

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

AGENDA

December 11, 2019 2:00-4:00pm

1. Call to Order
2. Approval of the Agenda
3. Minutes
 - Approval of the November 13, 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) Presentation of housing options for 2020 (Request for Decision)
 - b) Presentation of OnIt Report from 2019 Summer (For Information Only)
 - c) In Camera Session – (CAO Review)
6. Adjournment

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

BVRTSC Boardroom – 221 Beaver Street, Banff, AB.

MINUTES

November 13, 2019 2:00-4:00pm

BOARD MEMBERS PRESENT

Davina Bernard, ID#9 – Chair (Phone In)
Brian Standish, Town of Banff
Chip Olver, Town of Banff
Dave Schebek, ID#9
Vi Sandford, Town of Canmore
Joanna McCallum, Town of Canmore

BOARD MEMBERS ABSENT

BVRTSC ADMINISTRATION PRESENT

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

ADMINISTRATION PRESENT

Claire Ellick, Town of Canmore
Greg Danchuk, Parks Canada
Alex Kolesch, Parks Canada
Adrian Field, Town of Banff
Zoe Arnold, Parks Canada

1. Call to Order

Brian Standish calls the meeting to order 2:09PM

2. Approval of the Agenda

BVRTSC19-53 Chip Olver moves to approve the agenda as presented

CARRIED UNANIMOUSLY

3. Minutes

- Approval of the October 23, 2019 Regular Meeting Minutes (attached)

BVRTSC19-54 Joanna McCallum moves to approve minutes as circulated

CARRIED UNANIMOUSLY

- Approval of the October 23, 2019 Annual Organizational Meeting Minutes (attached)

BVRTSC19-55 Dave Schebek moves to approve 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) Q3 Financial Results (For Information Only)
- b) Survey results from Banff/Lake Louise Marketing Consortium (For Information Only)
- c) Parks Canada Presentation of Lake Louise Shuttle (For Information Only)
- d) Intelligent Transit Systems Technology External Review (Request for Decision)

Davina – strategic plan topic “How we integrate we’re looking for overall efficiencies”.

BVRTSC19-56 Dave Schebek moves that the Commission instruct administration to contract consultants with Intelligent Transit Systems Technology expertise to provide a full technology review, including the presentation of a 5-Year Transit Technology Strategic Plan for Roam Transit with a total cost not to exceed \$35,000 , pending the receipt of 2 additional comparative quotations.

CARRIED UNANIMOUSLY

e) Appointment of Chair and Vice-Chair (Request for Decision)

Martin Bean calls for nomination of Chair.

Davina Bernard nominates Brian Standish for Commission Chair.
No further nominations.

Brian Standish confirmed as Chair.

Brian Standish calls for nomination of Vice Chair.

Dave Schebek nominates Joann McCallum for Commission Vice Chair.
No other nominations.

Joanna McCallum confirmed as Vice Chair.

f) Finalization of meeting dates and times (Request for Decision)

BVRTSC19-57 Brian Standish moves that there is no change to existing schedule of meeting dates and times

CARRIED UNANIMOUSLY

6. Adjournment

BVRTSC19-59 Brian Standish moves to adjourn the meeting at 3:43PM

CARRIED UNANIMOUSLY

Bow Valley Regional Transit Services Commission



CAO Report

CAO Update – December 2019

- **Financial:**

- Avail LLP will be attending the BVRTSC offices on March 19th and 20th to complete their audit of the year 2018. In the interim, they have already commenced doing pre-work which will involve review of our documentation and potentially telephone interviews with staff members and Board Executive. As this is the last year of our agreement with Avail, we will be looking to initiate a competitive quotation process for next year.
- Parks Canada agreements for all services have been consolidated into contribution agreements for Lake Louise and Banff services. This consolidation helps to streamline service agreements and points of contact.
- ATB Financial accounts have been set up for the BVRTSC and we are beginning to process payments and deposits with ATB, while also maintaining RBC accounts for a transition period.

- **LLB Regional Service:**

- Roam administration is in discussions with Parks Canada on how our service will be integrated with the changes that they are making next summer.
- As of May of 2020, the fare for a one-way trip to Lake Louise will be changed to \$10 from the current \$8. The plan is to leave the multi-ride passes the same as they are currently. This fare revision will save a lot of time for drivers not having to issue change vouchers and the associated questions as well as increasing the sale of day passes.

- **Banff Local Service:**

- Administration is finalizing details on the renewal of the Banff Centre transit service for the next year and options for future years. Banff Centre is committed to remaining in the program and continuing to further develop ridership opportunities moving forward.
- Ridership on Banff local service has risen 6.2% for November 2019 vs. November 2018 and achieved an overall ridership increase of 7.8% year to date over 2018.

- **CB Regional Service:**

- With an overall YTD increase of 13% on Route 3, we are currently carrying close to 16,000 riders per month in the non-peak season, with ridership levels over 20,000 in the summer.
- Ridership on the primary commuter service times on Route 3 continues to rise, with the key 7:54 departure from Canmore and the 5:00 departure from Banff often having standing room only. As a result of this, we are working towards retrofitting ski racks into a couple of the MCI buses to enable these vehicles (higher seating capacity) to be used on CB Regional.

- **Canmore Local Service:**

- Canmore has installed multiple shelters around the Town over the last few weeks as part of the Town's transit improvement initiative, greatly enhancing the customer experience.
- Canmore's budget has been approved, confirming free transit with the revenue shortfall planned to be covered by paid parking revenues after June.

- **General:**

- The bus storage building project is moving forward well, with a contractor having been decided on through the TOB RFP process. The building will be constructed by PCL and is intended to be completed by early 2021 to meet GreenTRIP deadlines. The pricing for construction of a zero-emission building is about \$1.25 million over

the initially approved budget of \$7 million. The BVRTSC has requested that the Province reallocate funds from the GreenTRIP intercept lot project that will not be utilized to the storage building project. Once that is formally approved and finalized, we will prepare updated information on the anticipated long-term lease costs for the BVRTSC.

- Roam's staff Christmas party was held recently at our hotel partner location, The Rimrock. The event was set up as an hors oeuvres and cocktails party rather than a formal sit down this year, with the goal of encouraging more mingling and interaction and was a resounding success!
- CUTA put together a Transit Awareness Day at the Alberta Legislature last week, whereby 9 representatives of transit agencies split into two teams and meet with various MLA's, Chiefs of Staff and Ministers to discuss transit. The goal of this day was to keep transit awareness top of mind and build relationships.

Bow Valley *Regional* Transit Services Commission



BRING FORWARD LIST

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

ITEM	Date Initiated	Pending Date	Comments:
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	February 2020	Further information to be provided on rental waiting lists and need for accommodation for recruiting
BVRTSC19-47 Davina Bernard moves to direct Administration to connect with the three other town administrations to discuss the LITP to be funded at fair market value.	November 2019	January 2020	

Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore - Banff Regional	Lake Louise - Banff Regional
November 2019	Bikes	16	115	76	21
	Strollers	58	152	13	0
	Winter Sports	0	96	417	57

Observations – November 2019:

- Token Transit - Continued uptake in 'Token Trips'.
 - Adult uses - 10,243 rides
 - Youth uses - 473 rides
 - Senior uses - 26 rides
- **Banff Local Routes combined (1,2)** ridership bump in November at 6% increase over November 2018.
- **Canmore/Banff Regional Route 3** ridership up 8% compared to November 2018.
- **Canmore Local Route 5** ridership up 58% over November 2018 (Fares in 2018, Free in 2019 plus routing and schedule adjustments)
- **Banff Centre Route 7** ridership at 1,459 for November – a 7% decrease from November 2018.
- **Lake Louise-Banff Route 8X** ridership steady with a 1% increase compared to November 2018.
- **Winter Sports stats showing 0 for Banff Local – unfortunately farebox button for 'skis' and 'snowboard' on local routes was not activated, it's active now.*

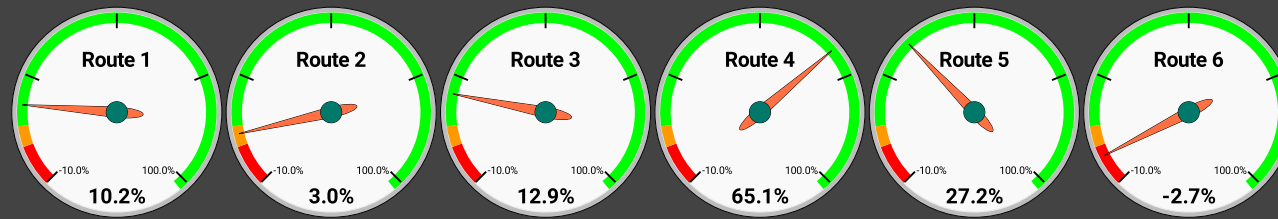
Year-Round Routes																					
October	Route 1 (Sulphur Mtn / Banff Ave)					Route 2 (Tunnel Mtn / Banff Springs Hotel)					Route 3 (Canmore-Banff Regional)					Banff Local Combined Totals (Routes 1, 2, 4)					
Month	2016	2017	2018	2019	% Change	2016	2017	2018	2019	% Change	2016	2017	2018	2019	% Change	2015	2016	2017	2018	2019	% Change
January	19,391	23,567	26,302	28,912	9.9%	22,261	24,429	22,257	27,358	22.9%	8,502	9,892	13,153	15,486	17.7%	41,973	41,652	47,996	48,559	56,270	15.9%
February	20,973	27,697	27,800	29,757	7.0%	22,446	24,820	23,662	26,543	12.2%	8,081	10,182	12,371	12,849	3.9%	41,240	43,419	52,517	51,462	56,300	9.4%
March	24,034	31,830	32,424	34,329	5.9%	23,928	24,474	25,551	27,413	7.3%	8,137	11,435	13,655	15,057	10.3%	46,484	47,962	56,304	57,975	61,742	6.5%
April	18,226	29,233	28,441	27,420	-3.6%	16,355	18,736	20,632	22,763	10.3%	7,911	9,942	13,695	14,618	6.7%	37,483	34,581	48,265	49,073	50,183	2.3%
May	30,882	38,054	44,114	48,522	10.0%	22,549	25,146	28,773	32,526	13.0%	9,753	11,841	15,995	16,925	5.8%	52,462	53,762	63,588	73,542	82,195	11.8%
June	37,896	42,032	57,945	66,195	14.2%	26,196	29,851	50,499	47,222	-6.5%	10,831	12,690	16,261	18,924	16.4%	64,295	64,678	72,956	110,813	117,419	6.0%
July	50,540	56,676	75,168	80,651	7.3%	31,655	38,958	68,439	61,895	-9.6%	11,513	13,258	17,347	20,422	17.7%	79,171	83,146	97,639	147,949	149,250	0.9%
August	52,621	58,460	69,322	81,196	17.1%	32,553	40,767	64,538	63,073	-2.3%	11,089	12,760	16,063	20,105	25.2%	81,401	86,004	101,284	138,176	151,229	9.4%
September	37,009	41,716	50,243	59,934	19.3%	24,406	30,362	39,878	45,951	15.2%	9,720	11,794	13,744	16,379	19.2%	60,204	62,091	73,203	91,739	109,031	18.8%
October	24,252	25,934	28,296	28,982	2.4%	15,358	16,819	21,439	21,044	-1.8%	9,881	12,134	14,465	15,563	7.6%	35,371	39,610	43,280	49,735	50,026	0.6%
November	20,240	22,239	23,397	24,776	5.9%	17,004	16,947	19,061	20,300	6.5%	11,164	12,432	14,461	15,682	8.4%	33,785	37,244	39,186	42,458	45,076	6.2%
December	27,465	27,379	709	705	-0.6%	23,551	23,878	560	707	26.3%	9,999	11,748	301	344	14.4%	44,156	51,016	51,257	1,269	1,412	11.3%
YTD	363,529	424,817	464,161	511,379	10.2%	278,262	315,187	385,289	396,795	3.0%	116,581	140,108	161,511	182,354	12.9%	618,025	641,791	747,475	862,750	930,133	7.8%

	Route 5 (Canmore Local)					Route 7 (Banff Centre)			Route 8X (Express Lake Louise - Banff Regional)		
Month	2016	2017	2018	2019	% Change	2018	2019	% Change	2018	2019	% Change
January		6,551	8,392	10,225	21.8%		1,431			4,053	
February		5,864	8,264	8,913	7.9%		1,870			2,920	
March		7,206	8,753	9,759	11.5%		1,579			3,310	
April		4,803	7,876	9,144	16.1%		1,148			2,926	
May		6,225	7,454	10,769	44.5%		1,281			5,634	
June		6,414	8,919	12,852	44.1%		1,390			15,224	
July		6,088	12,349	14,183	14.9%		1,334			24,544	
August		6,164	13,800	13,675	-0.9%		1,587			24,743	
September		5,327	8,866	12,348	39.3%		1,306			15,154	
October		6,442	8,739	14,180	62.3%	796	1,300	63.3%	4,916	5,581	13.5%
November	8,570	7,791	8,775	13,841	57.7%	1,581	1,459	-7.7%	4,663	4,715	1.1%
December	7,597	6,934	145	238	64.1%	30	40	33.3%	187	155	-17.1%
YTD	16,167	75,809	102,332	130,127	27.2%	2,407	15,725	63.3%	9,766	108,959	13.5%

Roam TOTAL Ridership (Not incl. Onlt or Parking Shuttles)		
2018	2019	% Change
70,104	87,465	24.8%
72,097	82,852	14.9%
80,383	91,447	13.8%
70,644	78,019	10.4%
100,873	120,789	19.7%
144,789	177,699	22.7%
191,438	228,998	19.6%
181,020	232,461	28.4%
118,834	161,465	35.9%
78,651	87,982	11.9%
71,938	80,773	12.3%
1,932	2,189	13.3%
1,182,703	1,432,139	21.1%

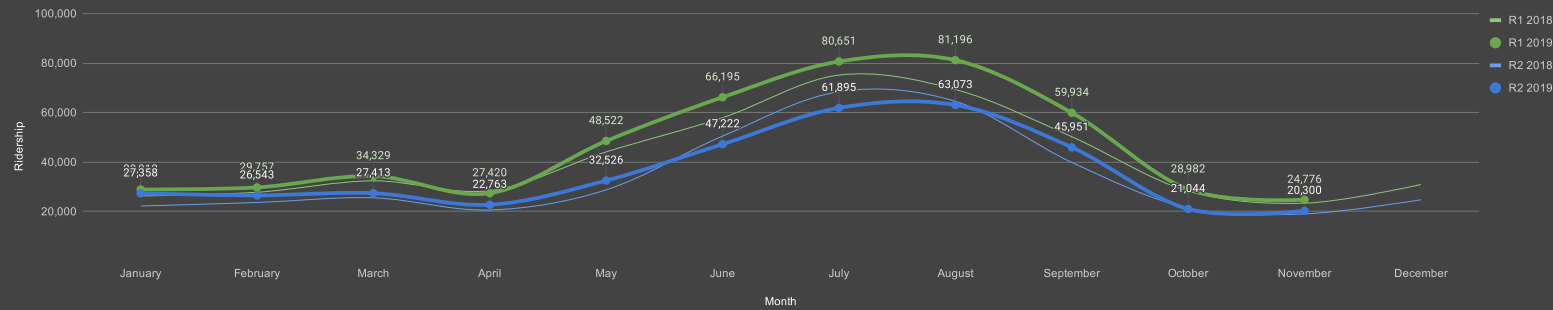
Summer/Seasonal Routes																					
	Route 4 (Cave and Basin)					Route 6 (Minnewanka)				Route 8S (Scenic Lake Louise - Banff Regional)		Route 9 (Johnston Canyon)		On-It (Calgary Regional)				Route 10 (Moraine Lake Express)		Parking Lot Shuttle	
Month	2016	2017	2018	2019	% Change	2017	2018	2019	% Change	2019	% Change	2019	% Change	2017	2018	2019	% Change	2019	% Change	2019	% Change
January																					
February																					
March																					
April	0	296																			
May	331	388	655	1,147	75.1%	4,023	3,882	3,985	2.7%						1,018	1,271	24.9%				
June	586	1,073	2,369	4,002	68.9%	9,058	8,795	9,966	13.3%	795		1,129		1,197	2,120	3,846	81.4%				
July	951	2,005	4,342	6,704	54.4%	15,975	13,793	11,801	-14.4%	3,521		3,943		4,198	3,746	4,847	29.4%				
August	830	2,057	4,316	6,960	61.3%	17,192	12,980	12,802	-1.4%	4,058		4,262		4,789	3,502	6,282	79.4%			105	
September	676	1,125	1,618	3,146	94.4%	4,016	4,483	4,184	-6.7%	303		1,659		1,522	1,359	4,017	195.6%	1,101		712	
October	527																			1,332	
November																					
December																					
YTD	3,374	7,471	13,300	21,959	65.1%	50,264	43,933	42,738	-2.7%	8,677	0.0%	10,993	0.0%	11,706	11,745	20,263	72.5%	4,452	0.0%	2,836	0.0%

Year to Date % Ridership Change - Comparing 2018 to 2019

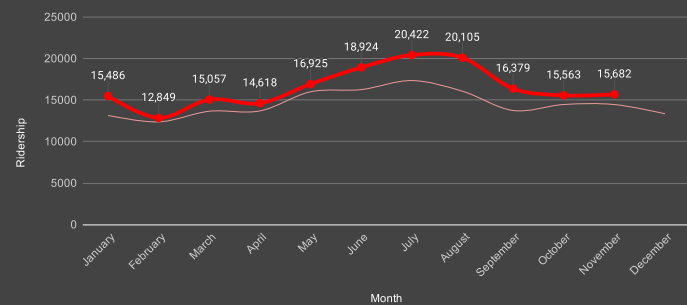


Monthly Ridership Comparisons by Year

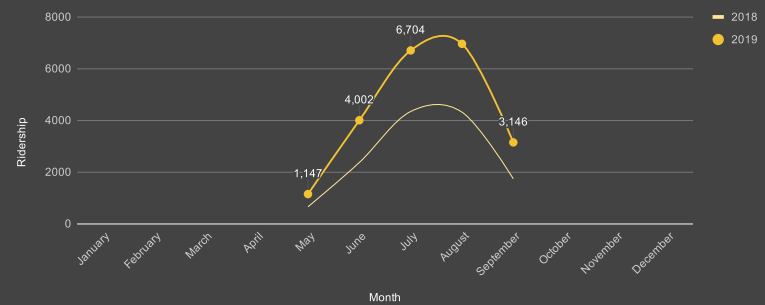
Banff Local (Routes 1 and 2) Ridership Comparison



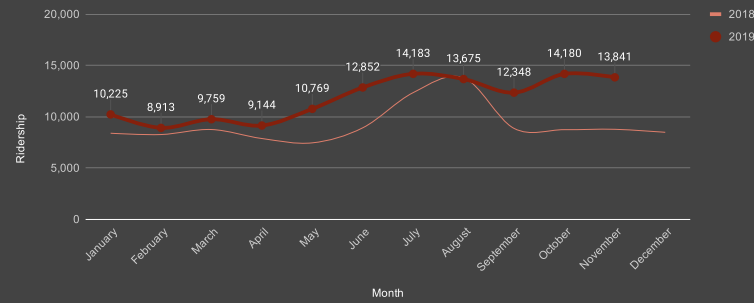
Canmore - Banff Regional (Route 3) Ridership Comparison



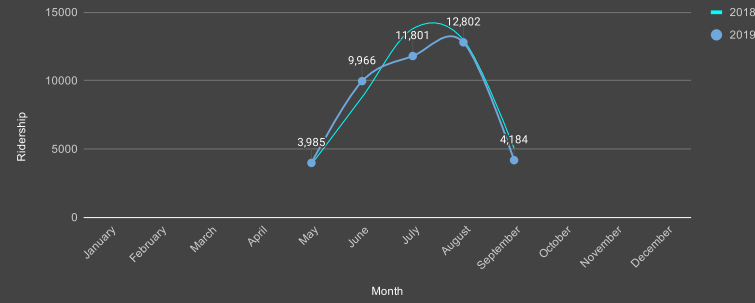
Banff Local (Route 4) Ridership Comparison



Canmore Local (Route 5) Ridership Comparison



Minnewanka (Route 6) Ridership Comparison



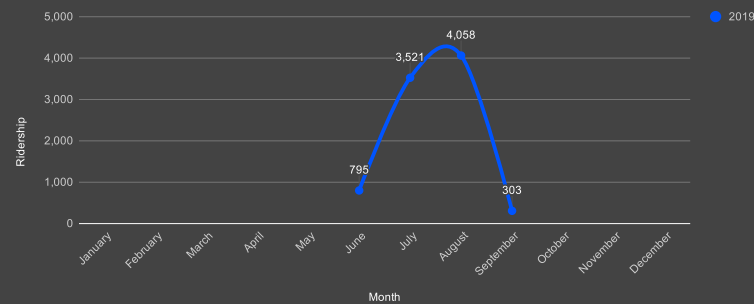
Banff Centre (Route 7) Ridership Comparison



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



Scenic Banff - Lake Louise Regional (Route 8S) Ridership



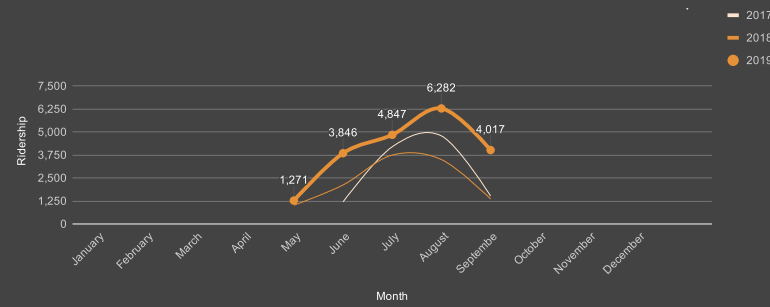
Johnston Canyon Regional (Route 9) Ridership



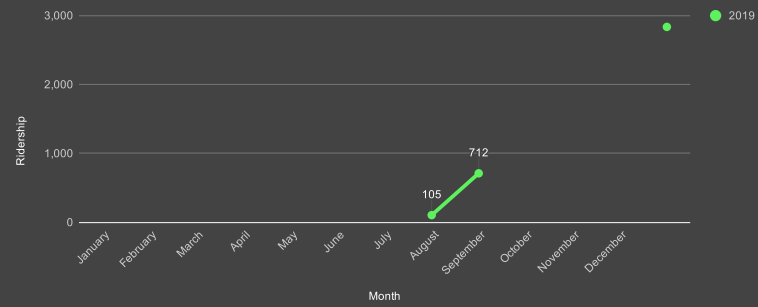
Moraine Lake Express (Route 10) Ridership



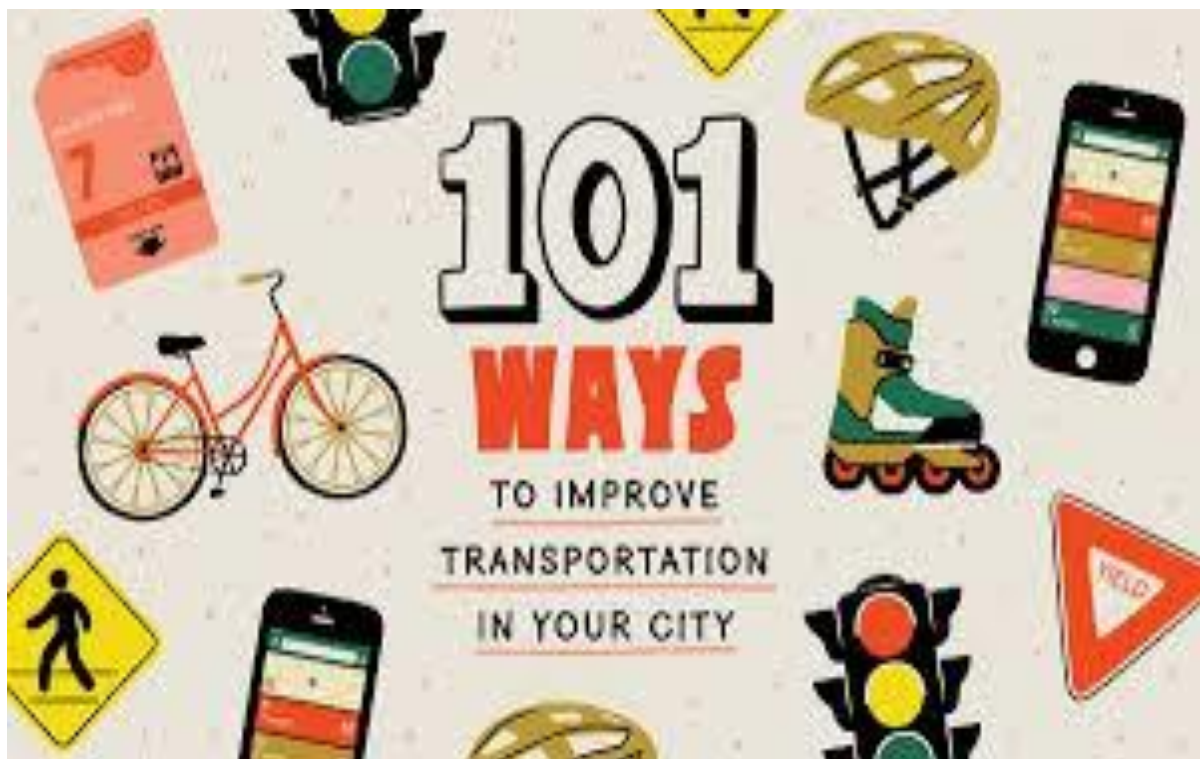
On It Calgary Regional Ridership Comparison



Banff Train Station Parking Lot Shuttle Ridership



Bow Valley *Regional* Transit Services Commission



New Business

Bow Valley *Regional* Transit Services Commission



Employee Housing

Report to the Bow Valley Regional Transit Services Commission

2019-12.01 Staff Housing RFD

December 11, 2019

SUMMARY/ ISSUE

Administration recommends entering into a one-year contract with the YWCA Banff, to provide staff housing options for Roam Transit PT and seasonal staff on a trial basis.

PREVIOUS COMMISSION DIRECTION/POLICY

During the 2020 operating budget discussions at the August 2019 meeting, the Board was presented with a NSLR report discussing possible Staff Housing solutions ranging from renting a 5-bedroom unit in Canmore, to purchasing a 5-bedroom house. The Board did not approve the NSLR, and requested further information around other potential rental accommodations and recruiting needs.

Recommended Motion: The Board moves to approve the Commission to enter into a one-year contract with the YWCA Banff to provide a maximum of 5 rooms for Staff Housing for part time and seasonal Roam staff, to be funded by a combination of Operating reserves and 3rd party contributions as detailed in the Dec 11, 2019 RFD.

INVESTIGATION

At the August 2019 Board meeting, discussion took place around the Board wanting further information about whether the lack of staff housing was a deterrent for recruiting new drivers for the summer season. Anecdotally, administration feels this is the case however quantitative data is not available to support this assumption. In discussion with current drivers relocating from outside the Bow Valley, housing was the key concern in accepting the role and committing to the move.

It was also brought forward during discussions, that the YWCA Banff may allocate blocks of rooms for local businesses to provide staff accommodation within the YWCA's accommodation portfolio. Administration has since done a tour of the YWCA facility and feels that the units available would be a good fit for the BVRTSC in providing staff accommodation units within Banff, as well as trialing the effect of providing staff accommodation on the summer 2020 recruiting process.

Through signing a one-year contract with the YWCA, BVRTSC administration will be able to gather data on the effectiveness of staff housing on recruiting and can use this information to determine how to proceed forward within the area of staff housing.

IMPLICATIONS

One of the main challenges with providing staff housing for PT and seasonal drivers is that there is a potential need for a large amount of housing during the summer (April-September) season, with less demand during the winter season. This is based on BVRTSC monthly service hours increasing by approximately 150% in the summer months as compared to the winter months. From a housing point of view, this creates a financial risk in that occupancy levels in the winter may be lower than in the summer

Report to the Bow Valley Regional Transit Services Commission

2019-12.01 Staff Housing RFD

December 11, 2019

and would not offset housing expenses to the extent they would during summer months. Administration is proposing potential solutions to this matter such as allowing seasonal staff to remain in BVRTSC staff housing after the summer season, with the restriction that remaining in housing come April of the following year would be dependent on returning to the BVRTSC for the following summer season. This would help generate rental revenue in the winter months, but also help with the summer driver recruiting process.

BUSINESS PLAN/ BUDGET IMPLICATIONS

The YWCA local business staff housing model is setup based on the local businesses signing term agreements for a certain number of rooms and making payments to the YWCA directly for these rooms. The businesses then have the responsibility to collect the rental revenue directly from their employees. Further, the YWCA stipulates that the local business cannot charge more to their employees in rental revenue, than the business is paying to the YWCA. Therefore, as indicated above, this creates a financial risk to the business if the rooms are not fully occupied. In order to create a budget, administration has assumed the following:

- 5 rooms to be rented from the YWCA for a one-year period
- 75% occupancy from April 2020 – September 2020
- 50% occupancy from October 2020 – March 2021

Based on the assumptions above, the financial exposure to the BVRTSC is estimated at \$20,511. It is proposed that this cost be covered by each route based on the seasonal increase in service hours as follows:

Route 1	31.0%	\$ 6,357
Route 2	22.0%	\$ 4,513
Route 3	1.5%	\$ 308
Route 4	7.0%	\$ 1,436
Route 5	0.0%	\$ -
Route 6	10.0%	\$ 2,051
Route 7	0.0%	\$ -
Route 8	0.0%	\$ -
Route 8X	14.5%	\$ 2,974
Route 8S	7.0%	\$ 1,436
Route 9	7.0%	\$ 1,436
	100%	\$ 20,511

The cost would then be spread proportionally to the partners as follows:

Report to the Bow Valley Regional Transit Services Commission

2019-12.01 Staff Housing RFD

December 11, 2019

Town of Banff	\$ 11,024
Town of Canmore	\$ 154
ID#9	\$ 2,923
Parks Canada LL (GC-968)	\$ 2,923
Parks Canada Banff (GC-1129)	\$ 3,487
	\$ 20,511

The BVRTSC is proposing that the costs for the initial one-year trial be covered through operating reserves and Parks Canada contributions. Route 8X generated \$205K more in fare/pass sales revenue in 2019 than budgeted, therefore administration is not concerned that this additional cost would put the BVRTSC in jeopardy of overspending the \$1.5M cap in 3-year operating funding as allocated in the contribution agreement with Parks Canada (GC-968). Additionally, the additional cost of \$3,487 fits within current forecasts of the Parks Funded Banff Local Routes 4 & 6 (GC-1129) contribution agreement budget.

The following chart demonstrates the forecasted balance of BVRTSC operating reserve balances, and their capacity to cover the estimated costs referenced above.

	Town of Banff	Town of Canmore	Improvement District #9
2018 Ending Reserve Balance	\$608,777	\$109,275	\$77,172
Anticipated 2019 net additions to reserve	\$320,000	\$80,000	\$150,000
Anticipated 2020 payments from reserve (1)	\$(334,000)	\$0	\$0
Available Reserve Balance in 2020	\$594,777	\$189,275	\$227,172

(1) BVRTSC19-36: Davina Bernard moves to approve a transfer from the BVRTSC/Banff Operating Reserve for the purchase of two 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.

Administration feel that there is currently capacity within administrative staff to oversee collection of damage deposits, and rental revenue. The YWCA covers check-in / check-out procedures and monitoring of rooms.

The benefit of running this program as a one-year trial, is that it will provide data on the effectiveness of staff housing for recruiting which will inform the 2021 budget process.

BRAND IMPLICATION:

As this initiative will enhance the offerings that Roam Transit provides for potential employees, there is a positive impact to Brand as it positively affects our status as a top Bow Valley employer.

RISKS

See financial risks discussed above.

Report to the Bow Valley Regional Transit Services Commission

2019-12.01 Staff Housing RFD

December 11, 2019

ATTACHMENTS

The following images are examples of the rooms at the YWCA Banff that the BVRTSC could enter into a contract for staff housing. Currently they are setup for double occupancy, but that could be modified if employees were willing to pay the full room rate in order to have a private room. Rooms include private bathroom. The TV area, kitchen, and laundry facilities are common spaces and shared by all residents on the floor.



Report to the Bow Valley Regional Transit Services Commission

2019-12.01 Staff Housing RFD

December 11, 2019



2019

ON-IT Calgary to Banff / Canmore Review



Jonathan Weal
Southland Transportation LTD

Introduction

The service for 2019 was put out to tender by Bow Valley Regional Transit Commission on January 22nd, 2019 and closed on February 11th, 2019. The award was made to Southland on February 25th, 2019. Southland Transportation was contracted to run the Calgary to Banff / Canmore service for the 2019 summer season, from May 18th, 2018 to September 15th, 2019 inclusive on behalf of BVRTC.

Service Offerings 2019 vs 2018

The 2019 operation had some significant changes from 2018. It was agreed that we would offer a reduced service in May and June with 5 return trips on Saturday and Sunday to increase efficiency while reducing cost and to reintroduce the South Calgary stop

Spring Schedule 2019

Travel to Banff							Travel from Banff					
Route #	Depart	Depart	Depart	Depart	Arrive	Arrive	Route #	Depart	Depart	Arrive	Arrive	Arrive
	Calgary			Canmore	Banff			Banff	Canmore	Calgary		
	South Calgary	Downtown	Crowfoot LRT		Train Station	High School		High School		Crowfoot LRT	Downtown	South Calgary
C1	6:35	7:05	7:25	8:40	9:00	9:10	B1	9:30	9:55		11:10	
C2	7:35	8:05	8:25		9:55	10:05	B2	10:20	10:40	11:55	12:15	
C3		11:45	12:10	13:25	13:45	13:55	B3	16:00		17:15	17:35	
C4		15:00	15:25		16:55	17:05	B4	18:00	18:30	19:45	20:05	20:40
C5		17:35		19:05	19:25	19:35	B5	19:45		21:15	21:35	

Service was planned to increase for the Canada Day weekend and for the first time to include a Friday night service.

Friday Schedule from Friday June 28th to Friday September 20th **Friday Schedule**

Summer Schedule												
Travel to Banff							Travel from Banff					
Route #	Depart	Depart	Depart	Depart	Arrive	Arrive	Route #	Depart	Depart	Arrive	Arrive	Arrive
	Calgary				Banff			Banff		Calgary		
	South Calgary	Downtown	Crowfoot LRT		Train Station	Elk Street		Elk Street		Crowfoot LRT	Downtown	South Calgary
Friday		18:30	18:55	20:10	20:30	20:40	Friday	20:50	21:10		22:30	

Service from June 29th increased to 8 return trips per day but by mid-July the first 4 trips were selling out by Thursday.

Summer Schedule from June 30th to Sunday July 21st

Summer Schedule												
Travel to Banff							Travel from Banff					
Route #	Depart	Depart	Depart	Depart	Arrive	Arrive	Route #	Depart	Depart	Arrive	Arrive	Arrive
	Calgary				Banff			Banff		Calgary		
	South Calgary	Downtown	Crowfoot LRT		Train Station	Elk Street		Elk Street		Canmore	Crowfoot LRT	Downtown
C1	6:35	7:05	7:25	8:40	9:00	9:10	B1	9:30	9:55		11:10	
C2		7:35	8:00		9:30	9:40	B2	10:15	10:40	11:55	12:15	
C3	8:30	9:00			10:35	10:45	B3	11:45		13:15	13:40	
C4		11:40	12:05	13:20	13:40	13:50	B4	15:45			17:15	
C5	14:05	14:35			16:10	16:20	B5	16:45	17:10	18:25	18:45	19:10
C6		16:00	16:25		17:55	18:05	B6	18:30			20:10	20:40
C7		17:15		18:40	19:05	19:15	B7	19:45		21:20	21:40	
C8		19:00	19:25		20:45	20:55	B8	21:15	21:40	22:55	23:15	

A decision was made to increase the Saturday service to 9 return trips from Saturday July 27th to the September weekend. Service was originally planned to decrease after the September long weekend to the Spring 5 round trips per day and end on September 15th. Due to the high demand from passengers, the summer schedule was extended to finish on September 22nd.

From Saturday 27th July to Saturday 21st September

Saturday Schedule

Summer Schedule												
Travel to Banff							Travel from Banff					
Route #	Depart	Depart	Depart	Depart	Arrive	Arrive	Route #	Depart	Depart	Arrive	Arrive	Arrive
	Calgary			Canmore	Banff			Banff	Canmore	Calgary		
	South Calgary	Downtown	Crowfoot LRT		Train Station	Elk Street		Elk Street		Crowfoot LRT	Downtown	South Calgary
C1	6:35	7:05	7:25	8:40	9:00	9:10	B1	9:30	9:55		11:10	
C2		7:35	8:00		9:30	9:40	B2	10:15	10:40	11:55	12:15	
C3	8:30	9:00			10:35	10:45	B3	11:45		13:15	13:40	
C3A		10:00	10:20	11:35	11:55	12:05	B4	15:45			17:15	
C4		11:40	12:05	13:20	13:40	13:50	B5	16:45	17:10	18:25	18:45	19:10
C5	14:05	14:35			16:10	16:20	B6	18:30			20:10	20:40
C6		16:00	16:25		17:55	18:05	B7	19:45		21:20	21:40	
C7		17:15		18:40	19:05	19:15	B7A	20:30		22:05	22:25	
C8		19:00	19:25		20:45	20:55	B8	21:15	21:40	22:55	23:15	

Marketing

Prior to beginning service in 2019, several meetings were set-up involving Southland, BVRTSC / ROAM, the Town of Banff, The Town of Canmore, Lake Louise, Parks Canada and Banff & Lake Louise Tourism to determine the best use of resources and schedule. It was agreed that the Marketing campaign for 2019 would be directed at car drivers to leave their vehicles at home. In addition to our social media, online and regular marketing campaigns, we also worked with the group to utilise a roadside advertising board on Highway 1 and additional advertising on the end caps of the coaches in partnership with Parks Canada. The on-It website www.onitregionaltransit.ca was completely rebuilt allowing increased accessibility and a much better layout for the public

As a supplement to this report, the On-It campaign marketing is attached.

Ticketing

In 2019 we again used the same service as in 2017 and 2018, Thundertix. This allowed us to use the existing Website to allow customers to purchase tickets with credit or debit card on line and use their smart device to present the ticket to the Customer Service Representative at each stop. It also allowed the CSR and drivers to accept cash and to exchange tickets to other services with relative ease.

Customer Service Representatives

Southland employed 5 Customer Service Representatives and 1 supervisor for the season, with 4 CSR's and 1 Supervisor working on each service day.

Downtown	6:45	12:45
Crowfoot	7:00	13:30
Downtown	14:15	23:15
Banff	1500	2300
Supervisor	800	1800

Each CSR was provided with an On-It uniform, an I-Pad with scanner and a cell phone.

Ridership

Ridership totals for the 2019 season exceeded expectations.

Spring Services

Route	Somerset (On)	Downtown (On)	Crowfoot (On)	Canmore (On)	Canmore (Off)	Banff Train (Off)	Elk St (Off)
C01	58	301	143	5	37	81	389
C02	52	488	123			74	589
C03		328	106	8	39	63	340
C04		158	25			15	168
C05		253		4	26	3	228
	110	1528	397	17	102	236	1714
Percentage by stop	5%	74%	19%	1%	5%	12%	84%

Route	Elk St (On)	Canmore (On)	Crowfoot (Off)	Downtown (Off)	Somerset (Off)
B01	214	44		258	
B02	178	23	48	153	
B03	388		102	286	
B04	486	57	110	380	53
B05	570		140	430	
	1836	124	400	1507	53
Percentage by stop	94%	6%	20%	77%	3%

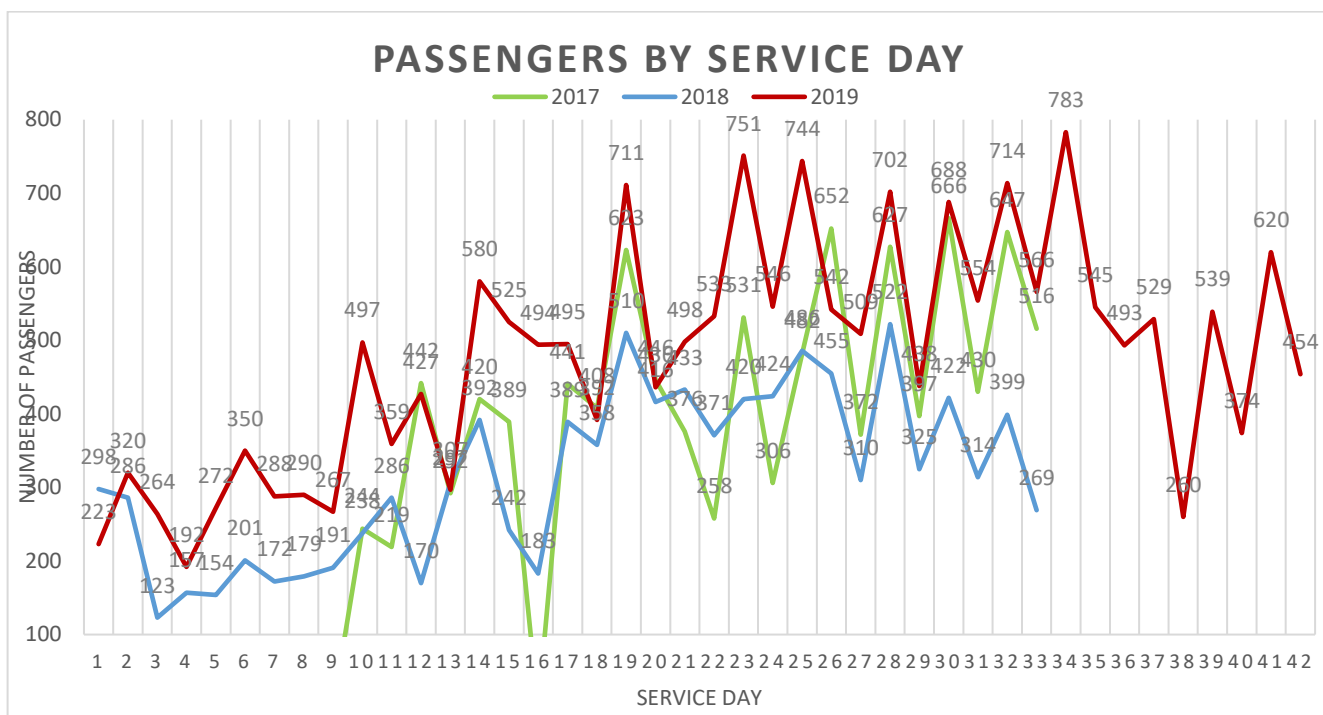
Summer services

Route	Somerset (On)	Downtown (On)	Crowfoot (On)	Canmore (On)	Canmore (Off)	Banff Train (Off)	Elk St (Off)
Friday		417	61	2	107	35	338
C01	135	917	311	3	108	275	983
C02	2	914	398			219	1095
C03	262	1147				150	1259
C03A		340	113	0	30	58	365
C04		971	274	1	190	93	963
C05	38	465				91	412
C06		207	69			33	243
C07		370		1	155	22	194
C08		527	69			22	574
	437	6275	1295	7	590	998	6426
Percentage by stop	5%	78%	16%	0%	7%	12%	80%

Route	Elk St (On)	Canmore (On)	Crowfoot (Off)	Downtown (Off)	Somerset (Off)
Friday	303	59	11	351	
B01	518	163		681	
B02	233	116	56	293	
B03	374		59	315	
B04	733			733	
B05	999	236	271	904	60
B06	1435		62	1209	164
B07	1334		344	990	
B07A	376		90	286	
B08	1051	90	262	879	
	7356	664	1155	6641	224
Percentage by stop	92%	8%	14%	83%	3%

	May	June	July	Aug	Sept
Average riders / day 2019	254	388	539	624	476
Average riders / Stat day 2019	269		533	598	607
Average riders / day 2018	204	236	375	389	453
Average riders / Stat day 2018	236		272	417	453

The introduction of the Friday evening service increased our seat utilization and showed a significant increase over 2018 ridership. average number of riders per day increased as the season progressed, as did the number using the service on the stat weekends.



Conclusion

The 2019 season saw a significant increase in passenger numbers, exceeding what was expected. We did increase service days but decreased the number of services each day. The introduction of the Friday evening service was a great success with an average 37 passengers going out, and 28 returning each trip.

- Weather Conditions
 - The average maximum daily temperature in Banff in 2019 was 5C lower than in 2018 and 2C lower than 2017, although this year was not affected by smoke. Weather was not a factor in the number of riders this year.
- Early announcement of service
 - The month earlier announcement of service for 2019 was a critical factor in the number of riders. We launched the booking site later than we would have liked because of the website rebuild but still launched ticket sales earlier than the previous 2 years
- Website
 - The website re-launch certainly led to far less queries and complaints this year.
- Successes
 - The significant increase in passenger numbers was a major success this year. Not only was actual ridership higher, but there was a significant increase in seat utilization, average number per bus, and average number per day. The service continued to receive extremely positive feedback from the public and media outlets. We have continued to receive daily enquiries asking when the service will be starting up again and requests for the service to run throughout the winter.

Recommendations from the last report

There are a number of recommendations for changes to the service if it is continued for next year that will reduce cost, provide better schedules and increase ridership.

- Schedule service to begin with reduced hours in May and June, full service in July and August and then a reduced service in September up to the Thanksgiving weekend – **this was implemented except for running to Thanksgiving and was a success**
- Increase early morning services and reduce pm services to Banff - **Implemented**
- Reintroduce a stop in South Calgary - **Implemented**
- Announce the service and schedule no later than mid-March to allow sufficient time to book advertisements and co-ordinate a marketing plan in conjunction with Banff / Lake Louise Tourism, the Town of Canmore, Parks Canada. This year, I cannot recall seeing any marketing from other organizations outside of those placed by SOUTHLAND. **This was implemented and there was significant assistance from the Town of Banff and BLLT.**
- Increase marketing to the downtown hotel groups, travel industry and tourism groups from outside Alberta and Canada. – **the target audience this year was to reduce vehicles in the park, but we did see a significant increase in riders from outside our market**
- Rebuild the website and provide better links to and from the stakeholder's websites. - **implemented**
- Increase tie in between ROAM services, Parks Canada transportation services and On-It. - **achieved**
- Utilize smaller vehicles to reduce costs on slower less busy services – **Not considered this year**
- Sell season pass for unlimited use – **Not considered for 2019**
- Consider selling a summer pass for Parks Canada – **Not considered for 2019**
- Include local businesses, Hotels, Restaurants etc in marketing
 - Discount meals, Hotel rooms to On-It riders
 - In turn they receive advertising on the tickets **It was certainly up for consideration, but it was not taken up**
- Include GPS Tracking on buses so that customers can see in “real-time” where the buses are – **not implemented**

Recommendations for 2020

- Earlier release of tickets
- Marketing campaign aimed at leaving vehicles behind
- Increase early morning services, especially on Saturday
- Increase Friday service offering to an early morning and an evening
- Run 7 days a week from Canada Day to end of August, 2 services per day
- Start summer service offering earlier, 3rd weekend in June
- Sell season pass for unlimited use