

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

June 12, 2019 2:00 – 4:00 pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the May 8, 2019 Regular Meeting Minutes (attached)
4. Old Business (including Standing Items)
 - a) CAO's Monthly Report
 - b) Bring Forward List of Pending Items
 - c) Transit Service Monthly Statistics (attached)
5. New Business
 - a) 2019-06.01 Electric Bus Funding (RFD)
 - b) Chair's Report on Budget Process (For Planning Purposes Only)
 - c) Strategic Plan – Mid-Year Check In (For Information Only)
 - d) Suggestion letter received - Chair verbal update (For Information Only)
 - e) Potential July Meeting Cancellation (RFD)
6. Adjournment

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

**MINUTES
May 8, 2019 2:00 – 4:00 pm**

BOARD MEMBERS PRESENT

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

BOARD MEMBERS ABSENT

Brian Standish, Town of Banff
Dave Schebek, ID#9

BVRTSC ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Stephen Allan, Town of Banff
Claire Ellick, Town of Canmore
Alex Kolesch, Parks Canada
Danielle Morine, ID9

GUESTS PRESENT

Thea Mitchell, Kananaskis Country
Jed Cochrane, Parks Canada
Judy Glowinski, Parks Canada

ADMINISTRATION ABSENT

1. Call to Order – Davina Bernard calls to order 2:06pm
2. Approval of the Agenda

BVRTSC19-31 - Davina Bernard moves to approve the agenda as circulated

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the April 10, 2019 Regular Meeting Minutes (attached)

BVRTSC19-32 - Davina Bernard moves to approve the minutes as circulated

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) Parks Canada - Lake Louise overview presentation (Jed Cochrane/Judy Glowinski) (For Information Only)
- b) 2019 Q1 Financial results and KPIs (For Information Only).
- c) **BVRTSC18-17** Report on transit bus maintenance intervals (For Information Only)

Davina Bernard moves to accept the report for information

CARRIED UNANIMOUSLY

- d) BVRTSC Board Meeting Location – Davina Bernard (verbal update)

Commission meetings to remain at the BVRTSC offices until such time as additional office space is needed.

6. Adjournment

BVRTSC19-33 Davina Bernard moves to adjourn the meeting at 3:14PM

CARRIED UNANIMOUSLY

Bow Valley Regional Transit Services Commission



CAO Report

CAO Update – June 2019

- **Financial:**

- Financial performance is tracking well through the first 5 months of the year, with budgeted expenses and revenues being in line with what was anticipated.

- **LLB Regional Service:**

- Lake Louise service on the Trans-Canada is operational and the first few weeks of ridership are very positive with an average of over 300 riders per day.
- Our Customer Service Centre is seeing a lot of interest and inquiries in travel to Lake Louise and connecting to Parks Canada service to Moraine Lake.
- Route 8S (Lake Louise Scenic) and Route 9 (Johnston Canyon) are set to begin on June 21st.

- **Banff Local Service:**

- Increased frequency on Banff local routes is in place as of May long weekend, with ridership increases being seen over the same period last year. Route 4 is seeing significant increases since being rerouted to travel the length of Banff Avenue rather than starting at the train station.
- Route 7 to Banff Centre has seen more ridership over the last few weeks with an influx of visitors in town. We have a meeting scheduled next week with Banff Centre to look at opportunities to further increase ridership.
- Train station parking lot opening is later than anticipated so likely will only have one month of contracted shuttle service this year.

- **CB Regional Service:**

- The bicycle queuing area at the Banff High School Transit Hub has been set up however is not being used extensively yet due to its location behind the shelter. We are creating better informational signage to direct people to the queuing area as well as having Transit Ambassadors on site during some peak periods.

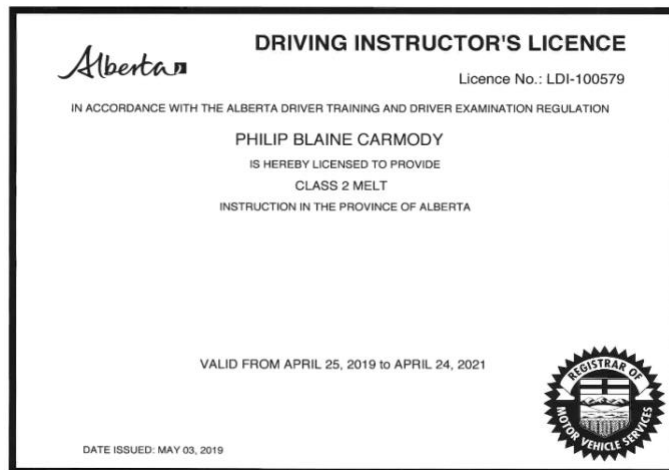
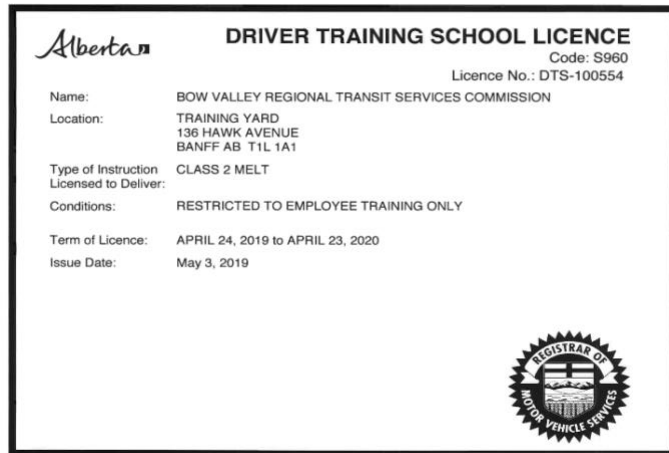
- **Canmore Local Service:**

- Canmore local service became fare free as of the May long weekend until the end of 2019. Ridership has increased approximately 48% in the three weeks since the fare free service began.
- Finalization of the route changes to be implemented as of July 6th is currently occurring, with plans for signage and brochure production ongoing. Route and stop timing is occurring this week to ensure the best possible schedule with the numerous stop additions and deletions.

- **General:**

- Maintenance challenges are ongoing with as many as 5 buses being out of service currently with various issues. A couple of major issues have required buses to be sent into Calgary for repair and one bus out of service for 5-6 weeks due to parts being shipped from Germany.
- Driver Recruitment
 - Due to a couple of drivers not committing to employment and a couple of drivers requiring leave, we are currently hiring class 4 and class 2 drivers to fill a shortfall over the next few months.
- Staff Accommodation
 - GreenTRIP is not able to consider funding staff accommodation as part of the transit storage facility so we will not be pursuing that avenue to meet our growing needs.
- Transit Ambassadors
 - Currently we have our weekend Customer Service Representative out at the Transit Hubs in Banff on Saturday and Sunday afternoons from 3 – 6pm to assist with passenger inquiries.
 - We are in the process of hiring two part time Transit Ambassadors to expand the hours that we can be out assisting and promoting Roam.

- BVRTSC is officially a certified Alberta Driver Training school, currently with the restriction to train our own employees.



- With the change to the UCP in Alberta, the new cabinet was recently announced, with Ric McIver being named as Minister of Transportation as noted in the bio excerpt from the Alberta Government website:

Ric McIver was appointed as Alberta's Transportation Minister on April 30, 2019. McIver is uniquely positioned, having previously served in this role, during which time he negotiated the agreement with the Tsuu T'ina Nation on the completion of the southwest portion of Calgary's Ring Road. He will bring his experience to his portfolio as he works to get Alberta back on track and return it to a place of opportunity for all our children and grandchildren.

Bow Valley *R*egional Transit Services Commission



Bring Forward List

BRING FORWARD LIST OF ITEMS PENDING (as of May 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	COMPLETE	COMPLETE
BVRTSC19-26 - Davina Bernard moves to direct Commission Administration to further investigate and report back by June Commission meeting on the cost and feasibility of adding a staff accommodation component to the construction of the transit storage building utilizing existing GreenTRIP funding, with the understanding that the BVRTSC will be entering a long-term lease on the entire building with operating costs being allocated amongst Commission partners.	April 2019	COMPLETE	Not applicable as GreenTRIP funding has not been approved for this project
BVRTSC19-27 - Davina Bernard moves to direct administration to prepare feasibility analysis on the cost of providing and operating staff accommodation for Roam employees on both an immediate and long-term basis.	April 2019	September 2019	

Bow Valley Regional Transit Services Commission Ridership and Revenue Statistics



Month	Type	Banff Local	Canmore Local	Canmore - Banff Regional	Lake Louise - Banff Regional
May	Bikes	206	329	689	43
	Strollers	170	143	32	2
	Winter Sports	181	13	235	33

Observations:

May Observations:

- Token Transit - Continued uptake in 'Token Trips'.
 - Adult uses - 10,515 rides
 - Youth uses - 468 rides
 - Senior uses - 115 rides

- **Banff Local Routes combined (1,2,4)** up **10.7%** over May 2018.
 - 8.3% increase on Route 1 ridership over May 2018
 - 13.0% increase on Route 2 ridership over May 2018
 - 75% increase on Route 4 ridership over May 2018
 - Revenue increase of 16% compared to April 2018

- **Canmore/Banff Regional Route 3** May ridership up **5.3%** compared to May 2018.
 - CB Regional April revenue increase of 5.9% over April 2018

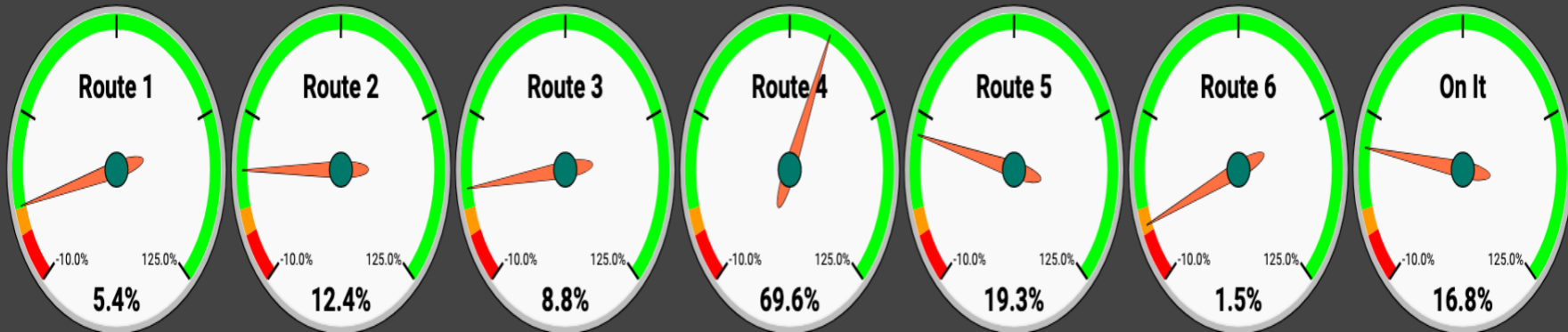
- **Canmore Local Route 5** May ridership up 43.6% over May 2018!
 - Fare free transit began part way through May, contributing to ridership increase

- **Lake Minnewanka Route 6** Ridership decreased 1.2% over May 2018

- **Banff Centre Route 7** ridership at 1,281 for May

- **Lake Louise/Banff Route 8X** ridership at 5,455 in May, up from previous month by **86%**.
 - Service enhancements began on May 17, contributing to increased ridership
 - April revenue of \$22,212

Year to Date % Ridership Change - Comparing 2018 to 2019



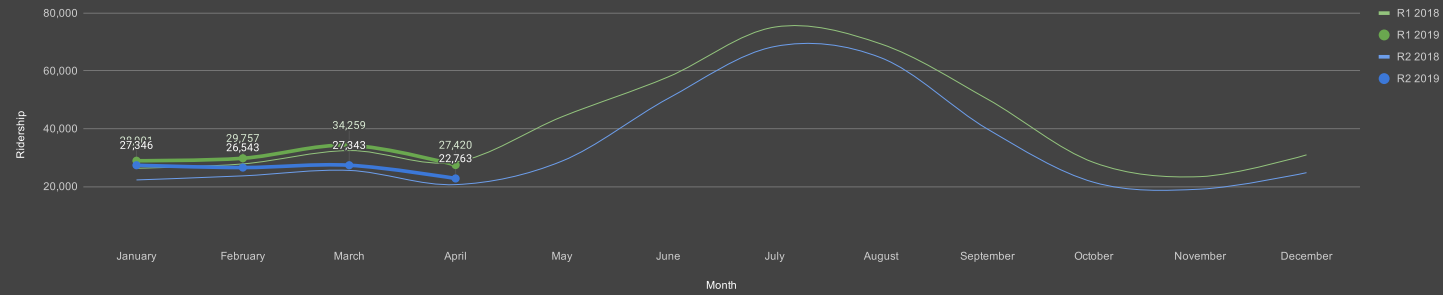
	Route 1 (Sulphur Mtn / Banff Ave)					Route 2 (Tunnel Mtn / Banff Springs Hotel)					Route 4 (Cave and Basin)					Banff Local Combined Totals (Routes 1, 2, 4)					
Month	2016	2017	2018	2019	% Change	2016	2017	2018	2019	% Change	2016	2017	2018	2019	% Change	2015	2016	2017	2018	2019	% Change
January	19,391	23,567	26,302	28,901	9.9%	22,261	24,429	22,257	27,346	22.9%						41,973	41,652	48,343	48,559	56,247	15.8%
February	20,973	27,697	27,800	29,757	7.0%	22,446	24,820	23,662	26,543	12.2%						41,240	43,419	52,517	51,462	56,300	9.4%
March	24,034	31,830	32,424	34,259	5.7%	23,928	24,474	25,551	27,343	7.0%						46,484	47,962	56,304	57,975	61,602	6.3%
April	18,226	29,233	28,441	27,420	-3.6%	16,355	18,736	20,632	22,763	10.3%	0	296				37,483	34,581	47,953	49,073	50,183	2.3%
May	30,882	38,054	44,114	47,758	8.3%	22,549	25,146	28,773	32,526	13.0%	331	388	655	1,147	75.1%	52,462	53,762	64,807	73,542	81,431	10.7%
June	37,896	42,032	3,445	3,146	-8.7%	26,196	29,851	3,263	2,992	-8.3%	586	1,073	184	276	50.0%	64,295	64,678	72,956	6,892	6,414	-6.9%
July	50,540	56,676	0	0	0.0%	31,655	38,958	0	0	0.0%	951	2,005	0	0	0.0%	79,171	83,146	97,639	0	0	0.0%
August	52,621	58,460	0	0	0.0%	32,553	40,767	0	0	0.0%	830	2,057	0	0	0.0%	81,401	86,004	101,284	0	0	0.0%
September	37,009	41,716	0	0	0.0%	24,406	30,362	0	0	0.0%	676	1,125	0	0	0.0%	60,204	62,091	74,565	0	0	0.0%
October	24,252	25,934	0	0	0.0%	15,358	16,819	0	0	0.0%		527				35,371	39,610	42,753	0	0	0.0%
November	20,240	22,239	0	0	0.0%	17,004	16,947	0	0	0.0%						33,785	37,244	38,513	0	0	0.0%
December	27,465	27,379	0	0	0.0%	23,551	23,878	0	0	0.0%						44,156	51,016	52,818	0	0	0.0%
YTD	363,529	424,817	162,526	171,241	5.4%	278,262	315,187	124,138	139,513	12.4%	3,374	7,471	839	1,423	69.6%	618,025	641,791	750,452	287,503	312,177	8.6%

	Route 3 (Canmore-Banff Regional)					Route 5 (Canmore Local)					Route 6 (Minnewanka)				Route 7 (Banff Centre)			Route 8X (Express Lake Louise - Banff Regional)		
Month	2016	2017	2018	2019	% Change	2016	2017	2018	2019	% Change	2017	2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
January	8,502	9,892	13,153	15,486	17.7%		6,551	8,392	10,225	21.8%					1,431				4,123	
February	8,081	10,182	12,371	12,849	3.9%		5,864	8,264	8,913	7.9%					1,815				2,920	
March	8,137	11,435	13,655	14,982	9.7%		7,206	8,753	9,643	10.2%					1,579				3,306	
April	7,911	9,942	13,695	14,618	6.7%		4,803	7,876	9,144	16.1%					1,136				2,926	
May	9,753	11,841	15,995	16,850	5.3%		6,225	7,454	10,701	43.6%	4,023	3,882	3,836	-1.2%	1,281				5,455	
June	10,831	12,690	809	1,052	30.1%		6,414	340	380	11.8%	9,058	685	799	16.6%	125				755	
July	11,513	13,258	0	0	0.0%		6,088	0	0	0.0%	15,975	0	0	0.0%	0				0	
August	11,089	12,760	0	0	0.0%		6,164	0	0	0.0%	17,192	0	0	0.0%	0				0	
September	9,720	11,794	0	0	0.0%		5,327	0	0	0.0%	4,016	0	0	0.0%	0				0	
October	9,881	12,134	0	0	0.0%		6,442	0	0	0.0%				796	0	-100.0%	4,916	0	-100.0%	
November	11,164	12,432	0	0	0.0%	8,570	7,791	0	0	0.0%				1,581	0	-100.0%	4,663	0	-100.0%	
December	9,999	11,748	0	0	0.0%	7,597	6,934	0	0	0.0%				1,006	0	-100.0%	4,400	0	-100.0%	
YTD	116,581	140,108	69,677	75,837	8.8%	16,167	75,809	41,079	49,006	19.3%	50,264	4,567	4,635	1.5%	3,383	7,367	-100.0%	13,979	19,485	-100.0%

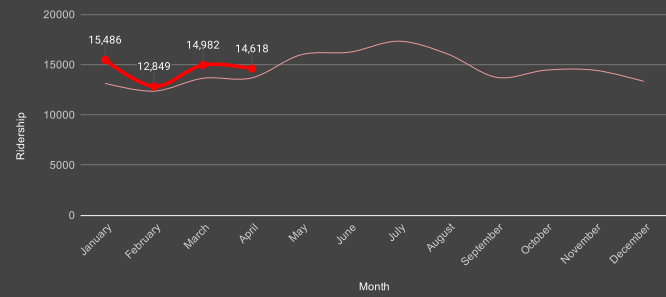
	Route 8S (Scenic Lake Louise - Banff Regional)		Route 9 (Johnston Canyon)		On-It (Calgary Regional)			
Month	2019	% Change	2019	% Change	2017	2018	2019	% Change
January								
February								
March								
April								
May					0	1,018	1,064	4.5%
June	0		0		1,197	353	537	52.1%
July	0		0		4,198	0	0	0.0%
August	0		0		4,789	0	0	0.0%
September	0		0		1,522	0	0	0.0%
October								
November								
December								
YTD	0	0.0%	0	0.0%	11,706	1,371	1,601	16.8%

Monthly Ridership Comparisons by Year

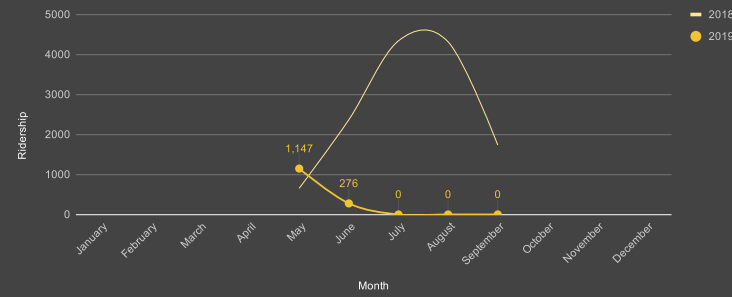
Banff Local (Routes 1 and 2) Ridership Comparison



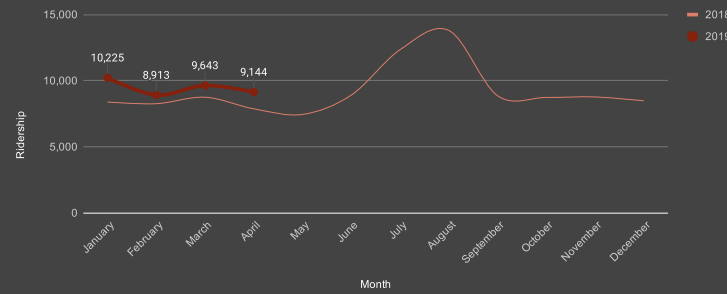
Canmore - Banff Regional (Route 3) Ridership Comparison



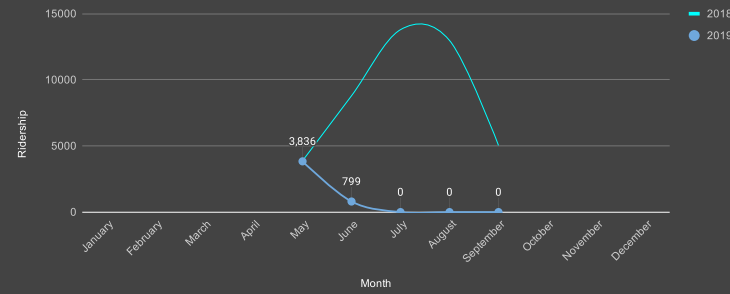
Banff Local (Route 4) Ridership Comparison



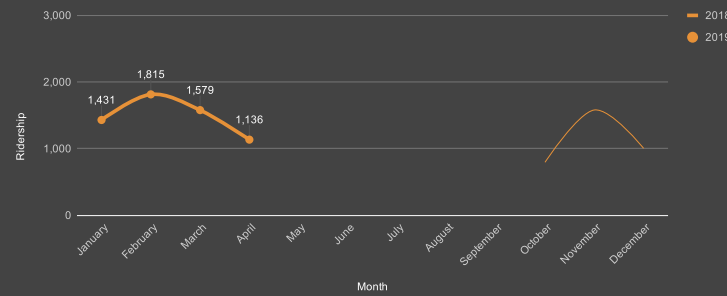
Canmore Local (Route 5) Ridership Comparison



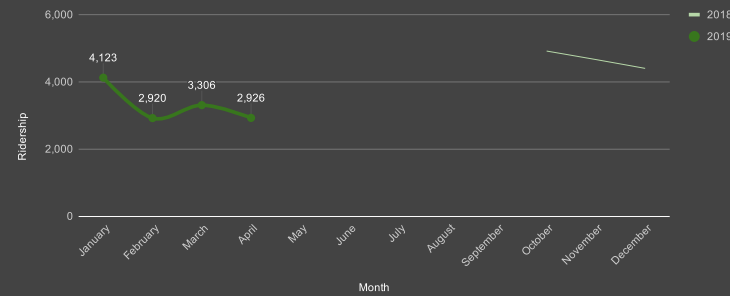
Minnewanka (Route 6) Ridership Comparison



Banff Centre (Route 7) Ridership Comparison



Express Banff - Lake Louise Regional (Route 8X) Ridership Comparison



Bow Valley *R*egional Transit Services Commission



New Business

Bow Valley *Regional* Transit Services Commission



Electric Bus Funding Report

Report to the Bow Valley Regional Transit Services Commission

2019-06.01 Electric Bus Funding – Request for Decision

June 12, 2019

SUMMARY/ ISSUE

Briefing to the Board on the evolution of Increased Frequency Phase II Project and a request for decision to utilize funds from the BVRTSC/Banff operating reserve to fund the purchase of 2 Electric buses if needed.

PREVIOUS COMMISSION DIRECTION/POLICY

During the 2017 Budget Process, the Town of Banff approved the 2020 Project Increased Frequency Phase II which consisted of the purchase of 2 Biodiesel buses to increase the frequency of service on the Banff Local Routes 1 & 2. Funding for this project consisted of \$416,000 from the Town of Banff, and \$834,000 in GreenTRIP Grant Funding.

During the 2019 Budget Process the Town of Banff approved additional capital spending of \$150,000 to purchase two Electric buses for the 2020 Phase II Frequency Increase on local Banff routes. This brings the total Town of Banff contribution up to \$566,000. At the time of the NSL request it was proposed that the project be funded \$566,000 from the Town of Banff, \$834,000 through GreenTRIP, \$600,000 through ICIP (Investing in Canada Infrastructure Plan) and \$750,000 through ACT (Alberta Community Transit Fund).

INVESTIGATION

In order to minimize the funding required from the Town of Banff, BVRTSC administration has obtained approval from Alberta Transportation to increase the GreenTRIP Grant funding available for this project by allocating Grant funding from the “Additional Fleet for Lake Louise” GreenTRIP Grant which is not expected to be utilized prior to December 31, 2020. When combining GreenTRIP Funding with ICIP funding, the Town of Banff required contribution drops to \$0 and the funding is made up of \$1,080,000 in ICIP funding (40%) and \$1,620,000 in GreenTRIP Funding (60%).

Based on review of the Integrated Bilateral Agreement (for the Investing in Canada Infrastructure Program), <https://www.infrastructure.gc.ca/prog/agreements-ententes/2018/2018-ab-eng.html#a.2> ICIP funding is allocated by Region, with the BVRTSC receiving \$6,865,504 (701,165/214,117,736 = 0.327% of Alberta Ridership equates to 0.327% of total available funding to Alberta of \$2,096,548,228). The Town of Banff portion is \$2.6M based on 2019 service hours (38% of total BVRTSC service hours).

Administration has been in discussions with the province to inquire when we can expect final approvals of the individual projects for ICIP funding. They explained that it could be weeks or months before the funding approvals are completed as the Province must recommend approval to the Federal Government, prior to the Federal Government’s approval. This process may have been slowed due to the turnover of the Provincial Government and a Federal Election could also affect timing of approvals.

To have the Electric Buses ready for the 2020 Summer season, BVRTSC administration needs to move forward with the Proterra purchase in the next couple of months. As we have not yet received final confirmation of approved projects under ICIP the current funding available is \$1,800,000 GreenTRIP

Report to the Bow Valley Regional Transit Services Commission

2019-06.01 Electric Bus Funding – Request for Decision

June 12, 2019

Funding (66.6%) and \$566,000 Town of Banff Funding. This puts us \$334,000 short of total budgeted project costs of \$2,700,000. BVRTSC administration has been in discussion with Town of Banff administration and both parties have agreed to use funds from the BVRTSC/Banff Operating reserve which has a balance of \$608,777 as of December 31, 2018.

IMPLICATIONS

IF ICIP funding is announced prior to purchase of the 2 Electric buses, external funding will not be required as Grant Funding will cover the Capital Purchase costs. If BVRTSC/Banff operating reserves are used and then ICIP Funding is approved, the operating funds will be replenished with the grant funding.

Recommended Motion:

The Board moves to approve a transfer from the BVRTSC/Banff Operating Reserve for the purchase of Electric Buses for Increased Frequency Phase II on the Banff Local routes to a maximum of \$334,000 if ICIP funding is not available at the time of purchase.

BUSINESS PLAN/ BUDGET IMPLICATIONS

No change to Capital Budget is required, change only relates to source of funding which would be approved by the BVRTSC Board through the above motion.

RISKS

Financial risk of operating reserve being reduced should funding through the ICIP program not be eventually approved.

ATTACHMENTS

N/A

Bow Valley Regional Transit Services Commission



Budget Process

Chair's Report to the Bow Valley Regional Transit Services Commission

JUNE 2019

RE: Budget Process/Schedule

SUMMARY/ISSUE:

A primary goal of the budget process is for Commission members to approve a budget that is in the best interests of the BVRTSC and its stakeholders as a whole, while also being satisfactory to each of the individual municipal partners. Further, it is desirable for the budget to be approved in a timely manner, usually no later than the AGM in October, in order for all of the municipal partners to be aware of the actual transit requisition amounts that will affect their respective individual budget processes.

This report sets out a proposed budget process/schedule to be used this year in order to ensure ample opportunity for review and input of the Commission members, municipal partners, and the public; while ensuring orderly and timely approval of the budget. This schedule draws upon the successful budget processes in 2016 and 2017 that utilized a similar schedule. This proposed process/schedule will be subject to discussion by the Board, and changes made based upon feedback.

APPLICABLE BVRTSC BYLAW PROVISIONS:

BYLAW #3 – Operating Bylaw

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

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

11.1. Without limiting the requirements for the budget pursuant to the Act, Part 15.1, s. 602.2 and 602.23, on or before September 1st of each year the Board shall prepare an annual and three-year rolling financial plan that shall set out the expected:

(a) estimated expenditures for the:

- (i) purchase of operating services, which would include maintenance services;
- (ii) administration of the Commission, including salaries for the transit manager and any other Commission staff;
- (iii) marketing activities of the Commission; and

- (iv) 10 year capital investments (for vehicle and/or nonvehicle assets);
- (b) the fees levied to each contributing party (using the cost allocation principles and methodology described in Schedule A, which shall be reviewed every three years after the initiation of the Commission);
- (c) Proposed fare schedule for the next three years;
- (d) expected ridership and resulting fare revenues for each transit service for the next three years; and
- (e) expected grants for the next three years.

11.2. Directors shall be required to distribute the annual and three-year rolling financial plans to their respective organizations and constituents and consult with them on these plans, and the Voting Members shall be entitled to vote on these plans after the consultations have been completed.

11.3. The annual and three-year rolling financial plans shall require at least a fifty percent (50%) majority vote and support from at least one representative from each municipality to pass. The financial plans shall be revised if they are not passed and the revised plans shall be voted on by the Board again.

11.4. Any Voting Member, Non-Voting representative, or member of the public may submit comments and questions to the Board in writing in relation to the annual and three-year rolling financial plans within thirty (30) days immediately following the date of distribution of the proposed financial plan.

11.5. Subject to the Act, the Manager may, during any financial year, present to the Board, amendments to the annual financial plan for the current year. Any amendments to the annual financial plan shall be made in accordance with the procedure set forth in this bylaw.

BUDGET PROCESS/SCHEDULE:

August 14, 2019 – Regular BVRTSC Meeting . . . a PRELIMINARY DRAFT Operating Budget and a PRELIMINARY DRAFT Capital Budget will be presented. The preliminary draft budgets serve to solicit initial *written* feedback from the Commission Members. Accordingly, during the meeting Members and municipal partner administrative liaisons will be invited to ask questions of clarification about the preliminary draft operating budget. No motions should be brought forward at this time as the preliminary draft operating budget is not being tabled for approval, only information and feedback. Members are then encouraged to consider the preliminary draft operating budget, including seeking input from their respective municipal administrations, and provide written comments to the CAO **by August 23, 2019** in order for a PROPOSED Operating Budget and a PROPOSED Capital Budget to be presented to the Board for consideration, revision and approval during the September regular BVRTSC meeting.

September 11, 2019 – Regular BVRTSC Meeting . . . a PROPOSED Operating Budget and a PROPOSED Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval. The vote on the PROPOSED budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3 (i.e. majority vote including at least one Member from each municipal partner). The approved PROPOSED Operating Budget and PROPOSED Capital Budget will then be distributed by Members to their respective municipal administrations and anyone else they wish to obtain feedback (including members of the public). As per s. 11.4 of Bylaw #3, written feedback to the circulated budgets may be received within 30 days of the initial distribution, i.e. **written feedback to the CAO by October 15, 2019.**

The date of the Annual Organizational Meeting will be set to immediately follow the adjusted date meeting on October 23, 2019.

OCTOBER 23, 2019 – Adjusted Date BVRTSC Commission Meeting . . . a FINAL Operating Budget and a FINAL Capital Budget will be presented to the Commission for consideration, debate of any proposed amendments, and ultimately approval for presentation to the Annual Organizational Meeting (which will immediately follow this meeting). Members will be encouraged to raise any and all of their issues with the budget at this time in order to avoid doing so at the Annual Organizational Meeting. Once again, the vote on the FINAL budgets (i.e. not amending motions) will use the voting formula contained s. 11.3 of Bylaw #3.

OCTOBER 23, 2019 – Annual Organizational Meeting . . . the FINAL Operating Budget and the FINAL Capital Budget approved by the Commission will be presented for vote and adoption. As above, this vote will be in accordance with the voting formula contained s. 11.3 of Bylaw #3. **Through the above process:**

- Members and their respective municipalities will have opportunity for ample feedback to the budget process. Feedback on the PRELIMINARY DRAFT Operating Budget will be received between August 14, 2019 and August 23, 2019 and feedback on the PROPOSED Operating and Capital Budgets will be received at the September 11th meeting as well as during the 30 days from September 13th, 2019 to October 15, 2019
- Members will have opportunity to propose amendments to the budget at the September 11, 2019 meeting where the PROPOSED budgets are considered; and at the October 23, 2019 meeting where the FINAL budgets are considered.
- At least one representative from each of the municipal partners will have voted in favour of the approved PROPOSED budgets, the approved FINAL budgets to be presented to the Annual Organizational Meeting, and the approved FINAL budgets at the Annual Organizational Meeting.
- The public, dependent on circulation by individual members, will have opportunity for feedback during the 30 days between September 13, 2019 and October 15, 2019 and at the Annual Organizational Meeting based upon the publicized meeting date and review of the available agenda package.

END OF REPORT

Bow Valley *R*egional Transit Services Commission



Strategic Plan Timeline Update

Timeline

Governance

Task #	Task description	2017	2018	2019	2020
GOV 1	Create and approve a 4-year Strategic and Business Plan and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election.	Done	Done	To be done in Oct.	
GOV 2	Review and approve annual operating and capital budgets, structured as 3-year rolling budgets.	Done	Done	Done	
GOV 3	Annually establish Administration Lead's goals and conduct his/her annual performance evaluation.	Done	Done	Done	
GOV 4	Review wording and content of Operating Bylaw, twice in the term of the plan.	Done			
GOV 5	Conduct annual Commission board self-assessment, reviewing Board effectiveness and planning for improvement.		In Progress		
GOV 6	Create board orientation process.			Added to 2019	
GOV 7	Document quarterly review and annual reconciliation of financial results (actuals vs. budget).	Done	Done	Ongoing	

Legal Authority and Policy

Task #	Task description	2017	2018	2019	2020
LAP 1	Investigate Transit Bylaw approval and enforcement responsibilities among the municipalities, Parks Canada and the Commission. If necessary, develop a Transit Bylaw to assign authority and penalties for fare collection, bus stops, passenger behavior enforcement, etc.				
LAP 2	Develop a Transit Policy and Procedures Manual.				
LAP 3	Investigate the limitations of the documents that establish the Commission. If the Commission wishes to expand to include other forms of sustainable transportation, is that permissible? If not, what is the change process?			Moved from 2018	

Human Resources

Task #	Task description	2017	2018	2019	2020
HR 1	Continue to develop and update Organization Chart, showing how staffing levels would change with growth.		In Progress	Ongoing	
HR 2	Develop HR plans, structures and policies to allow for growth.		In Progress	Ongoing	
HR 3	Create and maintain a succession plan for key administrative positions.		In Progress	Ongoing	
HR 4	Ensure staff retention and morale by developing and implementing policies on wages & benefits, staff recognition/appreciation and staff events, communication, documented annual performance reviews.	In Progress	In Progress	Ongoing	
HR 5	Develop a professional development/training plan, possibly to include Banff Ambassador program.	In Progress		In Conjunction with HR Plan	
HR 6	Consider a volunteer transit host program, similar to the ski host program, with free transit passes for volunteers.			Paid Ambassador Positions	
HR 7	Investigate pension flexibility, to see whether it is possible to offer a choice between LAPP defined benefit plan and RRSP contributions.			Not Started	
HR 8	Plan for housing for staff		Not complete		

Transit Service

Task #	Task description	2017	2018	2019	2020
TS 1	Service review - lay out schedule, plan and budget for regular minor and major service reviews of each route.			Moved to 2019	
TS 2	Prepare and negotiate annual contracts for Parks Cave & Basin service.	Done	Done	Done	

TS 3	Implement transit service to Moraine Lake and Upper Lake Louise from Lake Louise village.			Parks Canada Operating	
TS 4	Grow newly implemented Canmore local service.	In Progress		Ongoing	
TS 5	Implement Banff – Lake Louise regional service.			Done	
TS 6	Implement service from Banff to Lake Minnewanka.	Done			
TS 7	Work with ski area partners to deliver integrated service to ski hills.				
TS 8	Undertake feasibility study for summer/winter service to campgrounds and trailheads.				
TS 9	Undertake feasibility study for connection to Calgary Transit				
TS 10	Draft for commission approval and recommendation to the partners a policy to allow the Administrative Lead to make service adjustments (+/- 10% service hours) for operational needs without prior approval of the Contributing Partner(s).			Moved to 2019	
TS 11	Undertake feasibility studies for new municipal partners as/when those partners commit to contribution.	Done (ID9)		Ongoing	
TS 12	Explore provision of on-call "handi-bus" service for severely handicapped.				
TS 13	Investigate accommodation of additional bicycle demand throughout the transit system		In Progress	Done	
TS 14	Feasibility study, Banff Centre route	Done			
TS 15	Innovation: investigate our relationship with alternative modes (car share, bike share)			Ongoing	

Infrastructure

Task #	Task description	2017	2018	2019	2020
INF 1	Develop a concept plan and budget for a downtown Banff Transit Exchange.		Done		
INF 2	Develop a concept plan and budget for a Lake Louise Transit Exchange.			Ongoing	
INF 3	Define Infrastructure Responsibility - Review and formalize a policy on the distribution of infrastructure design, construction and maintenance responsibilities between Commission and Municipalities.			Moved to 2019	
INF 4	Develop Bus Facility Plan for the Region - Develop a 5-year bus fueling, storage, cleaning and maintenance facility plan.	In Progress			

INF 5	Develop Passenger Facility and Signage Standards - Develop a consistent visual identity for Roam bus stops, passenger shelters and signage. This does not mean that every bus stop will be exactly the same, but it does mean that consistent elements will make the stops easily recognizable for users. Signage standards need to take into account the bilingual requirements for stops located within the park but outside the municipalities.	In Progress	Done		
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Fleet

Task #	Task description	2017	2018	2019	2020
FL 1	Maintain a 10-year rolling Fleet Plan identifying the timing and cost of the acquisition, refurbishment and disposal of each bus, planning for maintenance of service and for growth.		Done		
FL 2	Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and handicapped accessibility	Ongoing	Ongoing	Ongoing	
FL 3	Convert, as required, buses to bilingual				

Technology

Task #	Task description	2017	2018	2019	2020
TEC 1	Expand smart card system and allow for mobile ticketing and online card purchase/renewal.			Done	
TEC 2	Add more NextBus displays throughout system	Done			
TEC 3	Investigate on-board Wi-Fi.	Done			
TEC 4	Develop Roam app.		Not recomm-		

			ended		
TEC 5	Investigate technology to deliver more transit information to customers in secondary locations, such as hotel lobbies, etc.		Done		
TEC 6	Explore ticketless boarding.			Done	
TEC 7	Ensure latest technology is available/used for tracking key performance indicators.		Ongoing	Ongoing	
TEC 8	Investigate GyPSy system or similar on buses.		Done		

Marketing and Communications Services

Task #	Task description	2017	2018	2019	2020
MCS 1	Update our online presence - use all new means to keep current.	Ongoing	Done	Done	
MCS 2	Make a formal presentation annually to each partner council.	In Progress	Done		
MCS 3	Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.	Done	Done	Ongoing	
MCS 4	Develop Marketing Plan to increase levels of awareness among visitors, and increase ridership and mode share. Define how we will position, advertise and promote our services in the local, regional and national/international markets.	Ongoing – new position	In Progress	Done	
MCS 5	Implementation of Marketing Plan.		In Progress	Ongoing	
MCS 6	Define policy for how we will contribute to community events and initiatives, including how we will communicate about our contributions			Moved to 2019	
MCS 7	Evaluate and review Roam brand standard for currency and effectiveness.		Done		
MCS 8	Develop more robust route schedule information system to improve beyond the current pdf presentation.		Done		

Fare System

Task #	Task description	2017	2018	2019	2020
FS 1	Explore implications of varying fees across the system, with some routes free, some inexpensive, some more expensive. Explore zoned fares.	Ongoing	In Progress		
FS 2	Review fares annually, checking against Commission's and partners' relative valuing of ridership vs. revenue and cost reduction vs. frequency.	Ongoing	Done	Ongoing	
FS 3	Explore and advocate for free-to-user public transit.			Ongoing	

Financial

Task #	Task description	2017	2018	2019	2020
FIN 1	Review Funding Methodology/Formula -- take into account congestion reduction and movement benefits.	Done			
FIN 2	Annual Financial Audit.	Done	Done	Done	
FIN 3	Annual Capital Grant Review – investigate access to capital grants from higher orders of government.	Done	Done	Ongoing	
FIN 4	Operating and Capital Budget Reserve Policy -- investigate policies and update if necessary.		Done		
FIN 5	Excess Operating Revenue Policy - investigate policy and update if necessary.		Done		
FIN 6	Prepare a rolling 10-year Capital Plan to reflect the goals of this Plan.	Done			

Performance Monitoring

Task #	Task description	2017	2018	2019	2020
PM 1	Prior to the end of 2016, identify targets for all key performance indicators for all routes (overhead per service hour, amortization per service hour, net cost per service hour per route, % capacity used on buses, ridership per service hour per route, fuel consumption per service hour, mode share per route, percentage cost recovery per service hour). Prioritize these targets into high, medium and low priorities for each route.	Done			
PM 2	Track all performance indicators.	Done	Done		
PM 3	Annually review performance indicators, targets and priority levels to ensure that they are still appropriate.	Done	Done		
PM 4	Calculate environmental benefit based on ridership and fuel consumption per service hour.	Not Complete	Not Complete		

PM 5	Quarterly, report individual Route Performance to the Commission.	Done	Done	Ongoing	
PM 6	Annually report and present on Roam Transit system performance to each member Council. This annual report will highlight overall performance plus performance on the strategic directions identified by the individual partners.	Done			
PM 7	Report as required by grantors on government grant funding received.	Done	Done	Ongoing	
PM 8	Compare our performance to the CUTA stats for other tourism destinations, for the information of the Commission board members and the contributing partner councils.	Done	Done	Ongoing	

Tasks by Year

Annual

- GOV 1: Create and approve a 4-year Strategic and Business Plan, and review it annually. Ensure that the plan term runs from the beginning of a municipal election year to the end of the year before the next election. Convene the next major strategic planning session in the spring of 2020, targeting completion by fall.
- GOV 2: Review and approve annual operating and capital budgets, structured as 3-year rolling budgets.
- GOV 3: Annually establish Administration Lead's goals and conduct his/her annual performance evaluation.
- GOV 5: Conduct annual Commission board self-assessment, reviewing Board effectiveness and planning for improvement.
- GOV 7: Document quarterly review and annual reconciliation of financial results.
- TS 2: Prepare and negotiate annual contracts for Parks Canada Cave & Basin service.
- TS 8: Undertake feasibility study for summer/winter service to campgrounds and trailheads.
- TS 11: Undertake feasibility studies for new municipal partners as/when those partners commit to contribution.
- FL 2: Bus Specifications - Continue to investigate fleet options with regard to best practices in new technologies, sustainability and handicapped accessibility.
- TEC 7: Ensure latest technology is available/used for tracking key performance indicators.
- MCS 1: Update our online presence - use all new means to keep current.
- MCS 2: Make a formal presentation annually to each partner council.
- MCS 3: Continue to build relationships at the federal and provincial levels to ensure that BVRTSC is understood.