

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

February 13, 2018 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the December 14, 2018 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report (For Information)
 - b) Bring Forward List of Pending Items (For Information)
 - c) Transit Service Monthly Statistics (For Information)
5. New Business
 - a) Token Transit Report (For Information Only)
 - b) HR Employee Engagement Survey Results (For Information Only)
 - c) Fare Impact Report (**BVRTSC18-87 (Fare Review)/ BVRTSC17-32 (Youth Fares)** from Bring Forward list. (Request for Decision)
 - d) Approval of amended 2019-2021 Operational Budget and 10-year Capital Plan.
 - e) In-Camera Session (CAO Review)
6. Adjournment

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

Ian Mackie Boardroom – 221 Beaver Street, Banff, AB

MINUTES

December 14, 2018 2:00 - 3:30 pm

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

Dave Schebek, ID#9

BVRTSC ADMINISTRATION PRESENT

Martin Bean, Chief Administrative Officer
Steve Nelson, Manager of Operations
Andrea Stuart, Controller

ADMINISTRATION PRESENT

Adrian Field, Town of Banff
Jacob Johnson, Town of Canmore
Claire Ellick, Town of Canmore
Alex Kolesch, Parks Canada
Greg Danchuk, Parks Canada
Danielle Morine, ID9

ADMINISTRATION ABSENT

1. Call to Order

Davina Bernard calls the meeting to order at 2:06 PM

2. Approval of the Agenda

Davina Bernard makes the following additions to the Agenda:

New Business:

b) – Chair Selection Review Process

c) – Board self-evaluation review

Section 6 – In Camera for Personnel Issue

Section 7 – Adjournment

BVRTSC18-93 Davina Bernard moves to approve agenda as amended.

CARRIED UNANIMOUSLY

3. Minutes

Approval of the November 12, 2018 Regular Meeting Minutes (attached)

BVRTSC18-94 Davina Bernard moves to approve minutes 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)

5. New Business

a) Approval of ICIP and ACT Grant Applications

BVRTSC18-95 - Davina Bernard moves that the Commission direct administration to apply for ICIP and ACT grants as outlined and agreed to by the municipal partners with the understanding that grant approval does not constitute final project approval by the Commission and municipalities.

CARRIED UNANIMOUSLY

b) Chair Selection Process

BVRTSC18-96 Davina Bernard moves that the Commission Update by-law 4.5 to read: "Chair and Vice Chair shall occupy the positions for one year (as per s. 2.4 of Bylaw 1-2011) and for no more than three consecutive years, unless otherwise elected by a two-thirds supermajority of the board. Upon leaving the role after a three-year term, the past-chair must vacate the position for at least one year before being eligible for re-election.

CARRIED UNANIMOUSLY

c) Board self evaluation review

6. In Camera (CAO Review)

BVRTSC18-97 - Davina Bernard moves to go In Camera at 3:28 PM for CAO Review discussion.

CARRIED UNANIMOUSLY

BVRTSC18-98 - Davina Bernard moves to come Out of Camera at 3:43 PM

CARRIED UNANIMOUSLY

7. Adjournment

BVRTSC18-99 - Davina Bernard moves to adjourn at 3:43 PM

CARRIED UNANIMOUSLY

Bow Valley Regional Transit Services Commission



CAO Report

CAO Update – February 2019

- **Financial:**

- Pre-audit work is ongoing, with documents being submitted via Sharefile. This will allow the auditors to complete the necessary work on site in March in a maximum of 3 days.
- Preliminary year end results are available for this meeting with the expectation that only minor changes will be recommended by the auditors in March.
- No updates or decisions have been received from the Province as of yet for grant funding applications under the ACT or ICIP programs.

- **LLB Regional Service:**

- Schedules have been finalized for the Lake Louise Regional service, with the following planned:
 - Route 8X – TransCanada Highway (3 buses)
 - Route 8S – Bow Valley Parkway to Lake Louise (1 bus)
 - Route 9 - Johnston Canyon Service
- Purchased buses for the Lake Louise service will be arriving on a staggered basis over the next 6 weeks and will be rotated between Banff and Calgary to have fareboxes and other accessories installed as well as being wrapped.
- The wraps being designed for the new buses are currently planned to be (in different seasons than any current buses):
 - MCI – Bison, Moose, Elk, Grizzly Bear
 - Nova – Marmot, Wolf, Lynx

- **Banff Local Service:**

- Two Hybrid buses have been returned from refurbishing with one back in service and one having a few deficiencies being corrected before signing off on the invoice.

- Proterra electric bus representatives are planning a visit to Banff to discuss the potential purchase of electric buses should our grant funding be approved, and we are able to purchase through the City of Edmonton contract.
- **CB Regional Service:**
 - Ski racks are now installed on a couple of the buses.
 - BVRTSC administration will be analyzing Canmore Banff regional ridership by time and schedule to determine peak ridership and identify any shortfall in service that we currently have or anticipate in the future. This will be completed over the next couple of months.
- **Canmore Local Service:**
 - Roam has been working with Canmore administration to discuss and plan some proposed routing changes beginning in the summer of 2019, which will increase the availability of transit to a number of residents and provide two-way service past CCHS and the senior's lodge.
 - In addition, with routing changes, stops for improvements in 2019 and beyond are being identified by Canmore administration.
- **General:**
 - Driver Recruitment
 - We are running into a significant setback on our driver recruitment efforts for the upcoming summer. As Alberta has very recently introduced the new MELT (Mandatory Entry Level Training) program for drivers needing to obtain a commercial driver's license, our ability to hire class 5 drivers is limited.
 - The MELT program requires that all drivers are required to complete 54 hours of documented training (classroom and in bus) prior to be eligible to take a class 2 test. This training must be provided by government certified driver instructors trained to follow the new curriculum.

- There is limited availability of driving schools available that train for a class 2 license and the cost will be high if we are able to get candidates in as the schools are located in Calgary and beyond.
 - We are currently working through the potential of becoming a driving school ourselves and determining whether we have any instructors that meet the Alberta Government qualifications and can train to be a senior instructor.
 - A recruitment bonus for referrals has been introduced to encourage existing employees to solicit applications from their connections.
 - Our goal is to hire as many Class 1 and 2 drivers as possible, requiring only internal training, however we believe we may be faced with a shortage.
- Calgary – Banff Summer Service
 - The BVRTSC is currently managing an RFP for service between Calgary and Banff for this summer, with parameters similar to the service provided by OnIt last summer. Areas of improvement have been identified within the RFP with the intent of lowering operating costs and increasing ridership over that seen in 2018.
- Social media strategy and execution is extremely successful, with a significant increase in views, followers and retweets over the last year:
- **Social media stats**
 - **As of Feb. 15, 2018**
 Facebook: 2,139 likes and 2,167 follows
 Instagram: 194 followers
 Twitter: 945 followers
 - As of Jan. 11, 2019**
 Facebook: 2,598 likes and 2,662 follows
 Instagram: 775 followers
 Twitter: 1,999 followers

- This represents increases of:
 - Facebook – 23%
 - Instagram – 299%
 - Twitter – 112%



Cameron Westhead
 @CamWesthead

Following

Way to go @roamtransit for making room for fat bikes!



Roam Public Transit @roamtransit
 Fat tire bikes and buses are a great way to go in winter! 🚲🚌
 Roam recently added one fat tire bike tray to each exterior rack on all of our regional buses to make it easier to #BikeAndRoam year round ❄️

6:17 PM - 11 Jan 2019

1 Retweet 8 Likes










 1
  1
  8
 

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of February 2019)

| ITEM | Date Initiated | Pending Date | Comments: |
|---|----------------|--------------|--|
| BVRTSC18-17 Davina Bernard moves that administration return a report by August meeting reviewing major mechanical upgrades scheduled to understand if they should be done earlier based on current mileage/usage. | April 2018 | March 2019 | Have been in contact with Banff Maintenance to provide input. To be finalized in the New Year. |
| BVRTSC18-87 Davina Bernard moves that administration bring back in Feb 2019 Operational impacts of desired fare adjustments for the Board's consideration. For final approval in our March 2019 Strategic Planning session. | Nov. 2018 | Feb. 2019 | Complete |
| BVRTSC17-32 Review of success for child/youth pass and discuss any changes that should be implemented | Sept. 2017 | Feb 2019 | Complete |
| BVRTSC18-96 Davina Bernard moves that the Commission Update by-law 4.5 to read: "Chair and Vice Chair shall occupy the positions for one year (as per s. 2.4 of Bylaw 1-2011) and for no more than three consecutive years, unless otherwise elected by a two-thirds supermajority of the board. Upon leaving the role after a three-year term, the past-chair must vacate the position for at least one year before being eligible for re-election. | Dec 2018 | Feb 2019 | Complete |

Bow Valley Regional Transit Services Commission Ridership and Revenue Statistics



| Month | Type | Banff Local | Canmore Local | Canmore - Banff Regional | Lake Louise - Banff Regional |
|---------|---------------|-------------|---------------|--------------------------|------------------------------|
| January | Bikes | 3 | 23 | 124 | 10 |
| | Strollers | 99 | 79 | 16 | 3 |
| | Winter Sports | 2441 | 108 | 1059 | 124 |

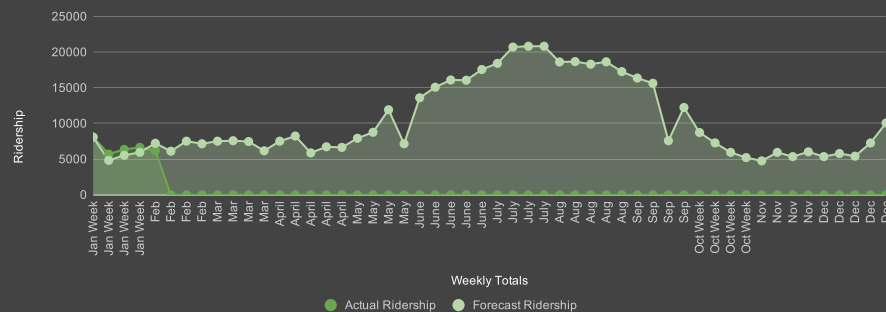
Observations:

January Observations:

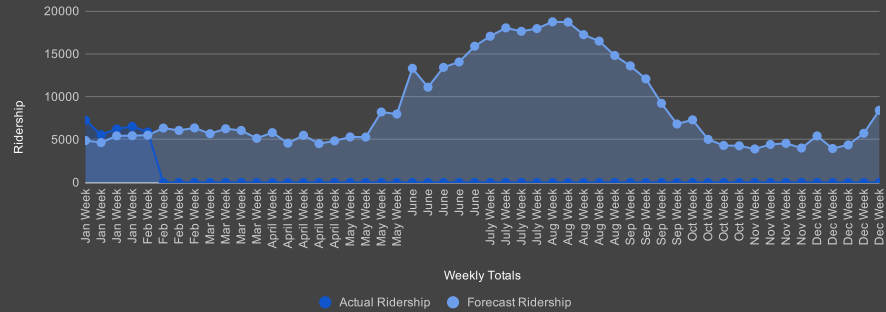
- Ridership and fare revenue numbers for Route 5 are unfortunately not complete due to technical issues with one of our Canmore buses downloading. Should be reporting shortly and we will update the Google Sheet.
- Token Transit - Continued uptake in 'Token Trips'.
 - Banff local Routes 1 and 2 Token trips increase from 1,830 in December to 2,467 in January.
 - Canmore – Banff Regional Route 3 Token trips increased from 2,553 in December to 3,316 in January.
- Banff Local Routes combined up 21% over January 2018.
 - 14% increase on Route 1 ridership over January 2018

- 29% increase on Route 2 ridership over January 2018.
- Route 3 January ridership up 18% compared to January 2018.
 - Regional December revenue jump compared to December 2018 - 30%.
- Route 5 January ridership and cash revenue information not 100% complete yet – showing currently as a slight decline, we expect the both to be at or above January 2018 numbers once downloaded/reported.
 - Pass sales up slightly from December 2018.
- Route 7 ridership at 1,461 for January, up by approx. 500 trips compared to December.
- Route 8 ridership at 4,305 for January, similar to December's ridership of 4,400.

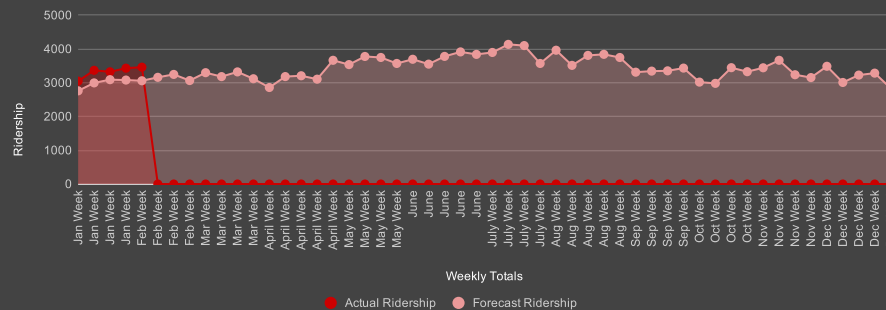
Roam Route 1 Weekly Ridership Totals 2019 - Actual vs. Forecast



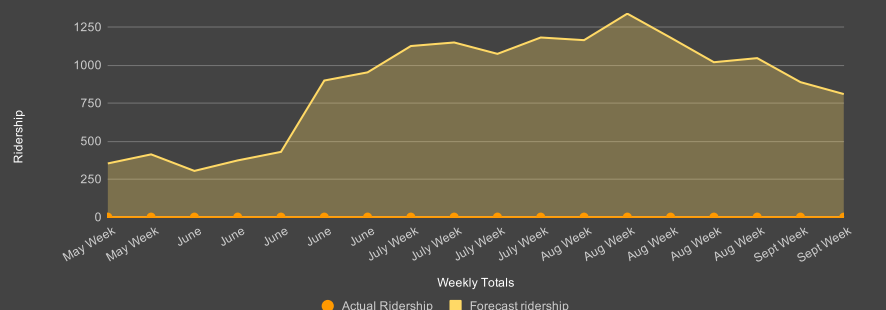
Roam Route 2 Weekly Ridership Totals 20189 - Actual vs. Forecast



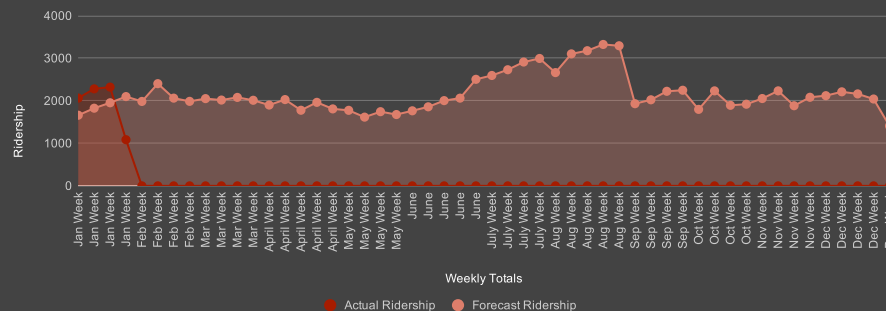
Roam Route 3 Weekly Ridership Totals 2019 - Actual vs. Forecast



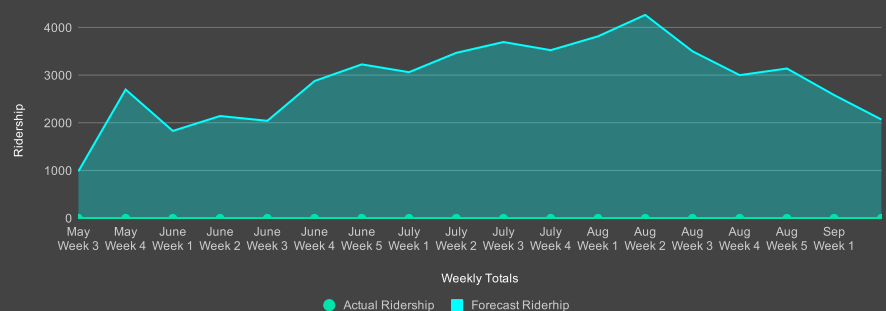
Roam Route 4 Weekly Ridership Totals 2019 - Actual vs. Forecast



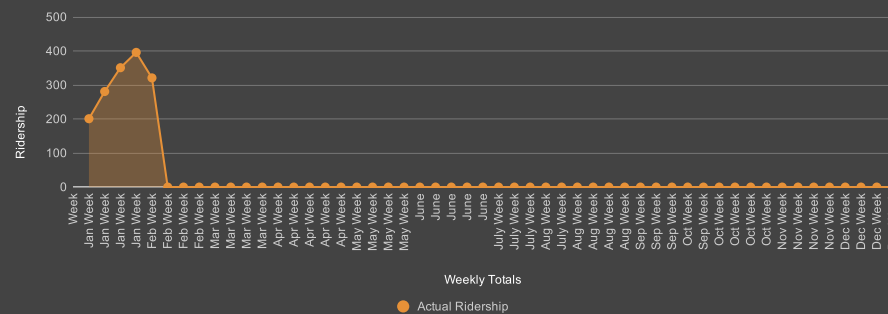
Roam Route 5 Weekly Ridership Totals 2019 - Actual vs. Forecast



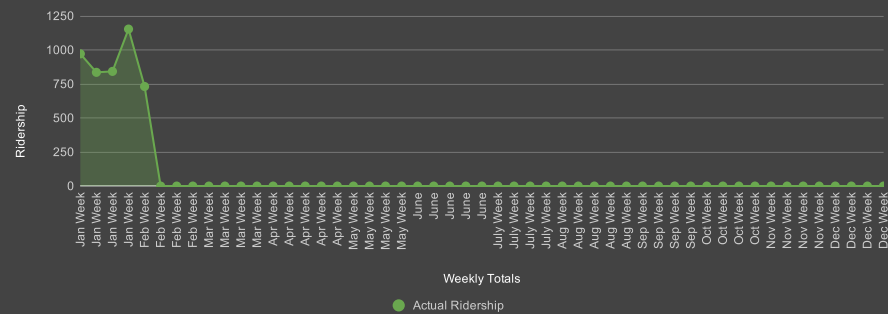
Roam Route 6 Weekly Ridership Totals 2019 - Actual vs. Forecast



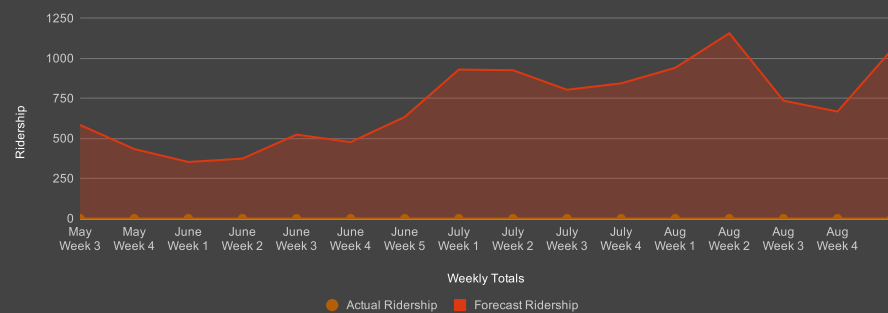
Roam Route 7 Weekly Ridership Totals 2018 - Actuals



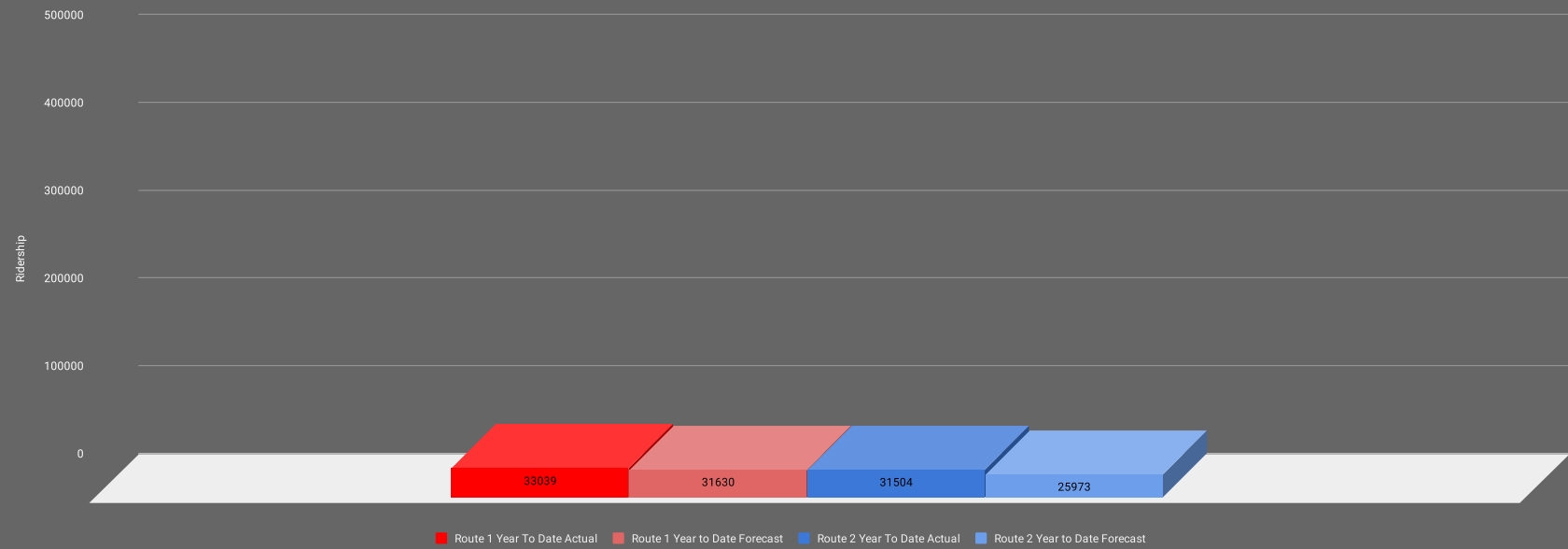
Roam Route 8 Weekly Ridership Totals 2018 - Actuals



On-it Weekly Ridership Totals 2019- Actual vs. Forecast



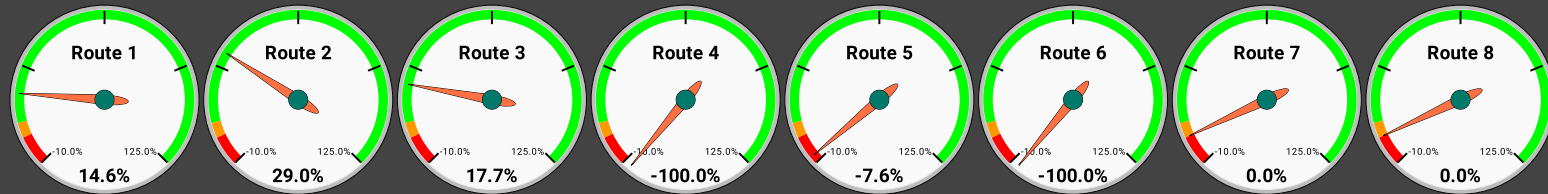
Banff Local Route Ridership Comparison - Running Total by Week - Actual vs. Forecast



| | Route 1 (Sulphur Mtn/Banff Ave) | | | | | Route 2 (Tunnel Mtn / Banff Springs Hotel) | | | | | Route 4 (Cave and Basin) | | | | | Banff Local Combined Totals (Routes 1, 2, 4) | | | | | |
|-----------|---------------------------------|---------|---------|--------|----------|--|---------|---------|--------|----------|--------------------------|-------|--------|------|----------|--|---------|---------|---------|--------|----------|
| Month | 2016 | 2017 | 2018 | 2019 | % Change | 2016 | 2017 | 2018 | 2019 | % Change | 2016 | 2017 | 2018 | 2019 | % Change | 2015 | 2016 | 2017 | 2018 | 2019 | % Change |
| January | 19,391 | 23,567 | 26,302 | 30,147 | 14.6% | 22,261 | 24,429 | 22,257 | 28,701 | 29.0% | | | | | | 41,973 | 41,652 | 48,343 | 48,559 | 58,848 | 21.2% |
| February | 20,973 | 27,697 | 27,800 | 2,892 | -89.6% | 22,446 | 24,820 | 23,662 | 5,890 | -75.1% | | | | | | 41,240 | 43,419 | 52,517 | 51,462 | 8,782 | -82.9% |
| March | 24,034 | 31,830 | 32,424 | 0 | -100.0% | 23,928 | 24,474 | 25,551 | 0 | -100.0% | | | | | | 46,484 | 47,962 | 56,304 | 57,975 | 0 | -100.0% |
| April | 18,226 | 29,233 | 28,441 | 0 | -100.0% | 16,355 | 18,736 | 20,632 | 0 | -100.0% | 0 | 296 | | | | 37,483 | 34,581 | 47,953 | 49,073 | 0 | -100.0% |
| May | 30,882 | 38,054 | 44,114 | 0 | -100.0% | 22,549 | 25,146 | 28,773 | 0 | -100.0% | 331 | 388 | 655 | 0 | -100.0% | 52,462 | 53,762 | 64,807 | 73,542 | 0 | -100.0% |
| June | 37,896 | 42,032 | 57,945 | 0 | -100.0% | 26,196 | 29,851 | 50,499 | 0 | -100.0% | 586 | 1,073 | 2,369 | 0 | -100.0% | 64,295 | 64,678 | 72,956 | 110,813 | 0 | -100.0% |
| July | 50,540 | 56,676 | 75,168 | 0 | -100.0% | 31,655 | 38,958 | 68,439 | 0 | -100.0% | 951 | 2,005 | 4,342 | 0 | -100.0% | 79,171 | 83,146 | 97,639 | 147,949 | 0 | -100.0% |
| August | 52,621 | 58,460 | 69,322 | 0 | -100.0% | 32,553 | 40,767 | 64,538 | 0 | -100.0% | 830 | 2,057 | 4,316 | 0 | -100.0% | 81,401 | 86,004 | 101,284 | 138,176 | 0 | -100.0% |
| September | 37,009 | 41,716 | 50,243 | 0 | -100.0% | 24,406 | 30,362 | 39,878 | 0 | -100.0% | 676 | 1,125 | 1,737 | 0 | -100.0% | 60,204 | 62,091 | 74,565 | 91,858 | 0 | -100.0% |
| October | 24,252 | 25,934 | 28,296 | 0 | -100.0% | 15,358 | 16,819 | 21,439 | 0 | -100.0% | | 527 | | | | 35,371 | 39,610 | 42,753 | 49,735 | 0 | -100.0% |
| November | 20,240 | 22,239 | 23,397 | 0 | -100.0% | 17,004 | 16,947 | 19,061 | 0 | -100.0% | | | | | | 33,785 | 37,244 | 38,513 | 42,458 | 0 | -100.0% |
| December | 27,465 | 27,379 | 30,941 | 0 | -100.0% | 23,551 | 23,878 | 24,772 | 0 | -100.0% | | | | | | 44,156 | 51,016 | 52,818 | 55,713 | 0 | -100.0% |
| YTD | 363,529 | 424,817 | 494,393 | 33,039 | 14.6% | 278,262 | 315,187 | 409,501 | 34,591 | 29.0% | 3,374 | 7,471 | 13,419 | 0 | -100.0% | 618,025 | 641,791 | 750,452 | 917,313 | 67,630 | 21.2% |

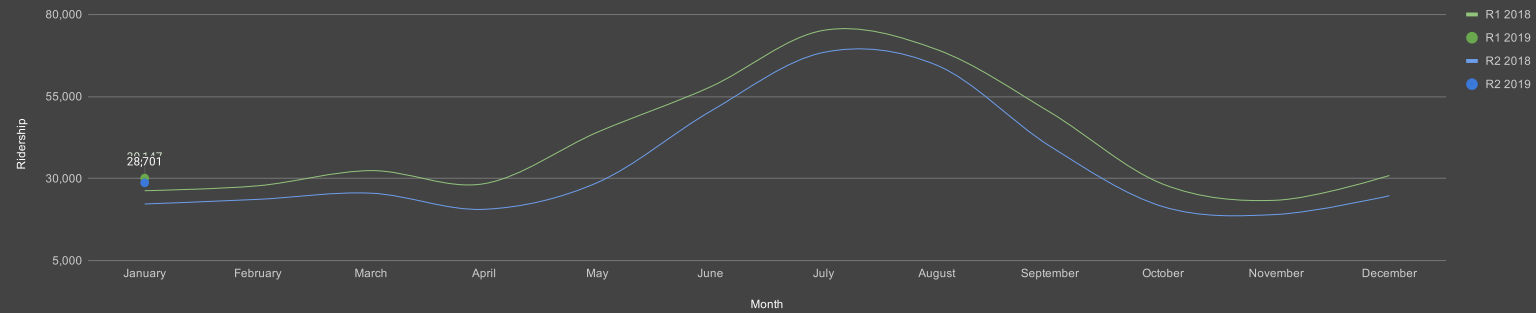
| | Route 3 (Canmore-Banff Regional) | | | | | Route 5 (Canmore Local) | | | | | Route 6 (Minnewanka) | | | | Route 7 (Banff Centre) | | | Route 8 (Banff-Lake Louise Regional) | | | On-It (Calgary Regional) | | | | | | | |
|-----------|----------------------------------|---------|---------|--------|----------|-------------------------|--------|---------|-------|----------|----------------------|--------|------|----------|------------------------|--------|----------|--------------------------------------|--------|----------|--------------------------|------|------|----------|---|---------|---|---|
| Month | 2016 | 2017 | 2018 | 2019 | % Change | 2016 | 2017 | 2018 | 2019 | % Change | 2017 | 2018 | 2019 | % Change | 2018 | 2019 | % Change | 2018 | 2019 | % Change | 2017 | 2018 | 2019 | % Change | | | | |
| January | 8,502 | 9,892 | 13,153 | 15,486 | 17.7% | | 6,551 | 8,392 | 7,756 | -7.6% | | | | | | 1,461 | | | 4,305 | | | | | | | | | |
| February | 8,081 | 10,182 | 12,371 | 1,150 | -90.7% | | 5,864 | 8,264 | 0 | -100.0% | | | | | | 321 | | | 732 | | | | | | | | | |
| March | 8,137 | 11,435 | 13,932 | 0 | -100.0% | | 7,206 | 8,884 | 0 | -100.0% | | | | | | 0 | | | 0 | | | | | | | | | |
| April | 7,911 | 9,942 | 13,695 | 0 | -100.0% | | 4,803 | 7,876 | 0 | -100.0% | | | | | | 0 | | | 0 | | | | | | | | | |
| May | 9,753 | 11,841 | 15,995 | 0 | -100.0% | | 6,225 | 7,454 | 0 | -100.0% | | | | | | 4,023 | | | 3,882 | | | | | | 0 | -100.0% | 0 | 0 |
| June | 10,831 | 12,690 | 16,261 | 0 | -100.0% | | 6,414 | 8,919 | 0 | -100.0% | | | | | | 9,058 | | | 8,795 | | | | | | 0 | -100.0% | 0 | 0 |
| July | 11,513 | 13,258 | 17,347 | 0 | -100.0% | | 6,088 | 12,349 | 0 | -100.0% | | | | | | 15,975 | | | 13,793 | | | | | | 0 | -100.0% | 0 | 0 |
| August | 11,089 | 12,760 | 16,063 | 0 | -100.0% | | 6,164 | 13,800 | 0 | -100.0% | | | | | | 17,192 | | | 12,980 | | | | | | 0 | -100.0% | 0 | 0 |
| September | 9,720 | 11,794 | 13,744 | 0 | -100.0% | | 5,327 | 8,866 | 0 | -100.0% | | | | | | 4,016 | | | 5,044 | | | | | | 0 | -100.0% | 0 | 0 |
| October | 9,881 | 12,134 | 14,465 | 0 | -100.0% | | 6,442 | 8,739 | 0 | -100.0% | | | | | | | | | | | | | | | | | | 0 |
| November | 11,164 | 12,432 | 14,461 | 0 | -100.0% | 8,570 | 7,791 | 8,775 | 0 | -100.0% | 0 | 0.0% | 0.0% | | | | | | | | | | | | | | | |
| December | 9,999 | 11,748 | 13,348 | 0 | -100.0% | 7,597 | 6,934 | 8,481 | 0 | -7.6% | 0 | 0.0% | 0 | 0.0% | | | | | | | | | | | | | | |
| YTD | 116,581 | 140,108 | 174,836 | 16,636 | 17.7% | 16,167 | 75,809 | 110,799 | 7,756 | -7.6% | 50,264 | 44,494 | 0 | -100.0% | 0 | 1,782 | 0.0% | 0 | 5,037 | 0.0% | 11,706 | 0 | 0 | 0.0% | | | | |

Year to Date % Ridership Change - Comparing 2018 to 2019

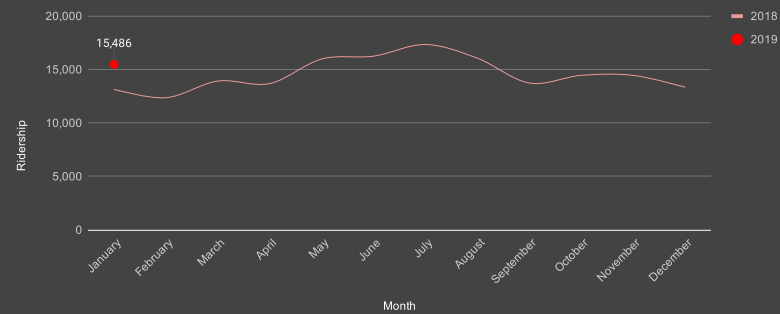


Monthly Route Ridership Comparisons by Year

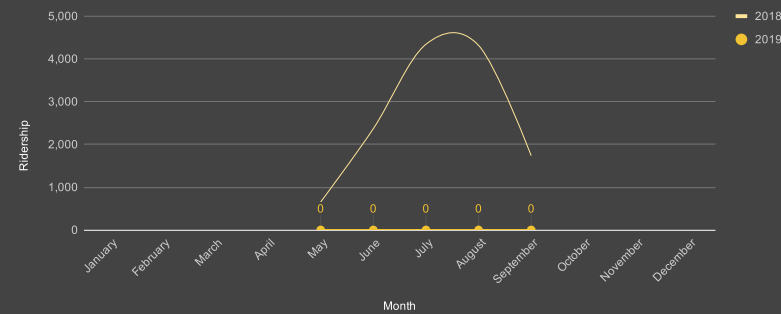
Banff Local (Routes 1 and 2) Ridership Comparison



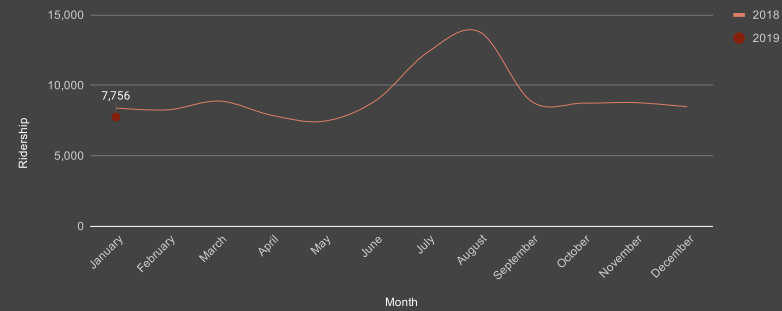
Canmore - Banff Regional (Route 3) Ridership Comparison



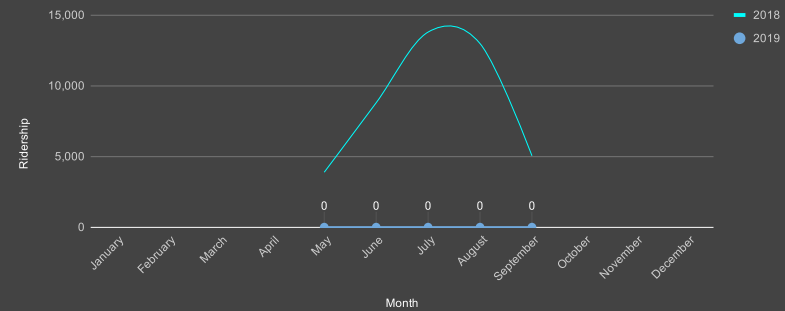
Banff Local (Route 4) Ridership Comparison



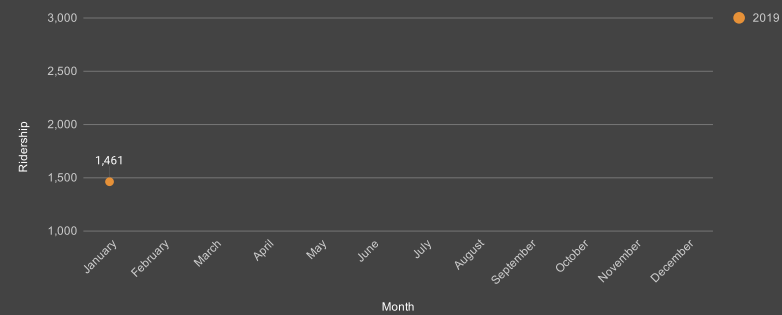
Canmore Local (Route 5) Ridership Comparison



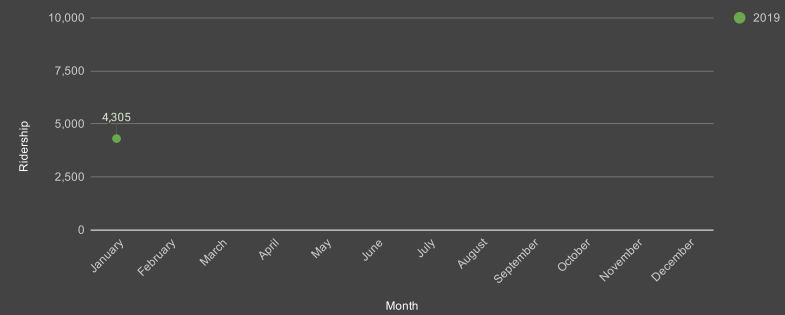
Minnewanka (Route 6) Ridership Comparison



Banff Centre (Route 7) Ridership Comparison



Banff - Lake Louise Regional (Route 8) Ridership Comparison



BANFF LOCAL TRANSIT REVENUE BREAKDOWN

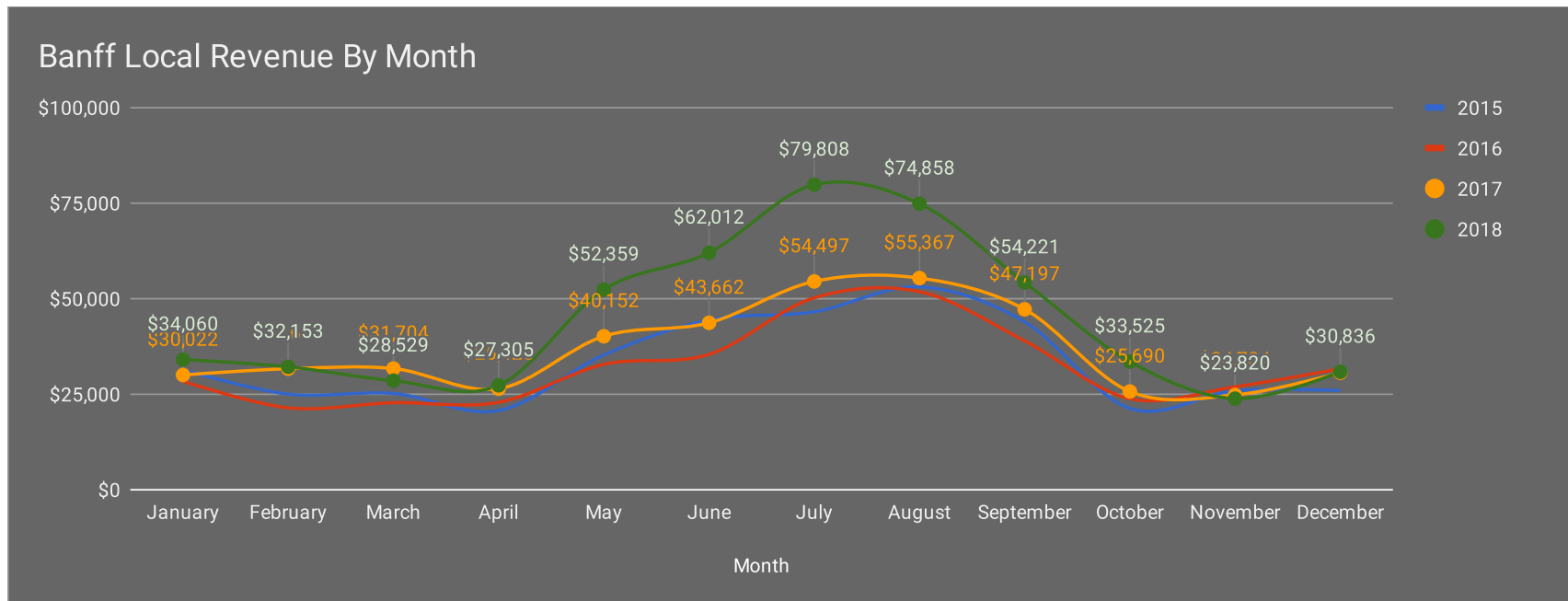
2018 Actual

| Month | Fares | Passes | Other | Total | Budget | % Change from 2017 to 2018 |
|----------------|------------------|-----------------|------------|------------------|------------------|----------------------------|
| January | \$26,116 | \$7,944 | | \$34,060 | \$36,443.00 | 13.45% |
| February | \$27,287 | \$4,866 | | \$32,153 | \$33,011.00 | 1.57% |
| March | \$24,883 | \$3,646 | | \$28,529 | \$36,443.00 | -10.01% |
| April | \$25,043 | \$2,262 | | \$27,305 | \$35,131.00 | 3.33% |
| May | \$44,265 | \$8,094 | | \$52,359 | \$36,443.00 | 30.40% |
| June | \$58,727 | \$3,285 | | \$62,012 | \$44,246.00 | 42.03% |
| July | \$76,428 | \$3,380 | | \$79,808 | \$75,603.00 | 46.44% |
| August | \$71,572 | \$3,286 | | \$74,858 | \$75,603.00 | 35.20% |
| September | \$50,838 | \$3,383 | | \$54,221 | \$48,551.00 | 14.88% |
| October | \$24,627 | \$8,898 | | \$33,525 | \$36,443.00 | 30.50% |
| November | \$17,468 | \$6,352 | | \$23,820 | \$35,151.00 | -3.89% |
| December | \$24,961 | \$5,875 | | \$30,836 | \$36,702.00 | 0.78% |
| Totals: | \$472,215 | \$61,271 | \$0 | \$533,486 | \$529,770 | |

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 |

| BANFF LOCAL REVENUES | | | | | | | | | |
|----------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------------|---------------------------------|-----------------------------------|
| 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 | \$34,060 | \$30,022 | \$34,060 | \$4,038 | \$4,038 | 11.9% |
| February | \$25,006 | \$21,417 | \$31,657 | \$32,153 | \$61,679 | \$66,213 | \$4,534 | \$496 | 1.5% |
| March | \$25,175 | \$22,757 | \$31,704 | \$28,529 | \$93,383 | \$94,742 | \$1,359 | -\$3,175 | -11.1% |
| April | \$20,711 | \$22,872 | \$26,425 | \$27,305 | \$119,808 | \$122,047 | \$2,239 | \$880 | 3.2% |
| May | \$35,268 | \$32,790 | \$40,152 | \$52,359 | \$159,960 | \$174,406 | \$14,446 | \$12,207 | 23.3% |
| June | \$44,419 | \$35,412 | \$43,662 | \$62,012 | \$203,622 | \$236,418 | \$32,796 | \$18,350 | 29.6% |
| July | \$46,553 | \$50,207 | \$54,497 | \$79,808 | \$258,119 | \$316,226 | \$58,107 | \$25,311 | 31.7% |
| August | \$53,075 | \$51,812 | \$55,367 | \$74,858 | \$313,486 | \$391,084 | \$77,598 | \$19,491 | 26.0% |
| September | \$43,912 | \$38,938 | \$47,197 | \$54,221 | \$360,683 | \$445,305 | \$84,622 | \$7,024 | 13.0% |
| October | \$21,253 | \$23,802 | \$25,690 | \$33,525 | \$386,373 | \$478,830 | \$92,457 | \$7,835 | 23.4% |
| November | \$25,892 | \$26,920 | \$24,784 | \$23,820 | \$411,157 | \$502,650 | \$91,493 | -\$964 | -4.0% |
| December | \$25,939 | \$31,650 | \$30,598 | \$30,836 | \$441,755 | \$533,486 | \$91,731 | \$238 | 0.8% |
| Grand Total: | \$398,555 | \$386,955 | \$441,755 | \$533,486 | \$441,755 | \$533,486 | | | |



CANMORE/BANFF REGIONAL TRANSIT REVENUE BREAKDOWN

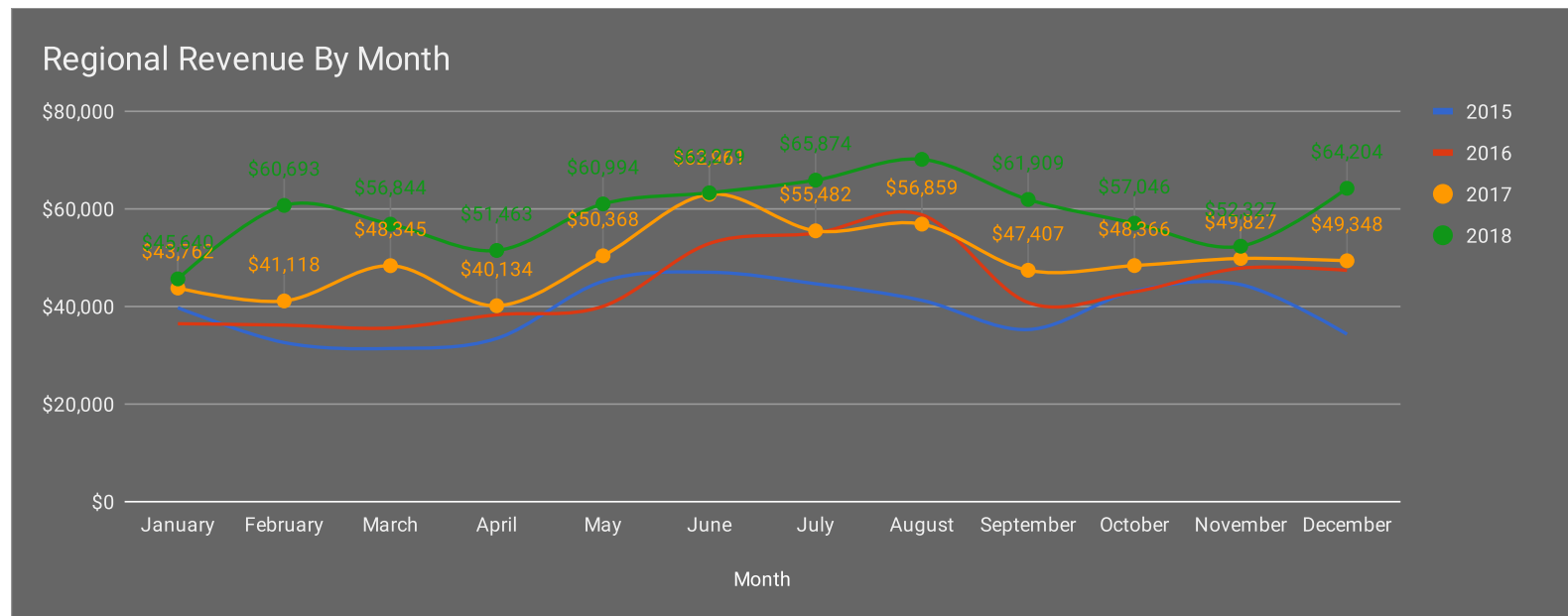
2018 Actual

| Month | Fares | Passes | Other | Total | Budget | % Change from 2017 to 2018 |
|----------------|------------------|------------------|--------------|------------------|------------------|-----------------------------------|
| January | \$30,111 | \$15,529 | | \$45,640 | \$47,756 | 4.29% |
| February | \$30,467 | \$30,226 | | \$60,693 | \$47,756 | 47.61% |
| March | \$32,856 | \$23,988 | | \$56,844 | \$47,756 | 17.58% |
| April | \$32,408 | \$19,055 | | \$51,463 | \$47,756 | 28.23% |
| May | \$41,814 | \$19,180 | | \$60,994 | \$47,756 | 21.10% |
| June | \$42,326 | \$20,953 | | \$63,279 | \$47,756 | 0.51% |
| July | \$52,171 | \$13,703 | | \$65,874 | \$47,756 | 18.73% |
| August | \$48,839 | \$21,293 | | \$70,132 | \$47,756 | 23.34% |
| September | \$37,987 | \$23,922 | | \$61,909 | \$47,756 | 30.59% |
| October | \$36,137 | \$20,909 | | \$57,046 | \$47,756 | 17.95% |
| November | \$30,072 | \$22,255 | | \$52,327 | \$47,756 | 5.02% |
| December | \$28,890 | \$35,314 | | \$64,204 | \$47,752 | 30.10% |
| Totals: | \$444,078 | \$266,327 | \$0 | \$710,405 | \$573,068 | |

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 |

| REGIONAL 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 | \$60,693 | \$84,880 | \$106,333 | \$21,453 | \$19,575 | 47.6% |
| March | \$31,375 | \$35,579 | \$48,345 | \$56,844 | \$133,225 | \$163,177 | \$29,952 | \$8,499 | 17.6% |
| April | \$33,430 | \$38,277 | \$40,134 | \$51,463 | \$173,359 | \$214,640 | \$41,281 | \$11,329 | 28.2% |
| May | \$45,147 | \$40,017 | \$50,368 | \$60,994 | \$223,727 | \$275,634 | \$51,907 | \$10,626 | 21.1% |
| June | \$47,013 | \$52,881 | \$62,961 | \$63,279 | \$286,688 | \$338,913 | \$52,225 | \$318 | \$0 |
| July | \$44,636 | \$55,007 | \$55,482 | \$65,874 | \$342,170 | \$404,787 | \$62,617 | \$10,392 | 18.7% |
| August | \$41,241 | \$58,764 | \$56,859 | \$70,132 | \$399,029 | \$474,919 | \$75,890 | \$13,273 | 23.3% |
| September | \$35,253 | \$40,801 | \$47,407 | \$61,909 | \$446,436 | \$536,828 | \$90,392 | \$14,502 | 30.6% |
| October | \$43,129 | \$42,992 | \$48,366 | \$57,046 | \$494,802 | \$593,874 | \$99,072 | \$8,680 | 17.9% |
| November | \$44,467 | \$47,838 | \$49,827 | \$52,327 | \$544,629 | \$646,201 | \$101,572 | \$2,500 | 5.0% |
| December | \$34,301 | \$47,383 | \$49,348 | \$64,204 | \$593,977 | \$710,405 | \$116,428 | \$14,856 | 30.1% |
| Grand Total: | \$472,307 | \$532,149 | \$593,977 | \$710,405 | \$593,977 | \$1,420,810 | | | |



CANMORE LOCAL TRANSIT REVENUE BREAKDOWN

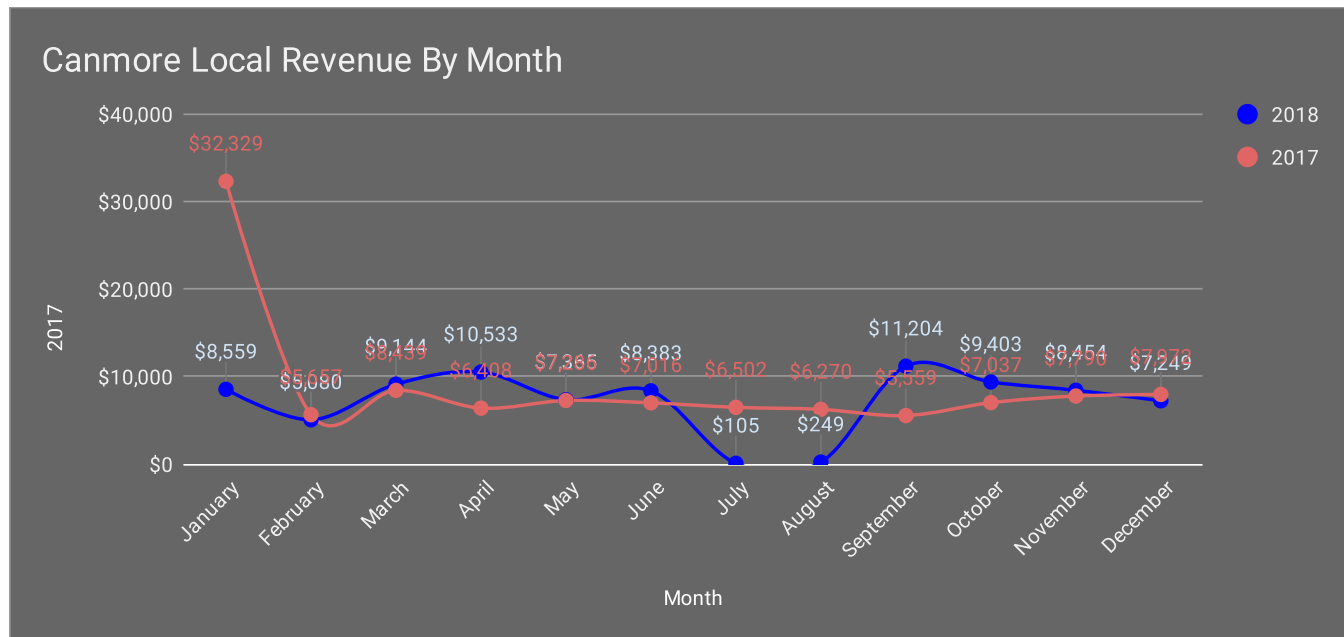
2018 Actual

| Month | Fares | Passes | Other | Total | Budget | % Change from 2017 to 2018 |
|----------------|-----------------|-----------------|------------|-----------------|------------------|----------------------------|
| January | \$5,495 | \$3,064 | | \$8,559 | \$13,750.00 | -73.53% |
| February | \$4,444 | \$636 | | \$5,080 | \$13,750.00 | -10.20% |
| March | \$5,687 | \$3,457 | | \$9,144 | \$13,750.00 | 8.35% |
| April | \$5,334 | \$5,199 | | \$10,533 | \$13,750.00 | 64.37% |
| May | \$4,943 | \$2,422 | | \$7,365 | \$13,750.00 | 1.08% |
| June | \$5,992 | \$2,391 | | \$8,383 | \$13,750.00 | 19.48% |
| July | \$3 | \$102 | | \$105 | \$13,750.00 | -98.39% |
| August | \$2 | \$247 | | \$249 | \$13,750.00 | -96.03% |
| September | \$5,725 | \$5,479 | | \$11,204 | \$13,750.00 | 101.55% |
| October | \$6,586 | \$2,817 | | \$9,403 | \$13,750.00 | 33.62% |
| November | \$4,762 | \$3,692 | | \$8,454 | \$13,750.00 | 8.52% |
| December | \$4,106 | \$3,143 | | \$7,249 | \$13,750.00 | -9.07% |
| Totals: | \$53,079 | \$32,649 | \$0 | \$85,727 | \$165,000 | |

2017 Actual

| Month | Fares | Passes | Other | Total | Budget | |
|----------------|-----------------|-----------------|----------|------------------|------------------|---|
| January | \$6,173 | \$26,156 | 0 | \$32,329 | \$10,000 | *Includes Service Start up Vendor Pass Sales Dec 2016 |
| 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 | |

| CANMORE LOCAL REVENUES | | | | | | | |
|------------------------|------------|-----------------|--------------------|--------------------|--------------------------|---------------------------------|-----------------------------------|
| Month | 2017 | 2018 | 2017 Running Total | 2018 Running Total | Running Total Difference | 2017 to 2018 Monthly Difference | 2017 to 2018 Monthly % Difference |
| January | \$32,329 | \$8,559 | \$32,329 | \$8,559 | -\$23,770 | -\$23,770 | -277.7% |
| February | \$5,657 | \$5,080 | \$37,986 | \$13,639 | -\$24,347 | -\$577 | -11.4% |
| March | \$8,439 | \$9,144 | \$46,425 | \$22,783 | -\$23,642 | \$705 | 7.7% |
| April | \$6,408 | \$10,533 | \$52,833 | \$33,316 | -\$19,517 | \$4,125 | 39.2% |
| May | \$7,286 | \$7,365 | \$60,119 | \$40,681 | -\$19,438 | \$79 | 1.1% |
| June | \$7,016 | \$8,383 | \$67,135 | \$49,064 | -\$18,071 | \$1,367 | 16.3% |
| July | \$6,502 | \$105 | \$73,637 | \$49,169 | -\$24,468 | -\$6,397 | -6092.4% |
| August | \$6,270 | \$249 | \$79,907 | \$49,418 | -\$30,489 | -\$6,021 | -2421.3% |
| September | \$5,559 | \$11,204 | \$85,466 | \$60,622 | -\$24,844 | \$5,645 | 50.4% |
| October | \$7,037 | \$9,403 | \$92,503 | \$70,025 | -\$22,478 | \$2,366 | 25.2% |
| November | \$7,790 | \$8,454 | \$100,293 | \$78,479 | -\$21,814 | \$664 | 7.9% |
| December | \$7,972 | \$7,249 | \$108,265 | \$85,727 | -\$22,538 | -\$723 | -10.0% |
| Grand Total: | \$0 | \$85,727 | \$108,265 | \$85,727 | | | |

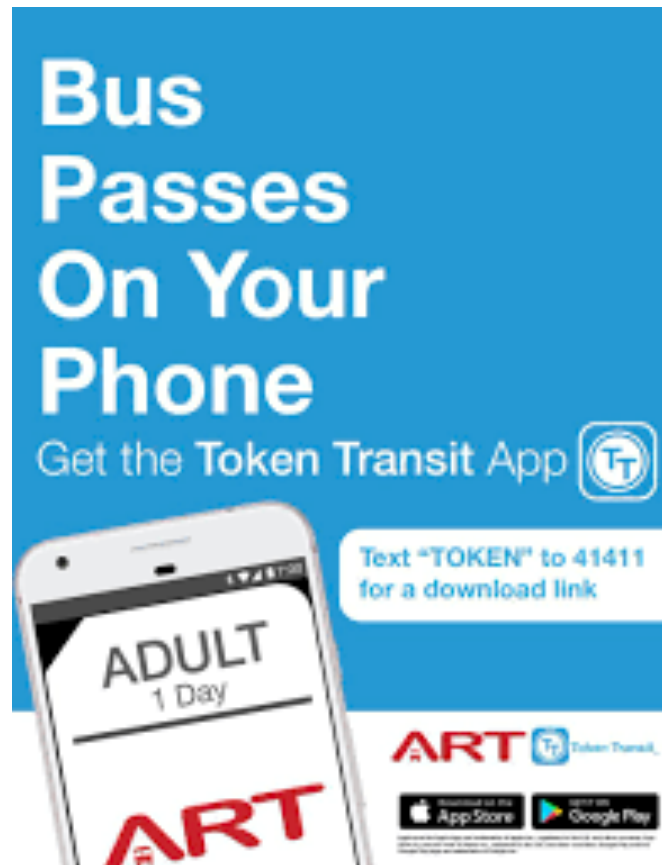


Bow Valley *R*egional Transit Services Commission



New Business

Bow Valley *Regional* Transit Services Commission



Token Transit Report (For Information Only)

Report to the Bow Valley Regional Transit Services Commission

Report 2019-02.02 Token Transit Update

February 13, 2019

SUMMARY/ ISSUE

In 2018, the BVRTSC Administration signed on to a 1-year pilot program with Token Transit Inc. to provide a new alternative to cash fare payment for it's customers. The 3rd party application (app) allows customers to purchase and distribute digital fares using a mobile device.

PREVIOUS COMMISSION DIRECTION/POLICY

The Commission has requested an update on the effectiveness of the Token Transit app.

Administration Recommendation:

That the Commission:

- Accept this report for information.

INVESTIGATION

Prior to the agreement with Token Transit, BVRTSC offered it's 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.

BVRTSC had heard from customers that they were disappointed they could not purchase and replenish fares/passes online using credit cards or debit cards.

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 it's 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.

Report to the Bow Valley Regional Transit Services Commission

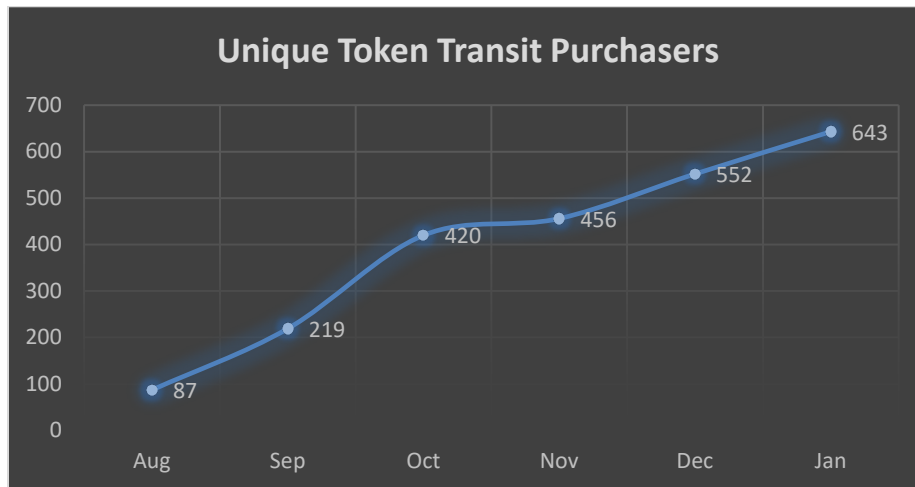
Report 2019-02.02 Token Transit Update

February 13, 2019

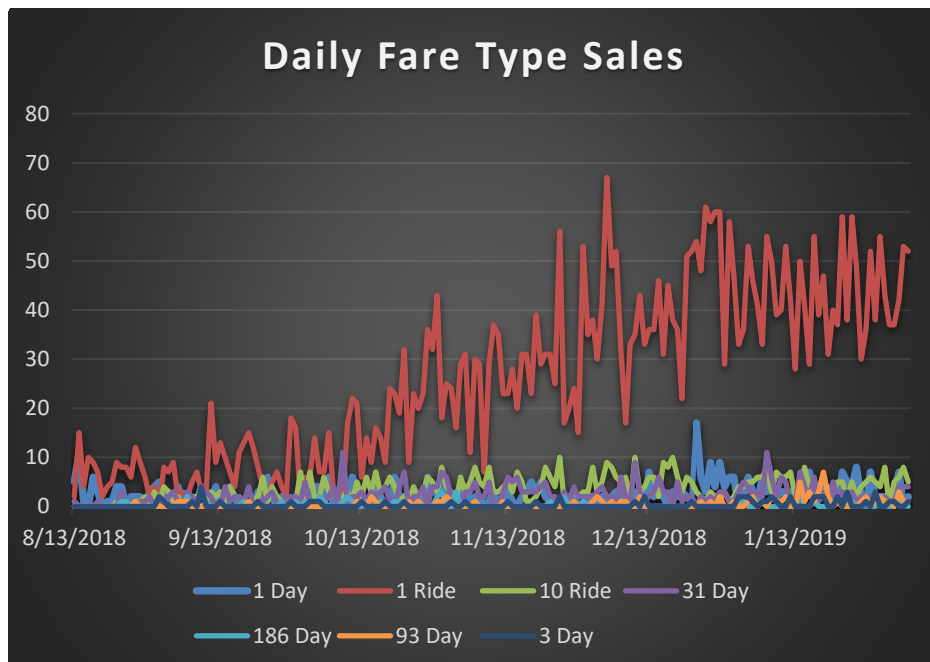
IMPLICATIONS:

Usage

Uptake of the new service increased steadily as the messaging and marketing of the new service made it's way to our passengers. As the weeks went by, we saw initial doubling of unique users and usage from both locals and out of town users.



By far the most popular fare type purchase using the Token Transit app is the “1 Ride” fare – an alternative to a \$2 cash fare. 10 Ride, 1 Day Pass, and Monthly pass purchases are also a popular choice.



Report to the Bow Valley Regional Transit Services Commission

Report 2019-02.02 Token Transit Update

February 13, 2019

Through demographic information collected and shared by Token Transit, we know that the majority of Token Transit users are likely 'locals', but a surprising number of visitors also appear to use the app for their fare purchases.

The chart below is based on the rider's area code used on their mobile devices. We can assume that some area codes that are registered outside of Alberta, could in fact be locals who have not yet changed mobile providers.



Report to the Bow Valley Regional Transit Services Commission

Report 2019-02.02 Token Transit Update

February 13, 2019

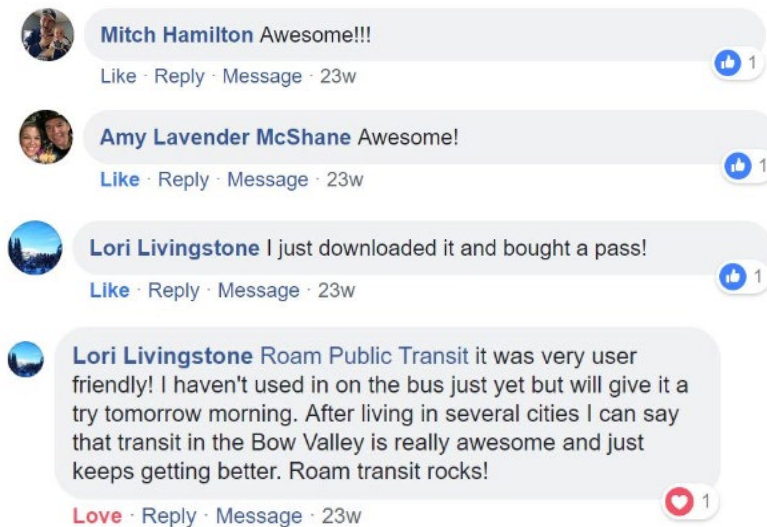
Driver Feedback

Some of our greatest supporters and champions of the service are Roam drivers. Passengers presenting a Token Transit fare reduce boarding time by removing the need to enter cash into the farebox and deal with rejected bills and coins. Though we have not yet conducted official sampling of boarding time comparisons, we are confident that boarding times are reduced by up to 50% when comparing Token Transit users with cash users, and up to 40% when comparing Token Transit users and smart card users.

All ridership information is still recorded by drivers by tapping the appropriate passenger fare on the fare box screens. As well, Token Transit administrative web interface provides reporting capabilities regarding the purchase and usage of each fare type.

Customer Feedback

To date, the feedback we've received from Token Transit users is overwhelmingly very positive:



Challenges

There have been a few instances where customers tried to use the app but had issues with the acceptance of their credit cards. In these instances, they are directed to Token Transit's Customer Service line and typically results in minor account issues with the customers credit card company or bank.

The most common, yet still infrequent complaint would be the need for a data plan, or access to WiFi in order to "activate" or purchase ticket. The option in these instances is that customers can choose to activate their pass before leaving home or a coffee shop or library – where they have access to WiFi – so that the ticket can be presented to the driver at the bus stop. Activated tickets are valid either all day, or until the pass expires – a day pass for example only needs to be activated once in the morning with internet access and is then active/available without an internet connection the rest of the day.

Report to the Bow Valley Regional Transit Services Commission

Report 2019-02.02 Token Transit Update

February 13, 2019

Future

One of the features we are excited to test in the next few months is validator/beacon technology provided by Token Transit. This will allow the validation of Token Transit fares using a beacon attached to the fareboxes. A passenger would tap their phone, instead of showing it to the driver – the beacon then causes the phone to ‘beep’ and screen to flash, validating the fare for both the customer and Roam driver.

In addition to the validation of passes, beacon technology allows for the collection of detailed aggregated and/or anonymous information such as the number of Rider trips taken, total kilometers traveled, and aggregated origin-destination data – important detail that BVRTSC has not had access to in the past.

The beacon/validator additions are relatively low cost, easy to install (takes only seconds) and priced per bus. Administration is confident that the purchase of these hardware pieces can be capitalized over a number of years.



BUSINESS PLAN/ BUDGET IMPLICATIONS

When a customer purchases a Roam ticket or pass using the Token Transit app, 90% of the fare price makes it's way to BVRTSC through monthly bank transfers. Token Transit's fee to provide the service is 10% of each fare purchase and includes all bank fees, credit card charges; this includes the provision and management of the app, usage analytics and customer service.

To date, participation in the pilot program has resulted in the following:

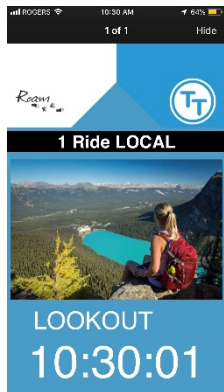
- Gross Sales: \$81,458
- Fees payable to Token Transit: to \$8,145
- Number of unique Token Transit Customers to date = 1,613
- Passes sold = 6328

BRAND IMPACT:

Report to the Bow Valley Regional Transit Services Commission

Report 2019-02.02 Token Transit Update

February 13, 2019



- The app uses images of the day from local photographers and includes the Roam logo at the top of the app's page when users are choosing, purchasing and presenting their passes on their mobile device.

RISKS

Based on the first 6 months of the 1 year pilot program, Administration does not believe there are any risks in continuing with Token Transit at the end of the 1 year agreement.

Administration plans to continue with the service at the end of the 1 year pilot program (May 31, 2019), and negotiate contract details with the service provider for the inclusion of beacon/validator technology.

ATTACHMENTS

None

Bow Valley *Regional* Transit Services Commission

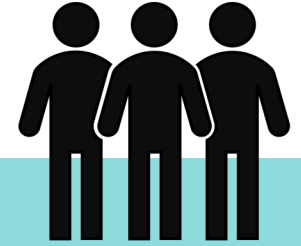


Employee Engagement Survey Results (For Information Only)



Employee Effectiveness Results

November 2018



What is Employee Effectiveness?

ENGAGEMENT

(Willingness to go above & beyond)



BASIC NEEDS

(Comp, benefits, policies)



EFFECTIVE EMPLOYEE

(Motivated and committed)

Participation: 40/50 (80%) (Statistically Valid)

In 2018, Elevated has surveyed...

27 companies

1381 Team Members

By the numbers...

Elevated Clients

2017/2018
Rolling Average
Engagement Score

79.67%

2017/2018
Rolling Average
Hygiene Score

70.53%

2017/2018
Rolling Average
Effectiveness Score

76.63%

Roam Transit

2018 Engagement Score

86.89%

2018 Hygiene Score

83.49%

2018 Effectiveness Score

85.41%

Engagement Questions



- Based off of Gallup's Q12 – we use the same wording with all of our clients
- Yes / No questions were designed to take away as much bias as possible
- 80% or higher is best practice and considered an area of strength
- 70% to 79% are areas we could focus on
- Less than 70% are areas improvement is needed
- Results have been put in order from highest to lowest, with the lowest declines first
- Comments have not been scrubbed, only re-organized in alphabetical order

I know what is expected of me at work.

100%

I have the materials and equipment I need
to do my work well.

100%

My supervisor cares about me as a person.

100%

The mission/purpose of the company
makes me feel my job is important.

96.9%

I believe my opinions count and I feel
heard.

94.58%

In the last year, I have had opportunities to learn and grow.

91.88%

My co-workers are committed to doing quality work.

91.88%

When I come to work, I have the opportunity to showcase what I do best.

86.45%

I have someone who encourages my development at work.

86.45%

I have a really good friend at work.

71.58%

In the last six months, someone has talked to me about my progress.

64.15%

In the last seven days, I have received recognition or praise for doing wood work.

58.88%

Basic Needs (Hygiene Factors)



- Based off of Herzberg's Theory of Work (think Maslow's hierarchy of needs) – the basics around job satisfaction
- Yes / No questions were designed to take away as much bias as possible
- Scores have different weightings:
 - Compensation – we look for an average of 50% (as people always want more)
 - Time Off / Benefits – we look for an average of 70% (as people always want more)
 - Safety (excluding job security) – 90%
 - Job Security – 70%
 - Policies / Enjoyment – 80%
- Comments have not been scrubbed, only re-organized in alphabetical order

I enjoy coming to work.

94.20%

When I come to work, the workload is manageable.

94.20%

I would refer our company as a potential place to work to anyone who fits our criteria.

94.2%

The time off policies fit my needs and are competitive with other similar roles I could have.

92.65%

I believe I am fairly compensated for the work that I do.

87.23%

I feel safe while working.

80.63%

The current benefits program meets my expectations.

75.45%

I believe all the policies of the company are applied fairly across the company.

72.35%

I understand all the benefits I have access to.

59.95%

Bow Valley *Regional* Transit Services Commission



Fare Revision Report (Request for Decision)

Report to the Bow Valley Regional Transit Services Commission

Report 2019–02.01 – Fare Revision Report (Request for Decision)

February 01, 2019

SUMMARY/ ISSUE

The BVRTSC Board directed Administration to complete a fare review of the products and fares offered and make recommendations as to any changes that should be implemented. In addition, the fares offered for youth have been discounted on a trial basis and recommendations are required as to whether to revise this program further.

PREVIOUS COMMISSION DIRECTION/POLICY

Fares charged and products offered are contained within the Roam Transit Fare Review, presented to the Board in November 2018

Administration Recommendation:

That the Commission direct Administration to adopt the fare changes as presented in the 2018 Roam Transit Fare Review and recommended in report 2019-02.01

INVESTIGATION

- Through the process of the fare review, many Roam fare types and costs were validated through comparison with other agencies and our internal ridership statistics and partner arrangements.
- Recommendations from the Fare Review report and their impacts are detailed below:

1. Promotional Fare Discounts

It is recommended to continue using limited time promotional fare discounts as appropriate to increase ridership and public awareness of transit services. These types of fare discounts require minimal time to manage and implement operationally. They also allow for promotion of the Roam service and brand throughout the valley in a cost-effective manner. A partnership currently being explored includes partnering with Banff Lux Cinema Centre to offer round-trip transit fare with the purchase of a cinema ticket. With the Banff Lake Louise Tourism Indexperience conducted in 2015 identifying that only 55% of visitors were aware of Roam Transit, it is critical that we continue to make inroads in the area of awareness.

- Currently in practice through partnerships with organizations such as the Canmore Eagles and the Banff Marathon. These have no significant financial impact continuing with opportunities at the similar levels to which the Commission currently offers.

Report to the Bow Valley Regional Transit Services Commission

Report 2019–02.01 – Fare Revision Report (Request for Decision)

February 01, 2019

2. Promotional Free Fare

Based on the success of previously implemented promotional free fare services, it is recommended that these promotions be considered in the future as a tool to increase ridership and transit familiarity. For long term fare free transit to be feasible and cost effective, it will be necessary for partners to create alternative methods to supplement transit funding. Examples of these include Canmore local summer fare free period and Lake Louise Regional introductory free transit

- Identified on a case by case basis and subject to municipal partner Council approvals. No change required.

3. Affordable Services Program

An analysis of Affordable Services ridership reveals the value of this service to residents of the Bow Valley. As each program is funded and managed by the Town in which it is delivered, there are no recommendations to adjust these fares or fare products. It is recommended that the Commission provides analytical data on an annual basis to the Commission and respective municipalities on the use of the Affordable Services Transit Program.

- Reporting to be implemented on a regular basis with respect to the Affordable Services programs in each community.
- No financial impact.

4. Corporate Discounts

Going forward it is recommended that contracts be revised with the initial fee for additional staff passes increased to \$2.00 per card. Contracts are reviewed with each partner representative every two years.

- Operational change – no financial impact

5. Cost of Local Services

The cost of Roam Transit local service adult fare is slightly below the average adult fare charged by survey participants. The current price point encourages transit use through affordability and is easy to manage for riders using coin fare. Given the desire by the Commission and municipal partners to encourage transit usage and affordability in the Bow Valley, there is no recommendation from administration to adjust local fares at this time.

- No recommendations are being made to change the local fares that are currently in place.

6. Cost of Regional Services

Regional service fares are more difficult to compare as regional parameters such as service distances vary greatly by agency. Based on a cost per kilometre analysis of adult fare, Roam Transit currently operates it's Banff-Canmore Regional service with a cost per kilometre rate at the 50th percentile of those surveyed. Once again, given the desire by the Commission to encourage transit usage and address affordability in the valley, there are no recommendations to adjust regional fares at this time.

- No recommendations are being made to change the regional fares that are currently in place.

Report to the Bow Valley Regional Transit Services Commission

Report 2019–02.01 – Fare Revision Report (Request for Decision)

February 01, 2019

7. Child Free Fare Age

Analyzed against twenty-nine other agencies, Roam Transit is within the 58.6% which offer free fare to children aged five and under. Only 10.3% of agencies studied extended this free fare to include those aged twelve and under. Recently the City of Edmonton has added fare free transit for children 12 and under.

Current data is not easily available on youth ridership between the ages six to twelve, however in 2016 revenue from this age group was \$5,277.00 (BVRTSC 2016 Financial Statements, 2018). Should the Commission decide to extend free fare to those between ages six and twelve, it is anticipated that the financial implications would be in the range of \$10,000.00. The prospect of additional ridership gained through increased family use could potentially make up a portion of the difference.

- Currently fares offered to Youth between the ages of 6 and 18 are at 50% of the fares offered to adults. Although data is not available to provide a head to head comparison of youth vs. child ridership before and after the 50% discount was implemented, our overall youth ridership has risen significantly.
- In the year prior to the discount, 15,832 children (Age 6-12) rode the bus whereas in the subsequent year, 44,837 youth (13-18) rode the bus (an increase of 180%). It is unknown how many riders between the ages of 13-18 rode the bus prior to the discount as they were all classified as adults.

| | 2016/17 | | 2017/18 | | % Increase | |
|---------|---------|------|---------|-------|------------|------|
| | Pass | Cash | Pass | Cash | Pass | Cash |
| Route 1 | 286 | 2174 | 1558 | 5471 | 445% | 152% |
| Route 2 | 9 | 1587 | 1595 | 5182 | 17622% | 227% |
| Route 3 | 5970 | 2433 | 8667 | 9500 | 45% | 290% |
| Route 4 | 5 | 62 | 75 | 213 | 1400% | 244% |
| Route 5 | 730 | 2115 | 4580 | 6253 | 527% | 196% |
| Total | 7000 | 8371 | 16475 | 26619 | 135% | 218% |
| | 15832 | | 44387 | | 180% | |

Through the fare review report, it has been identified that the majority of agencies (70%) categorize riders as we do (child, youth, adult, senior) with similar age parameters. 4 agencies surveyed offer free transit up to 12 years old. (Kingston 14 years old).

The anticipated financial implications of adding the 6-12 age range to free service are minimal, less than \$10,000 spread over all services. We estimate that a minimum of 75% of the Youth riders currently are between the ages of 13-18. That means 25% of the rider revenue could be foregone with the free fares. At an average fare of \$0.80 (passes and cash), the total for lost revenue would be \$8,877 based on last year. Gains through additional families riding the bus would help to offset the above number.

8. User Type / Age Category Discounts

Roam Transit currently offers the same categories of User Type discounts as the majority of agencies. Outside of potentially extending the child free fare age, there are no recommendations to adjust the categories in place.

- It is recommended to offer free transit up to and including 12 years of age on all Roam services. In addition, it is recommended that all other youth fares (13-18 years old) remain as they are currently.

9. Fare Product Offerings

The variety of fare products currently offered by Roam Transit exceeds the amount offered by other agencies, however a gap in fare options still exists. One recommendation is the inclusion of a Universal Pass which would be valid for use on any route offered by Roam Transit. This pass would cater to those frequently travelling multiple route types. This concept would create the need for discussions on a revenue split between services. Currently we do not split revenues based on service utilized when traveling on multiple routes. The Universal Pass has become relevant since the introduction of the Lake Louise Regional service as currently a passenger traveling from Canmore to Lake Louise would pay a \$6 fare and a \$8 fare each way.

- The Universal Pass involves agreement on the splitting of revenues by service which has not been done to date due to the CB regional service being funded 50% by each of Banff and Canmore and therefore each getting their share of transfer riders. With the advent of Lake Louise service, it is suggested that a Universal Day Pass is introduced at a cost of \$25, which allows the user to travel freely throughout the Roam system. As Lake Louise service is new, it is unknown how popular this would be and therefore what the financial impact would be. Currently the \$20 Day Pass allows a user to travel between Banff and Lake Louise and utilize Banff local service but doesn't allow for travel to or within Canmore.
- A second identified area for improvement in fare offerings would be the addition of flexible and convenient multi-day passes. These options would be aimed at short-term transit users such as tourists and would be implemented exclusively on the Token Transit mobile app. The use of Token Transit eliminates the need for Roam vendors to carry additional Smart Card inventory and provides increased convenience to transit riders. The recommended additions would include a:
 - Four-day pass
 - Five-day pass
 - Six-day pass
 - Seven-day pass
- The revisions to our current fare products being recommended are primarily for customer convenience and will only enhance the products being offered by Roam, therefore increasing

Report to the Bow Valley Regional Transit Services Commission

Report 2019–02.01 – Fare Revision Report (Request for Decision)

February 01, 2019

the ability of people to use transit. It is anticipated that this initiative could increase revenue minimally.

10. Transfer Policies

The transfer policies of Roam Transit are consistent with that of comparable agencies' local and regional policies. There is no recommendation for change from administration.

- No recommendations for change and no financial impact

11. Accessible Transit Policies

The accessible transit policies of Roam Transit are consistent with that of other agencies. There is no recommendation for change from administration.

- No recommendations for change and no financial impact

12. Methods of Purchase

Roam Transit currently offers more payment methods than the majority of transit agencies included in this study. Roam Transit also offers mobile app purchase, the most common method agencies stated they are planning to expand into. There are currently no recommendations to change fare purchase methods.

- With the advent of Token Transit, there are no immediate recommendations for change and no financial impact. The recommendation that Administration will make is to bring back a report to the Commission on the benefits and risks of Ticket Vending Machines being introduced at high volume locations.

13. Fare Adjustment Policies

Roam Transit does not currently have a policy in place for how or when to review the fare structure. It is recommended that a policy be put in place for future reference.

- Administration recommends that the Commission formalize a fare review policy every 3 years.

IMPLICATIONS:

- Increased ridership through enhanced affordability
- Improved community relations through a program targeting primarily local residents
- Lower use of private vehicles to travel within the Bow Valley.

Report to the Bow Valley Regional Transit Services Commission

Report 2019–02.01 – Fare Revision Report (Request for Decision)

February 01, 2019

BRAND IMPACT:

- Brand consistency is achieved as these changes only serve to enhance the Roam product and no increases to fares are being considered.

BUSINESS PLAN/ BUDGET IMPLICATIONS

- Budget implications are estimated to be minimal. As we are not able to track how many children between 6 and 12 currently ride the bus, accurate statistics are not available however it is expected that the increase in ridership offset at least 50% of the lost revenue from children 12 and under.
- Other initiatives will have no significant impact on budget as increased ridership will work to offset any lost revenue.

OPTION

- Direct administration to implement one or more of the recommended changes.
- Remain status quo and do not change fare types, amounts or categories.

RISKS

- Minimal risk as fare changes are set up to increase ridership, thereby offsetting the reduced revenue from changes.

Bow Valley *Regional* Transit Services Commission



Amended February 2019

2019-2028 Capital Budget
2019-2021 Operating Budget
Budget KPIs

BVRTSC 2019 – 2021 AMENDED BUDGET COMMENTS

CHANGES FROM APPROVED BUDGET PRESENTED IN OCTOBER 2018

OPERATING BUDGET:

New Service Level Requests

New service level requests for Town of Banff Local Routes were brought forward to the Town of Banff Council during their annual budget process. They were approved by the Town of Banff at the January 25, 2019 Council meeting. They have been incorporated into the proposed 2019-2021 budget as follows:

- Route 2 Additional Hour of Service
 - To increase Banff Local service ridership and reduce vehicular congestion through increasing frequency in the morning on the Route 2 service between Tunnel Mtn and Fairmont Banff Springs. Net cost approved by Town of Banff Council is \$6,230 in 2019, \$6,460 in 2020 & \$6,710 in 2021
- Intercept Lot Shuttle Service
 - Extension of the trial of fare-free shuttle service between train station intercept lot to the High School for 2020 in order to allow time to collect data to help inform bus commitment in 2020 for Roam service starting in 2021. Cost reduced from \$62,000 to \$43,250 in 2019, and reduced from \$186,500 to \$62,000 in 2020.

New Routes

The amended budget contains the following new routes:

- Route 7 – Banff Centre Route (for 2019 only as contract is not in place after 2019)
- Route 8 – Lake Louise / Banff Regional Winter Service
- Route 8X – Lake Louise / Banff Regional Summer Express Service
- Route 8S – Lake Louise / Banff Regional Summer Scenic Service
- Route 9 – Johnson Canyon / Banff Regional Summer Service

Operating Requisitions

Based on the changes discussed above, the proposed Municipal Requisitions have been updated as follows:

| | 2019 | 2019 | 2020 | 2021 |
|-----------------------|----------------------|-----------------------|---------------------|---------------------|
| Town of Banff: | Prev Approved | Amended Budget | | |
| Banff Local - Route 1 | \$ 256,984 | \$ 256,984 | \$ 396,401 | \$ 404,328 |
| Banff Local - Route 2 | \$ 394,632 | \$ 400,862 | \$ 543,585 | \$ 554,902 |
| Intercept Shuttle | \$ 62,000 | \$ 43,250 | \$ 62,000 | \$ 190,230 |
| CB Regional (1/2) | \$ 117,435 | \$ 117,435 | \$ 119,785 | \$ 122,182 |
| Administrative (1/3) | \$ 131,519 | \$ 131,519 | \$ 134,150 | \$ 136,833 |
| | \$ 962,570 | \$ 950,050 | \$ 1,255,920 | \$ 1,408,474 |

BVRTSC 2019 – 2021 AMENDED BUDGET COMMENTS
CHANGES FROM APPROVED BUDGET PRESENTED IN OCTOBER 2018

| | 2019 | 2019 | 2020 | 2021 |
|-------------------------|----------------------|-----------------------|-------------------|-------------------|
| Town of Canmore | Prev Approved | Amended Budget | | |
| Canmore Local - Route 5 | \$ 582,368 | \$ 582,368 | \$ 594,017 | \$ 605,900 |
| CB Regional (1/2) | \$ 117,435 | \$ 117,435 | \$ 119,785 | \$ 122,182 |
| Administrative (1/3) | \$ 131,519 | \$ 131,519 | \$ 134,150 | \$ 136,833 |
| | \$ 831,322 | \$ 831,322 | \$ 847,951 | \$ 864,914 |

| | 2019 | 2019 | 2020 | 2021 | | | |
|--------------------------------|----------------------|-----------------------|-------------------|-------------------|-----------------------|--|--|
| Improvement District #9 | Prev Approved | Amended Budget | | | | | |
| Administrative (1/3) | \$ 131,519 | \$ 131,519 | \$ 134,150 | \$ 136,833 | | | |
| LLB Regional - Winter | \$ - | \$ 259,184 | \$ 262,417 | \$ 262,865 | | | |
| LLB Regional - Rt 8X | \$ - | \$ 195,780 | \$ 196,042 | \$ 195,690 | | | |
| LLB Regional - Rt 8X | \$ - | \$ 30,300 | \$ 30,600 | \$ 30,600 | Extended Summer Hours | | |
| LLB Regional - Rt 8S | \$ - | \$ 68,021 | \$ 68,741 | \$ 67,762 | | | |
| JCB Regional - Rt 9 | \$ - | \$ 36,199 | \$ 35,217 | \$ 36,548 | | | |
| | \$ 131,519 | \$ 721,003 | \$ 727,167 | \$ 730,298 | | | |

CAPITAL BUDGET:

The Capital Budget has been amended for the following:

- Electric Buses for Phase II Increased Frequency approved by Banff Town Council Jan 25, 2019
 - Increased cost to purchase buses from \$1,250,000 to \$2,750,000 and added additional grant funding and municipal funding to offset this increase
 - Increase of cost to purchase 2 buses in 2020 will slightly increase the 2021 requisition for future replacement (previously approved 2021 requisition was \$404,500)
- Added Lake Louise / Banff Regional Capital purchases of 7 buses, 1 service vehicle and 1 sea-can for parts storage.
- Adjusted ID#9 Capital requisition to reflect the addition of the Lake Louise / Banff regional service now in place. This changes the capital requisition from a flat \$40,000/year to 1/3 of Commission Asset Replacement + a portion defined by the 3 year operating contract for Lake Louise / Banff Regional assets.

Capital Requisitions based on the above changes are summarized as follows:

| | 2019 Previously Approved | 2019 Amended | 2020 Amended | 2021 Amended |
|---------|--------------------------|--------------|--------------|--------------|
| Banff | \$312,900 | \$312,900 | \$317,300 | \$413,900 |
| Canmore | \$192,300 | \$192,300 | \$195,100 | \$197,700 |
| ID#9 | \$40,000 | \$50,007 | \$50,900 | \$51,599 |

BVRTSC Board Amended 2019-2028 10 Year Capital Plan
Summary Totals Capital Page

Commission 2019-2028 Capital Budget Summary

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Banff | | | | | | | | | | | |
| Opening Deferred Capital Contribution Balance | \$ 889,583 | \$ 970,750 | \$ 1,027,341 | \$ 1,240,580 | \$ 1,462,226 | \$ 1,845,414 | \$ 2,341,633 | \$ 2,688,688 | \$ 3,183,702 | \$ 2,531,655 | \$ 2,660,465 |
| Anticipated Grant Funding | 1,885,000 | - | 2,183,333 | 813,333 | 1,220,000 | - | - | - | 983,558 | - | - |
| Municipal Contribution to New Assets | - | - | 566,667 | 406,667 | 610,000 | - | - | - | - | - | - |
| Banff Capital Requisition | | | | | | | | | | | |
| Banff Local Capital Replacement | | 232,400 | 235,700 | 331,300 | 377,000 | 444,700 | 451,300 | 457,900 | 464,700 | 471,500 | 478,400 |
| Canmore / Banff Regional Capital Replacement | | 58,100 | 59,000 | 59,800 | 60,700 | 61,600 | 62,500 | 63,400 | 64,400 | 65,300 | 66,300 |
| Commission Capital Replacement | | 22,400 | 22,600 | 22,800 | 23,100 | 23,300 | 23,500 | 23,700 | 24,000 | 24,200 | 24,500 |
| Total Banff Capital Requisition | 379,000 | 312,900 | 317,300 | 413,900 | 460,800 | 529,600 | 537,300 | 545,000 | 553,100 | 561,000 | 569,200 |
| Capital Projects | | | | | | | | | | | |
| Banff New Capital Assets | (1,725,000) | - | (2,750,000) | (1,220,000) | (1,830,000) | - | - | - | - | - | - |
| Banff Local Capital Replacement | (408,000) | (185,625) | (64,662) | (94,076) | (8,000) | (20,389) | (45,724) | (8,000) | (2,073,122) | (375,028) | (216,897) |
| Canmore / Banff Regional Capital Replacement | (22,500) | (27,917) | (34,732) | (91,178) | (41,847) | (1,250) | (12,184) | (37,320) | (85,737) | (44,985) | (1,250) |
| Commission Capital Replacement | (27,333) | (42,767) | (4,667) | (7,000) | (27,765) | (11,742) | (132,336) | (4,667) | (29,847) | (12,177) | (8,054) |
| Total Capital Projects | (2,182,833) | (256,308) | (2,854,061) | (1,412,254) | (1,907,612) | (33,381) | (190,244) | (49,987) | (2,188,705) | (432,189) | (226,202) |
| Closing Deferred Capital Contribution Balance | \$ 970,750 | \$ 1,027,341 | \$ 1,240,580 | \$ 1,462,226 | \$ 1,845,414 | \$ 2,341,633 | \$ 2,688,688 | \$ 3,183,702 | \$ 2,531,655 | \$ 2,660,465 | \$ 3,003,464 |

| | | | | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------|
| Canmore | | | | | | | | | | | |
| Opening Deferred Capital Contribution Balance | \$ 325,295 | \$ 459,462 | \$ 578,579 | \$ 731,780 | \$ 813,801 | \$ 754,428 | \$ 899,244 | \$ 730,541 | \$ 873,058 | \$ 883,425 | \$ 1,038,964 |
| Anticipated Grant Funding | 275,000 | - | - | - | - | - | - | - | - | - | 522,243 |
| Canmore Project Capital Contributions | 217,500 | 10,000 | 5,000 | 20,000 | 30,000 | 10,000 | - | 35,000 | 30,000 | 20,000 | - |
| Canmore Capital Requisition | | | | | | | | | | | |
| Canmore Local Capital Replacement | | 111,800 | 113,500 | 115,100 | 116,800 | 118,500 | 120,300 | 122,100 | 123,800 | 125,700 | 127,500 |
| Canmore / Banff Regional Capital Replacement | | 58,100 | 59,000 | 59,800 | 60,700 | 61,600 | 62,500 | 63,400 | 64,400 | 65,300 | 66,300 |
| Commission Capital Replacement | | 22,400 | 22,600 | 22,800 | 23,100 | 23,300 | 23,500 | 23,700 | 24,000 | 24,200 | 24,500 |
| Total Canmore Capital Requisition | 192,000 | 192,300 | 195,100 | 197,700 | 200,600 | 203,400 | 206,300 | 209,200 | 212,200 | 215,200 | 218,300 |
| Capital Projects | | | | | | | | | | | |
| Canmore Project Capital Expenditures | (492,500) | (10,000) | (5,000) | (20,000) | (30,000) | (10,000) | - | (35,000) | (30,000) | (20,000) | - |
| Canmore Operating Capital Expenditures | (8,000) | (2,500) | (2,500) | (17,500) | (190,361) | (45,591) | (230,483) | (24,697) | (86,249) | (2,500) | (1,046,987) |
| Canmore / Banff Regional Capital Replacement | (22,500) | (27,917) | (34,732) | (91,178) | (41,847) | (1,250) | (12,184) | (37,320) | (85,737) | (44,985) | (1,250) |
| Commission Capital Replacement | (27,333) | (42,767) | (4,667) | (7,000) | (27,765) | (11,742) | (132,336) | (4,667) | (29,847) | (12,177) | (8,054) |
| Total Capital Projects | (550,333) | (83,183) | (46,899) | (135,678) | (289,973) | (68,584) | (375,003) | (101,684) | (231,833) | (79,661) | (1,056,291) |
| Closing Deferred Capital Contribution Balance | \$ 459,462 | \$ 578,579 | \$ 731,780 | \$ 813,801 | \$ 754,428 | \$ 899,244 | \$ 730,541 | \$ 873,058 | \$ 883,425 | \$ 1,038,964 | \$ 723,216 |

BVRTSC Board Amended 2019-2028 10 Year Capital Plan
Summary Totals Capital Page

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|-----------------|--------------------|----------------|----------------|-----------------|-----------------|------------------|----------------|-----------------|-----------------|----------------|
| ID#9 | | | | | | | | | | | |
| Opening Deferred Capital Contribution Balance | \$ 181,611 | \$ 194,278 | \$ 470,838 | \$ 823,897 | \$ 1,183,224 | \$ 1,195,459 | \$ 1,223,717 | \$ 1,131,381 | \$ 1,166,714 | \$ 1,176,867 | \$ 1,204,690 |
| Anticipated Grant Funding | - | 3,360,000 | - | - | - | - | - | - | - | - | - |
| Parks Canada Capital Contribution | | 1,500,000 | - | - | - | - | - | - | - | - | - |
| Parks Canada Maintenance & Replacement Contributions | | 299,320 | 306,825 | 314,728 | - | - | - | - | - | - | - |
| ID#9 Capital Contribution | | 200,000 | - | - | - | - | - | - | - | - | - |
| ID#9 Capital Requisition | | | | | | | | | | | |
| Lake Louise / Banff Regional Capital Replacement | | 27,607 | 28,300 | 28,799 | - | - | - | - | - | - | - |
| Commission Capital Replacement | 40,000 | 22,400 | 22,600 | 22,800 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Total ID#9 Capital Requisition | 40,000 | 50,007 | 50,900 | 51,599 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Capital Projects | | | | | | | | | | | |
| LLB Regional Capital Expenditures | | (5,090,000) | - | - | - | - | - | - | - | - | - |
| Commission Capital Replacement | (27,333) | (42,767) | (4,667) | (7,000) | (27,765) | (11,742) | (132,336) | (4,667) | (29,847) | (12,177) | (8,054) |
| Total Capital Projects | (27,333) | (5,132,767) | (4,667) | (7,000) | (27,765) | (11,742) | (132,336) | (4,667) | (29,847) | (12,177) | (8,054) |
| Closing Deferred Capital Contribution Balance | \$ 194,278 | \$ 470,838 | \$ 823,897 | \$ 1,183,224 | \$ 1,195,459 | \$ 1,223,717 | \$ 1,131,381 | \$ 1,166,714 | \$ 1,176,867 | \$ 1,204,690 | \$ 1,236,636 |

| | | | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| ALL PARTNERS | | | | | | | | | | | |
| Opening Deferred Capital Contribution Balance | \$ 1,396,490 | \$ 1,624,490 | \$ 2,076,758 | \$ 2,796,256 | \$ 3,459,251 | \$ 3,795,301 | \$ 4,464,593 | \$ 4,550,610 | \$ 5,223,474 | \$ 4,591,947 | \$ 4,904,119 |
| Anticipated Grant Funding | 2,160,000 | 3,360,000 | 2,183,333 | 813,333 | 1,220,000 | - | - | - | 983,558 | - | 522,243 |
| Proposed Annual Contributions | 828,500 | 2,564,527 | 1,441,792 | 1,404,594 | 1,341,400 | 783,000 | 783,600 | 829,200 | 835,300 | 836,200 | 827,500 |
| Capital Projects | (2,760,500) | (5,472,258) | (2,905,627) | (1,554,933) | (2,225,350) | (113,707) | (697,583) | (156,337) | (2,450,385) | (524,027) | (1,290,547) |
| Remaining Unspent End of Year | \$ 1,624,490 | \$ 2,076,758 | \$ 2,796,256 | \$ 3,459,251 | \$ 3,795,301 | \$ 4,464,593 | \$ 4,550,610 | \$ 5,223,474 | \$ 4,591,947 | \$ 4,904,119 | \$ 4,963,316 |

Banff 2019 - 2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------|-----------------|--------------|---------------|--------------|--------------|-----------|--------------|--------------|--------------|-----------|-----------|------|--------------|-----------|-----------|
| Banff | Life Cycle | In Service Year | Replace Date | Historic Cost | Actual | | | | | | | | | | | |
| NEW FLEET | | | | | | | | | | | | | | | | |
| Increased Frequency Phase I (3 Buses) | 18 | 2018 | 2036 | | \$ 1,696,002 | \$ 1,725,000 | | | | | | | | | | |
| Increased Frequency Phase II (2 Buses) | 18 | 2020 | 2038 | | | | | \$ 2,750,000 | | | | | | | | |
| Park N Ride Shuttles - Train Station Intercept Lot (2 Buses) | 18 | 2020 | 2038 | | | | | | \$ 1,220,000 | | | | | | | |
| Park N Ride Shuttles - 2nd Lot (3 Buses) | 18 | 2021 | 2039 | | | | | | | \$ 1,830,000 | | | | | | |
| NEW FLEET TOTAL | | | | | \$ 1,696,002 | \$ 1,725,000 | \$ - | \$ 2,750,000 | \$ 1,220,000 | \$ 1,830,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| FLEET REPLACEMENT | | | | | | | | | | | | | | | | |
| Wolf Bus | 18 | 2008 | 2026 | \$ 565,000 | | | | | | | | | | \$ 655,706 | | |
| Goat Bus | 18 | 2008 | 2026 | \$ 565,000 | | | | | | | | | | \$ 655,706 | | |
| Bear Bus | 18 | 2008 | 2026 | \$ 565,000 | | | | | | | | | | \$ 655,706 | | |
| Elk Bus | 18 | 2017 | 2035 | \$ 565,000 | | | | | | | | | | | | |
| Coyote Bus (Increased Frequency Phase I) | 18 | 2018 | 2036 | \$ 575,000 | | | | | | | | | | | | |
| Mule Deer Bus (Increased Frequency Phase I) | 18 | 2018 | 2036 | \$ 575,000 | | | | | | | | | | | | |
| Beaver Bus (Increased Frequency Phase I) | 18 | 2018 | 2036 | \$ 575,000 | | | | | | | | | | | | |
| Increased Frequency Phase II (2 Buses) | 18 | 2020 | 2038 | \$ 2,750,000 | | | | | | | | | | | | |
| Park N Ride Shuttles - Liricon Lot (2 Buses) | 18 | 2021 | 2039 | \$ 1,220,000 | | | | | | | | | | | | |
| Park N Ride Shuttles - 2nd Lot (3 Buses) | 18 | 2022 | 2040 | \$ 1,830,000 | | | | | | | | | | | | |
| FLEET REPLACEMENT TOTAL | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 1,967,117 | \$ - | \$ - |
| FLEET COMPONENT REPLACEMENT | | | | | | | | | | | | | | | | |
| Engines: (1 replacement during lifecycle) | | | | | | | | | | | | | | | | |
| Wolf Engine | 9 | 2016 | 2025 | \$ 65,000 | | | | | | | | | | Bus Repl. | | |
| Goat Engine | 9 | 2018 | 2027 | \$ 65,000 | \$ 55,000 | \$ 65,000 | | | | | | | | Bus Repl. | | |
| Bear Engine | 9 | 2017 | 2026 | \$ 65,000 | | | | | | | | | | Bus Repl. | | |
| Elk Engine | 9 | 2017 | 2026 | \$ 65,000 | | | | | | | | | | \$ 73,222 | | |
| Coyote Engine | 9 | 2018 | 2027 | \$ 65,000 | | | | | | | | | | | \$ 74,320 | |
| Mule Deer Engine | 9 | 2018 | 2027 | \$ 65,000 | | | | | | | | | | | \$ 74,320 | |
| Beaver Engine | 9 | 2018 | 2027 | \$ 65,000 | | | | | | | | | | | \$ 74,320 | |
| Bus Wraps: | | | | | | | | | | | | | | | | |
| Wolf Bus Wrap | 6 | 2015 | 2021 | \$ 11,500 | | | | | \$ 12,025 | | | | | Bus Repl. | | |
| Goat Bus Wrap | 6 | 2015 | 2021 | \$ 11,500 | | | | | \$ 12,025 | | | | | Bus Repl. | | |
| Bear Bus Wrap | 6 | 2015 | 2021 | \$ 11,500 | | | | | \$ 12,025 | | | | | Bus Repl. | | |
| Elk Bus Wrap | 6 | 2017 | 2023 | \$ 11,500 | | | | | | | \$ 12,389 | | | | | |
| Coyote Bus Wrap | 6 | 2018 | 2024 | \$ 11,500 | | | | | | | | \$ 12,575 | | | | |
| Mule Deer Bus Wrap | 6 | 2018 | 2024 | \$ 11,500 | | | | | | | | \$ 12,575 | | | | |
| Beaver Bus Wrap | 6 | 2018 | 2024 | \$ 11,500 | | | | | | | | \$ 12,575 | | | | |
| Bus Transmission: | | | | | | | | | | | | | | | | |
| Wolf Transmission | 10 | 2008 | 2019 | \$ 40,000 | | | \$ 40,600 | | | | | | | Bus Repl. | | |
| Goat Transmission | 10 | 2008 | 2019 | \$ 40,000 | | | \$ 40,600 | | | | | | | Bus Repl. | | |
| Bear Transmission | 10 | 2008 | 2019 | \$ 40,000 | | | \$ 40,600 | | | | | | | Bus Repl. | | |
| Elk Transmission | 10 | 2017 | 2027 | \$ 40,000 | | | | | | | | | | | \$ 45,736 | |
| Coyote Transmission | 10 | 2018 | 2028 | \$ 40,000 | | | 060 | | | | | | | | | \$ 46,422 |
| Mule Deer Transmission | 10 | 2018 | 2028 | \$ 40,000 | | | | | | | | | | | | \$ 46,422 |
| Beaver Transmission | 10 | 2018 | 2028 | \$ 40,000 | | | | | | | | | | | | \$ 46,422 |

Banff 2019 - 2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|-----|------|------|-----------|--------------|--------------|------------|--------------|--------------|--------------|-----------|-----------|----------|--------------|------------|------------|
| Hybrid Bus Battery Pack: | | | | | | | | | | | | | | | | |
| Wolf Battery Pack | 10 | 2008 | 2018 | \$ 55,000 | | \$ 55,000 | | | | | | | | Bus Repl. | | |
| Goat Battery Pack | 11 | 2008 | 2019 | \$ 55,000 | | | \$ 55,825 | | | | | | | Bus Repl. | | |
| Bear Battery Pack | 12 | 2008 | 2020 | \$ 55,000 | | | | \$ 56,662 | | | | | | Bus Repl. | | |
| Bus Refurbishment (GreenTrip Eligible) | | | | | | | | | | | | | | | | |
| Wolf | 10 | 2008 | 2018 | | | \$ 80,000 | | | | | | | | Bus Repl. | | |
| Goat | 10 | 2008 | 2018 | | | \$ 80,000 | | | | | | | | Bus Repl. | | |
| Bear | 10 | 2008 | 2018 | | | \$ 80,000 | | | | | | | | Bus Repl. | | |
| Elk | 10 | 2017 | 2027 | \$ 20,000 | | | | | | | | | | | \$ 22,868 | |
| Coyote | 10 | 2018 | 2028 | \$ 20,000 | | | | | | | | | | | | \$ 23,211 |
| Mule Deer | 10 | 2018 | 2028 | \$ 20,000 | | | | | | | | | | | | \$ 23,211 |
| Beaver | 10 | 2018 | 2028 | \$ 20,000 | | | | | | | | | | | | \$ 23,211 |
| Bus Bike Rack Replacement: | | | | | | | | | | | | | | | | |
| Wolf Bike Rack | 9 | 2008 | 2017 | \$ 2,000 | | | | | | | | | | Bus Repl. | | |
| Goat Bike Rack | 9 | 2008 | 2017 | \$ 2,000 | | | | | | | | | | Bus Repl. | | |
| Bear Bike Rack | 9 | 2008 | 2017 | \$ 2,000 | | | | | | | | | | Bus Repl. | | |
| Elk Bike Rack | 9 | 2017 | 2026 | \$ 2,000 | | | | | | | | | | \$ 2,253 | | |
| Coyote Bike Rack | 9 | 2018 | 2027 | \$ 2,000 | | | | | | | | | | | \$ 2,287 | |
| Mule Deer Bike Rack | 9 | 2018 | 2027 | \$ 2,000 | | | | | | | | | | | \$ 2,287 | |
| Beaver Bike Rack | 9 | 2018 | 2027 | \$ 2,000 | | | | | | | | | | | \$ 2,287 | |
| Bus Farebox Replacement: | | | | | | | | | | | | | | | | |
| Wolf Farebox | 9 | 2008 | 2017 | \$ 20,000 | | | | | | | | | | Bus Repl. | | |
| Goat Farebox | 9 | 2008 | 2017 | \$ 20,000 | | | | | | | | | | Bus Repl. | | |
| Bear Farebox | 9 | 2008 | 2017 | \$ 20,000 | | | | | | | | | | Bus Repl. | | |
| Elk Farebox | 9 | 2017 | 2026 | \$ 20,000 | | | | | | | | | | \$ 22,530 | | |
| Coyote Farebox | 9 | 2018 | 2027 | \$ 20,000 | | | | | | | | | | | \$ 22,868 | |
| Mule Deer Farebox | 9 | 2018 | 2027 | \$ 20,000 | | | | | | | | | | | \$ 22,868 | |
| Beaver Farebox | 9 | 2018 | 2027 | \$ 20,000 | | | | | | | | | | | \$ 22,868 | |
| FLEET COMPONENT REPLACEMENT TOTAL | | | | | \$ 55,000 | \$ 360,000 | \$ 177,625 | \$ 56,662 | \$ 36,076 | \$ - | \$ 12,389 | \$ 37,724 | \$ - | \$ 98,005 | \$ 367,028 | \$ 208,897 |
| NON-FLEET CAPITAL REPLACEMENT | | | | | | | | | | | | | | | | |
| Banff - Arrival Prediction Signs | 8 | 2013 | 2021 | | | | | | \$ 50,000 | | | | | | | |
| Smart Card and Hotel Partner Card Stock | N/A | N/A | N/A | | | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| Mobile Ticketing Software | | | | | | \$ 40,000 | | | | | | | | | | |
| NON FLEET REPLACEMENT TOTAL | | | | | \$ - | \$ 48,000 | \$ 8,000 | \$ 8,000 | \$ 58,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| NEW CAPITAL ASSETS | | | | | \$ 1,696,002 | \$ 1,725,000 | \$ - | \$ 2,750,000 | \$ 1,220,000 | \$ 1,830,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| REPLACEMENT OF CAPITAL ASSETS | | | | | \$ 55,000 | \$ 408,000 | \$ 185,625 | \$ 64,662 | \$ 94,076 | \$ 8,000 | \$ 20,389 | \$ 45,724 | \$ 8,000 | \$ 2,073,122 | \$ 375,028 | \$ 216,897 |
| TOTAL | | | | | \$ 1,751,002 | \$ 2,133,000 | \$ 185,625 | \$ 2,814,662 | \$ 1,314,076 | \$ 1,838,000 | \$ 20,389 | \$ 45,724 | \$ 8,000 | \$ 2,073,122 | \$ 375,028 | \$ 216,897 |
| Municipal Capital Contribution | | | | | \$ - | \$ - | | \$ 566,667 | \$ 406,667 | \$ 610,000 | | | | | | |
| Approved Grant Funding (GreenTRIP 3) | | | | | \$ 848,001 | \$ 1,022,500 | | \$ 833,333 | \$ 813,333 | \$ 1,220,000 | | | | | | |
| Approved Grant Funding (PTIF) | | | | | \$ 848,001 | \$ 862,500 | | | | | | | | | | |
| Approved Grant Funding (IICP) | | | | | | | | \$ 600,000 | | | | | | | | |
| Approved Grant Funding (ACT) | | | | | | | | \$ 750,000 | | | | | | | | |
| Projected Future Grant Funding | | | | | | | | | | | | | | \$ 983,558 | \$ - | \$ - |
| Total Annual Capital Commitment | | | | | \$ 55,000 | \$ 248,000 | \$ 185,625 | \$ 64,662 | \$ 94,076 | \$ 8,000 | \$ 20,389 | \$ 45,724 | \$ 8,000 | \$ 1,089,563 | \$ 375,028 | \$ 216,897 |

Canmore 2019 - 2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|----------------------------------|------------|-----------------|--------------|---------------|--------|-------|-------|-------|--------|---------|--------|---------|--------|--------|-------|-----------|
| Canmore | Life Cycle | In Service Year | Replace Date | Historic Cost | Actual | | | | | | | | | | | |
| OPERATING CAPITAL | | | | | | | | | | | | | | | | |
| Fleet Replacement | | | | | | | | | | | | | | | | |
| Cougar | 12 | 2016 | 2028 | \$450,000 | | | | | | | | | | | | 522,243 |
| Lynx | 12 | 2016 | 2028 | \$450,000 | | | | | | | | | | | | 522,243 |
| Summer Fox | 12 | 2018 | 2030 | \$450,000 | | | | | | | | | | | | |
| Driver Swap Vehicle | 5 | 2016 | 2021 | | | | | | 15,000 | | | | | 16,159 | | |
| Engine Replacement | | | | | | | | | | | | | | | | |
| Cougar | 6 | 2016 | 2022 | \$65,000 | | | | | | 68,989 | | | | | | Bus Repl |
| Lynx | 6 | 2016 | 2022 | \$65,000 | | | | | | 68,989 | | | | | | Bus Repl |
| Summer Fox | 6 | 2018 | 2024 | \$65,000 | | | | | | | | 71,074 | | | | |
| Bus Wrap Replacement | | | | | | | | | | | | | | | | |
| Cougar | 6 | 2016 | 2022 | \$11,500 | | | | | | 12,206 | | | | | | Bus Repl |
| Lynx | 6 | 2016 | 2022 | \$11,500 | | | | | | 12,206 | | | | | | Bus Repl |
| Summer Fox | 6 | 2018 | 2024 | \$11,500 | | | | | | | | 12,575 | | | | |
| Bus Transmission Replacement | | | | | | | | | | | | | | | | |
| Cougar | 8 | 2016 | 2024 | \$40,000 | | | | | | | | 43,738 | | | | Bus Repl |
| Lynx | 8 | 2016 | 2024 | \$40,000 | | | | | | | | 43,738 | | | | Bus Repl |
| Summer Fox | 8 | 2018 | 2026 | \$40,000 | | | | | | | | | | 45,060 | | |
| Bus Refurbishment | | | | | | | | | | | | | | | | |
| Cougar | 7 | 2016 | 2023 | \$20,000 | | | | | | | 21,546 | | | | | Bus Repl |
| Lynx | 7 | 2016 | 2023 | \$20,000 | | | | | | | 21,546 | | | | | Bus Repl |
| Summer Fox | 7 | 2018 | 2025 | \$20,000 | | | | | | | | | 22,197 | | | |
| Bus Bike Rack Replacement | | | | | | | | | | | | | | | | |
| Cougar | 6 | 2016 | 2022 | \$2,000 | | | | | | 2,123 | | | | | | Bus Repl |
| Lynx | 6 | 2016 | 2022 | \$2,000 | | | | | | 2,123 | | | | | | Bus Repl |
| Summer Fox | 6 | 2018 | 2024 | \$2,000 | | | | | | | | 2,187 | | | | |
| Bus Farebox Replacement | | | | | | | | | | | | | | | | |
| Cougar | 8 | 2016 | 2024 | \$20,000 | | | | | | | | 21,869 | | | | Bus Repl |
| Lynx | 8 | 2016 | 2024 | \$20,000 | | | | | | | | 21,869 | | | | Bus Repl |
| Summer Fox | 8 | 2018 | 2026 | \$20,000 | | | | | | | | | | 22,530 | | |
| Bus Security Cameras Replacement | | | | | | | | | | | | | | | | |
| Cougar | 6 | 2016 | 2022 | \$10,000 | | | | | | 10,614 | | | | | | Bus Repl |
| Lynx | 6 | 2016 | 2022 | \$10,000 | | | | | | 10,614 | | | | | | Bus Repl |
| Summer Fox | 6 | 2018 | 2024 | \$10,000 | | | | | | | | 10,934 | | | | |
| | | | | | | | | | | | | | | | | |
| Smart Card Stock | 3 Years | | | | | 8,000 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Subtotal: | | | | | 0 | 8,000 | 2,500 | 2,500 | 17,500 | 190,361 | 45,591 | 230,483 | 24,697 | 86,249 | 2,500 | 1,046,987 |

Canmore 2019 - 2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|----------|--|--|--|------------|------------|--------|-------|--------|--------|--------|------|--------|--------|--------|---------|
| | | | | | | | | | | | | | | | | |
| Project Capital | | | | | | | | | | | | | | | | |
| Spare Bus for Local Service | 12 Years | | | | \$ 372,232 | \$ 360,000 | | | | | | | | | | |
| Electronic Fare Equipment | 10years | | | | \$ 18,300 | \$ 25,000 | | | | | | | | | | |
| Bus Communications Equipment | 8 yrs | | | | \$ 2,500 | \$ 2,500 | | | | | | | | | | |
| NextBus Initial Install On Buses | | | | | \$ 5,000 | \$ 5,000 | | | | | | | | | | |
| Bus Security Cameras | 6 Years | | | | \$ 10,000 | \$ 10,000 | | | | | | | | | | |
| Bus Wrap | 5years | | | | \$ 10,300 | \$ 10,000 | | | | | | | | | | |
| Bike Trailers | | | | | | | 10,000 | | 10,000 | | | | | | | |
| Arrival Prediction signs | 8years | | | | | 60,000 | | | | 30,000 | | | 30,000 | 30,000 | 20,000 | |
| Mobile Ticketing Software | | | | | | 20,000 | | | | | | | | | | |
| Bus Stop and Transit Wayfinding Signs | | | | | | | | 5,000 | 10,000 | | 10,000 | | 5,000 | | | |
| Project Capital Subtotal | | | | | 418,332 | 492,500 | 10,000 | 5,000 | 20,000 | 30,000 | 10,000 | 0 | 35,000 | 30,000 | 20,000 | 0 |
| Approved Grant Funding (GreenTRIP 2) | | | | | | | | | | | | | | | | |
| Approved Grant Funding (GreenTRIP 3) | | | | | 278,888 | 275,000 | | | | | | | | | | |
| Approved Grant Funding (PTIF) | | | | | | | | | | | | | | | | |
| Projected Future Grant Funding | | | | | | | | | | | | | | | | 522,243 |
| Total Annual Project Capital Commitment | | | | | 139,444 | 217,500 | 10,000 | 5,000 | 20,000 | 30,000 | 10,000 | 0 | 35,000 | 30,000 | 20,000 | 0 |

Canmore / Banff Regional 2019-2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------|-----------------|--------------|---------------|--------|------|------------|-----------|------------|-----------|------|-----------|-----------|------------|-----------|------|
| Canmore / Banff Regional | Life Cycle | In Service Year | Replace Date | Historic Cost | Actual | | | | | | | | | | | |
| NEW FLEET | | | | | | | | | | | | | | | | |
| No current plans for additional fleet | | | | | | | | | | | | | | | | |
| NEW FLEET TOTAL | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | |
| FLEET REPLACEMENT | | | | | | | | | | | | | | | | |
| Moose Bus | 18 | 2012 | 2030 | \$ 565,000 | | | | | | | | | | | | |
| Sheep Bus | 18 | 2012 | 2030 | \$ 565,000 | | | | | | | | | | | | |
| Black Bear Bus | 18 | 2017 | 2035 | \$ 565,000 | | | | | | | | | | | | |
| FLEET REPLACEMENT TOTAL | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | | | | | | | | | | | | | | | | |
| FLEET COMPONENT REPLACEMENT | | | | | | | | | | | | | | | | |
| Engines (3 replacements during lifecycle): | | | | | | | | | | | | | | | | |
| Moose Engine | 4.5 | 2016 | 2020.5 | \$ 65,000 | | | | \$ 66,965 | | | | | \$ 72,140 | | | |
| Sheep Engine | 4.5 | 2017 | 2021.5 | \$ 65,000 | | | | \$ 67,969 | | | | | | \$ 73,222 | | |
| Black Bear Engine | 4.5 | 2017 | 2018 | \$ 65,000 | | | | | | \$ 68,989 | | | | | \$ 74,320 | |
| Bus Wraps: | | | | | | | | | | | | | | | | |
| Moose Bus Wrap | 5 | 2016 | 2021 | \$ 11,500 | | | | | \$ 12,025 | | | | | \$ 12,955 | | |
| Sheep Bus Wrap | 5 | 2016 | 2021 | \$ 11,500 | | | | | \$ 12,025 | | | | | \$ 12,955 | | |
| Black Bear Bus Wrap | 5 | 2017 | 2022 | \$ 11,500 | | | | | | \$ 12,206 | | | | | \$ 13,149 | |
| Bus Transmission: | | | | | | | | | | | | | | | | |
| Moose Transmission | 9 | 2012 | 2021 | \$ 40,000 | | | | | \$ 41,827 | | | | | | | |
| Sheep Transmission | 9 | 2012 | 2021 | \$ 40,000 | | | | | \$ 41,827 | | | | | | | |
| Black Bear Transmission | 9 | 2017 | 2026 | \$ 40,000 | | | | | | | | | | \$ 45,060 | | |
| Bus Refurbishment (GreenTrip Eligible): | | | | | | | | | | | | | | | | |
| Moose Refurb | 7 | 2012 | 2019 | | | | \$ 80,000 | | | | | | | | | |
| Sheep Refurb | 7 | 2012 | 2019 | | | | \$ 80,000 | | | | | | | | | |
| Black Bear Refurb | 7 | 2017 | 2024 | \$ 20,000 | | | | | | | | \$ 21,869 | | | | |
| Bus Bike Rack Replacement: | | | | | | | | | | | | | | | | |
| Moose Bike Rack | 9 | 2012 | 2021 | \$ 2,000 | | | | | \$ 2,091 | | | | | | | |
| Sheep Bike Rack | 9 | 2012 | 2021 | \$ 2,000 | | | | | \$ 2,091 | | | | | | | |
| Black Bike Rack | 9 | 2017 | 2026 | \$ 2,000 | | | | | | | | | | \$ 2,253 | | |
| Bus Farebox Replacement: | | | | | | | | | | | | | | | | |
| Moose Farebox | 9 | 2017 | 2026 | \$ 20,000 | | | | | | | | | | n/a | | |
| Sheep Farebox | 9 | 2017 | 2026 | \$ 20,000 | | | | | | | | | | n/a | | |
| Black Bear Farebox | 9 | 2017 | 2026 | \$ 20,000 | | | | | | | | | | \$ 22,530 | | |
| FLEET COMPONENT REPLACEMENT TOTAL | | | | | \$ - | \$ - | \$ 160,000 | \$ 66,965 | \$ 179,857 | \$ 81,194 | \$ - | \$ 21,869 | \$ 72,140 | \$ 168,974 | \$ 87,469 | \$ - |
| | | | | | | | | | | | | | | | | |

Canmore / Banff Regional 2019-2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|--|--|--|--|------|-----------|------------|-----------|------------|-----------|----------|-----------|-----------|------------|-----------|----------|
| NON-FLEET CAPITAL REPLACEMENT | | | | | | | | | | | | | | | | |
| Regional Smart Cards stock - Replenish | | | | | | 5,000 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Mobile Ticketing Software | | | | | | 40,000 | | | | | | | | | | |
| NON FLEET REPLACEMENT TOTAL | | | | | \$ - | \$ 45,000 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 | \$ 2,500 |
| | | | | | | | | | | | | | | | | |
| NEW CAPITAL ASSETS | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| REPLACEMENT OF CAPITAL ASSETS | | | | | \$ - | \$ 45,000 | \$ 162,500 | \$ 69,465 | \$ 182,357 | \$ 83,694 | \$ 2,500 | \$ 24,369 | \$ 74,640 | \$ 171,474 | \$ 89,969 | \$ 2,500 |
| TOTAL | | | | | \$ - | \$ 45,000 | \$ 162,500 | \$ 69,465 | \$ 182,357 | \$ 83,694 | \$ 2,500 | \$ 24,369 | \$ 74,640 | \$ 171,474 | \$ 89,969 | \$ 2,500 |
| Approved Grant Funding (GreenTRIP 2) | | | | | | | | | | | | | | | | |
| Approved Funding (GreenTRIP 3) | | | | | | | 106,667 | | | | | | | | | |
| Approved Grant Funding (PTIF) | | | | | | | | | | | | | | | | |
| Projected Future Grant Funding | | | | | | | | | | | | | | | | |
| Total Annual Capital Commitment | | | | | 0 | 45,000 | 55,833 | 69,465 | 182,357 | 83,694 | 2,500 | 24,369 | 74,640 | 171,474 | 89,969 | 2,500 |
| Each Partners Share (1/2 Each TOB and TOC) | | | | | 0 | 22,500 | 27,917 | 34,732 | 91,178 | 41,847 | 1,250 | 12,184 | 37,320 | 85,737 | 44,985 | 1,250 |

Lake Louise / Banff Regional 2019-2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|-------------------------------------|------------|-----------------|--------------|---------------|--------|------|------------------|------|------|------|------|--------|------|------|------|--------|
| Lake Louise / Banff Regional | Life Cycle | In Service Year | Replace Date | Historic Cost | Actual | | | | | | | | | | | |
| Fleet Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 18 | 2019 | 2037 | \$ 815,000 | | | 815,000 | | | | | | | | | |
| New Bus (MCI) #2 | 18 | 2019 | 2037 | \$ 815,000 | | | 815,000 | | | | | | | | | |
| New Bus (MCI) #3 | 18 | 2019 | 2037 | \$ 815,000 | | | 815,000 | | | | | | | | | |
| New Bus (MCI) #4 | 18 | 2019 | 2037 | \$ 815,000 | | | 815,000 | | | | | | | | | |
| New Bus (Nova) #1 | 18 | 2019 | 2037 | \$ 600,000 | | | 600,000 | | | | | | | | | |
| New Bus (Nova) #2 | 18 | 2019 | 2037 | \$ 600,000 | | | 600,000 | | | | | | | | | |
| New Bus (Nova) #3 | 18 | 2019 | 2037 | \$ 600,000 | | | 600,000 | | | | | | | | | |
| Service Vehicle | 3 | 2019 | 2022 | \$ 15,000 | | | 15,000 | | | | | | | | | |
| SeaCan Container | 10 | 2019 | 2029 | \$ 15,000 | | | 15,000 | | | | | | | | | |
| NEW FLEET TOTAL | | | | | | | 5,090,000 | - | - | - | - | - | - | - | - | - |
| FLEET COMPONENT REPLACEMENT | | | | | | | | | | | | | | | | |
| Engine Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (MCI) #2 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (MCI) #3 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (MCI) #4 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (Nova) #1 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (Nova) #2 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| New Bus (Nova) #3 | 4.5 | 2019 | 2023.5 | \$ 65,000 | | | | | | | | 72,140 | | | | 76,567 |
| | | | | | | | | | | | | | | | | |
| Bus Wrap Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (MCI) #2 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (MCI) #3 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (MCI) #4 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (Nova) #1 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (Nova) #2 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| New Bus (Nova) #3 | 5 | 2019 | 2024 | \$ 11,500 | | | | | | | | 12,575 | | | | |
| | | | | | | | | | | | | | | | | |
| Bus Transmission Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (MCI) #2 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (MCI) #3 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (MCI) #4 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (Nova) #1 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (Nova) #2 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| New Bus (Nova) #3 | 9 | 2019 | 2028 | \$ 40,000 | | | | | | | | | | | | 46,422 |
| | | | | | | | | | | | | | | | | |
| Bus Refurbishment | | | | | | | | | | | | | | | | |

Lake Louise / Banff Regional 2019-2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|------|------|-----------|------|------|------------------|------------|------------|------------|------------|------------------|-----------------|------------|------------|--------------------|
| New Bus (MCI) #1 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #2 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #3 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #4 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #1 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #2 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #3 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| | | | | | | | | | | | | | | | | |
| Bus Bike Rack Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (MCI) #2 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (MCI) #3 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (MCI) #4 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (Nova) #1 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (Nova) #2 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| New Bus (Nova) #3 | 9 | 2019 | 2028 | \$ 2,000 | | | | | | | | | | | | 2,321 |
| | | | | | | | | | | | | | | | | |
| Bus Security Camera Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (MCI) #2 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (MCI) #3 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (MCI) #4 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (Nova) #1 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (Nova) #2 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| New Bus (Nova) #3 | 6 | 2019 | 2025 | \$ 10,000 | | | | | | | | | 11,098 | | | |
| | | | | | | | | | | | | | | | | |
| Bus Farebox Replacement | | | | | | | | | | | | | | | | |
| New Bus (MCI) #1 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #2 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #3 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (MCI) #4 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #1 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #2 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| New Bus (Nova) #3 | 9 | 2019 | 2028 | \$ 20,000 | | | | | | | | | | | | 23,211 |
| FLEET COMPONENT REPLACEMENT TOTAL | | | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 593,002 | \$ 77,689 | \$ - | \$ - | \$ 1,202,117 |
| | | | | | | | | | | | | | | | | |
| NEW CAPITAL ASSETS | | | | | | | 5,090,000 | - | - | - | - | - | - | - | - | - |
| REPLACEMENT OF CAPITAL ASSETS | | | | | | | - | - | - | - | - | 593,002 | 77,689 | - | - | 1,202,117 |
| TOTAL | | | | | | | 5,090,000 | - | - | - | - | 593,002 | 77,689 | - | - | 1,202,117 |
| Parks Canada Funding | | | | | | | 1,500,000 | | | | | | | | | |
| ID#9 Funding | | | | | | | 200,000 | | | | | | | | | |
| Approved Grant Funding (GreenTRIP) | | | | | | | 3,360,000 | | | | | | | | | |
| Approved Grant Funding (PTIF) | | | | | | | | | | | | | | | | |
| Projected Future Grant Funding | | | | | | | | | | | | | | | | |
| Total Annual Capital Spending | | | | | | | \$30,000 | \$0 | \$0 | \$0 | \$0 | \$593,002 | \$77,689 | \$0 | \$0 | \$1,202,117 |

Commission 2019 - 2028 Capital Budget

| | | | | | 2018 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|------------|-----------------|--------------|---------------|-----------|----------|-----------|----------|----------|----------|----------|-----------|----------|----------|----------|----------|
| Commission | Life Cycle | In Service Year | Replace Date | Historic Cost | Actual | | | | | | | | | | | |
| NEW CAPITAL | | | | | | | | | | | | | | | | |
| Bus Tools (Break pinion tool, AC tools, transmission reader) | | 2019 | | | | | \$ 20,000 | | | | | | | | | |
| Dispatch - Driver and Bus Scheduling Software Program | | 2019 | | | | | \$ 50,000 | | | | | | | | | |
| eBIKE | | 2019 | | | | | \$ 4,000 | | | | | | | | | |
| NEW CAPITAL TOTAL | | | | | \$ - | \$ - | \$ 74,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| FLEET REPLACEMENT | | | | | | | | | | | | | | | | |
| Fox Bus | 12 | 2012 | 2024 | \$170,000 | | | | | | | | \$191,504 | | | | |
| Deer Bus | 12 | 2012 | 2024 | \$170,000 | | | | | | | | \$191,504 | | | | |
| Office Vehicle | 6 | 2016 | 2022 | \$ 8,500 | | | | | | \$ 9,294 | | | | | | \$10,163 |
| FLEET REPLACEMENT TOTAL | | | | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 9,294 | \$ - | \$383,007 | \$ - | \$ - | \$ - | \$10,163 |
| FLEET COMPONENT REPLACEMENT | | | | | | | | | | | | | | | | |
| Bus Wraps: | | | | | | | | | | | | | | | | |
| Fox Bus | 7 | 2012 | 2019 | \$ 10,000 | | | \$ 10,150 | | | | | Bus Repl | | | | |
| Deer Bus | 7 | 2012 | 2019 | \$ 10,000 | | | \$ 10,150 | | | | | Bus Repl | | | | |
| FLEET COMPONENT REPLACEMENT TOTAL | | | | | \$ - | \$ - | \$ 20,300 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| NON-FLEET CAPITAL | | | | | | | | | | | | | | | | |
| Office Equipment, Furniture, Renovations | | | | | \$ 2,919 | | \$ 10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$ 10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| Office IT, Computers, Wiring, Telephones, | | | | | \$ 9,381 | \$20,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 | \$ 4,000 |
| Website and Information Technology | 4 | 2015 | 2019 | \$ 19,704 | | \$10,000 | \$ 20,000 | | | | \$21,227 | | | | \$22,530 | |
| Office phones | 5 | 2016 | 2021 | | | | | | \$ 7,000 | | | | | \$ 7,541 | | |
| Fleet Arrival Prediction Replacement | | | | | | \$52,000 | | | | \$60,000 | | | | \$68,000 | | |
| NON-FLEET CAPITAL TOTAL | | | | | \$ 12,300 | \$82,000 | \$ 34,000 | \$14,000 | \$21,000 | \$74,000 | \$35,227 | \$ 14,000 | \$14,000 | \$89,541 | \$36,530 | \$14,000 |
| ALL PROJECTS TOTAL | | | | | \$ 12,300 | \$82,000 | \$128,300 | \$14,000 | \$21,000 | \$83,294 | \$35,227 | \$397,007 | \$14,000 | \$89,541 | \$36,530 | \$24,163 |
| Approved Grant Funding (GreenTRIP 2) | | | | | | | | | | | | | | | | |
| Approved Grant Funding (GreenTRIP 3) | | | | | | | | | | | | | | | | |
| Approved Grant Funding (PTIF) | | | | | | | | | | | | | | | | |
| Third Party Funding | | | | | | | | | | | | | | | | |
| Total Annual Capital Spending | | | | | 12,300 | 82,000 | 34,000 | 14,000 | 21,000 | 74,000 | 35,227 | 14,000 | 14,000 | 89,541 | 36,530 | 14,000 |
| Each Partners Share (1/3 each) | | | | | 4,100 | 27,333 | 11,333 | 4,667 | 7,000 | 24,667 | 11,742 | 4,667 | 4,667 | 29,847 | 12,177 | 4,667 |

Bow Valley Regional Transit Services Commission
Amended 2019 - 2021 Operating Budget

ALL ROUTES

| | | | | | 2019 | 2020 | 2021 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2017 | 2018 | Q2 2018 | 2018 | Amended | Amended | Amended |
| | Actual | Budget | Actual | Forecast | Budget | Budget | Budget |
| INCOME | | | | | | | |
| 4100 Farebox | \$ 887,042 | \$ 947,943 | \$ 469,468 | \$ 1,025,552 | \$ 1,549,013 | \$ 1,579,186 | \$ 1,643,340 |
| 4110 Transit Voucher Reimbursement | \$ (40,701) | \$ - | \$ (27,212) | \$ - | \$ - | \$ - | \$ - |
| Total 4100 Farebox | \$ 846,340 | \$ 947,943 | \$ 442,256 | \$ 1,025,552 | \$ 1,549,013 | \$ 1,579,186 | \$ 1,643,340 |
| 4150 Passes | \$ 281,207 | \$ 319,895 | \$ 177,463 | \$ 321,091 | \$ 313,031 | \$ 319,292 | \$ 325,678 |
| 4600 SmartCard Fee | \$ 9,706 | \$ - | \$ 7,223 | \$ - | \$ - | \$ - | \$ - |
| 5710 Vendor Discounts - Pass Purchase | \$ (8,962) | \$ - | \$ (5,978) | \$ - | \$ - | \$ - | \$ - |
| Total 4150 Passes | \$ 281,951 | \$ 319,895 | \$ 178,708 | \$ 321,091 | \$ 313,031 | \$ 319,292 | \$ 325,678 |
| 4200 Advertising & Marketing Revenue | \$ 52,534 | \$ 62,525 | \$ 25,556 | \$ 45,214 | \$ 52,418 | \$ 53,466 | \$ 54,535 |
| 1-4200 Banff Local | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Services | \$ - | \$ - | \$ 1,122 | \$ (8) | \$ - | \$ - | \$ - |
| 5714 Bus Advertising Costs | \$ (800) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5715 Commission | \$ (6,539) | \$ (12,505) | \$ (4,200) | \$ (4,200) | \$ (12,818) | \$ (13,075) | \$ (13,336) |
| Total 4200 Advertising & Marketing Revenue | \$ 45,196 | \$ 50,020 | \$ 22,478 | \$ 41,006 | \$ 39,600 | \$ 40,391 | \$ 41,199 |
| 4300 Partner Programs | \$ 405,890 | \$ 425,379 | \$ 208,903 | \$ 417,806 | \$ 427,524 | \$ 436,074 | \$ 444,795 |
| 1-4300 Partner Program - Banff Local | \$ 11 | \$ - | \$ 536 | \$ 536 | \$ - | \$ - | \$ - |
| 2-4300 Patner Program - Canmore Regional | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total 4300 Partner Programs | \$ 405,900 | \$ 425,379 | \$ 209,439 | \$ 418,342 | \$ 427,524 | \$ 436,074 | \$ 444,795 |
| 4500 Other Recoveries | \$ 27,393 | \$ - | \$ 21,913 | \$ 23,222 | \$ 79,649 | \$ 76,959 | \$ 78,499 |
| 4700 Charter Sales | \$ 1,534 | \$ 3,588 | \$ - | \$ - | \$ 2,000 | \$ 2,020 | \$ 2,040 |
| 4750 Route Detour Fee | \$ 120 | \$ 513 | \$ 60 | \$ 60 | \$ 400 | \$ 404 | \$ 408 |
| 4830 Other Income | \$ 23,471 | \$ 25,000 | \$ 176 | \$ 25,000 | \$ - | \$ - | \$ - |
| 4900 Grant Income | \$ 7,136 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Income Before Requisitions | \$ 1,639,040 | \$ 1,772,338 | \$ 875,031 | \$ 1,854,273 | \$ 2,411,217 | \$ 2,454,326 | \$ 2,535,959 |
| | | | | | | | |
| Requisitions - Capital | | | | | | | |
| 4410-1 Capital Requisition - TOB | \$ 125,068 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 4410-2 Capital Requisition - TOC | \$ 51,808 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 4410-5 Capital Requisition - ID9 | \$ 14,045 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Requisitions - Capital | \$ 190,920 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Requisitions - Operating | | | | | | | |
| 4420-1 Operating Requisition - TOB | \$ 641,101 | \$ 911,390 | \$ 401,417 | \$ 911,390 | \$ 950,050 | \$ 1,257,348 | \$ 1,409,930 |
| 4420-2 Operating Requisition - TOC | \$ 560,314 | \$ 718,771 | \$ 362,772 | \$ 718,771 | \$ 831,322 | \$ 849,379 | \$ 866,370 |
| 4420-5 Operating Requisition - ID9 | \$ 20,000 | \$ 148,357 | \$ 76,429 | \$ 148,357 | \$ 721,003 | \$ 728,595 | \$ 731,754 |
| Total Requisitions - Operating | \$ 1,221,415 | \$ 1,778,517 | \$ 840,618 | \$ 1,778,517 | \$ 2,502,375 | \$ 2,835,321 | \$ 3,008,054 |
| Requisition Recoveries (Non-partners) | \$ 208,527 | \$ 181,435 | \$ - | \$ 231,587 | \$ 587,824 | \$ 373,226 | \$ 449,705 |
| TOTAL INCOME | \$ 3,259,903 | \$ 3,732,290 | \$ 1,715,649 | \$ 3,864,377 | \$ 5,501,416 | \$ 5,662,873 | \$ 5,993,718 |
| | | | | | | | |
| EXPENSES | | | | | | | |
| Advertising & Marketing Expenses | | | | | | | |
| 5226 Drivers recruitment | \$ 8,865 | \$ 9,408 | \$ 6,801 | \$ 9,407 | \$ 15,518 | \$ 15,709 | \$ 15,903 |
| 5616 Recruitment Costs - Admin | \$ 669 | \$ 4,453 | \$ 306 | \$ 306 | \$ 3,539 | \$ 3,610 | \$ 3,682 |
| 5700 Advertising and Marketing | \$ 75,254 | \$ 93,400 | \$ 22,507 | \$ 44,641 | \$ 132,560 | \$ 140,831 | \$ 143,863 |
| Total Advertising & Marketing Expenses | \$ 84,789 | \$ 107,261 | \$ 29,613 | \$ 54,354 | \$ 151,617 | \$ 160,150 | \$ 163,448 |
| Contracted Services / Professional Fees | | | | | | | |
| 5200 Operating Contracts | \$ 14,204 | \$ 48,300 | \$ 9,508 | \$ 34,955 | \$ 122,140 | \$ 144,725 | \$ 275,616 |
| 5364 Brinks service fees | \$ 6,509 | \$ 7,741 | \$ 3,167 | \$ 7,683 | \$ 10,034 | \$ 10,235 | \$ 10,440 |
| 5611 Accounting Fees | \$ 43,917 | \$ 20,000 | \$ 31,424 | \$ 31,424 | \$ 13,000 | \$ 13,260 | \$ 13,525 |
| 5612 Payroll service fee | \$ 3,130 | \$ 4,139 | \$ 1,709 | \$ 3,417 | \$ 5,696 | \$ 5,808 | \$ 5,925 |
| 5615 Legal Fees | \$ - | \$ 2,288 | \$ 265 | \$ 265 | \$ 4,884 | \$ 4,786 | \$ 4,893 |
| 5623 Security Fee | \$ 5,740 | \$ 14,350 | \$ 3,990 | \$ 9,975 | \$ 14,700 | \$ 14,994 | \$ 15,294 |
| 5624 IT Support | \$ 5,714 | \$ 8,437 | \$ 2,889 | \$ 5,777 | \$ 12,985 | \$ 12,225 | \$ 12,489 |
| 5629 Contract Work | \$ 13,218 | \$ 70,000 | \$ 3,876 | \$ 67,618 | \$ 65,500 | \$ 78,977 | \$ 80,496 |
| Total Contracted Services / Professional Fees | \$ 92,433 | \$ 175,255 | \$ 56,826 | \$ 161,114 | \$ 248,939 | \$ 285,010 | \$ 418,678 |
| Fuel Expense | | | | | | | |
| 5270 Fuel | \$ 304,455 | \$ 421,877 | \$ 198,797 | \$ 421,715 | \$ 695,906 | \$ 717,398 | \$ 731,671 |
| Total Fuel Expense | \$ 304,455 | \$ 421,877 | \$ 198,797 | \$ 421,715 | \$ 695,906 | \$ 717,398 | \$ 731,671 |
| General Operating Expenses | | | | | | | |
| 5351 Office Supplies | \$ 20,982 | \$ 12,500 | \$ 3,224 | \$ 6,448 | \$ 17,915 | \$ 17,784 | \$ 18,172 |
| 5352 Bank Service Charges | \$ 5,936 | \$ 5,844 | \$ 3,082 | \$ 6,164 | \$ 8,960 | \$ 8,640 | \$ 8,833 |
| 5353 Janitorial Supplies & Services | \$ 38 | \$ 1,640 | \$ 569 | \$ 1,138 | \$ 1,000 | \$ 1,020 | \$ 1,040 |
| 5354 Postage and Office Delivery | \$ 433 | \$ 1,636 | \$ 293 | \$ 586 | \$ 2,769 | \$ 2,627 | \$ 2,691 |
| 5355 Miscellaneous Expense | \$ 1,399 | \$ 5,582 | \$ 74 | \$ 2,148 | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| 5357 Cell Phone | \$ 4,848 | \$ 10,576 | \$ 5,688 | \$ 11,377 | \$ 17,480 | \$ 17,880 | \$ 18,289 |
| 5358 Office Phone | \$ 8,216 | \$ 7,689 | \$ 4,785 | \$ 9,192 | \$ 10,160 | \$ 9,843 | \$ 10,040 |
| 5359 Board meeting expense | \$ 537 | \$ 1,267 | \$ - | \$ 750 | \$ 1,300 | \$ 1,326 | \$ 1,353 |
| 5360 Cash over/short | \$ 623 | \$ - | \$ 0 | \$ 0 | \$ - | \$ - | \$ - |
| 5391 Interest & Penalties | \$ 713 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5626 Office Rent | \$ 31,649 | \$ 41,200 | \$ 19,433 | \$ 38,866 | \$ 41,000 | \$ 41,820 | \$ 42,657 |
| 5627 Copier | \$ 2,739 | \$ 3,246 | \$ 1,840 | \$ 3,679 | \$ 3,200 | \$ 3,264 | \$ 3,329 |
| 5630 Utilities | \$ 3,448 | \$ 3,588 | \$ 2,120 | \$ 4,240 | \$ 4,340 | \$ 4,427 | \$ 4,516 |
| Total General Operating Expenses | \$ 81,559 | \$ 94,768 | \$ 41,108 | \$ 84,589 | \$ 113,124 | \$ 113,631 | \$ 115,920 |
| Infrastructure Maintenance | | | | | | | |
| 5430 Parks Canada Land Rent | \$ 400 | \$ 282 | \$ 150 | \$ 350 | \$ 400 | \$ 409 | \$ 418 |
| 5632 Infrastructure Maintenance Expense | \$ 33,748 | \$ 19,462 | \$ 9,796 | \$ 20,333 | \$ 27,910 | \$ 31,702 | \$ 32,367 |
| Total Infrastructure Maintenance | \$ 34,148 | \$ 19,744 | \$ 9,946 | \$ 20,683 | \$ 28,310 | \$ 32,111 | \$ 32,785 |

Bow Valley Regional Transit Services Commission
Amended 2019 - 2021 Operating Budget

ALL ROUTES

| | | | | | 2019 | 2020 | 2021 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2017 | 2018 | Q2 2018 | 2018 | Amended | Amended | Amended |
| | Actual | Budget | Actual | Forecast | Budget | Budget | Budget |
| Insurance Expense | | | | | | | |
| 5310 General Liability Insurance | \$ 3,603 | \$ 5,000 | \$ 1,710 | \$ 3,630 | \$ 4,500 | \$ 4,590 | \$ 4,682 |
| 5320 Fleet insurance | \$ 30,369 | \$ 39,634 | \$ 18,732 | \$ 40,736 | \$ 76,652 | \$ 75,344 | \$ 77,141 |
| Total Insurance Expense | \$ 33,972 | \$ 44,634 | \$ 20,442 | \$ 44,366 | \$ 81,152 | \$ 79,934 | \$ 81,823 |
| Software Fees & Licences | | | | | | | |
| 5362 Software and License Fees | \$ 12,623 | \$ 8,600 | \$ 2,504 | \$ 6,648 | \$ 32,654 | \$ 32,453 | \$ 33,121 |
| 5617 Website | \$ 1,614 | \$ 4,820 | \$ 3,638 | \$ 6,875 | \$ 10,550 | \$ 10,260 | \$ 10,486 |
| 5620 Web hosting and Software License (annual fee - Trapeze) | \$ 61,753 | \$ 59,383 | \$ 17,576 | \$ 39,359 | \$ 86,867 | \$ 91,551 | \$ 93,081 |
| 5622 Arrival Prediction Solution | \$ 48,603 | \$ 65,799 | \$ 22,235 | \$ 50,575 | \$ 44,254 | \$ 48,207 | \$ 49,243 |
| Total Software Fees & Licences | \$ 124,594 | \$ 138,602 | \$ 45,953 | \$ 103,457 | \$ 174,325 | \$ 182,471 | \$ 185,931 |
| Training, Travel & Meals | | | | | | | |
| 5171 Conference Fees | \$ 900 | \$ 4,000 | \$ 915 | \$ 915 | \$ 7,354 | \$ 7,501 | \$ 7,651 |
| 5172 Meals & Travel | \$ 10,108 | \$ 13,839 | \$ 3,421 | \$ 8,019 | \$ 14,183 | \$ 14,467 | \$ 14,756 |
| 5173 Training | \$ 1,479 | \$ 3,175 | \$ 300 | \$ 600 | \$ 2,025 | \$ 1,555 | \$ 1,597 |
| 5180 Travel Expense | \$ 597 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 5181 Mileage | \$ 2,450 | \$ 7,918 | \$ 1,713 | \$ 7,978 | \$ 9,926 | \$ 9,611 | \$ 9,809 |
| 5227 Driver Training | \$ 2,793 | \$ 8,050 | \$ 834 | \$ 8,606 | \$ 3,101 | \$ 3,163 | \$ 3,226 |
| 5356 Memberships | \$ 3,297 | \$ 4,695 | \$ 2,536 | \$ 4,695 | \$ 4,813 | \$ 4,909 | \$ 5,007 |
| 5619 Business Hosting Expenses | \$ 1,274 | \$ 1,538 | \$ 97 | \$ 97 | \$ 1,576 | \$ 1,608 | \$ 1,640 |
| Total Training, Travel & Meals | \$ 22,898 | \$ 43,215 | \$ 9,817 | \$ 30,911 | \$ 42,978 | \$ 42,814 | \$ 43,686 |
| Vehicle Expenses | | | | | | | |
| 5225 Drivers uniforms | \$ 5,940 | \$ 18,875 | \$ 5,879 | \$ 12,559 | \$ 32,657 | \$ 33,031 | \$ 33,412 |
| 5228 Driver recognition | \$ 2,109 | \$ 2,350 | \$ 350 | \$ 700 | \$ 2,402 | \$ 2,451 | \$ 2,500 |
| 5229 Auto | \$ - | \$ - | \$ - | \$ - | \$ 12,240 | \$ - | \$ - |
| 5250 Parts | \$ 236,032 | \$ 171,913 | \$ 81,608 | \$ 155,911 | \$ 298,362 | \$ 308,775 | \$ 381,409 |
| 5251 Parts - Accident Related | \$ - | \$ - | \$ 380 | \$ 380 | \$ - | \$ - | \$ - |
| 5255 Vehicle Supplies | \$ 18,190 | \$ 19,588 | \$ 14,745 | \$ 30,101 | \$ 42,544 | \$ 54,006 | \$ 55,086 |
| 5260 Maintenance Labour | \$ 293,510 | \$ 315,225 | \$ 163,179 | \$ 327,150 | \$ 535,749 | \$ 555,125 | \$ 567,376 |
| 5410 Bus Lease | \$ 59,250 | \$ 60,731 | \$ 29,625 | \$ 59,250 | \$ 60,000 | \$ 61,200 | \$ 62,424 |
| 5420 Bus Storage | \$ 34,800 | \$ 56,142 | \$ 20,515 | \$ 42,274 | \$ 64,074 | \$ 71,296 | \$ 90,609 |
| 5628 Bus wrap repair | \$ 895 | \$ 5,166 | \$ 695 | \$ 4,465 | \$ 9,171 | \$ 8,855 | \$ 9,053 |
| Total Vehicle Expenses | \$ 650,727 | \$ 649,990 | \$ 316,977 | \$ 632,790 | \$ 1,057,199 | \$ 1,094,739 | \$ 1,201,869 |
| Wages & Benefits - Administrative | | | | | | | |
| 5110 Wages - Administrative | \$ 201,404 | \$ 342,975 | \$ 128,914 | \$ 293,818 | \$ 377,317 | \$ 379,720 | \$ 387,348 |
| 5131 CPP & EI | \$ 9,042 | \$ 18,000 | \$ 8,078 | \$ 12,932 | \$ 14,883 | \$ 15,180 | \$ 15,484 |
| 5133 Health Benefits | \$ 6,999 | \$ 21,513 | \$ 3,729 | \$ 9,814 | \$ 11,701 | \$ 11,935 | \$ 12,174 |
| 5134 LAPP | \$ 28,418 | \$ 48,001 | \$ 14,733 | \$ 31,293 | \$ 37,182 | \$ 37,926 | \$ 38,684 |
| 5135 WCB | \$ 2,701 | \$ 3,000 | \$ 1,238 | \$ 4,736 | \$ 5,628 | \$ 5,741 | \$ 5,856 |
| Total Wages & Benefits - Administrative | \$ 248,565 | \$ 433,489 | \$ 156,691 | \$ 352,592 | \$ 446,711 | \$ 450,502 | \$ 459,546 |
| Wages & Benefits - Customer Support | | | | | | | |
| 5631 Wages - Customer Centre Support | \$ 49,915 | \$ 58,064 | \$ 25,109 | \$ 58,064 | \$ 90,652 | \$ 92,647 | \$ 94,663 |
| 5633 Customer Centre Support CPP & EI | \$ - | \$ - | \$ - | \$ - | \$ 11,928 | \$ 12,167 | \$ 12,410 |
| 5634 Customer Centre Support WCB | \$ - | \$ - | \$ - | \$ - | \$ 1,125 | \$ 1,148 | \$ 1,171 |
| Total Wages & Benefits - Customer Support | \$ 49,915 | \$ 58,064 | \$ 25,109 | \$ 58,064 | \$ 103,705 | \$ 105,962 | \$ 108,244 |
| Wages & Benefits - Drivers | | | | | | | |
| 5221 Drivers Wages | \$ 978,068 | \$ 1,147,333 | \$ 530,672 | \$ 1,148,794 | \$ 1,725,989 | \$ 1,757,769 | \$ 1,797,159 |
| 5223 Drivers Wages - Training | \$ - | \$ - | \$ 41,242 | \$ 42,098 | \$ 84,250 | \$ 82,769 | \$ 83,825 |
| 5231 Drivers CPP & EI | \$ 66,687 | \$ 62,176 | \$ 48,086 | \$ 107,980 | \$ 83,508 | \$ 100,784 | \$ 102,800 |
| 5232 LAPP (drivers and MO) | \$ 86,235 | \$ 99,280 | \$ 41,500 | \$ 86,572 | \$ 85,662 | \$ 81,303 | \$ 82,929 |
| 5233 Health Benefits (drivers and MO) | \$ 54,955 | \$ 57,161 | \$ 31,150 | \$ 65,055 | \$ 65,097 | \$ 61,763 | \$ 63,000 |
| 5234 WCB | \$ 24,533 | \$ 30,086 | \$ 11,231 | \$ 23,365 | \$ 23,039 | \$ 21,843 | \$ 22,281 |
| Total Wages & Benefits - Drivers | \$ 1,210,478 | \$ 1,396,036 | \$ 703,881 | \$ 1,473,865 | \$ 2,067,545 | \$ 2,106,231 | \$ 2,151,994 |
| Wages & Benefits - Operations | | | | | | | |
| 5220 Wages - Operations | \$ 145,918 | \$ 149,355 | \$ 77,530 | \$ 150,638 | \$ 252,430 | \$ 253,696 | \$ 259,135 |
| 5281 Operations CPP & EI | \$ - | \$ - | \$ - | \$ - | \$ 7,645 | \$ 7,799 | \$ 7,956 |
| 5282 Operations LAPP | \$ - | \$ - | \$ - | \$ - | \$ 19,894 | \$ 20,291 | \$ 20,698 |
| 5283 Operations Health Benefits | \$ - | \$ - | \$ - | \$ - | \$ 7,061 | \$ 7,202 | \$ 7,345 |
| 5284 Operations WCB | \$ - | \$ - | \$ - | \$ - | \$ 2,875 | \$ 2,932 | \$ 2,990 |
| Total Wages & Benefits - Operations | \$ 145,918 | \$ 149,355 | \$ 77,530 | \$ 150,638 | \$ 289,905 | \$ 291,920 | \$ 298,124 |
| Total Expenses Before Amortization | \$ 3,084,450 | \$ 3,732,290 | \$ 1,692,690 | \$ 3,589,137 | \$ 5,501,416 | \$ 5,662,873 | \$ 5,993,719 |
| Surplus / Deficiency Prior to Amortization | \$ 175,453 | \$ - | \$ 22,959 | \$ 275,240 | \$ 0 | \$ - | \$ (1) |
| Other Income | | | | | | | |
| 4810 Interest Income | \$ 4,742 | \$ - | \$ 2,162 | \$ 2,162 | \$ - | \$ - | \$ - |
| 4820 Foreign Exchange Gain/Loss | \$ (548) | \$ - | \$ 357 | \$ - | \$ - | \$ - | \$ - |
| 5950 Loss on Sale of TCA | \$ (137,360) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Income | \$ (133,166) | \$ - | \$ 2,519 | \$ 2,162 | \$ - | \$ - | \$ - |
| Other Expenses | | | | | | | |
| 5900 Amortization Expense | \$ 273,813 | \$ 299,920 | \$ 149,964 | \$ 299,920 | \$ 626,159 | \$ 702,548 | \$ 702,548 |
| Exchange Gain or Loss | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Other Expenses | \$ 273,813 | \$ 299,920 | \$ 149,964 | \$ 299,920 | \$ 626,159 | \$ 702,548 | \$ 702,548 |
| NET INCOME | \$ (231,526) | \$ (299,920) | \$ (124,486) | \$ (22,518) | \$ (626,159) | \$ (702,548) | \$ (702,549) |

Bow Valley Regional Transit Services Commission
ALL ROUTES

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|-----------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 50.70 | \$ 47.79 | \$ 48.73 | \$ 47.76 | \$ 47.22 | \$ 48.81 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 106.00 | \$ 107.75 | \$ 112.61 | \$ 123.00 | \$ 123.67 | \$ 127.66 |
| Direct Operating Cost per Service Hour | \$ 90.13 | \$ 89.77 | \$ 94.62 | \$ 100.86 | \$ 100.42 | \$ 104.23 |
| Overhead per Service Hour | \$ 5.30 | \$ 8.11 | \$ 7.08 | \$ 8.08 | \$ 8.08 | \$ 8.24 |
| Lease/Amortization per Service Hour | \$ 10.57 | \$ 9.86 | \$ 10.90 | \$ 14.05 | \$ 15.17 | \$ 15.19 |
| Net Cost per Service Hour (CUTA) | \$ 44.73 | \$ 50.09 | \$ 52.97 | \$ 61.18 | \$ 61.28 | \$ 63.66 |
| % Cost Recovery (CUTA) | 53% | 49% | 48% | 44% | 44% | 43% |
| | | | | | | |
| Ridership | 535,485 | 1,090,659 | 1,255,639 | 1,381,492 | 1,438,440 | 1,460,842 |
| Service Hours | 16,993 | 36,567 | 37,156 | 48,820 | 50,348 | 50,348 |
| Ridership per Service Hour | 32 | 30 | 34 | 28 | 29 | 29 |

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

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|-----------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 67.46 | \$ 66.40 | \$ 68.04 | \$ 68.23 | \$ 56.89 | \$ 58.03 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 102.23 | \$ 109.80 | \$ 111.73 | \$ 112.03 | \$ 108.84 | \$ 110.80 |
| Direct Operating Cost per Service Hour | \$ 87.10 | \$ 92.75 | \$ 92.89 | \$ 93.15 | \$ 89.11 | \$ 90.89 |
| Overhead per Service Hour | \$ 5.37 | \$ 8.10 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 9.75 | \$ 8.95 | \$ 11.75 | \$ 11.78 | \$ 13.16 | \$ 13.21 |
| Net Cost per Service Hour (CUTA) | \$ 25.02 | \$ 34.45 | \$ 31.93 | \$ 32.02 | \$ 38.79 | \$ 39.56 |
| % Cost Recovery (CUTA) | 73% | 66% | 68% | 68% | 59% | 59% |
| | | | | | | |
| Ridership | 217,026 | 472,384 | 502,327 | 502,327 | 543,239 | 548,672 |
| Service Hours | 4,233 | 9,377 | 9,377 | 9,352 | 11,439 | 11,439 |
| Ridership per Service Hour | 51 | 50 | 54 | 54 | 47 | 48 |

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

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|-----------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 46.56 | \$ 44.08 | \$ 46.16 | \$ 46.22 | \$ 37.25 | \$ 37.98 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 108.44 | \$ 116.73 | \$ 113.52 | \$ 113.58 | \$ 109.46 | \$ 111.46 |
| Direct Operating Cost per Service Hour | \$ 92.09 | \$ 98.12 | \$ 95.86 | \$ 96.03 | \$ 90.55 | \$ 92.36 |
| Overhead per Service Hour | \$ 5.25 | \$ 8.10 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 11.09 | \$ 10.51 | \$ 10.58 | \$ 10.46 | \$ 12.33 | \$ 12.40 |
| Net Cost per Service Hour (CUTA) | \$ 50.78 | \$ 62.14 | \$ 56.78 | \$ 56.90 | \$ 59.87 | \$ 61.09 |
| % Cost Recovery (CUTA) | 48% | 41% | 45% | 45% | 38% | 38% |
| | | | | | | |
| Ridership | 171,374 | 351,063 | 408,818 | 408,818 | 444,014 | 448,454 |
| Service Hours | 3,651 | 7,762 | 7,760 | 7,869 | 9,957 | 9,957 |
| Ridership per Service Hour | 47 | 45 | 53 | 52 | 45 | 45 |

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

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|-----------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 86.86 | \$ 77.85 | \$ 79.12 | \$ 79.11 | \$ 80.70 | \$ 82.31 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 122.76 | \$ 128.72 | \$ 126.47 | \$ 126.49 | \$ 127.95 | \$ 130.28 |
| Direct Operating Cost per Service Hour | \$ 105.00 | \$ 108.20 | \$ 107.41 | \$ 107.41 | \$ 109.55 | \$ 111.75 |
| Overhead per Service Hour | \$ 5.12 | \$ 8.12 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 12.64 | \$ 12.39 | \$ 11.98 | \$ 11.99 | \$ 11.82 | \$ 11.82 |
| Net Cost per Service Hour (CUTA) | \$ 23.26 | \$ 38.47 | \$ 35.37 | \$ 35.39 | \$ 35.43 | \$ 36.14 |
| % Cost Recovery (CUTA) | 79% | 67% | 69% | 69% | 69% | 69% |
| | | | | | | |
| Ridership | 82,192 | 132,304 | 176,781 | 176,781 | 178,549 | 180,334 |
| Service Hours | 3,827 | 7,709 | 8,301 | 8,301 | 8,301 | 8,301 |
| Ridership per Service Hour | 21 | 17 | 21 | 21 | 22 | 22 |

Bow Valley Regional Transit Services Commission
Cave and Basin - Route 4

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|----------|------------|----------|----------|----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 6.29 | \$ - | \$ 10.01 | \$ 11.41 | \$ 11.64 | \$ 11.88 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 53.55 | \$ 42.42 | \$ 77.90 | \$ 87.62 | \$ 88.52 | \$ 90.26 |
| Direct Operating Cost per Service Hour | \$ 49.96 | \$ 34.99 | \$ 69.23 | \$ 78.93 | \$ 80.51 | \$ 82.12 |
| Overhead per Service Hour | \$ 2.94 | \$ 6.26 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 0.65 | \$ 0.75 | \$ 1.59 | \$ 1.60 | \$ 1.43 | \$ 1.43 |
| Net Cost per Service Hour (CUTA) | \$ 46.61 | \$ 41.25 | \$ 66.30 | \$ 74.61 | \$ 75.44 | \$ 76.95 |
| % Cost Recovery (CUTA) | 12% | 0% | 13% | 13% | 13% | 13% |
| | | | | | | |
| Ridership | 3,024 | 5,688 | 8,123 | 0 | 0 | 0 |
| Service Hours | 418 | 1,160 | 1,159 | 1,017 | 1,017 | 1,017 |
| Ridership per Service Hour | 7 | 5 | 7 | 0 | 0 | 0 |

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

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|-----------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 14.19 | \$ 23.53 | \$ 13.91 | \$ 13.91 | \$ 14.19 | \$ 14.47 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 104.89 | \$ 102.22 | \$ 109.90 | \$ 109.92 | \$ 111.02 | \$ 112.97 |
| Direct Operating Cost per Service Hour | \$ 87.45 | \$ 82.01 | \$ 89.03 | \$ 89.03 | \$ 90.81 | \$ 92.62 |
| Overhead per Service Hour | \$ 5.12 | \$ 8.11 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 12.33 | \$ 12.09 | \$ 13.80 | \$ 13.80 | \$ 13.64 | \$ 13.64 |
| Net Cost per Service Hour (CUTA) | \$ 78.38 | \$ 66.59 | \$ 82.20 | \$ 82.21 | \$ 83.19 | \$ 84.86 |
| % Cost Recovery (CUTA) | 15% | 26% | 14% | 14% | 15% | 15% |
| | | | | | | |
| Ridership | 49,192 | 92,500 | 103,408 | 103,408 | 104,442 | 105,486 |
| Service Hours | 3,852 | 7,753 | 7,753 | 7,753 | 7,753 | 7,753 |
| Ridership per Service Hour | 13 | 12 | 13 | 13 | 13 | 14 |

Bow Valley Regional Transit Services Commission
Lake Minnewanka - Route 6

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|----------|------------|----------|----------|----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ 16.18 | \$ - | \$ 13.66 | \$ 13.77 | \$ 14.04 | \$ 14.33 |
| | | | | | | |
| Gross Cost per Service Hour | \$ 69.88 | \$ 59.82 | \$ 93.78 | \$ 94.51 | \$ 95.54 | \$ 97.42 |
| Direct Operating Cost per Service Hour | \$ 62.41 | \$ 50.20 | \$ 85.11 | \$ 85.82 | \$ 87.53 | \$ 89.28 |
| Overhead per Service Hour | \$ 6.13 | \$ 8.14 | \$ 7.08 | \$ 7.09 | \$ 6.57 | \$ 6.71 |
| Lease/Amortization per Service Hour | \$ 1.35 | \$ 1.48 | \$ 1.59 | \$ 1.60 | \$ 1.43 | \$ 1.43 |
| Net Cost per Service Hour (CUTA) | \$ 52.36 | \$ 58.34 | \$ 78.53 | \$ 79.14 | \$ 80.06 | \$ 81.66 |
| % Cost Recovery (CUTA) | 24% | 0% | 15% | 15% | 15% | 15% |
| | | | | | | |
| Ridership | 12,677 | 36,720 | 56,183 | 56,183 | 56,744 | 57,312 |
| Service Hours | 1,012 | 2,806 | 2,806 | 2,783 | 2,783 | 2,783 |
| Ridership per Service Hour | 13 | 13 | 20 | 20 | 20 | 21 |

Bow Valley Regional Transit Services Commission
Banff Centre - Route 7

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|--------|------------|----------|---------|---------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ - | \$ - | \$ - | \$ 5.17 | \$ - | \$ - |
| | | | | | | |
| Gross Cost per Service Hour | \$ - | \$ - | \$ - | \$ 85.97 | \$ - | \$ - |
| Direct Operating Cost per Service Hour | \$ - | \$ - | \$ - | \$ 82.11 | \$ - | \$ - |
| Overhead per Service Hour | \$ - | \$ - | \$ - | \$ 3.85 | \$ - | \$ - |
| Lease/Amortization per Service Hour | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Net Cost per Service Hour (CUTA) | \$ - | \$ - | \$ - | \$ 80.79 | \$ - | \$ - |
| % Cost Recovery (CUTA) | 0% | 0% | 0% | 6% | 0% | 0% |
| | | | | | | |
| Ridership | 0 | 0 | 0 | 27,375 | 0 | 0 |
| Service Hours | 0 | 0 | 0 | 2,646 | 0 | 0 |
| Ridership per Service Hour | 0 | 0 | 0 | 10 | 0 | 0 |

Bow Valley Regional Transit Services Commission
Lake Louise / Banff Regional - Winter - Route 8

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|--------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ - | \$ - | \$ - | \$ 18.41 | \$ 20.25 | \$ 22.27 |
| | | | | | | |
| Gross Cost per Service Hour | \$ - | \$ - | \$ - | \$ 167.31 | \$ 171.64 | \$ 174.74 |
| Direct Operating Cost per Service Hour | \$ - | \$ - | \$ - | \$ 106.93 | \$ 109.87 | \$ 112.05 |
| Overhead per Service Hour | \$ - | \$ - | \$ - | \$ 44.92 | \$ 46.30 | \$ 47.23 |
| Lease/Amortization per Service Hour | \$ - | \$ - | \$ - | \$ 15.46 | \$ 15.46 | \$ 15.46 |
| Net Cost per Service Hour (CUTA) | \$ - | \$ - | \$ - | \$ 133.44 | \$ 135.93 | \$ 137.01 |
| % Cost Recovery (CUTA) | 0% | 0% | 0% | 12% | 13% | 14% |
| | | | | | | |
| Ridership | 0 | 0 | 0 | 9,800 | 10,780 | 11,858 |
| Service Hours | 0 | 0 | 0 | 2,928 | 2,928 | 2,928 |
| Ridership per Service Hour | 0 | 0 | 0 | 3 | 4 | 4 |

Bow Valley Regional Transit Services Commission
Lake Louise / Banff Regional - Summer - Route 8X

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|--------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ - | \$ - | \$ - | \$ 70.53 | \$ 73.36 | \$ 79.22 |
| | | | | | | |
| Gross Cost per Service Hour | \$ - | \$ - | \$ - | \$ 183.60 | \$ 185.21 | \$ 202.85 |
| Direct Operating Cost per Service Hour | \$ - | \$ - | \$ - | \$ 142.23 | \$ 143.64 | \$ 161.05 |
| Overhead per Service Hour | \$ - | \$ - | \$ - | \$ 7.09 | \$ 7.30 | \$ 7.52 |
| Lease/Amortization per Service Hour | \$ - | \$ - | \$ - | \$ 34.28 | \$ 34.28 | \$ 34.28 |
| Net Cost per Service Hour (CUTA) | \$ - | \$ - | \$ - | \$ 78.78 | \$ 77.58 | \$ 89.35 |
| % Cost Recovery (CUTA) | 0% | 0% | 0% | 47% | 49% | 47% |
| | | | | | | |
| Ridership | 0 | 0 | 0 | 50,820 | 52,853 | 57,081 |
| Service Hours | 0 | 0 | 0 | 3,963 | 3,963 | 3,963 |
| Ridership per Service Hour | 0 | 0 | 0 | 13 | 13 | 14 |

Bow Valley Regional Transit Services Commission
Lake Louise / Banff Regional - Summer - Route 8S

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|--------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ - | \$ - | \$ - | \$ 57.89 | \$ 60.21 | \$ 65.03 |
| | | | | | | |
| Gross Cost per Service Hour | \$ - | \$ - | \$ - | \$ 186.60 | \$ 188.15 | \$ 205.96 |
| Direct Operating Cost per Service Hour | \$ - | \$ - | \$ - | \$ 135.94 | \$ 137.28 | \$ 154.87 |
| Overhead per Service Hour | \$ - | \$ - | \$ - | \$ 7.16 | \$ 7.37 | \$ 7.59 |
| Lease/Amortization per Service Hour | \$ - | \$ - | \$ - | \$ 43.50 | \$ 43.50 | \$ 43.50 |
| Net Cost per Service Hour (CUTA) | \$ - | \$ - | \$ - | \$ 85.20 | \$ 84.45 | \$ 97.44 |
| % Cost Recovery (CUTA) | 0% | 0% | 0% | 40% | 42% | 40% |
| | | | | | | |
| Ridership | 0 | 0 | 0 | 12,100 | 12,584 | 13,591 |
| Service Hours | 0 | 0 | 0 | 1,150 | 1,150 | 1,150 |
| Ridership per Service Hour | 0 | 0 | 0 | 11 | 11 | 12 |

Bow Valley Regional Transit Services Commission
Johnston Canyon - Route 9

| KPI | 2018 | 2018 | 2019 | 2019 | 2020 | 2021 |
|--|------------|--------|------------|-----------|-----------|-----------|
| | | | Previously | | | |
| | YTD | | Approved | Amended | Amended | Amended |
| | Jan - June | BUDGET | Budget | Budget | Budget | Budget |
| | | | | | | |
| Revenue per Service Hour | \$ - | \$ - | \$ - | \$ 96.00 | \$ 99.84 | \$ 107.83 |
| | | | | | | |
| Gross Cost per Service Hour | \$ - | \$ - | \$ - | \$ 192.46 | \$ 194.04 | \$ 212.11 |
| Direct Operating Cost per Service Hour | \$ - | \$ - | \$ - | \$ 137.97 | \$ 139.33 | \$ 157.18 |
| Overhead per Service Hour | \$ - | \$ - | \$ - | \$ 7.26 | \$ 7.48 | \$ 7.71 |
| Lease/Amortization per Service Hour | \$ - | \$ - | \$ - | \$ 47.23 | \$ 47.23 | \$ 47.23 |
| Net Cost per Service Hour (CUTA) | \$ - | \$ - | \$ - | \$ 49.23 | \$ 46.97 | \$ 57.06 |
| % Cost Recovery (CUTA) | 0% | 0% | 0% | 66% | 68% | 65% |
| | | | | | | |
| Ridership | 0 | 0 | 0 | 33,880 | 35,235 | 38,054 |
| Service Hours | 0 | 0 | 0 | 1,059 | 1,059 | 1,059 |
| Ridership per Service Hour | 0 | 0 | 0 | 32 | 33 | 36 |