTES
 January - December 2017

	Oct - Dec, 2017			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget
Income						
Total 4100 Farebox	\$ 172,029.47	\$ 188,650.00	91.19%	\$ 817,349.37	\$ 908,060.00	90.01%
Total 4150 Passes	\$ 76,265.95	\$ 53,808.00	141.74%	\$ 281,957.71	\$ 199,368.00	141.43%
4200 Advertising & Marketing Rev	7,256.48	15,251.00	47.58%	52,535.33	62,300.00	84.33%
Total 4300 Partner Programs	\$ 101,332.50	\$ 103,751.00	97.67%	\$ 405,900.50	\$ 415,004.00	97.81%
4400 Requisition Recoveries				0.00	0.00	
1-4400 Town of Banff				0.00	0.00	
1-4410 TOB - Capital	125,068.12			125,068.12		
1-4420 TOB - Operating	160,275.24	160,276.00	100.00%	641,100.96	641,098.00	100.00%
Total 1-4400 Town of Banff	\$ 285,343.36	\$ 160,276.00	178.03%	\$ 766,169.08	\$ 641,098.00	119.51%
2-4400 Town of Canmore				0.00	0.00	
2-4410 TOC - Capital	44,793.13			44,793.13		
2-4420 TOC - Operating	140,078.49	140,080.00	100.00%	560,313.96	560,317.00	100.00%
Total 2-4400 Town of Canmore	\$ 184,871.62	\$ 140,080.00	131.98%	\$ 605,107.09	\$ 560,317.00	107.99%
5-4400 ID 9				0.00	0.00	
5-4410 ID 9 - Capital	14,044.64			14,044.64		
5-4420 ID 9 - Operating	5,000.01	5,000.00	100.00%	19,999.98	20,000.00	100.00%
Total 5-4400 ID 9	\$ 19,044.65	\$ 5,000.00	380.89%	\$ 34,044.62	\$ 20,000.00	170.22%
Total 4400 Requisition Recoveries	\$ 489,259.63	\$ 305,356.00	160.23%	\$ 1,405,320.79	\$ 1,221,415.00	115.06%
4500 Other Recoveries	198,827.00	142,707.00	139.33%	235,919.50	181,207.00	130.19%
4-4500 Other				0.00	0.00	
Total 4500 Other Recoveries	\$ 198,827.00	\$ 142,707.00	139.33%	\$ 235,919.50	\$ 181,207.00	130.19%
4700 Charter Sales		876.00	0.00%	1,534.00	3,500.00	43.83%
1-4700 Banff LOCAL Charter Sales				0.00	0.00	
Total 4700 Charter Sales	\$ 0.00	\$ 876.00	0.00%	\$ 1,534.00	\$ 3,500.00	43.83%
4800 Route Detour Fee	60.00	126.00	47.62%	120.00	500.00	24.00%
4900 Grant Income	6,335.55			7,135.55	0.00	
7600 Other Income	280.00	10,000.00	2.80%	23,471.00	40,000.00	58.68%
7601 Billable Expense Income				0.00	0.00	
Total 7600 Other Income	\$ 280.00	\$ 10,000.00	2.80%	\$ 23,471.00	\$ 40,000.00	58.68%
Total Income	\$ 1,051,646.58	\$ 820,525.00	128.17%	\$ 3,231,243.75	\$ 3,031,354.00	106.59%
Cost of Goods Sold						

Bow Valley Regional Transit Services Commission
Budget vs. Actuals: FY2017 - FY17 P&L Classes - ALL ROUTES
 January - December 2017

	Oct - Dec, 2017			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget
5714 Bus advertising costs				800.00	0.00	
5715 Commission	-876.93	3,049.00	-28.76%	6,538.56	12,200.00	53.59%
Total Cost of Goods Sold	-\$ 876.93	\$ 3,049.00	-28.76%	\$ 7,338.56	\$ 12,200.00	60.15%
Gross Income	\$ 1,052,523.51	\$ 817,476.00	128.75%	\$ 3,223,905.19	\$ 3,019,154.00	106.78%
Expenses						
5100 Salaries & Wages				0.00	0.00	
5110 Wages	53,261.29	50,703.00	105.05%	201,404.17	204,002.00	98.73%
Total 5130 Benefits	\$ 10,605.54	\$ 13,183.00	80.45%	\$ 47,160.58	\$ 53,039.00	88.92%
5137 Recruitment Costs	0.00	250.00	0.00%	0.00	1,000.00	0.00%
Total 5100 Salaries & Wages	\$ 63,866.83	\$ 64,136.00	99.58%	\$ 248,564.75	\$ 258,041.00	96.33%
5170 Training & Conferences	3,949.52	1,750.00	225.69%	3,949.52	7,000.00	56.42%
5172 Meals & Travel	225.00	3,375.00	6.67%	6,540.35	13,500.00	48.45%
5173 Training				1,857.00	0.00	
Total 5170 Training & Conferences	\$ 4,174.52	\$ 5,125.00	81.45%	\$ 12,346.87	\$ 20,500.00	60.23%
5180 Travel Expense	410.33			736.46	0.00	
5181 Mileage	717.81	1,548.00	46.37%	2,450.26	6,260.00	39.14%
Total 5180 Travel Expense	\$ 1,128.14	\$ 1,548.00	72.88%	\$ 3,186.72	\$ 6,260.00	50.91%
5200 Operating Contracts	0.00	0.00		83.24	5,000.00	1.66%
5220 Direct Operating Cost	43,809.25	74,090.00	59.13%	160,092.19	322,998.00	49.56%
5221 Drivers wages	222,541.24	243,296.00	91.47%	978,013.97	1,055,441.00	92.66%
5222 PT drivers wages	0.00	0.00		0.00	0.00	
5225 Drivers uniforms	2,919.82	3,747.00	77.92%	5,940.41	15,800.00	37.60%
5226 Drivers recruitment	5,542.91	1,073.00	516.58%	8,866.20	5,300.00	167.29%
5227 Training	827.95	1,513.00	54.72%	2,792.95	6,059.00	46.10%
5228 Driver recognition	2,059.39	500.00	411.88%	2,109.39	2,000.00	105.47%
5229 Auto				0.00	0.00	
Total 5230 Driver Benefits	\$ 52,180.24	\$ 0.00		\$ 232,412.38	\$ 0.00	
Total 5220 Direct Operating Cost	\$ 329,880.80	\$ 324,219.00	101.75%	\$ 1,390,227.49	\$ 1,407,598.00	98.77%
5240 Maintenance	0.00	0.00		0.00	0.00	
5250 Parts	139,480.98	29,713.00	469.43%	236,033.82	130,500.00	180.87%
5255 Vehicle Supplies	1,786.78	2,678.00	66.72%	18,189.81	11,579.00	157.09%
5260 Maintenance Labour	75,889.80	53,442.00	142.00%	293,507.88	237,900.00	123.37%

Includes \$108,183 for engine replacements, covered above with capital funding.

Bow Valley Regional Transit Services Commission
Budget vs. Actuals: FY2017 - FY17 P&L Classes - ALL ROUTES
January - December 2017

	Oct - Dec, 2017			Total			
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	
Total 5240 Maintenance	\$ 217,157.56	\$ 85,833.00	253.00%	\$ 547,731.51	\$ 379,979.00	144.15%	Includes \$108,183 for engine replacements, covered above with capital funding.
Total 5200 Operating Contracts	\$ 547,038.36	\$ 410,052.00	133.41%	\$ 1,938,042.24	\$ 1,792,577.00	108.11%	Includes \$108,183 for engine replacements, covered above with capital funding.
5270 Fuel	82,019.52	81,919.00	100.12%	304,454.67	352,610.00	86.34%	
5300 Insurance Expense	0.00	0.00		0.00	0.00		
5310 General Liability Insurance	939.00	969.00	96.90%	3,602.88	3,879.00	92.88%	
5320 Fleet insurance	6,338.34	5,937.00	106.76%	30,369.75	25,749.00	117.95%	Additional buses part year
Total 5300 Insurance Expense	\$ 7,277.34	\$ 6,906.00	105.38%	\$ 33,972.63	\$ 29,628.00	114.66%	
5350 General Operating Expenses	125.45	75.00	167.27%	125.45	300.00	41.82%	
5351 Office Supplies	15,928.50	2,836.00	561.65%	20,856.63	11,408.00	182.82%	Includes \$13,040 covered with capital funding above
5352 Bank Service Charges	1,279.04	1,408.00	90.84%	5,935.41	5,700.00	104.13%	
5353 Janitorial Supplies & Services	0.00	397.00	0.00%	37.99	1,600.00	2.37%	
5354 Postage and Delivery	48.61	297.00	16.37%	433.50	1,208.00	35.89%	
5355 Miscellaneous Expense	1,349.35	508.00	265.62%	1,398.74	2,029.00	68.94%	
5356 Memberships	187.97	901.00	20.86%	3,296.76	3,604.00	91.48%	
5357 Cell Phone	1,021.99	1,820.00	56.15%	4,847.40	7,390.00	65.59%	
5358 Office Phone	1,843.22	1,876.00	98.25%	8,215.70	7,500.00	109.54%	
5359 Board meeting expense	0.00	309.00	0.00%	536.99	1,236.00	43.45%	
5360 Cash over/short	620.00	0.00		622.95	0.00		
5362 Software and License Fees	7,447.53	999.00	745.50%	12,622.85	4,000.00	315.57%	Includes \$6,951 covered with capital funding above
5364 Brinks service fees	1,509.70	1,399.00	107.91%	6,508.36	5,600.00	116.22%	
Total 5350 General Op Expenses	\$ 31,361.36	\$ 12,825.00	244.53%	\$ 65,438.73	\$ 51,575.00	126.88%	Includes \$19,991 covered with capital funding above
5391 Interest & Penalties				709.90	0.00		
5400 Lease Expense		0.00		0.00	0.00	0.00%	
5410 Bus Lease	14,811.00	14,814.00	99.98%	59,250.50	59,250.00	100.00%	
5420 Bus Storage	8,303.00	10,765.00	77.13%	34,800.00	43,065.00	80.81%	
5430 Parks Canada Land Rent	125.00	72.00	173.61%	400.00	275.00	145.45%	
Total 5400 Lease Expense	\$ 23,239.00	\$ 25,651.00	90.60%	\$ 94,450.50	\$ 102,590.00	92.07%	
5600 Professional/contractual fees				27.37	0.00		
5611 Accounting Fees	5,945.50	8,908.00	66.74%	43,476.57	36,800.00	118.14%	More reporting, coverage for November/December
5612 Payroll service fee	839.80	765.00	109.78%	3,131.33	4,062.00	77.09%	
5613 Book keeping	440.00			440.00	0.00		
5615 Legal Fees	0.00	542.00	0.00%	0.00	2,230.00	0.00%	

Bow Valley Regional Transit Services Commission
Budget vs. Actuals: FY2017 - FY17 P&L Classes - ALL ROUTES
January - December 2017

	Oct - Dec, 2017			Total		
	Actual	Budget	% of Budget	Actual	Budget	% of Budget
5616 Recruitment Costs	669.45	843.00	79.41%	669.45	3,369.00	19.87%
5617 Website	126.23	1,159.00	10.89%	1,614.23	4,700.00	34.35%
5619 Business Hosting Expenses	1,255.13	375.00	334.70%	1,274.17	1,500.00	84.94%
5620 Web hosting/Trapeze	40,800.98	11,325.00	360.27%	61,754.48	46,300.00	133.38%
5622 Nextbus	3,013.75	13,824.00	21.80%	48,603.52	55,700.00	87.26%
5623 Security Fee	1,890.00	3,502.00	53.97%	5,740.00	14,000.00	41.00%
5624 IT Support	1,542.14	2,040.00	75.60%	5,714.34	8,230.00	69.43%
5626 Office rent	2,827.66	10,048.00	28.14%	31,648.51	40,195.00	78.74%
5627 Copier	682.47	667.00	102.32%	2,738.73	2,662.00	102.88%
5628 Bus wrap repair	620.00	1,343.00	46.17%	895.00	5,540.00	16.16%
5629 Contract Work	11,783.66	7,500.00	157.12%	13,190.66	30,000.00	43.97%
5630 Utilities	1,084.53	875.00	123.95%	3,447.54	3,500.00	98.50%
5631 Customer Centre Support	15,086.25	11,498.00	131.21%	49,913.62	50,000.00	99.83%
5632 Infrastructure Maintenance	22,925.48	3,687.00	621.79%	33,747.91	15,080.00	223.79%
Total 5600 Professional/contract fees	\$ 111,533.03	\$ 78,901.00	141.36%	\$ 308,027.43	\$ 323,868.00	95.11%
5700 Advertising and Marketing	9,492.29	17,625.00	53.86%	75,254.81	81,500.00	92.34%
Total Expenses	\$ 881,130.39	\$ 704,688.00	125.04%	\$ 3,084,449.25	\$ 3,019,149.00	102.16%
Net Operating Surplus (Deficit)	\$ 171,393.12	\$ 112,788.00	151.96%	\$ 139,455.94	\$ 5.00	2789118.82%
Other Income						
7100 Interest Income	1,814.77			4,741.98	0.00	
7150 Foreign Exchange Gain/Loss	906.96			-548.13	0.00	
Total Other Income	\$ 2,721.73	\$ 0.00		\$ 4,193.85	\$ 0.00	
Other Expenses						
5900 Amortization Expense	68,949.38	55,298.00	124.69%	290,566.91	226,279.00	128.41%
Total Other Expenses	\$ 68,949.38	\$ 55,298.00	124.69%	\$ 290,566.91	\$ 226,279.00	128.41%
Net Other Income	-\$ 66,227.65	-\$ 55,298.00	119.77%	-\$ 286,373.06	-\$ 226,279.00	126.56%
Net Surplus (Deficit)	\$ 105,165.47	\$ 57,490.00	182.93%	-\$ 146,917.12	-\$ 226,274.00	64.93%

Includes \$32,687 covered with capital funding above (smart cards)

Includes \$22,756 covered with capital funds (office repair)

Short fall in budgeting amortization

Short fall in budgeting amortization

Bow Valley *Regional* Transit Services Commission



2017 Year End KPI's

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	\$ 90.45	\$ 78.65	15.0%	\$ 82.76	\$ 78.66	5.2%	\$ 81.11	\$ 78.66	3.1%	\$ 84.77	\$ 78.66	7.8%	\$ 54.85
Gross Cost per Service Hour	\$ 105.17	\$ 104.49	0.6%	\$ 101.77	\$ 104.50	-2.6%	\$ 97.63	\$ 104.50	-6.6%	\$ 101.52	\$ 104.50	-2.9%	\$ 92.49
Direct Operating Cost per Service Hour	\$ 85.02	\$ 87.42	-2.7%	\$ 81.82	\$ 87.43	-6.4%	\$ 79.40	\$ 87.43	-9.2%	\$ 82.08	\$ 87.43	-6.1%	\$ 75.40
Overhead per Service Hour	\$ 9.55	\$ 9.18	4.1%	\$ 9.36	\$ 9.18	2.0%	\$ 7.64	\$ 9.18	-16.8%	\$ 8.84	\$ 9.18	-3.6%	\$ 8.60
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 8.48
Net Cost per Service Hour (CUTA)	\$ 4.13	\$ 17.94	-77.0%	\$ 8.42	\$ 17.95	-53.1%	\$ 5.92	\$ 17.95	-67.0%	\$ 6.15	\$ 17.95	-65.7%	\$ 29.15
% Cost Recovery (CUTA)	96%	81%		91%	81%		93%	81%		93%	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	\$ 76.33	\$ 78.21	-2.4%	\$ 87.64	\$ 84.11	4.2%	\$ 77.46	\$ 87.05	-11.0%	\$ 80.29	\$ 83.12	-3.4%	\$ 59.26
Gross Cost per Service Hour	\$ 94.18	\$ 98.32	-4.2%	\$ 97.41	\$ 98.31	-0.9%	\$ 83.14	\$ 98.32	-15.4%	\$ 91.02	\$ 98.32	-7.4%	\$ 102.00
Direct Operating Cost per Service Hour	\$ 73.62	\$ 82.07	-10.3%	\$ 78.96	\$ 82.06	-3.8%	\$ 68.59	\$ 82.07	-16.4%	\$ 73.41	\$ 82.07	-10.6%	\$ 84.72
Overhead per Service Hour	\$ 9.97	\$ 8.81	13.1%	\$ 8.02	\$ 8.81	-9.0%	\$ 5.83	\$ 8.81	-33.9%	\$ 7.78	\$ 8.81	-11.7%	\$ 9.06
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.43	42.5%	\$ 10.43	\$ 7.44	40.2%	\$ 8.72	\$ 7.44	17.2%	\$ 9.84	\$ 7.44	32.3%	\$ 8.21
Net Cost per Service Hour (CUTA)	\$ 7.26	\$ 12.68	-42.8%	\$ (0.66)	\$ 6.76	-109.7%	\$ (3.04)	\$ 3.83	-179.2%	\$ 0.90	\$ 7.76	-88.4%	\$ 34.53
% Cost Recovery (CUTA)	91%	86%		101%	93%		104%	96%		99%	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	525	559	-6.1%	525	559	-6.1%	628	559	12.3%	1,677	1,677	0.0%	3,251
Ridership per Service Hour	56	39	42.8%	72	61	19.2%	67	77	-13.4%	65	59	10.3%	47

Bow Valley Regional Transit Services Commission
Banff Local Service - Route 1
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	Q3 2017												
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 54.64	\$ 62.53	-12.6%	\$ 49.74	\$ 62.53	-20.5%	\$ 63.12	\$ 62.53	1.0%	\$ 55.00	\$ 62.53	-12.0%	\$ 57.54
Gross Cost per Service Hour	\$ 63.49	\$ 86.54	-26.6%	\$ 63.28	\$ 86.54	-26.9%	\$ 112.59	\$ 86.54	30.1%	\$ 76.10	\$ 86.54	-12.1%	\$ 91.44
Direct Operating Cost per Service Hour	\$ 52.66	\$ 74.52	-29.3%	\$ 53.18	\$ 74.52	-28.6%	\$ 97.04	\$ 74.52	30.2%	\$ 64.25	\$ 74.52	-13.8%	\$ 76.42
Overhead per Service Hour	\$ 5.22	\$ 7.36	-29.1%	\$ 4.47	\$ 7.36	-39.2%	\$ 7.77	\$ 7.36	5.7%	\$ 5.68	\$ 7.36	-22.8%	\$ 9.79
Lease/Amortization per Service Hour	\$ 5.62	\$ 4.66	20.6%	\$ 5.62	\$ 4.66	20.6%	\$ 7.77	\$ 4.66	66.8%	\$ 6.17	\$ 4.66	32.5%	\$ 5.23
Net Cost per Service Hour (CUTA)	\$ 3.23	\$ 19.35	-83.3%	\$ 7.92	\$ 19.35	-59.1%	\$ 41.69	\$ 19.35	115.5%	\$ 14.93	\$ 19.35	-22.8%	\$ 28.67
% Cost Recovery (CUTA)	94%	76%		86%	76%		60%	76%		79%	76%		67%
Ridership	56,676	62,700	-9.6%	58,460	65,100	-10.2%	42,558	46,496	-8.5%	157,694	174,296	-9.5%	232,260
Service Hours	1,059	950	11.5%	1,059	950	11.5%	732	950	-23.0%	2,851	2,851	0.0%	4,425
Ridership per Service Hour	53	66	-18.9%	55	69	-19.4%	58	49	18.8%	55	61	-9.5%	52

	Q4 2017												
KPI	2017 Oct	2017 Oct	Oct	2017 Nov	2017 Nov	Nov	2017 Dec	2017 Dec	Dec	2017 Q4	2017 Q4	Q4	2016 Q4
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 70.60	\$ 79.44	-11.1%	\$ 85.06	\$ 79.44	7.1%	\$ 80.14	\$ 79.44	0.9%	\$ 78.60	\$ 79.44	-1.1%	\$ 56.24
Gross Cost per Service Hour	\$ 80.24	\$ 99.24	-19.1%	\$ 118.44	\$ 99.23	19.4%	\$ 102.26	\$ 99.23	3.0%	\$ 100.31	\$ 99.23	1.1%	\$ 121.82
Direct Operating Cost per Service Hour	\$ 60.38	\$ 82.16	-26.5%	\$ 88.47	\$ 82.15	7.7%	\$ 88.92	\$ 82.16	8.2%	\$ 79.26	\$ 82.16	-3.5%	\$ 108.54
Overhead per Service Hour	\$ 9.26	\$ 9.18	0.9%	\$ 19.38	\$ 9.18	111.1%	\$ 2.75	\$ 9.18	-70.0%	\$ 10.46	\$ 9.18	14.0%	\$ 5.18
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.90	34.2%	\$ 10.59	\$ 7.90	34.1%	\$ 10.59	\$ 7.90	34.1%	\$ 10.59	\$ 7.90	34.1%	\$ 8.11
Net Cost per Service Hour (CUTA)	\$ (0.96)	\$ 11.90	-108.1%	\$ 22.78	\$ 11.89	91.7%	\$ 11.53	\$ 11.90	-3.1%	\$ 11.12	\$ 11.89	-6.5%	\$ 57.48
% Cost Recovery (CUTA)	101%	87%		79%	87%		87%	87%		88%	87%		49%
Ridership	26,313	25,600	2.8%	21,934	21,000	4.4%	28,192	29,165	-3.3%	76,439	75,765	0.9%	130,359
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	50	49	2.8%	42	40	4.4%	54	56	-3.3%	49	48	0.9%	41

Bow Valley Regional Transit Services Commission
Banff Local Service - Route 1
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	TOTAL 2017			
KPI	2017 TOTAL	2017 TOTAL	TOTAL	2016 TOTAL
	ACTUAL	Budget	COMP	ACTUAL
			%	
Revenue per Service Hour	\$ 71.47	\$ 73.80	-3.2%	\$ 57.44
Gross Cost per Service Hour	\$ 89.61	\$ 95.75	-6.4%	\$ 97.54
Direct Operating Cost per Service Hour	\$ 72.98	\$ 80.38	-9.2%	\$ 82.43
Overhead per Service Hour	\$ 7.84	\$ 8.74	-10.3%	\$ 7.81
Lease/Amortization per Service Hour	\$ 8.79	\$ 6.63	32.4%	\$ 7.30
Net Cost per Service Hour (CUTA)	\$ 9.35	\$ 15.32	-39.0%	\$ 32.80
% Cost Recovery (CUTA)	88%	83%		64%
Ridership	426,194	408,799	4.3%	647,197
Service Hours	7,676	7,676	0.0%	13,972
Ridership per Service Hour	56	53	4.3%	46

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	\$ 52.60	\$ 33.20	58.4%	\$ 42.13	\$ 33.19	26.9%	\$ 40.48	\$ 33.19	21.9%	\$ 45.07	\$ 33.20	35.8%	\$ 54.85
Gross Cost per Service Hour	\$ 105.00	\$ 104.34	0.6%	\$ 101.61	\$ 104.35	-2.6%	\$ 97.46	\$ 104.34	-6.6%	\$ 101.36	\$ 104.35	-2.9%	\$ 92.49
Direct Operating Cost per Service Hour	\$ 84.85	\$ 87.27	-2.8%	\$ 81.66	\$ 87.28	-6.4%	\$ 79.23	\$ 87.27	-9.2%	\$ 81.91	\$ 87.27	-6.1%	\$ 75.40
Overhead per Service Hour	\$ 9.55	\$ 9.18	4.1%	\$ 9.36	\$ 9.18	2.0%	\$ 7.64	\$ 9.18	-16.8%	\$ 8.85	\$ 9.18	-3.6%	\$ 8.60
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 10.59	\$ 7.89	34.2%	\$ 8.48
Net Cost per Service Hour (CUTA)	\$ 41.81	\$ 63.25	-33.9%	\$ 48.88	\$ 63.26	-22.7%	\$ 46.39	\$ 63.26	-26.7%	\$ 45.69	\$ 63.26	-27.8%	\$ 29.15
% Cost Recovery (CUTA)	56%	34%		46%	34%		47%	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	\$ 35.33	\$ 36.98	-4.5%	\$ 47.37	\$ 42.13	12.4%	\$ 64.02	\$ 44.71	43.2%	\$ 48.90	\$ 41.27	18.5%	\$ 59.26
Gross Cost per Service Hour	\$ 95.30	\$ 103.95	-8.3%	\$ 96.02	\$ 103.93	-7.6%	\$ 95.08	\$ 103.94	-8.5%	\$ 95.38	\$ 103.94	-8.2%	\$ 102.00
Direct Operating Cost per Service Hour	\$ 74.74	\$ 87.29	-14.4%	\$ 77.57	\$ 87.27	-11.1%	\$ 78.93	\$ 87.28	-9.6%	\$ 77.08	\$ 87.28	-11.7%	\$ 84.72
Overhead per Service Hour	\$ 9.97	\$ 8.81	13.1%	\$ 8.02	\$ 8.81	-9.0%	\$ 5.98	\$ 8.81	-32.2%	\$ 7.90	\$ 8.81	-10.3%	\$ 9.06
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.84	35.0%	\$ 10.42	\$ 7.85	32.8%	\$ 10.17	\$ 7.85	29.6%	\$ 10.40	\$ 7.85	32.5%	\$ 8.21
Net Cost per Service Hour (CUTA)	\$ 49.39	\$ 59.12	-16.5%	\$ 38.22	\$ 53.96	-29.2%	\$ 20.89	\$ 51.38	-59.3%	\$ 36.08	\$ 54.82	-34.2%	\$ 34.53
% Cost Recovery (CUTA)	42%	38%		55%	44%		75%	47%		58%	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
Banff Local Service - Route 2
2017 Monthly Budget/Actual KPIs with 2016 Actuals

Q3 2017													
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 65.50	\$ 61.39	6.7%	\$ 54.78	\$ 61.39	-10.8%	\$ 48.18	\$ 61.39	-21.5%	\$ 51.69	\$ 61.39	-15.8%	\$ 57.54
Gross Cost per Service Hour	\$ 74.08	\$ 102.29	-27.6%	\$ 82.78	\$ 102.29	-19.1%	\$ 117.61	\$ 102.28	15.0%	\$ 84.58	\$ 102.29	-17.3%	\$ 91.44
Direct Operating Cost per Service Hour	\$ 59.68	\$ 87.28	-31.6%	\$ 69.65	\$ 87.27	-20.2%	\$ 101.18	\$ 87.27	15.9%	\$ 71.12	\$ 87.27	-18.5%	\$ 76.42
Overhead per Service Hour	\$ 4.96	\$ 7.36	-32.5%	\$ 4.08	\$ 7.36	-44.5%	\$ 7.16	\$ 7.36	-2.6%	\$ 4.93	\$ 7.36	-33.0%	\$ 9.79
Lease/Amortization per Service Hour	\$ 9.43	\$ 7.66	23.1%	\$ 9.04	\$ 7.66	18.1%	\$ 9.27	\$ 7.66	21.0%	\$ 8.53	\$ 7.66	11.4%	\$ 5.23
Net Cost per Service Hour (CUTA)	\$ (0.86)	\$ 33.24	-102.6%	\$ 18.96	\$ 33.24	-43.0%	\$ 60.17	\$ 33.23	81.1%	\$ 24.36	\$ 33.24	-26.7%	\$ 28.67
% Cost Recovery (CUTA)	101%	65%		74%	65%		44%	65%		68%	65%		67%
Ridership	38,958	39,700	-1.9%	40,767	39,000	4.5%	30,882	29,300	5.4%	110,607	108,000	2.4%	232,260
Service Hours	557	525	6.1%	581	525	10.7%	581	525	10.7%	1,862	1,574	18.3%	4,425
Ridership per Service Hour	70	76	-7.5%	70	74	-5.6%	53	56	-4.8%	59	69	-13.4%	52

Q4 2017													
KPI	2017 Oct	2017 Oct	Oct	2017 Nov	2017 Nov	Nov	2017 Dec	2017 Dec	Dec	2017 Q4	2017 Q4	Q4	2016 Q4
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 29.17	\$ 33.98	-14.2%	\$ 45.39	\$ 33.98	33.6%	\$ 38.57	\$ 33.98	13.5%	\$ 37.71	\$ 33.98	11.0%	\$ 56.24
Gross Cost per Service Hour	\$ 78.95	\$ 104.35	-24.3%	\$ 129.74	\$ 104.35	24.3%	\$ 115.37	\$ 104.35	10.6%	\$ 108.02	\$ 104.35	3.5%	\$ 121.82
Direct Operating Cost per Service Hour	\$ 59.10	\$ 87.28	-32.3%	\$ 99.77	\$ 87.27	14.3%	\$ 102.03	\$ 87.28	16.9%	\$ 86.97	\$ 87.28	-0.4%	\$ 108.54
Overhead per Service Hour	\$ 9.26	\$ 9.18	0.9%	\$ 19.38	\$ 9.18	111.1%	\$ 2.75	\$ 9.18	-70.0%	\$ 10.46	\$ 9.18	14.0%	\$ 5.18
Lease/Amortization per Service Hour	\$ 10.59	\$ 7.90	34.1%	\$ 10.59	\$ 7.90	34.2%	\$ 10.59	\$ 7.90	34.2%	\$ 10.59	\$ 7.90	34.2%	\$ 8.11
Net Cost per Service Hour (CUTA)	\$ 39.19	\$ 62.48	-37.3%	\$ 73.76	\$ 62.48	18.1%	\$ 66.21	\$ 62.48	6.0%	\$ 59.72	\$ 62.47	-4.4%	\$ 57.48
% Cost Recovery (CUTA)	43%	35%		38%	35%		37%	35%		39%	35%		49%
Ridership	17,010	16,100	5.7%	16,579	17,500	-5.3%	24,626	16,100	53.0%	58,215	58,800	-1.0%	130,359
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	32	31	5.7%	32	33	-5.3%	47	31	53.0%	37	37	-1.0%	41

Bow Valley Regional Transit Services Commission
Banff Local Service - Route 2
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	TOTAL 2017			
KPI	2017 TOTAL	2017 TOTAL	2017 Total	2016 TOTAL
	ACTUAL	Budget	COMP	ACTUAL
			%	
Revenue per Service Hour	\$ 46.10	\$ 42.46	8.6%	\$ 57.44
Gross Cost per Service Hour	\$ 96.70	\$ 104.35	-7.3%	\$ 97.54
Direct Operating Cost per Service Hour	\$ 78.91	\$ 87.28	-9.6%	\$ 82.43
Overhead per Service Hour	\$ 7.83	\$ 9.18	-14.7%	\$ 7.81
Lease/Amortization per Service Hour	\$ 9.96	\$ 7.90	26.2%	\$ 7.30
Net Cost per Service Hour (CUTA)	\$ 40.64	\$ 53.99	-24.7%	\$ 32.80
% Cost Recovery (CUTA)	53%	44%		64%
Ridership	315,113	303,350	3.9%	647,197
Service Hours	6,584	6,296	4.6%	13,972
Ridership per Service Hour	48	48	-0.7%	46

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%	\$ 67.45	\$ 56.77	18.8%	\$ 73.57	\$ 56.77	29.6%	\$ 71.01	\$ 56.77	25.1%	\$ 76.15
Gross Cost per Service Hour	\$ 112.66	\$ 120.23	-6.3%	\$ 108.58	\$ 120.24	-9.7%	\$ 108.37	\$ 120.26	-9.9%	\$ 109.87	\$ 120.25	-8.6%	\$ 98.75
Direct Operating Cost per Service Hour	\$ 88.15	\$ 99.03	-11.0%	\$ 84.27	\$ 99.04	-14.9%	\$ 85.80	\$ 99.05	-13.4%	\$ 86.08	\$ 99.04	-13.1%	\$ 74.70
Overhead per Service Hour	\$ 9.67	\$ 9.18	5.4%	\$ 9.48	\$ 9.18	3.2%	\$ 7.73	\$ 9.18	-15.8%	\$ 8.96	\$ 9.18	-2.4%	\$ 9.52
Lease/Amortization per Service Hour	\$ 14.84	\$ 12.03	23.4%	\$ 14.84	\$ 12.03	23.4%	\$ 14.84	\$ 12.03	23.3%	\$ 14.84	\$ 12.03	23.4%	\$ 14.54
Net Cost per Service Hour (CUTA)	\$ 25.81	\$ 51.45	-49.8%	\$ 26.29	\$ 51.45	-48.9%	\$ 19.97	\$ 51.46	-61.2%	\$ 24.02	\$ 51.45	-53.3%	\$ 8.07
% Cost Recovery (CUTA)	74%	52%		72%	52%		79%	52%		75%	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	\$ 60.35	\$ 72.93	-17.3%	\$ 71.62	\$ 72.93	-1.8%	\$ 108.31	\$ 72.93	48.5%	\$ 80.09	\$ 72.93	9.8%	\$ 65.93
Gross Cost per Service Hour	\$ 119.63	\$ 119.84	-0.2%	\$ 122.92	\$ 119.86	2.6%	\$ 107.06	\$ 119.87	-10.7%	\$ 116.45	\$ 119.86	-2.8%	\$ 121.67
Direct Operating Cost per Service Hour	\$ 94.70	\$ 99.05	-4.4%	\$ 100.40	\$ 99.07	1.3%	\$ 86.64	\$ 99.08	-12.6%	\$ 93.91	\$ 99.07	-5.2%	\$ 101.47
Overhead per Service Hour	\$ 10.09	\$ 8.81	14.5%	\$ 7.91	\$ 8.81	-10.3%	\$ 6.01	\$ 8.81	-31.8%	\$ 7.92	\$ 8.81	-10.2%	\$ 8.41
Lease/Amortization per Service Hour	\$ 14.84	\$ 11.98	23.9%	\$ 14.62	\$ 11.98	22.0%	\$ 14.40	\$ 11.98	20.2%	\$ 14.62	\$ 11.98	22.0%	\$ 11.79
Net Cost per Service Hour (CUTA)	\$ 44.45	\$ 34.93	27.3%	\$ 36.68	\$ 34.95	4.9%	\$ (15.66)	\$ 34.96	-144.8%	\$ 21.74	\$ 34.95	-37.8%	\$ 43.95
% Cost Recovery (CUTA)	58%	68%		66%	68%		117%	68%		79%	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
CB Regional Service - Route 3
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	Q3 2017												
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 99.80	\$ 87.73	13.8%	\$ 90.24	\$ 87.73	2.9%	\$ 66.22	\$ 87.73	-24.5%	\$ 85.42	\$ 87.73	-2.6%	\$ 85.93
Gross Cost per Service Hour	\$ 114.31	\$ 118.21	-3.3%	\$ 112.55	\$ 118.22	-4.8%	\$ 127.04	\$ 118.21	7.5%	\$ 117.88	\$ 118.21	-0.3%	\$ 111.94
Direct Operating Cost per Service Hour	\$ 95.01	\$ 99.07	-4.1%	\$ 93.98	\$ 99.08	-5.1%	\$ 104.65	\$ 99.06	5.6%	\$ 97.88	\$ 99.07	-1.2%	\$ 89.73
Overhead per Service Hour	\$ 5.11	\$ 7.36	-30.5%	\$ 4.38	\$ 7.36	-40.4%	\$ 7.92	\$ 7.36	7.6%	\$ 5.72	\$ 7.36	-22.3%	\$ 11.36
Lease/Amortization per Service Hour	\$ 14.18	\$ 11.79	20.3%	\$ 14.18	\$ 11.79	20.3%	\$ 14.47	\$ 11.79	22.8%	\$ 14.28	\$ 11.79	21.1%	\$ 10.85
Net Cost per Service Hour (CUTA)	\$ 0.32	\$ 18.70	-98.3%	\$ 8.13	\$ 18.71	-56.5%	\$ 46.35	\$ 18.69	148.0%	\$ 18.18	\$ 18.70	-2.8%	\$ 15.17
% Cost Recovery (CUTA)	100%	82%		92%	82%		59%	82%		82%	82%		85%
Ridership	13,258	11,500	15.3%	12,788	11,500	11.2%	11,725	11,319	3.6%	37,771	34,318	10.1%	31,428
Service Hours	608	608	0.0%	608	608	0.0%	608	608	0.0%	1,825	1,825	0.0%	1,825
Ridership per Service Hour	22	19	15.3%	21	19	11.2%	19	19	3.6%	21	19	10.1%	17

	Q4 2017												
KPI	2017 Oct	2017 Oct	Oct	2017 Nov	2017 Nov	Nov	2017 Dec	2017 Dec	Dec	2017 Q4	2017 Q4	Q4	2016 Q4
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 47.25	\$ 71.01	-33.5%	\$ 105.03	\$ 71.01	47.9%	\$ 93.04	\$ 71.02	31.0%	\$ 81.77	\$ 71.01	15.1%	\$ 76.09
Gross Cost per Service Hour	\$ 99.71	\$ 120.25	-17.1%	\$ 122.17	\$ 120.25	1.6%	\$ 121.92	\$ 120.25	1.4%	\$ 114.60	\$ 120.25	-4.7%	\$ 126.40
Direct Operating Cost per Service Hour	\$ 75.50	\$ 99.05	-23.8%	\$ 87.72	\$ 99.04	-11.4%	\$ 104.30	\$ 99.04	5.3%	\$ 89.17	\$ 99.05	-10.0%	\$ 111.28
Overhead per Service Hour	\$ 9.37	\$ 9.18	2.1%	\$ 19.62	\$ 9.18	113.8%	\$ 2.79	\$ 9.18	-69.6%	\$ 10.59	\$ 9.18	15.4%	\$ 4.27
Lease/Amortization per Service Hour	\$ 14.84	\$ 12.03	23.4%	\$ 14.84	\$ 12.03	23.4%	\$ 14.84	\$ 12.03	23.3%	\$ 14.84	\$ 12.03	23.4%	\$ 10.85
Net Cost per Service Hour (CUTA)	\$ 37.62	\$ 37.21	1.1%	\$ 2.31	\$ 37.21	-93.8%	\$ 14.04	\$ 37.20	-62.3%	\$ 17.99	\$ 37.21	-51.6%	\$ 39.47
% Cost Recovery (CUTA)	56%	66%		98%	66%		87%	66%		82%	66%		66%
Ridership	11,731	9,230	27.1%	12,438	9,230	34.8%	12,190	9,230	32.1%	36,359	27,690	31.3%	30,290
Service Hours	608	608	0.0%	608	608	0.0%	608	608	0.0%	1,825	1,825	0.0%	1,825
Ridership per Service Hour	19	15	27.1%	20	15	34.8%	20	15	32.1%	20	15	31.3%	17

Bow Valley Regional Transit Services Commission
CB Regional Service - Route 3
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	TOTAL 2017			
KPI	2017 TOTAL	2017 TOTAL	2017 Total	2016 TOTAL
	ACTUAL	Budget	COMP	ACTUAL
			%	
Revenue per Service Hour	\$ 79.57	\$ 72.11	10.4%	\$ 76.42
Gross Cost per Service Hour	\$ 114.61	\$ 120.26	-4.7%	\$ 111.53
Direct Operating Cost per Service Hour	\$ 91.76	\$ 99.06	-7.4%	\$ 91.89
Overhead per Service Hour	\$ 8.21	\$ 9.18	-10.5%	\$ 7.81
Lease/Amortization per Service Hour	\$ 14.64	\$ 12.03	21.7%	\$ 11.84
Net Cost per Service Hour (CUTA)	\$ 20.40	\$ 36.12	-43.5%	\$ 23.27
% Cost Recovery (CUTA)	80%	67%		77%
Ridership	138,006	115,205	19.8%	114,305
Service Hours	7,300	7,300	0.0%	6,691
Ridership per Service Hour	19	16	19.8%	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	\$ 106.67	\$ 96.88	10.1%	\$ 96.13	\$ 96.88	-0.8%	\$ 94.66	\$ 96.87	-2.3%	\$ 99.15	\$ 96.88	2.4%	
Direct Operating Cost per Service Hour	\$ 84.85	\$ 76.62	10.7%	\$ 74.51	\$ 76.62	-2.8%	\$ 74.73	\$ 76.62	-2.5%	\$ 78.03	\$ 76.62	1.8%	
Overhead per Service Hour	\$ 9.42	\$ 9.18	2.6%	\$ 9.23	\$ 9.18	0.5%	\$ 7.53	\$ 9.18	-18.0%	\$ 8.73	\$ 9.18	-4.9%	
Lease/Amortization per Service Hour	\$ 12.40	\$ 11.08	11.9%	\$ 12.40	\$ 11.08	11.9%	\$ 12.40	\$ 11.08	11.9%	\$ 12.40	\$ 11.08	11.9%	
Net Cost per Service Hour (CUTA)	\$ 39.10	\$ 62.62	-37.6%	\$ 73.48	\$ 62.61	17.4%	\$ 69.18	\$ 62.61	10.5%	\$ 60.59	\$ 62.61	-3.2%	
% Cost Recovery (CUTA)	59%	27%		12%	27%		16%	27%		30%	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	\$ 9.77	\$ 28.41	-65.6%	\$ 10.26	\$ 28.42	-63.9%	\$ 12.37	\$ 28.42	-56.5%	\$ 10.80	\$ 28.42	-62.0%	
Gross Cost per Service Hour	\$ 107.29	\$ 96.47	11.2%	\$ 100.89	\$ 96.47	4.6%	\$ 81.81	\$ 96.47	-15.2%	\$ 96.58	\$ 96.47	0.1%	
Direct Operating Cost per Service Hour	\$ 85.07	\$ 76.63	11.0%	\$ 80.61	\$ 76.63	5.2%	\$ 63.98	\$ 76.62	-16.5%	\$ 76.55	\$ 76.63	-0.1%	
Overhead per Service Hour	\$ 9.83	\$ 8.81	11.5%	\$ 8.02	\$ 8.81	-9.0%	\$ 5.86	\$ 8.81	-33.5%	\$ 7.82	\$ 8.81	-11.3%	
Lease/Amortization per Service Hour	\$ 12.40	\$ 11.03	12.4%	\$ 12.26	\$ 11.03	11.1%	\$ 11.98	\$ 11.03	8.6%	\$ 12.21	\$ 11.03	10.7%	
Net Cost per Service Hour (CUTA)	\$ 85.12	\$ 57.03	49.3%	\$ 78.37	\$ 57.02	37.4%	\$ 57.47	\$ 57.02	0.8%	\$ 73.57	\$ 57.02	29.0%	
% Cost Recovery (CUTA)	10%	33%		12%	33%		18%	33%		13%	33%		
Ridership	4,585	9,333	-50.9%	6,228	9,333	-33.3%	6,414	9,333	-31.3%	17,227	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	-31.3%	9	15	-38.5%	

Bow Valley Regional Transit Services Commission
Canmore Local Service - Route 5
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	Q3 2017												
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 12.30	\$ 34.69	-64.5%	\$ 10.46	\$ 34.69	-69.8%	\$ 7.97	\$ 34.69	-77.0%	\$ 10.24	\$ 34.69	-70.5%	
Gross Cost per Service Hour	\$ 88.21	\$ 94.84	-7.0%	\$ 100.26	\$ 94.84	5.7%	\$ 116.83	\$ 94.83	23.2%	\$ 101.70	\$ 94.84	7.2%	
Direct Operating Cost per Service Hour	\$ 71.12	\$ 76.64	-7.2%	\$ 83.92	\$ 76.65	9.5%	\$ 97.08	\$ 76.63	26.7%	\$ 84.04	\$ 76.64	9.6%	
Overhead per Service Hour	\$ 5.25	\$ 7.36	-28.6%	\$ 4.50	\$ 7.36	-38.8%	\$ 7.71	\$ 7.36	4.8%	\$ 5.76	\$ 7.36	-21.7%	
Lease/Amortization per Service Hour	\$ 11.83	\$ 10.84	9.2%	\$ 11.83	\$ 10.84	9.2%	\$ 12.05	\$ 10.84	11.2%	\$ 11.90	\$ 10.84	9.8%	
Net Cost per Service Hour (CUTA)	\$ 64.07	\$ 49.31	29.9%	\$ 77.96	\$ 49.31	58.1%	\$ 96.81	\$ 49.30	96.4%	\$ 79.55	\$ 49.31	61.3%	
% Cost Recovery (CUTA)	16%	41%		12%	41%		8%	41%		11%	41%		
Ridership	6,088	11,573	-47.4%	6,164	11,573	-46.7%	5,533	11,573	-52.2%	17,785	34,720	-48.8%	
Service Hours	625	625	0.0%	625	625	0.0%	625	625	0.0%	1,874	1,874	0.0%	
Ridership per Service Hour	10	19	-47.4%	10	19	-46.7%	9	19	-52.2%	9	19	-48.8%	

	Q4 2017												
KPI	2017 Oct	2017 Oct	Oct	2017 Nov	2017 Nov	Nov	2017 Dec	2017 Dec	Dec	2017 Q4	2017 Q4	Q4	2016 Q4
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 8.35	\$ 27.37	-69.5%	\$ 15.91	\$ 27.37	-41.9%	\$ 15.04	\$ 27.37	-45.1%	\$ 13.10	\$ 27.37	-52.1%	
Gross Cost per Service Hour	\$ 77.99	\$ 96.89	-19.5%	\$ 99.98	\$ 96.89	3.2%	\$ 97.71	\$ 96.88	0.9%	\$ 91.89	\$ 96.89	-5.2%	
Direct Operating Cost per Service Hour	\$ 56.47	\$ 76.63	-26.3%	\$ 68.49	\$ 76.63	-10.6%	\$ 82.60	\$ 76.62	7.8%	\$ 69.19	\$ 76.63	-9.7%	
Overhead per Service Hour	\$ 9.12	\$ 9.18	-0.6%	\$ 19.10	\$ 9.18	108.0%	\$ 2.71	\$ 9.18	-70.5%	\$ 10.31	\$ 9.18	12.3%	
Lease/Amortization per Service Hour	\$ 12.39	\$ 11.08	11.9%	\$ 12.39	\$ 11.08	11.9%	\$ 12.39	\$ 11.08	11.9%	\$ 12.39	\$ 11.08	11.9%	
Net Cost per Service Hour (CUTA)	\$ 57.25	\$ 58.45	-2.1%	\$ 71.68	\$ 58.44	22.7%	\$ 70.28	\$ 58.43	20.3%	\$ 66.40	\$ 58.44	13.6%	
% Cost Recovery (CUTA)	13%	32%		18%	32%		18%	32%		16%	32%		
Ridership	6,263	8,960	-30.1%	7,723	8,960	-13.8%	7,288	8,960	-18.7%	21,274	26,880	-20.9%	
Service Hours	625	625	0.1%	625	625	0.1%	625	625	0.1%	1,875	1,874	0.1%	
Ridership per Service Hour	10	14	-30.1%	12	14	-13.9%	12	14	-18.7%	11	14	-20.9%	

Bow Valley Regional Transit Services Commission
 Canmore Local Service - Route 5
 2017 Monthly Budget/Actual KPIs with 2016 Actuals

	TOTAL 2017			
KPI	2017 TOTAL	2017 TOTAL	2017 Total	2016 TOTAL
	ACTUAL	Budget	COMP	ACTUAL
			%	
Revenue per Service Hour	\$ 15.08	\$ 28.42	-46.9%	
Gross Cost per Service Hour	\$ 97.26	\$ 96.89	0.4%	
Direct Operating Cost per Service Hour	\$ 76.95	\$ 76.63	0.4%	
Overhead per Service Hour	\$ 8.08	\$ 9.18	-12.0%	
Lease/Amortization per Service Hour	\$ 12.23	\$ 11.08	10.4%	
Net Cost per Service Hour (CUTA)	\$ 69.95	\$ 57.40	21.9%	
% Cost Recovery (CUTA)	18%	33%		
Ridership	76,176	112,000	-32.0%	
Service Hours	7,497	7,496	0.0%	
Ridership per Service Hour	10	15	-32.0%	

Bow Valley Regional Transit Services Commission
Cave and Basin - Route 4
2017 Monthly Budget/Actual KPIs with 2016 Actuals

	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	#DIV/0!	#DIV/0!	#DIV/0!	\$ 20.78	\$ 3.59	478.7%	\$ 10.69	\$ 3.59	197.6%	\$ 12.97	\$ 3.59	261.2%	
Gross Cost per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 175.75	\$ 6.65	2544.3%	\$ 60.10	\$ 6.65	804.2%	\$ 105.67	\$ 9.97	959.9%	
Direct Operating Cost per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 163.83	\$ -	#DIV/0!	\$ 53.86	\$ -	#DIV/0!	\$ 97.56	\$ -	#DIV/0!	
Overhead per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 9.78	\$ 5.88	66.4%	\$ 4.98	\$ 5.88	-15.3%	\$ 6.65	\$ 8.81	-24.5%	
Lease/Amortization per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 2.15	\$ 0.77	178.7%	\$ 1.26	\$ 0.77	63.3%	\$ 1.46	\$ 1.16	26.3%	
Net Cost per Service Hour (CUTA)	#DIV/0!	#DIV/0!	#DIV/0!	\$ 152.82	\$ 2.28	6591.0%	\$ 48.16	\$ 2.28	2008.1%	\$ 91.24	\$ 5.22	1647.2%	
% Cost Recovery (CUTA)	#DIV/0!	#DIV/0!		12%	61%		18%	61%		12%	41%		
Ridership	296	0	#DIV/0!	624	0	#DIV/0!	931	0	#DIV/0!	1,851	0	#DIV/0!	
Service Hours	0	0	#DIV/0!	41	91	-54.7%	140	91	54.7%	181	181	0.0%	
Ridership per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	15	0	#DIV/0!	7	0	#DIV/0!	10	0	#DIV/0!	

	Q3 2017												
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ 15.66	\$ 2.12	638.2%	\$ 15.37	\$ 2.12	624.7%	\$ 7.01	\$ -	#DIV/0!	\$ 12.68	\$ 1.41	796.8%	
Gross Cost per Service Hour	\$ 70.94	\$ 157.61	-55.0%	\$ 50.24	\$ 157.60	-68.1%	\$ 87.91	\$ 8.32	956.5%	\$ 69.60	\$ 107.85	-35.5%	
Direct Operating Cost per Service Hour	\$ 64.74	\$ 149.29	-56.6%	\$ 44.75	\$ 149.28	-70.0%	\$ 78.52	\$ -	#DIV/0!	\$ 62.67	\$ 99.52	-37.0%	
Overhead per Service Hour	\$ 4.93	\$ 7.36	-32.9%	\$ 4.23	\$ 7.36	-42.5%	\$ 7.82	\$ 7.36	6.3%	\$ 5.57	\$ 7.36	-24.3%	
Lease/Amortization per Service Hour	\$ 1.26	\$ 0.22	481.8%	\$ 1.26	\$ 0.22	481.8%	\$ 1.57	\$ 0.22	627.3%	\$ 1.36	\$ 0.22	530.3%	
Net Cost per Service Hour (CUTA)	\$ 54.02	\$ 154.53	-65.0%	\$ 33.61	\$ 154.51	-78.2%	\$ 79.33	\$ 7.36	978.4%	\$ 55.56	\$ 105.47	-47.3%	
% Cost Recovery (CUTA)	22%	1%		31%	1%		8%	0%		19%	1%		
Ridership	2,005	0	#DIV/0!	2,057	0	#DIV/0!	1,283	0	#DIV/0!	5,345	0	#DIV/0!	
Service Hours	140	140	0.0%	140	140	0.0%	140	140	0.0%	420	420	0.0%	
Ridership per Service Hour	14	0	#DIV/0!	15	0	#DIV/0!	9	0	#DIV/0!	13	0	#DIV/0!	

Bow Valley Regional Transit Services Commission
 Lake Minnewanka - Route 6
 2017 Monthly Budget/Actual KPIs with 2016 Actuals

	Q2 2017												
KPI	2017 Apr	2017 Apr	April	2017 May	2017 May	May	2017 Jun	2017 Jun	June	2017 Q2	2017 Q2	2017 Q2	2016 Q2
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	
Gross Cost per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 111.20	\$ 159.72	-30.4%	\$ 87.14	\$ 69.22	25.9%	\$ 113.06	\$ 96.58	17.1%	
Direct Operating Cost per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 89.38	\$ 144.66	-38.2%	\$ 71.89	\$ 62.69	14.7%	\$ 94.91	\$ 87.47	8.5%	
Overhead per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 7.71	\$ -	#DIV/0!	\$ 6.05	\$ -	#DIV/0!	\$ 7.23	\$ -	#DIV/0!	
Lease/Amortization per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	\$ 14.10	\$ 15.07	-6.4%	\$ 9.20	\$ 6.53	40.9%	\$ 10.93	\$ 9.11	20.0%	
Net Cost per Service Hour (CUTA)	#DIV/0!	#DIV/0!	#DIV/0!	\$ 97.09	\$ 144.66	-32.9%	\$ 77.94	\$ 62.69	24.3%	\$ 102.14	\$ 87.47	16.8%	
% Cost Recovery (CUTA)	#DIV/0!	#DIV/0!		0%	0%		0%	0%		0%	0%		
Ridership	0	0	#DIV/0!	2,792	4,000	-30.2%	6,329	8,000	-20.9%	9,121	12,000	-24.0%	
Service Hours	0	0	#DIV/0!	208	169	23.1%	403	390	3.3%	611	559	9.3%	
Ridership per Service Hour	#DIV/0!	#DIV/0!	#DIV/0!	13	24	-43.3%	16	21	-23.4%	15	21	-30.5%	

	Q3 2017												
KPI	2017 Jul	2017 Jul	July	2017 Aug	2017 Aug	Aug	2017 Sept	2017 Sep	Sept	2017 Q3	2017 Q3	Q3	2016 Q3
	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL	Budget	COMP	ACTUAL
			%			%			%			%	
Revenue per Service Hour	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!	
Gross Cost per Service Hour	\$ 84.19	\$ 67.00	25.7%	\$ 77.51	\$ 67.01	15.7%	\$ 126.22	\$ 207.66	-39.2%	\$ 88.96	\$ 86.54	2.8%	
Direct Operating Cost per Service Hour	\$ 45.20	\$ 39.15	15.5%	\$ 41.36	\$ 39.15	5.6%	\$ 26.68	\$ 39.14	-31.8%	\$ 37.75	\$ 39.15	-3.6%	
Overhead per Service Hour	\$ 5.14	\$ -	#DIV/0!	\$ 4.41	\$ -	#DIV/0!	\$ 7.77	\$ -	#DIV/0!	\$ 5.54	\$ -	#DIV/0!	
Lease/Amortization per Service Hour	\$ 8.98	\$ 4.08	120.4%	\$ 8.98	\$ 4.08	120.4%	\$ 19.85	\$ 4.08	387.1%	\$ 10.87	\$ 4.08	166.6%	
Net Cost per Service Hour (CUTA)	\$ 50.35	\$ 39.15	28.6%	\$ 45.77	\$ 39.15	16.9%	\$ 34.45	\$ 39.14	-12.0%	\$ 43.28	\$ 39.15	10.6%	
% Cost Recovery (CUTA)	0%	0%		0%	0%		0%	0%		0%	0%		
Ridership	10,532	10,000	5.3%	10,570	10,000	5.7%	2,607	4,000	-34.8%	23,709	24,000	-1.2%	
Service Hours	403	403	0.0%	403	403	0.0%	169	130	30.0%	975	936	4.2%	
Ridership per Service Hour	26	25	5.3%	26	25	5.7%	15	31	-49.9%	24	26	-5.2%	

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	\$ 63.72	\$ 49.99	\$ 51.08	\$ 57.20	\$ 58.61
Gross Cost per Service Hour	\$ 100.16	\$ 100.38	\$ 103.34	\$ 116.79	\$ 121.35
Direct Operating Cost per Service Hour	\$ 82.22	\$ 81.21	\$ 85.94	\$ 93.42	\$ 95.51
Overhead per Service Hour	\$ 7.81	\$ 7.92	\$ 8.15	\$ 12.61	\$ 12.90
Lease/Amortization per Service Hour	\$ 10.13	\$ 11.25	\$ 9.25	\$ 10.77	\$ 12.93
Net Cost per Service Hour (CUTA)	\$ 26.31	\$ 39.14	\$ 43.01	\$ 48.82	\$ 49.81
% Cost Recovery (CUTA)	71%	56%	54%	54%	54%
Ridership	761,502	996,042	975,354	1,090,659	1,195,781
Service Hours	20,663	31,100	30,864	33,189	33,189
Ridership per Service Hour	37	32	32	33	36

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	2017 Q3	2017 Q3	2016 Q3	2017 Q4	2017 Q4	2016 Q4	2017 TOTAL	2017 TOTAL	2016 TOTAL
	ACTUAL	Budget	ACTUAL	ACTUAL	Budget	ACTUAL	ACTUAL	Budget	ACTUAL	ACTUAL	Budget	ACTUAL	ACTUAL	BUDGET	ACTUAL
Revenue per Service Hour	\$ 55.94	\$ 47.19	\$ 67.98	\$ 49.13	\$ 50.89	\$ 61.88	\$ 44.86	\$ 53.02	\$ 66.14	\$ 52.25	\$ 52.49	\$ 63.56	\$ 49.99	\$ 51.08	\$ 63.72
				\$ -											
Gross Cost per Service Hour	\$ 103.20	\$ 106.57	\$ 104.86	\$ 101.33	\$ 101.92	\$ 115.09	\$ 92.69	\$ 97.83	\$ 102.39	\$ 107.34	\$ 109.31	\$ 117.52	\$ 100.38	\$ 103.34	\$ 100.16
Direct Operating Cost per Service Hour	\$ 82.12	\$ 87.53	\$ 84.12	\$ 82.01	\$ 84.30	\$ 95.40	\$ 77.49	\$ 83.27	\$ 84.16	\$ 84.65	\$ 89.89	\$ 102.15	\$ 81.21	\$ 85.94	\$ 82.22
Overhead per Service Hour	\$ 8.84	\$ 9.18	\$ 8.88	\$ 7.78	\$ 8.17	\$ 8.84	\$ 5.59	\$ 6.63	\$ 10.25	\$ 10.46	\$ 9.18	\$ 4.84	\$ 7.92	\$ 8.15	\$ 7.81
Lease/Amortization per Service Hour	\$ 12.23	\$ 9.87	\$ 11.86	\$ 11.54	\$ 9.45	\$ 10.85	\$ 9.62	\$ 7.93	\$ 7.99	\$ 12.23	\$ 10.24	\$ 10.52	\$ 11.25	\$ 9.25	\$ 10.13
Net Cost per Service Hour (CUTA)	\$ 35.02	\$ 49.52	\$ 25.02	\$ 40.66	\$ 41.58	\$ 42.36	\$ 38.22	\$ 36.88	\$ 28.27	\$ 42.85	\$ 46.58	\$ 43.44	\$ 39.14	\$ 43.01	\$ 26.31
% Cost Recovery (CUTA)	61%	49%	73%	55%	55%	59%	54%	59%	70%	55%	53%	59%	56%	54%	71%
Ridership	205,355	172,214	158,055	244,962	238,671	179,110	352,911	375,334	263,688	192,814	189,135	160,649	996,042	975,354	761,502
Service Hours	6,847	6,847	4,510	7,742	7,690	4,930	9,663	9,480	6,250	6,848	6,847	4,973	31,100	30,864	20,663
Ridership per Service Hour	30	25	35	32	31	36	37	40	42	28	28	32	32	32	37

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

2016-2019 Budgeted Annual KPIs

	routes 1 and 2	route 1		route 1	
KPI	2016	2017	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 57.44	\$ 71.47	\$ 73.80	\$ 72.52	\$ 74.22
Gross Cost per Service Hour	\$ 97.54	\$ 89.61	\$ 95.75	\$ 115.06	\$ 120.67
Direct Operating Cost per Service Hour	\$ 82.43	\$ 72.98	\$ 80.38	\$ 91.60	\$ 93.58
Overhead per Service Hour	\$ 7.81	\$ 7.84	\$ 8.74	\$ 13.39	\$ 13.70
Lease/Amortization per Service Hour	\$ 7.30	\$ 8.79	\$ 6.63	\$ 10.06	\$ 13.38
Net Cost per Service Hour (CUTA)	\$ 32.80	\$ 9.35	\$ 15.32	\$ 32.48	\$ 33.06
% Cost Recovery (CUTA)	64%	88%	83%	69%	69%
Ridership	647,197	426,194	408,799	472,384	518,059
Service Hours	13,972	7,676	7,676	8,308	8,308
Ridership per Service Hour	46	56	53	57	62

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

2016-2019 Budgeted Annual KPIs

	routes 1 and 2	route 2		route 2	
KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 57.44	\$ 46.10	\$ 42.46	\$ 45.84	\$ 46.98
Gross Cost per Service Hour	\$ 97.54	\$ 96.70	\$ 104.35	\$ 119.81	\$ 125.95
Direct Operating Cost per Service Hour	\$ 82.43	\$ 78.91	\$ 87.28	\$ 94.98	\$ 97.01
Overhead per Service Hour	\$ 7.81	\$ 7.83	\$ 9.18	\$ 13.52	\$ 13.83
Lease/Amortization per Service Hour	\$ 7.30	\$ 9.96	\$ 7.90	\$ 11.32	\$ 15.10
Net Cost per Service Hour (CUTA)	\$ 32.80	\$ 40.64	\$ 53.99	\$ 62.65	\$ 63.86
% Cost Recovery (CUTA)	64%	53%	44%	42%	42%
Ridership	647,197	315,113	303,350	351,063	405,166
Service Hours	13,972	6,584	6,296	7,244	7,244
Ridership per Service Hour	46	48	48	48	56

Bow Valley Regional Transit Services Commission
Budget Summary - Canmore/Banff Regional - ROUTE 3

2016-2019 Budgeted Annual KPIs

KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour	\$ 76.42	\$ 79.57	\$ 72.11	\$ 75.46	\$ 77.35
Gross Cost per Service Hour	\$ 111.53	\$ 114.61	\$ 120.26	\$ 130.52	\$ 133.78
Direct Operating Cost per Service Hour	\$ 91.89	\$ 91.76	\$ 99.06	\$ 104.88	\$ 107.41
Overhead per Service Hour	\$ 7.81	\$ 8.21	\$ 9.18	\$ 13.43	\$ 13.74
Lease/Amortization per Service Hour	\$ 11.84	\$ 14.64	\$ 12.03	\$ 12.21	\$ 12.63
Net Cost per Service Hour (CUTA)	\$ 23.27	\$ 20.40	\$ 36.12	\$ 42.85	\$ 43.80
% Cost Recovery (CUTA)	77%	80%	67%	64%	64%
Ridership	114,305	138,006	115,205	132,304	134,949
Service Hours	6,691	7,300	7,300	7,953	7,953
Ridership per Service Hour	17	19	16	17	17

Bow Valley Regional Transit Services Commission
Budget Summary - Canmore Local Service - ROUTE 5

2016-2019 Budgeted Annual KPIs

KPI	2016	2017 YTD	2017	2018	2019
	ACTUAL	ACTUAL	Budget	Budget	Budget
Revenue per Service Hour		\$ 15.08	\$ 28.42	\$ 24.33	\$ 24.94
Gross Cost per Service Hour		\$ 97.26	\$ 96.89	\$ 111.10	\$ 115.06
Direct Operating Cost per Service Hour		\$ 76.95	\$ 76.63	\$ 84.81	\$ 86.65
Overhead per Service Hour		\$ 8.08	\$ 9.18	\$ 13.65	\$ 13.97
Lease/Amortization per Service Hour		\$ 12.23	\$ 11.08	\$ 12.64	\$ 14.44
Net Cost per Service Hour (CUTA)	\$ -	\$ 69.95	\$ 57.40	\$ 74.13	\$ 75.68
% Cost Recovery (CUTA)		18%	33%	25%	25%
Ridership		76,176	112,000	92,500	94,350
Service Hours		7,497	7,496	7,497	75
Ridership per Service Hour	NA	10	15	12	13

Bow Valley *Regional* Transit Services Commission



**Bus
Passes
On Your
Phone**

Get the **Token Transit App** 

**Text "TOKEN" to 41411
for a download link**



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Token Transit Title Page

Request for Decision

Report Submitter: Steve Nelson

Date of Summary: February 27th, 2018

Title of Initiative: Cashless Fare/Mobile Ticketing Technology

Objective

To enter into a pilot program agreement for 1 year with Token Transit Inc. to provide BVRTSC customers with mobile ticketing and pass distribution.

Administration Recommendation

That the Commission authorizes Administration to enter into a 1-year service agreement with Token Transit Inc. for the provision of a mobile ticketing pilot program for BVRTSC customers.

Summary

BVRTSC currently offers its customers the ability to pay for single ride and multiple ride fares in a variety of ways including cash on the bus, the purchase of Smart Cards at select vendor locations, town halls and at the BVRTSC Office in Banff.

For some time now, BVRTSC has heard from customers that we are missing the ability to purchase fares/passes online and on the bus using credit cards or debit cards.

BVRTSC Administration has reached out to numerous fare providers to enquire about potential options for mobile ticketing solutions, and they typically involve expensive hardware to be installed on each of the Roam buses, as well as some 'backend' IT infrastructure required at each transit garage.

BVRTSC contacted Token Transit Inc. of Delaware, and discovered their solution is a software 'App' based solution requiring no upfront investment costs in hardware, and no back-end IT integration. This solution would allow BVRTSC to provide mobile fare ticketing for all its routes

and buses at minimal cost, while still integrating fare/ridership information with our current farebox technology.

A brief overview of how the solution works:

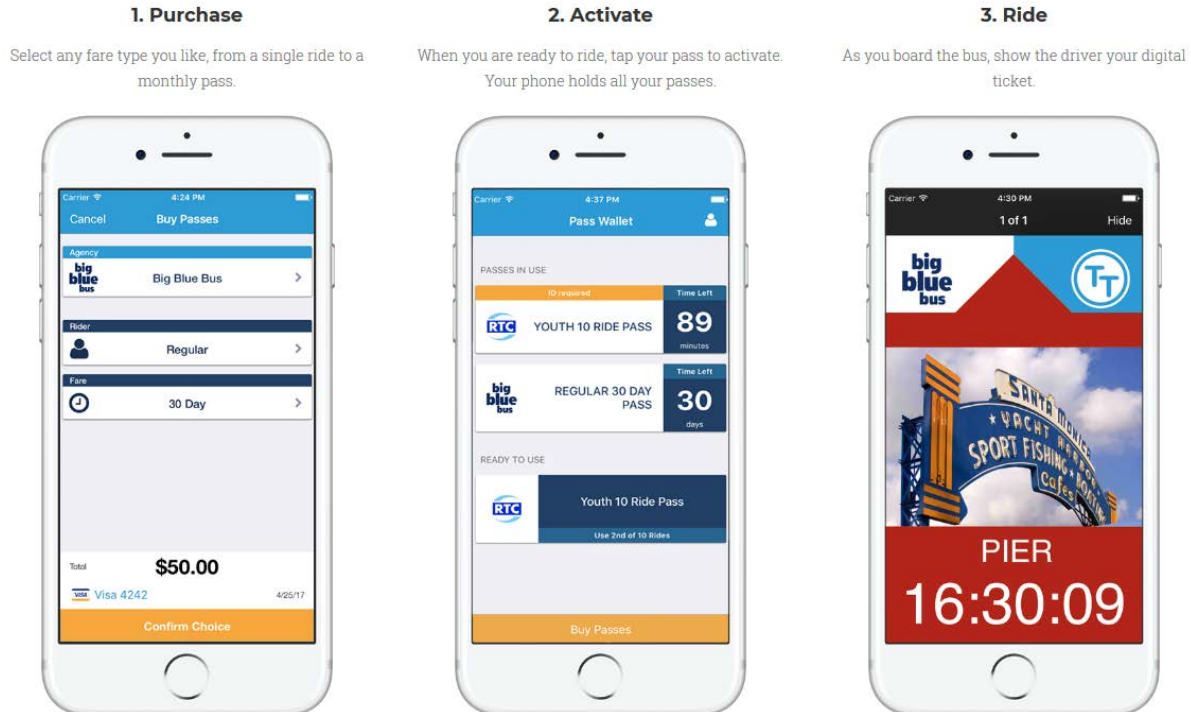
- Roam customers download the Token Transit App to their device.
- Enter their credit card or debit card information.
- Choose the Roam fare type they wish to purchase and confirm their purchase.
- Activate their fare prior to boarding a Roam bus. (Monthly, single trip etc.)
- Show the uniquely generated ‘ticket’ to the Roam Driver.
 - The Roam driver confirms the validity of the ticket and records the trip on Roam’s existing smart fareboxes.

Vendor Background

What is Token Transit/Mobile Ticketing?

Token Transit is a mobile ticketing app that lets customers pay for and ride public transit with their phone. Token Transit accepts credit, debit or a prepaid debit cards as forms of payment.

All personal and credit card information is securely stored, using encrypted Payment Card Industry Data Security Standard (PCI DSS) compliant servers. Token Transit sends payment receipts to email addresses registered to a user’s account.



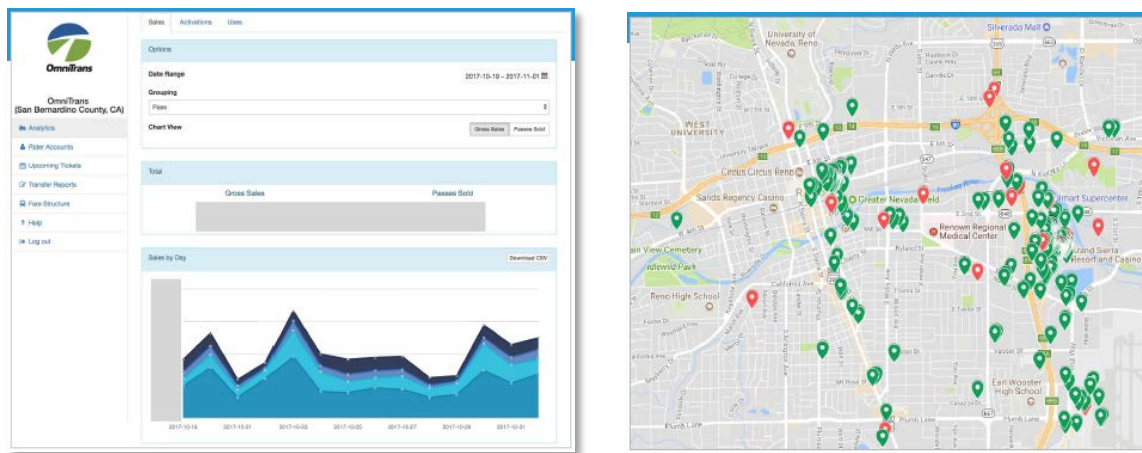
A short [video is available here](#) to view how Token Transit works.

Commission members are encouraged to try the Token Transit App for yourself.

Download Token Transit from the app store in one of three ways:

- Search for “Token Transit” in the App or Play Store
- Text TOKEN to 41411 for a download link
- Visit tokentransit.com/app

In addition to the information collected by Roam’s existing smart fareboxes, Token Transit provides an administrative dashboard to report the detailed sales and ridership analytics showing use of Token Transit passes based on the location of the user/app.



Cost to Implement

The cost to implement the Token Transit solution is based on a percentage of each fare purchase.

10% of each fare purchase is collected by Token Transit, and the remaining 90% is collected and forwarded to BVRTSC each month. All bank or credit card transaction fees are included in the 10% Token Transit fee.

There are zero capital costs associated for hardware with this pilot project. There will be some costs to print information/promotional materials.

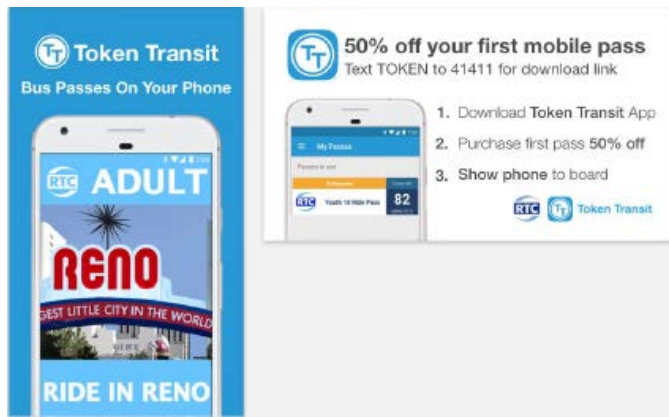
Resources Required to Implement

Token Transit handles all implementation tasks of rolling out this mobile ticketing solution. Token Transit also provides robust marketing materials that BVRTSC can use in the promotion of the new service.

“Token Transit provides standard marketing material templates that we will customize for your agency.”

Materials provided:

- *King/Queen Panels*
- *Interior Panels/Posters*
- *Bench Ads*
- *Wallet-sized Marketing Cards*



Resources Required to Maintain

The Token Transit App is maintained by Token Transit, and all customer service issues related to the fares purchased and the App itself are managed by Token Transit. Essentially this is a ‘service’ provided to the public, integrated with some backend BVRTSC security features to ensure tickets presented to Roam drivers are valid.

Transfer of Funds

Token Transit works with 3rd party payment processor “Stripe” to handle all payment processing. Stripe has been audited by a PCI-certified auditor and is certified to PCI Service Provider Level 1. This is the most stringent level of certification available in the payments industry. The process is simple and secure.

1. Agency provides Token Transit with financial information for fund transfers.
2. Agency receives sales revenue from Token Transit app.
3. Token Transit sends Agency bank transfer reports when revenue is reconciled.

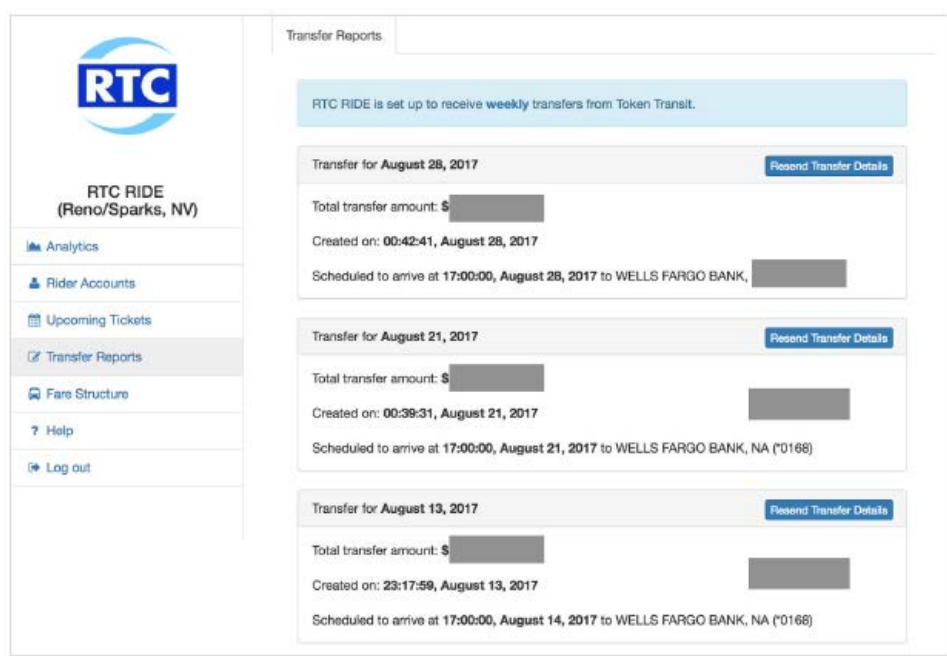
Token Transit automatically generates bank transfer reports with a detailed record of all sales in

each bank transfer. These reports can be delivered to the agency by email or uploaded via FTP:

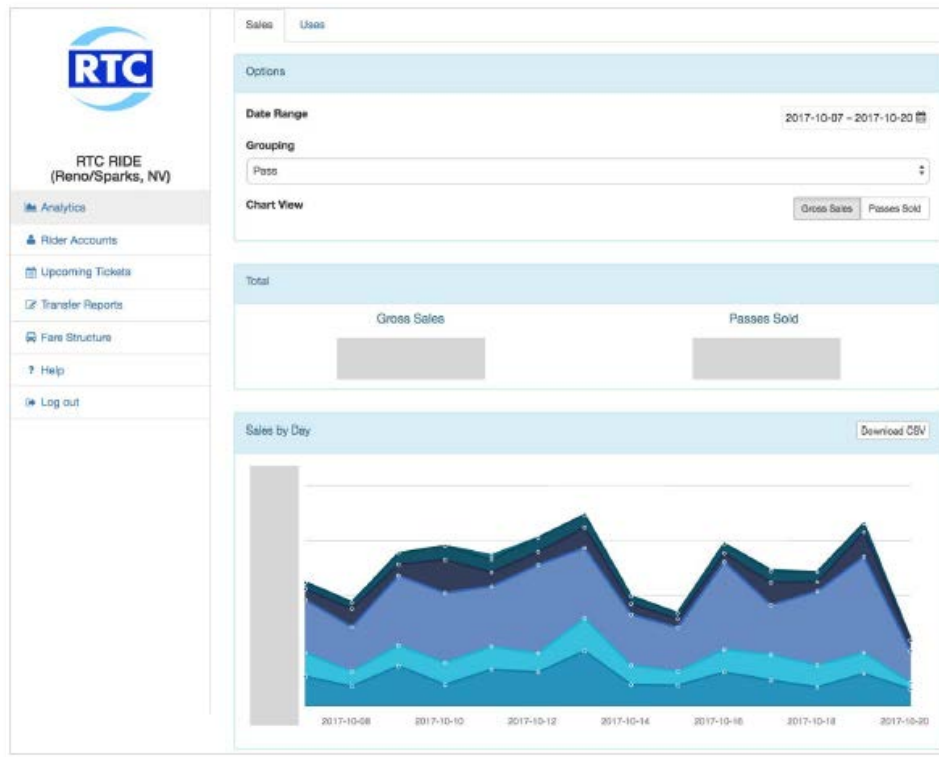
Email: Reports are emailed to a custom list of email recipients. Each email will contain a high-level overview and attached CSV files containing aggregate sales, individual sales, and individual refunds.

FTP: Reports are uploaded via FTP to a provided FTP server with a username/password. The session can be encrypted via SSL depending on server configuration. Three CSV files containing aggregate sales, individual sales, and individual refunds will be uploaded.

In the Agency Web Portal, agency finance departments will be able to see when transfer reports are created and resend the reports to their email. They will also be able to contact Token Transit directly if they have any questions.



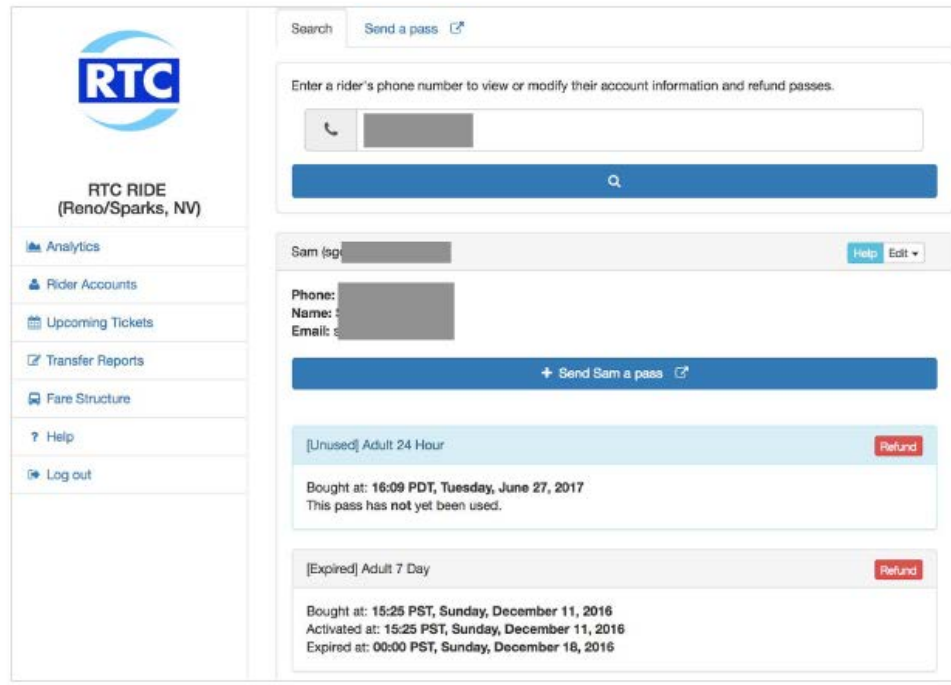
Agencies will also be able to see each day's sales, gross sales and passes sold, with up to date information and see past sales trends and download a .csv for reports for specific dates.



And adjust and edit fare offerings anytime for special events or scheduled fare changes.

The screenshot shows the RTC RIDE (Reno/Sparks, NV) Fare Structure page. The left sidebar contains navigation links: Analytics, Rider Accounts, Upcoming Tickets, Transfer Reports, Fare Structure, Help, and Log out. The main content area has tabs for Raw and Interactive. The Raw tab is active, showing a list of fare offerings. The first offering is 'Adult 90 Minute (\$2.00)' with a 'Edit' button. The details for this offering are: Rider: Adult, Pass: 90 Minute Pass, Price: \$2.00, and a note that it is valid for 90 minutes after first use. The second offering is 'Youth 90 Minute (\$1.00)' with a 'Edit' button. The details for this offering are: Rider: Youth, Pass: 90 Minute Pass, Price: \$1.00, and a note that it is valid for 90 minutes after first use.

And have the capability to issue a refund or suspend a specific user.



Risk Management

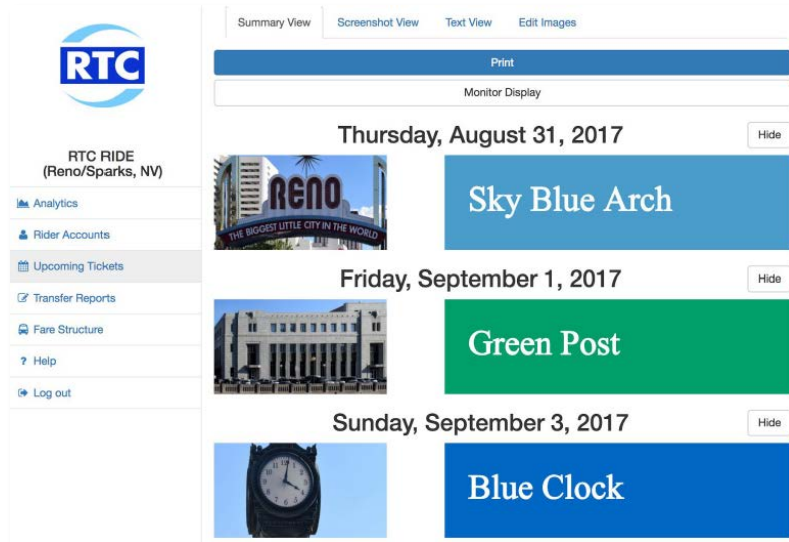
This mobile ticketing solution is offered to the public as a service by way of a signed 1-year service agreement between BVRTSC and Token Transit. Clear information would be presented in all BVRTSC marketing materials making it clear that should customers choose to participate in this 1-year pilot project for mobile ticketing, they are in fact entering into agreement with a 3rd party service provider – Token Transit. BVRTSC/Roam is then accepting their mobile ticket as payment for Roam transit service/travel.



The mobile tickets produced by Token Transit and ‘pushed’ to customers are unique from one day to the next and feature animated text with current date/time display. BVRTSC provides unique images to Token Transit, along with the different fare types that can be purchases (Banff Local Senior Monthly Pass for example). Token Transit then creates a backend dashboard to randomly combine the photos provided with a unique background colour, and animated text showing the current date/time. Every day, each Token Transit pass will be a unique photo and background colour, that our Roam operators will be aware of, through the use of a driver office display monitor.

Example of a unique animated Ticket to be shown to driver – it’s unique that it’s the mountain image, with a blue background for Feb 27 at 1138AM.

Example of a Roam Driver monitor in each Roam garage office - Drivers can see on the screen each day what to expect on a Token Transit Ticket. In the example below, Friday Sept 1st 2017, all Token Transit mobile tickets would be a green background and an image of a museum. Roam would supply local images from Canmore/Banff to be used on all tickets.



Financial Impact

As mentioned earlier in this report, Token Transit withholds 10% of fares purchased through their app. It is anticipated that the 10% in fare revenue loss would be minimized by a couple factors. A reduction in cash processing fees with Brinks; the potential increase in ridership due to ease of use and fare payment; a reduction in the number of Smart Cards needed to be purchased, coded, processed. Passengers could now choose to use their phone instead of a smart card.

Administration would review the impact to revenues after the first 6 months of the 1-year pilot project to identify any impacts revenues.

Next Steps

- Enter into agreement with Token Transit for a 1-year pilot program to evaluate the uptake of a mobile ticketing option.
- Provide Token Transit with the information and imagery they require to start implementation of a mobile ticketing solution for Roam.
- Work with our Marketing and Communications Administrator to coordinate messaging to the public with a planned roll out for May 2017.
- Coordinate the marketing material provided by Token Transit to ensure Roam Brand Standards are tightly integrated.
- Work with our staff to train and familiarize them with the new fare option.

Estimated Delivery Date

If direction is given at the March 2018 BVRTSC Commission meeting to move forward with a 1-year pilot project with Token Transit, the BVRTSC would require time to train drivers, add fare type buttons to all fareboxes and prepare and distribute marketing materials. BVRTSC proposes a roll out to customers for May 1st, 2018, with a fall back contingency date of May long weekend if required.

Commission Strategic Priority? **Yes**/No