

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

**via: Zoom Video Meeting**

**AGENDA**

**October 30<sup>th</sup>, 2020      10:00am - 12:00pm**

1. Call to Order
2. Approval of the Agenda
3. Minutes
  - Approval of the September 9<sup>th</sup>, 2020 Regular Meeting Minutes (attached)
  - Approval of the September 29<sup>th</sup>, 2020 Budget 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) Presentation of Proposed 3 year Operating and 10-year Capital Budgets (Request for Decision)
6. Adjournment

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

**via: Zoom Video Meeting**

**MINUTES**

**September 9th, 2020      2:00-3:30pm**

**BOARD MEMBERS PRESENT**

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

**BOARD MEMBERS ABSENT**

Chip Olver, Town of Banff

**BVRTSC ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer  
Mel Booth, Financial Controller  
Steve Nelson, Operations Manager BVRTSC

**ADMINISTRATION PRESENT**

Patti Youngberg, Parks Canada  
Kendra Van Dyk, Parks Canada  
Andy Esarte, Town of Canmore  
Stephen Allan, Town of Banff  
Danielle Morine, ID9  
Adrian Field, Town of Banff  
Alex Kolesch, Parks Canada

**ADMINISTRATION ABSENT**

1. Call to Order

Brian Standish calls meeting to order at 2:02PM

2. Approval of the Agenda

**BVRTSC20-38** Davina Bernard moves to approve the Agenda as presented

**CARRIED UNANIMOUSLY**

3. Minutes

- Approval of the August 12<sup>th</sup>, 2020 Regular Meeting Minutes (attached)

**BVRTSC20-39** Vi Sandford moves to approve the Minutes as presented

**CARRIED UNANIMOUSLY**

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) Presentation of Proposed 2021-2024 Strategic Plan (For Information Only)
  - Approval is slated for October 30<sup>th</sup> Annual Organizational Meeting.
- b) Presentation of 3 year Operating and 10-year Capital Budgets (For Information Only)
  - Presented and discussed – comments to be received by September 21<sup>st</sup> for September 29<sup>th</sup> budget meeting

6. Adjournment

**BVRTSC20-40** Brian Standish moves to adjourn the meeting @ 2:44PM

**CARRIED UNANIMOUSLY**

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

**via: Zoom Video Meeting**

**MINUTES**

**September 29th, 2020 11:00-1:00pm**

**BOARD MEMBERS PRESENT**

Vi Sandford, Town of Canmore

Davina Bernard, ID#9

Joanna McCallum, Town of Canmore – Vice Chair

Dave Schebek, ID#9

Brian Standish, Town of Banff – Chair

Chip Olver, Town of Banff

**BOARD MEMBERS ABSENT**

**BVRTSC ADMINISTRATION PRESENT**

Martin Bean, Chief Administrative Officer

Mel Booth, Financial Controller

Steve Nelson, Operations Manager BVRTSC

**ADMINISTRATION PRESENT**

Andy Esarte, Town of Canmore

Danielle Morine, ID9

Adrian Field, Town of Banff

Alex Kolesch, Parks Canada

**ADMINISTRATION ABSENT**

**1. Call to Order**

Brian Standish calls the meeting to order at 11:02 AM.

**2. Approval of the Agenda**

- Martin Bean requests to add an item - ICIP Letter Discussion.

**BVRTSC20-41** Joanna McCallum moves to approve the agenda as amended.

**CARRIED UNANIMOUSLY**

**3. New Business**

a) Presentation of 3 year Operating and 10-year Capital Budgets (Request for Decision)

**BVRTSC20-41** Brian Standish moves to approve 3 year Operating and 10-year Capital Budgets

**CARRIED UNANIMOUSLY**

b) Change of date for November 11<sup>th</sup> regular meeting (Remembrance Day) (Request for Decision)

- Martin Bean will send out a Google Poll to determine a revised date for the November regular meeting.

**4. ICIP Letter Update/Discussion**

- Explanation and discussion of letter's intent and specifics.

**5. Adjournment**

**BVRTSC20-42** Brian Standish moves to adjourn the meeting at 11:16AM

**CARRIED UNANIMOUSLY**

# Bow Valley Regional Transit Services Commission



## CAO Report

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## CAO Update – October 2020

- **Financial:**

- The Provincial Government has agreed to leave current funding in the ICIP Stream and will be working to process application forms in the next week so that projects can be applied for and
- Communication has been occurring with Alberta Transportation regarding GreenTRIP extensions and all indications are that they will occur, however no official documentation has been received as of yet.
- The Provincial Government has determined the allocations for the joint federal and provincial operating relief due to COVID under the new MOST program. For the public transit stream, although the recommendation of CUTA was followed to use transit ridership as the allocation criteria, 2018 ridership was used rather than 2019. This had an effect on Roam of about at 21% decrease in the amount of funding received. All funding has been allocated to the municipalities as follows and the municipalities and ID9 will need to follow the guidelines to access the funding and apply it to transit.

The transit portion allocated is:

Banff	\$414,747
Canmore	\$304,714
ID9	\$139,682

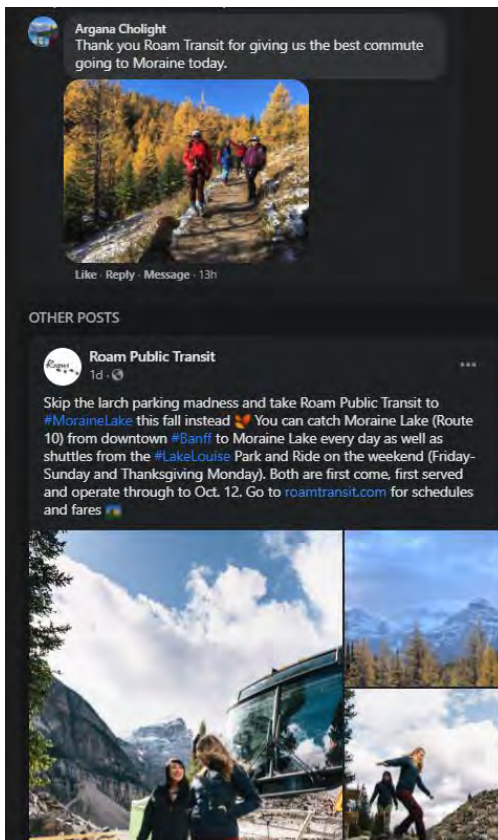
<https://www.alberta.ca/municipal-operating-support-transfer.aspx#toc-0>

<https://open.alberta.ca/dataset/34500576-6cdb-4273-a71d-48b9348662f5/resource/3b439f0a-4f09-4839-8257-878099a3346b/download/ma-municipal-operating-support-transfer-most-allocations-2020.pdf>

<https://open.alberta.ca/publications/municipal-operating-support-transfer-most-program-guidelines>

- **LLB Regional Service:**

- Parks Canada is currently constructing the transit shelter by the Lakeshore, with completion to be prior to year-end.
- Additional bus stop improvements are slated for Lake Louise Village are also currently occurring.
- Moraine Lake service (Route 10) was operated from September 14<sup>th</sup> to October 12<sup>th</sup> and carried 3,419 passengers. This was a 40% increase over 2019, primarily due to an increased number of operating days and great weather.



- Roam additionally operated Park and Ride shuttles to Moraine Lake for Parks Canada on weekends through the latter part of September up to Thanksgiving Weekend. These shuttles carried close to 9,000 passengers and helped to reduce congestion in the area. For part time Roam drivers, it was appreciated as it extended their summer season of employment by a few weeks.



- Roam administration is doing some preliminary research with ID9 to determine potential and explore options for a year round Lake Louise local transit service connecting both sides of the valley.
  
- **Banff Local Service:**
  - Roam will be back on Banff Avenue after the street reopens on September 18<sup>th</sup>.
  - Hotel partners have seen ridership steadily begin to grow over the summer, however there is significant concern regarding occupancy during the fall and early winter. It is anticipated that volumes on weekends will be reasonable with extremely quiet midweek traffic.
  - Flexibility with regards to hotel partners and their transit arrangements will be critical over the next year as they anticipate lower occupancy and lower revenue per room night.
  - New transit shelters in Banff are in the final stage of completion at:
    - Marmot Crescent
    - Rotary Park
    - Irwin's/Red Carpet Inn area
    - Hidden Ridge Chalets
  
- **CB Regional Service:**
  - Two new ticket vending machines are being installed this week in Canmore to serve the CB Regional route. They will be located at Shopper's Drug Mart and at the Benchlands Trail Overpass stop by the Shops of Canmore.
  - Regional service has stayed fairly constant with summer levels of ridership and we are anticipating this to continue as winter arrives.
  
- **Canmore Local Service:**
  - With a significant portion of the construction delays complete or close to completion, it is anticipated that ridership will continue to rise. Delays due to construction have



impacted the predictability of the transit service, however ridership is continuing to rise slowly.

- **General/Health and Safety**

- Winter has arrived and our ops team is ensuring that drivers are equipped with all supplies and knowledge needed to travel safely winter conditions. Winter driving reminders and supplemental training are being provided.
- With gatherings still not being recommended, we are working through options to the traditional Christmas party. We need to ensure all employees continue to feel engaged and valued going forward – stay tuned!
- Sanitizing and fogging are occurring on a regular schedule and being performed primarily by our operations staff. Drivers continue to sanitize enroute during breaks.
- Roam Transit building:



# Bow Valley *R*egional Transit Services Commission



## **BRING FORWARD LIST**

## BRING FORWARD LIST OF ITEMS PENDING (as of October 2020)

ITEM	Date Initiated	Pending Date	Comments:
<b>BVRTSC19-47</b> 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	Dec. 2020	Ongoing – initial meetings have occurred however follow up to happen in next couple of months
<b>BVRTSC20-22</b> Brian Standish moves that Administration bring back a report at July meeting to outline potential options for rolling out our current draft strategic plan.	May 2020	Complete Plan to be voted on in Oct.	Draft Plan Presented for comment
<b>BVRTSC20-29</b> Joanna McCallum moves that the Commission direct Administration to retain Rathbone Taylor Consulting to incorporate Transit Recovery Plan guiding principles as identified by the Board into the new plan, merging the 2021 and 2022 goals to allow adequate transit ridership recovery	August 2020	Complete	Updated plan to be presented to the Board at September 2020 meeting

# Bow Valley Regional Transit Services Commission Ridership Statistics



Month	Type	Banff Local	Canmore Local	Canmore - Banff Regional	Lake Louise - Banff Regional
<b>September 2020</b>	Bikes	135	307	630	43
	Strollers	69	38	16	4
	Winter Sports	9	2	3	12

## Observations – September 2020

### Ridership by week

Route	Sep Wk1 2019/2020	Sep Wk2 2019/2020	Sep Wk3 2019/2020	Sep Wk4 2019/2020
Route 1	15433/3905 (-74%)	15540/3032(-80%)	15519/2083 (-85%)	9854/2072 (-79%)
Route 2	11875/3085 (-74%)	12842/2710 (-79%)	11073/1643 (-73%)	7731/1704 (-78%)
Route 3	3694/1906 (-48%)	3863/1711 (-56%)	4017/1637 (-59%)	3723/1570 (-58%)
Route 4	1384/197 (-86%)	1578/140 (-91%)	Service Finished	Service Finished
Route 5	2533/1543 (-39%)	2692/1256 (-54%)	2962/1388 (-53%)	3306/1450 (-56%)
Route 8X	4936/1727 (-65%)	3599/1158 (-68%)	4138/524 (-87%)	1461/478 (-67%)
OnIt	1275/412 (-68%)	1092/569 (-48%)	Service Finished	Service Finished

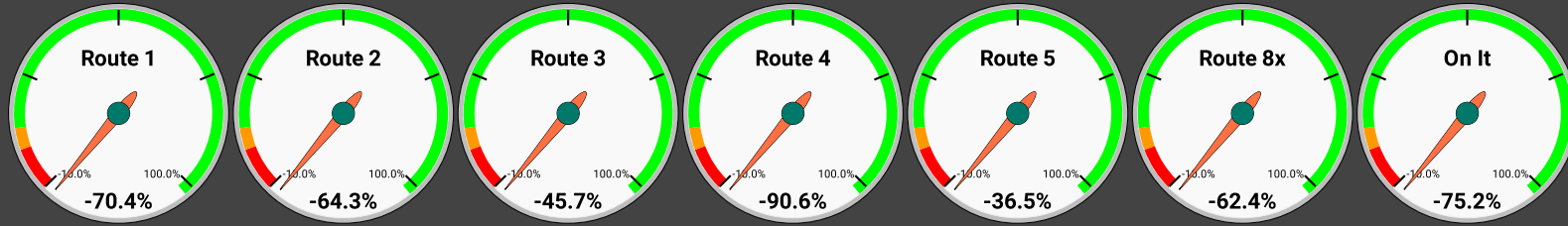
Month	Route 1 (Inns of Banff/ Gondola)					Route 2 (Tunnel Mtn / Banff Springs Hotel)					Route 3 (Canmore-Banff Regional)					Banff Local Combined Totals (Routes 1, 2, 4, and 7)				
	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change
January	26,302	28,912	28,912	29,158	0.9%	22,257	27,358	27,358	30,240	10.5%	13,153	15,486	14,938	17,784	19.1%	48,559	57,701	57,701	60,651	5.1%
February	27,800	29,757	29,757	29,827	0.2%	23,662	26,543	26,543	29,325	10.5%	12,371	12,849	12,849	14,547	13.2%	51,462	58,170	58,170	60,512	4.0%
March	32,424	34,329	34,329	19,873	-42.1%	25,551	27,413	27,413	18,827	-31.3%	13,655	15,057	15,057	11,409	-24.2%	57,975	63,321	63,321	39,411	-37.8%
April	28,441	27,420	27,420	2,557	-90.7%	20,632	22,763	22,851	2,791	-87.8%	13,695	14,618	14,618	4,106	-71.9%	49,073	51,331	51,419	5,348	-89.6%
May	44,114	48,522	48,522	2,856	-94.1%	28,773	32,526	32,526	3,386	-89.6%	15,995	16,925	16,925	6,279	-62.9%	73,542	83,476	82,329	6,242	-92.4%
June	57,945	66,195	66,195	7,508	-88.7%	50,499	47,222	47,222	4,137	-91.2%	16,261	18,924	18,924	5,552	-70.7%	110,813	118,809	118,809	11,706	-90.1%
July	75,168	80,651	80,651	13,296	-83.5%	68,439	61,895	61,895	13,112	-78.8%	17,347	20,422	20,422	6,973	-65.9%	147,949	150,584	150,584	26,958	-82.1%
August	69,322	81,196	81,196	18,047	-77.8%	64,538	63,073	63,073	16,071	-74.5%	16,063	20,105	20,105	8,330	-58.6%	138,176	153,188	151,601	35,135	-76.8%
September	50,243	59,934	59,934	11,454	-80.9%	39,878	45,951	45,951	9,327	-79.7%	13,744	16,379	16,379	7,334	-55.2%	91,739	110,337	108,576	21,106	-80.6%
October	28,296	28,982	24,236	7,616	-68.6%	21,439	21,044	17,174	5,477	-68.1%	14,465	15,563	12,273	5,884	-52.1%	50,531	51,326	41,410	13,092	-68.4%
November	23,397	24,776		0	0.0%	19,061	20,300		0	0.0%	14,461	15,682		0	0.0%	44,039	46,535	0	0	#DIV/0!
December	30,941	28,935		0	0.0%	24,772	26,238		0	0.0%	13,348	15,994		0	0.0%	56,719	56,108	0	0	#DIV/0!
YTD	494,393	539,609	481,152	142,192	-70.4%	409,501	422,326	372,006	132,692	-64.3%	174,558	198,004	162,490	88,198	-45.7%	920,577	1,000,886	883,920	280,161	-68.3%

Month	Route 5 Canmore					Route 4 Cave and Basin					Route 8X (Express Lake Louise - Banff Regional)					Roam TOTAL Ridership (Not incl. Onlt or Parking Shuttles)					On-It (Calgary Regional)				
	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change
January	8,392	10,225	10,225	14,620	43.0%							4,053	4,053	7,617	87.93%	70,104	87,465	86,917	100,672	15.8%					
February	8,264	8,913	8,913	14,327	60.7%							2,920	2,920	5,913	102.50%	72,097	82,852	82,852	95,299	15.0%					
March	8,753	9,759	9,759	9,321	-4.5%							3,310	3,310	4,187	26.50%	80,383	91,447	91,447	64,328	-29.7%					
April	7,876	9,144	9,144	2,506	-72.6%							2,926	2,926	1,088	-62.82%	70,644	78,019	78,107	13,048	-83.3%					
May	7,454	10,769	10,769	3,322	-69.2%	655	1,147		0	0.0%		5,634	5,634	1,585	-71.87%	100,873	120,789	115,657	17,428	-84.9%	1908	1,271	1,908	0	-100.0%
June	8,919	12,852	12,852	3,618	-71.8%	2,369	4,002	4,002	61	-98.5%		15,224	15,224	1446	-90.50%	144,788	177,699	165,809	22,322	-86.5%	3,846	3,846	3,846	244	-93.7%
July	12,349	14,183	14,183	5,724	-59.6%	4,342	6,704	6,704	550	-91.8%		24,544	24,544	4150	-83.09%	191,438	228,998	209,733	43,805	-79.1%	4,847	4,847	4,847	1,565	-67.7%
August	13,800	13,675	13,675	6,447	-52.9%	4,316	7,332	7,332	1,017	-86.1%		24,743	24,743	7461	-69.84%	181,019	232,833	210,124	57,373	-72.7%	6,282	6,282	6,282	2,134	-66.0%
September	8,866	12,348	12,348	6,119	-50.4%	1,618	3,146	2,691	325	-87.9%		15,154	15,154	3,960	-73.87%	118,832	161,744	153,837	40,981	-73.4%	4,017	4,017	2,986	981	-67.1%
October	8,739	14,180	11,045	5,651	-48.8%						4,916	5,581	4,639	1,427	-69.25%	78,651	87,703	70,420	27,010	-61.6%					
November	8,775	13,841		0	0.0%						4,663	4,715		0	0.00%	71,938	80,773	0	0	0.0%					
December	8,481	13,526		0	0.0%						4,400	6,645		0	0.00%	82,948	92,273	0	0	0.0%					
YTD	110,668	143,415	112,913	71,654	-36.5%	13,300	22,331	20,729	1,953	-90.6%	13,979	115,449	103,147	38,834	-62.35%	1,263,715	1,522,595	1,264,903	482,266	-61.87%	18,992	20,263	19,869	4,924	-75.2%

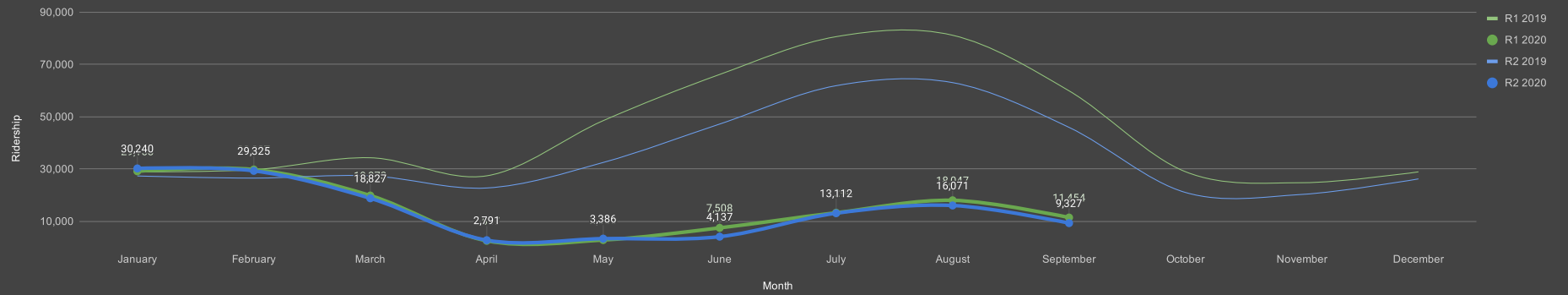
Month	Route 6 (Minnewanka)					Route 7 (Banff Centre)					Route 8S (Scenic Lake Louise - Banff Regional)				Route 9 (Johnston Canyon)				Route 10 (Moraine Lake)				Park & Ride (Moraine Lake Shuttle)			
	2018	2019	2019 YTD	2020	% Change	2018	2019	2019 YTD	2020	% Change	2019	2019 YTD	2020	% Change	2019	2019 YTD	2020	% Change	2019	2019 YTD	2020	% Change	2019	2019 YTD	2020	% Change
January							1,431	1,431	1,253	-12.4%																
February							1,870	1,870	1,360	-27.3%																
March							1,579	1,579	711	-55.0%																
April							1,148	1,148	0	-100.0%																
May	3,882	3985	0	0.0%		1,281	1,281	0	-100.0%			0				0										
June	8,795	9966	0	0.0%		1,390	1,390	0	-100.0%	795		0	0.0%	1,129	0		-100.0%									
July	13,793	11801	0	0.0%		1,334	1,334	0	-100.0%	3,521		0	0.0%	3,943	0		-100.0%									
August	12,980	12802	0	0.0%		1,587		0	0.0%	4,058		0	0.0%	4,262	0		-100.0%									
September	4,483	4184	0	0.0%		1,306		0	0.0%	303		0	0.0%	1,659	0		-100.0%	1,380	1,380	2,463	78.5%	0	0	5,494	0.0%	
October						796	1,300	0	0.0%										1,053	1,053	956	-9.2%	0	0	3,123	0.0%
November						1,581	1,459	0	0.0%																	
December						1,006	935	0	0.0%																	
YTD	43,933	42,738	0	0.0%	3,383	16,620	10,033	3,324	-66.9%	8,677	0	0	0.0%	10,993	0	0	-100.0%	2,433	2,433	3,419	40.5%	0	0	8,972	0.0%	



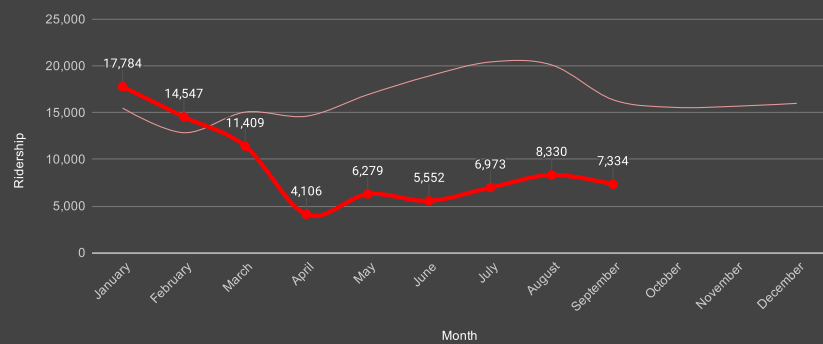
### Year to Date % Ridership Change - Comparing 2019 to 2020



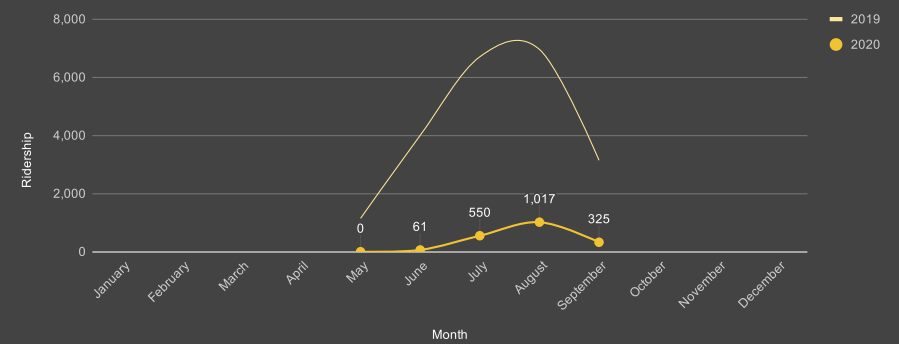
### Banff Local (Routes 1 and 2) Ridership Comparison

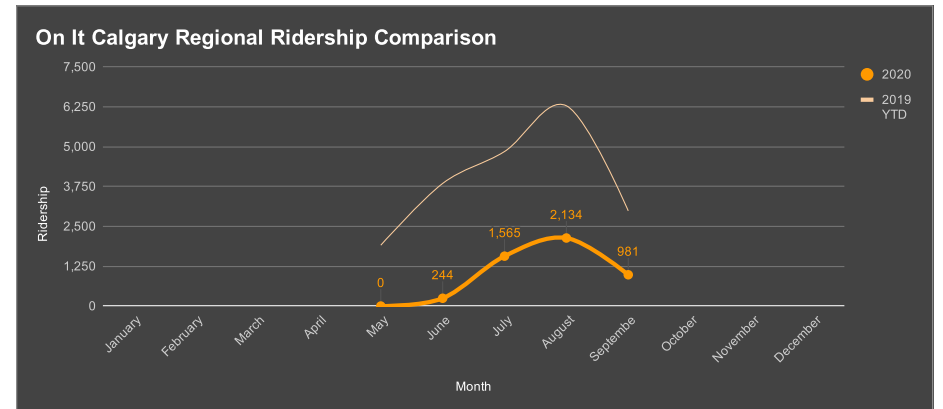
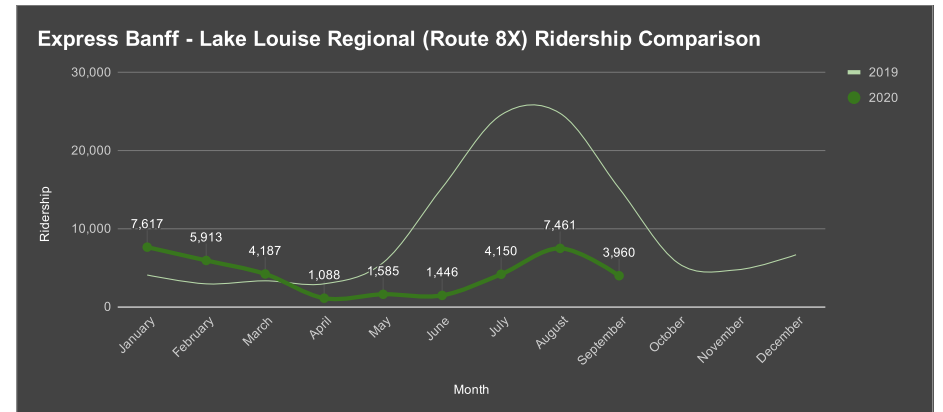
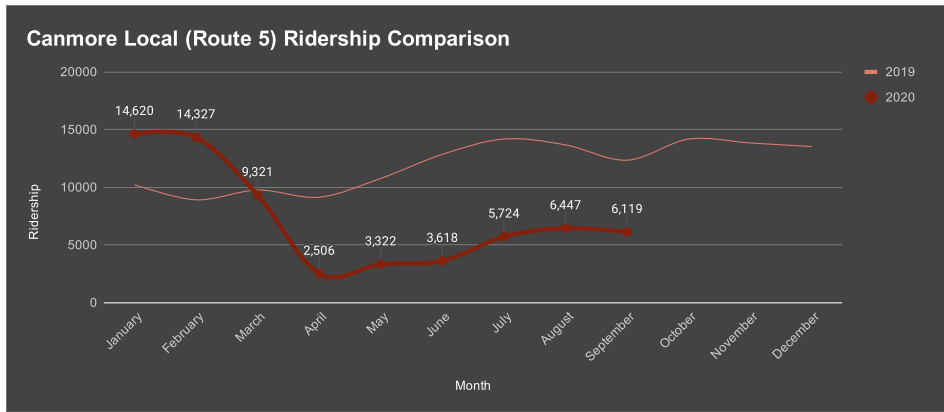


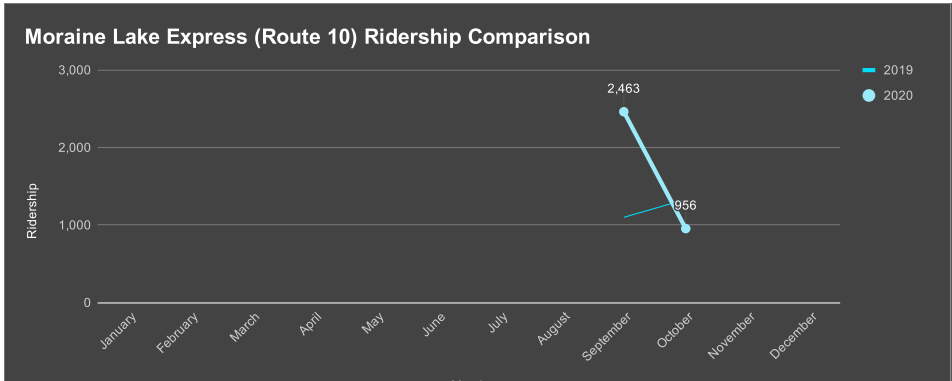
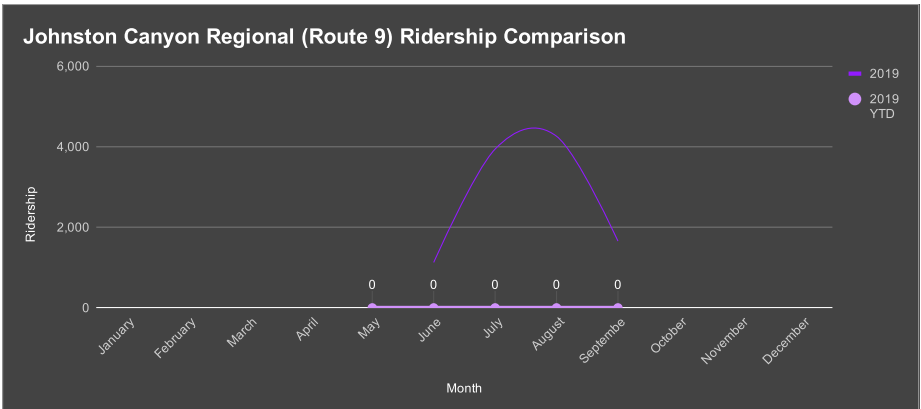
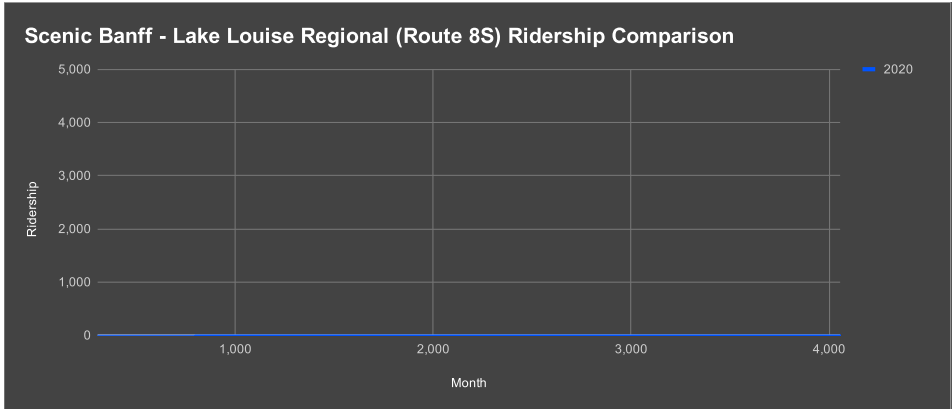
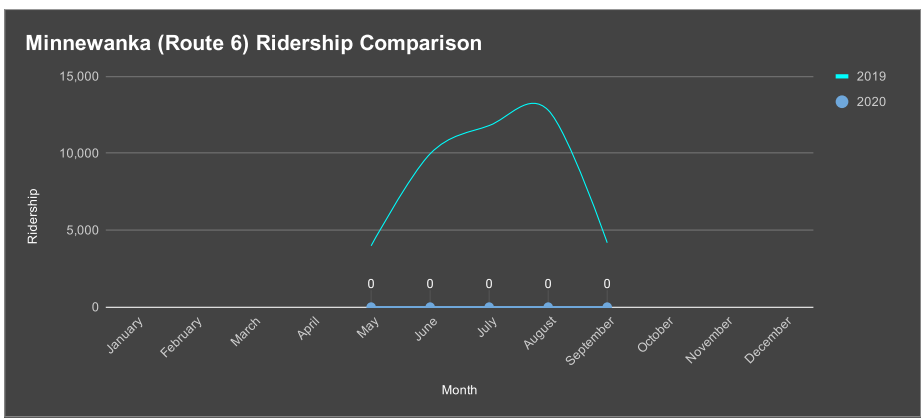
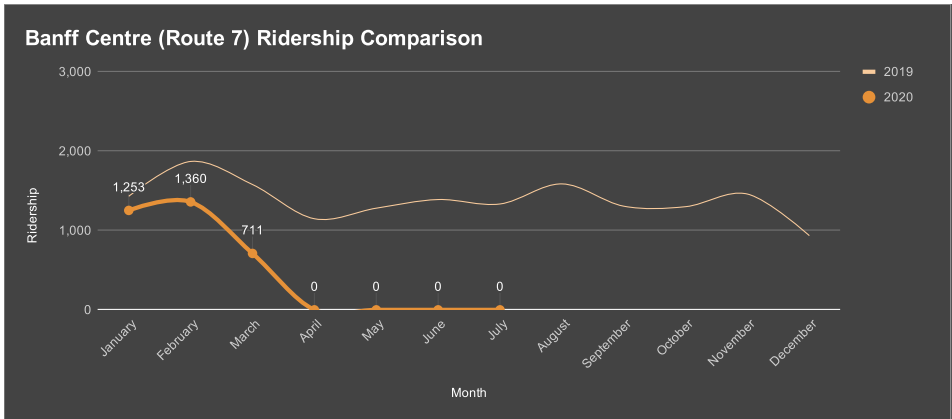
### Canmore - Banff Regional (Route 3) Ridership Comparison



### Banff Local (Route 4) Ridership Comparison

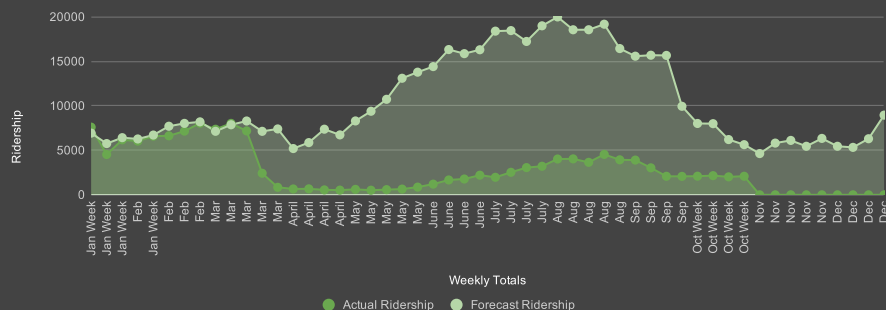




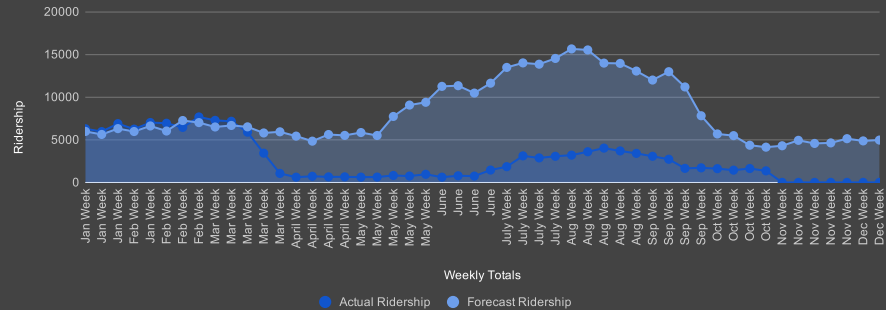


## Roam Weekly Ridership Comparisons Actual vs. Forecast

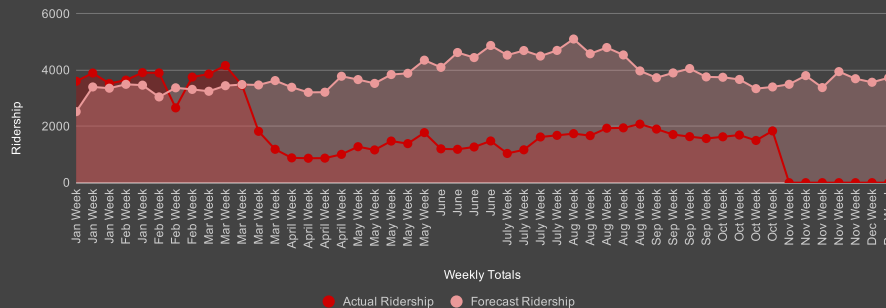
### Roam Route 1 Weekly Ridership Totals 2020 - Actual vs. Forecast



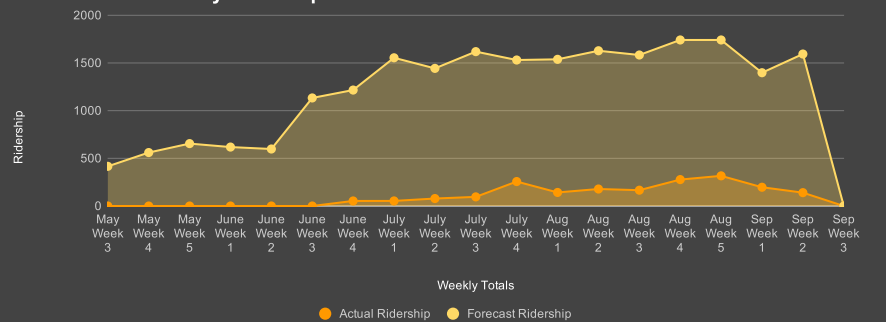
### Roam Route 2 Weekly Ridership Totals 2020 - Actual vs. Forecast



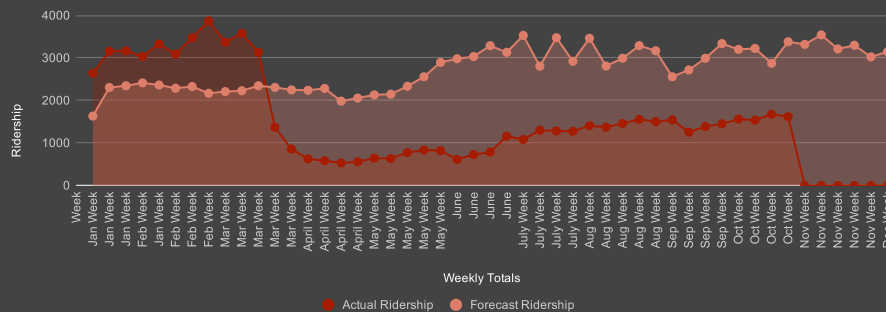
### Roam Route 3 Weekly Ridership Totals 2020 - Actual vs. Forecast



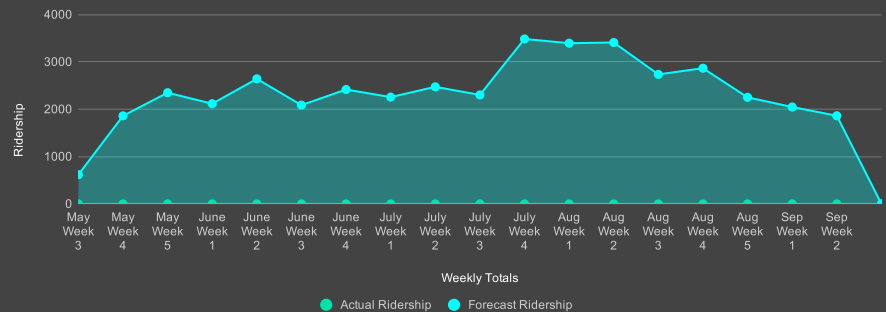
### Roam Route 4 Weekly Ridership Totals 2020 - Actual vs. Forecast



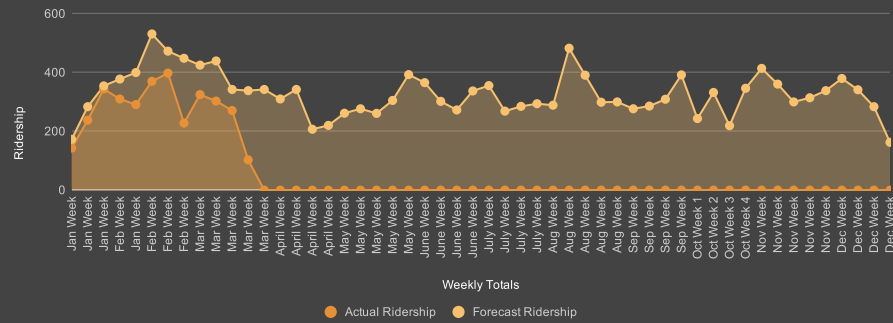
### Roam Route 5 Weekly Ridership Totals 2020 - Actual vs. Forecast



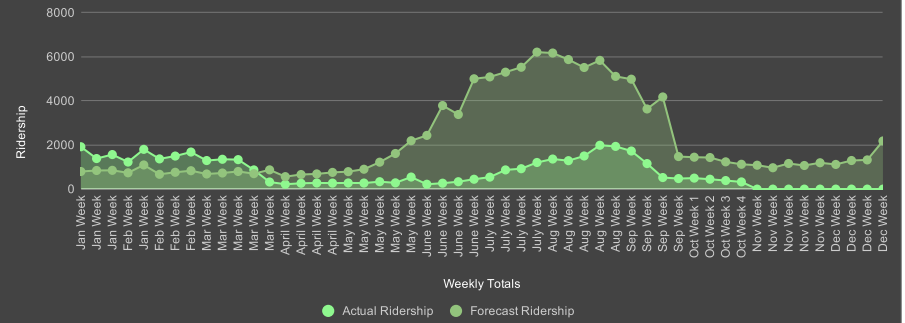
### Roam Route 6 Weekly Ridership Totals 2020 - Actual vs. Forecast



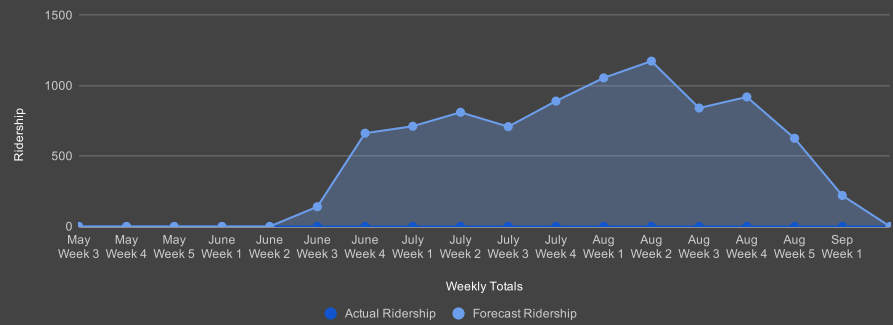
**Roam Route 7 Weekly Ridership Totals 2020 - Actual vs. Forecast**



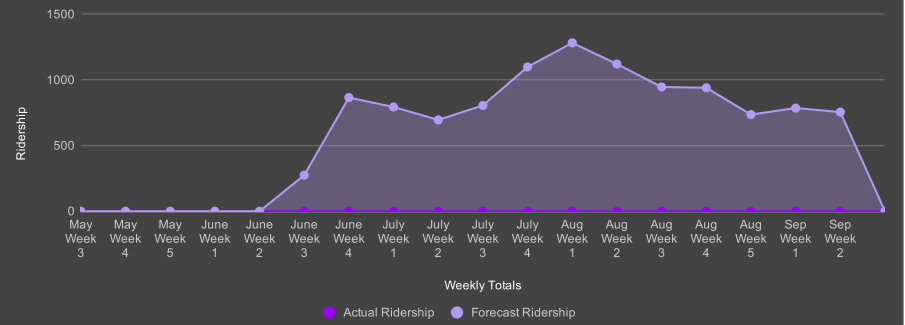
**Roam Route 8 Express/Winter Weekly Ridership Totals 2020 - Actual vs. Forecast**



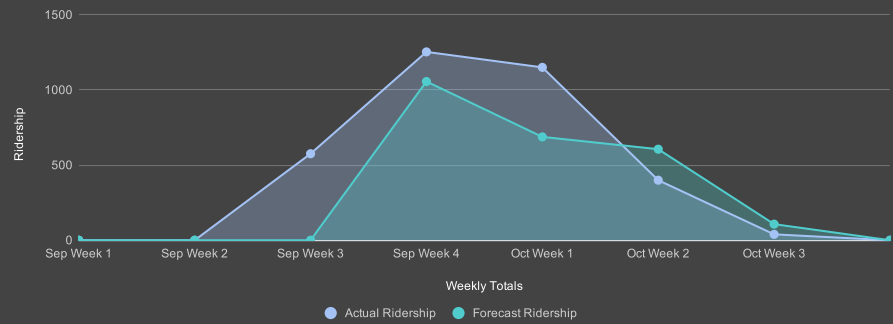
**Roam Route 8 Scenic Weekly Ridership Totals 2020 - Actual vs. Forecast**



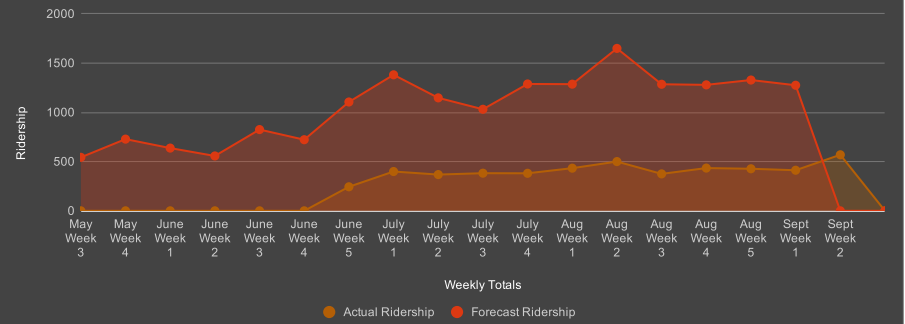
**Roam Route 9 Weekly Ridership Totals 2020 - Actual vs. forecast**



**Roam Route 10 Weekly Ridership Totals 2020 - Actual vs. Forecast**



**On-it Weekly Ridership Totals 2020 - Actual vs. Forecast**



# Bow Valley *R*egional Transit Services Commission



## New Business

# Bow Valley Regional Transit Services Commission



## Proposed 2021 3 Year Operating and 10 Year Capital Budgets

## SUMMARY

### Bow Valley Regional Transit Services Commission 2021-2023 Proposed Operating Budget

ALL ROUTES							
	2019 Actual	2020 Forecast	2020 Budget	2021 Previously Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>INCOME</b>							
Total Advertising & Marketing Revenue	\$ 57,074	\$ 36,448	\$ 53,000	\$ 55,060	\$ 54,060	\$ 55,141	\$ 56,244
Total Farebox Revenue	\$ 1,702,232	\$ 501,940	\$ 1,792,741	\$ 1,829,597	\$ 1,148,201	\$ 1,829,184	\$ 1,865,768
Total Grant Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Interest Revenue	\$ 18,526	\$ 20,805	\$ 12,000	\$ 12,240	\$ 20,000	\$ 12,000	\$ 12,240
Total Other Income	\$ 27,721	\$ 5,859	\$ 2,400	\$ 2,448	\$ 2,448	\$ 2,496	\$ 2,546
Total Partner Programs	\$ 429,531	\$ 154,118	\$ 438,586	\$ 447,358	\$ 390,171	\$ 429,178	\$ 543,326
Total Pass Sales	\$ 560,640	\$ 218,710	\$ 512,557	\$ 522,808	\$ 383,775	\$ 499,553	\$ 509,543
<b>TOTAL INCOME BEFORE REQUISITIONS</b>	<b>\$ 2,795,723</b>	<b>\$ 937,881</b>	<b>\$ 2,811,284</b>	<b>\$ 2,869,511</b>	<b>\$ 1,998,654</b>	<b>\$ 2,827,551</b>	<b>\$ 2,989,667</b>
<b>Recoveries - Operating (non-members)</b>							
4500 Recoveries - Operating (non-memb)	\$ 807,137	\$ 762,604	\$ 1,033,174	\$ 1,177,766	\$ 1,117,180	\$ 1,315,298	\$ 1,338,665
<b>Total Recoveries - Operating (non-members)</b>	<b>\$ 807,137</b>	<b>\$ 762,604</b>	<b>\$ 1,033,174</b>	<b>\$ 1,177,766</b>	<b>\$ 1,117,180</b>	<b>\$ 1,315,298</b>	<b>\$ 1,338,665</b>
<b>Total Requisitions - Capital</b>	<b>\$ 11,667</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Requisitions - Operating</b>							
4420-1 Operating Requisition - TOB	\$ 906,800	\$ 1,159,074	\$ 1,159,071	\$ 1,199,235	\$ 1,075,464	\$ 1,206,413	\$ 1,125,429
4420-2 Operating Requisition - TOC	\$ 831,322	\$ 910,386	\$ 910,383	\$ 940,237	\$ 1,000,380	\$ 1,047,406	\$ 1,068,356
4420-5 Operating Requisition - ID9	\$ 592,155	\$ 606,740	\$ 606,741	\$ 640,430	\$ 582,378	\$ 693,285	\$ 702,728
<b>Total Requisitions - Operating</b>	<b>\$ 2,330,277</b>	<b>\$ 2,676,200</b>	<b>\$ 2,676,195</b>	<b>\$ 2,779,902</b>	<b>\$ 2,658,221</b>	<b>\$ 2,947,103</b>	<b>\$ 2,896,513</b>
<b>TOTAL INCOME</b>	<b>\$ 5,944,803</b>	<b>\$ 4,376,685</b>	<b>\$ 6,520,653</b>	<b>\$ 6,827,179</b>	<b>\$ 5,774,056</b>	<b>\$ 7,089,953</b>	<b>\$ 7,224,845</b>
<b>EXPENSES</b>							
Total Advertising & Marketing Expenses	\$ 115,020	\$ 67,205	\$ 185,061	\$ 188,761	\$ 113,941	\$ 194,221	\$ 198,105
Total Contracted Services / Professional Fees	\$ 98,001	\$ 210,793	\$ 262,731	\$ 267,987	\$ 231,085	\$ 311,450	\$ 317,683
Total Fuel Expense	\$ 586,167	\$ 426,195	\$ 704,838	\$ 716,876	\$ 623,710	\$ 742,536	\$ 757,385
Total General Operating Expenses	\$ 96,136	\$ 111,059	\$ 120,001	\$ 128,508	\$ 111,541	\$ 118,962	\$ 121,340
Total Infrastructure Maintenance	\$ 23,874	\$ 21,112	\$ 33,889	\$ 34,564	\$ 34,096	\$ 35,543	\$ 36,253
Total Insurance Expense	\$ 61,873	\$ 80,683	\$ 83,963	\$ 85,642	\$ 88,125	\$ 89,888	\$ 91,686
Total Software Fees & Licences	\$ 123,931	\$ 152,223	\$ 160,808	\$ 164,025	\$ 161,160	\$ 164,635	\$ 167,923
Total Training, Travel & Meals	\$ 34,813	\$ 19,318	\$ 43,920	\$ 44,798	\$ 34,262	\$ 46,878	\$ 47,813
Total Vehicle Expenses	\$ 816,643	\$ 890,342	\$ 1,179,316	\$ 1,315,922	\$ 1,047,580	\$ 1,348,862	\$ 1,375,836
Total Wages & Benefits - Administrative	\$ 402,967	\$ 429,309	\$ 465,489	\$ 474,798	\$ 431,072	\$ 484,146	\$ 493,830
Total Wages & Benefits - Customer Support	\$ 104,920	\$ 120,841	\$ 171,138	\$ 174,561	\$ 137,287	\$ 181,999	\$ 185,639
Total Wages & Benefits - Drivers	\$ 2,107,773	\$ 1,487,154	\$ 2,416,312	\$ 2,529,756	\$ 2,060,218	\$ 2,620,922	\$ 2,673,339
Total Wages & Benefits - Operations	\$ 287,359	\$ 361,420	\$ 389,664	\$ 397,458	\$ 355,097	\$ 405,029	\$ 413,131
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,859,477</b>	<b>\$ 4,377,654</b>	<b>\$ 6,217,130</b>	<b>\$ 6,523,656</b>	<b>\$ 5,429,174</b>	<b>\$ 6,745,071</b>	<b>\$ 6,879,963</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>\$ 1,085,327</b>	<b>\$ (969)</b>	<b>\$ 303,523</b>	<b>\$ 303,523</b>	<b>\$ 344,882</b>	<b>\$ 344,882</b>	<b>\$ 344,882</b>
<b>Amortization Expense</b>							
5900 Amortization Exp	\$ 695,651	\$ 740,209	\$ 831,813	\$ 923,413	\$ 1,064,972	\$ 1,214,972	\$ 1,214,972
<b>Total Amortization Expense</b>	<b>\$ 695,651</b>	<b>\$ 740,209</b>	<b>\$ 831,813</b>	<b>\$ 923,413</b>	<b>\$ 1,064,972</b>	<b>\$ 1,214,972</b>	<b>\$ 1,214,972</b>
<b>NET INCOME</b>	<b>\$ 389,676</b>	<b>\$ (741,178)</b>	<b>\$ (528,290)</b>	<b>\$ (619,890)</b>	<b>\$ (720,090)</b>	<b>\$ (870,090)</b>	<b>\$ (870,090)</b>



DETAIL

Bow Valley Regional Transit Services Commission  
2021-2023 Proposed Operating Budget

ALL ROUTES							
	2019 Actual	2020 Forecast	2020 Budget	2021 Previously Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>INCOME</b>							
<b>Advertising &amp; Marketing Revenue</b>							
4200 Advertising & Marketing	\$ 52,521	\$ 36,373	\$ 53,000	\$ 55,060	\$ 54,060	\$ 55,141	\$ 56,244
4201 Print Fees Revenue	\$ 4,553	\$ 75	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Advertising &amp; Marketing Revenue</b>	<b>\$ 57,074</b>	<b>\$ 36,448</b>	<b>\$ 53,000</b>	<b>\$ 55,060</b>	<b>\$ 54,060</b>	<b>\$ 55,141</b>	<b>\$ 56,244</b>
<b>Farebox Revenue</b>							
4100 Farebox Income	\$ 1,806,924	\$ 524,684	\$ 1,792,741	\$ 1,829,597	\$ 1,148,201	\$ 1,829,184	\$ 1,865,768
4110 Transit Voucher Reimbursement	\$ (104,692)	\$ (22,744)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Farebox Revenue</b>	<b>\$ 1,702,232</b>	<b>\$ 501,940</b>	<b>\$ 1,792,741</b>	<b>\$ 1,829,597</b>	<b>\$ 1,148,201</b>	<b>\$ 1,829,184</b>	<b>\$ 1,865,768</b>
<b>Grant Revenue</b>							
4900 Grant Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Grant Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Interest Revenue</b>							
4810 Interest Income	\$ 18,526	\$ 20,805	\$ 12,000	\$ 12,240	\$ 20,000	\$ 12,000	\$ 12,240
<b>Total Interest Revenue</b>	<b>\$ 18,526</b>	<b>\$ 20,805</b>	<b>\$ 12,000</b>	<b>\$ 12,240</b>	<b>\$ 20,000</b>	<b>\$ 12,000</b>	<b>\$ 12,240</b>
<b>Other Income</b>							
4700 Charter Sales	\$ 2,460	\$ 1,885	\$ 2,000	\$ 2,040	\$ 2,040	\$ 2,080	\$ 2,122
4750 Route Detour Fee	\$ 50	\$ 235	\$ 400	\$ 408	\$ 408	\$ 416	\$ 424
4820 Foreign Exchange Rev/Exp	\$ (553)	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ -
4830 Warranty Income	\$ 24,978	\$ 3,609	\$ -	\$ -	\$ -	\$ -	\$ -
4840 Other Revenue	\$ 785	\$ 131	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Other Income</b>	<b>\$ 27,721</b>	<b>\$ 5,859</b>	<b>\$ 2,400</b>	<b>\$ 2,448</b>	<b>\$ 2,448</b>	<b>\$ 2,496</b>	<b>\$ 2,546</b>
<b>Partner Programs</b>							
4300 Partner Program Revenue	\$ 429,531	\$ 154,118	\$ 438,586	\$ 447,358	\$ 390,171	\$ 429,178	\$ 543,326
<b>Total Partner Programs</b>	<b>\$ 429,531</b>	<b>\$ 154,118</b>	<b>\$ 438,586</b>	<b>\$ 447,358</b>	<b>\$ 390,171</b>	<b>\$ 429,178</b>	<b>\$ 543,326</b>
<b>Pass Sales</b>							
4150 Pass Revenue	\$ 597,568	\$ 225,879	\$ 512,557	\$ 522,808	\$ 383,775	\$ 499,553	\$ 509,543
4600 SmartCard Fee	\$ 5,808	\$ 3,528	\$ -	\$ -	\$ -	\$ -	\$ -
5710 Vendor Discounts - Pass Purchase	\$ (42,736)	\$ (10,697)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Pass Sales</b>	<b>\$ 560,640</b>	<b>\$ 218,710</b>	<b>\$ 512,557</b>	<b>\$ 522,808</b>	<b>\$ 383,775</b>	<b>\$ 499,553</b>	<b>\$ 509,543</b>
<b>TOTAL INCOME BEFORE REQUISITIONS</b>	<b>\$ 2,795,723</b>	<b>\$ 937,881</b>	<b>\$ 2,811,284</b>	<b>\$ 2,869,511</b>	<b>\$ 1,998,654</b>	<b>\$ 2,827,551</b>	<b>\$ 2,989,667</b>
<b>Recoveries - Operating (non-members)</b>							
4500 Recoveries - Operating (non-memb)	\$ 807,137	\$ 762,604	\$ 1,033,174	\$ 1,177,766	\$ 1,117,180	\$ 1,315,298	\$ 1,338,665
<b>Total Recoveries - Operating (non-members)</b>	<b>\$ 807,137</b>	<b>\$ 762,604</b>	<b>\$ 1,033,174</b>	<b>\$ 1,177,766</b>	<b>\$ 1,117,180</b>	<b>\$ 1,315,298</b>	<b>\$ 1,338,665</b>
<b>Requisitions - Capital</b>							
4410-1 Capital Requisition - TOB	\$ 10,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4410-2 Capital Requisition - TOC	\$ 703	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4410-5 Capital Requisition - ID9	\$ 703	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Requisitions - Capital</b>	<b>\$ 11,667</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Requisitions - Operating</b>							
4420-1 Operating Requisition - TOB	\$ 906,800	\$ 1,159,074	\$ 1,159,071	\$ 1,199,235	\$ 1,075,464	\$ 1,206,413	\$ 1,125,429
4420-2 Operating Requisition - TOC	\$ 831,322	\$ 910,386	\$ 910,383	\$ 940,237	\$ 1,000,380	\$ 1,047,406	\$ 1,068,356
4420-5 Operating Requisition - ID9	\$ 592,155	\$ 606,740	\$ 606,741	\$ 640,430	\$ 582,378	\$ 693,285	\$ 702,728
<b>Total Requisitions - Operating</b>	<b>\$ 2,330,277</b>	<b>\$ 2,676,200</b>	<b>\$ 2,676,195</b>	<b>\$ 2,779,902</b>	<b>\$ 2,658,221</b>	<b>\$ 2,947,103</b>	<b>\$ 2,896,513</b>
<b>TOTAL INCOME</b>	<b>\$ 5,944,803</b>	<b>\$ 4,376,685</b>	<b>\$ 6,520,653</b>	<b>\$ 6,827,179</b>	<b>\$ 5,774,056</b>	<b>\$ 7,089,953</b>	<b>\$ 7,224,845</b>

## Bow Valley Regional Transit Services Commission 2021-2023 Proposed Operating Budget

### ALL ROUTES

	2019 Actual	2020 Forecast	2020 Budget	2021 Previously Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>EXPENSES</b>							
<b>Advertising &amp; Marketing Expenses</b>							
5226 Drivers recruitment	\$ 16,831	\$ 9,199	\$ 22,546	\$ 22,997	\$ 16,800	\$ 37,647	\$ 38,400
5616 Recruitment Costs - Admin	\$ 1,269	\$ 3,342	\$ 3,618	\$ 3,690	\$ 3,690	\$ 3,764	\$ 3,839
5700 Advertising and Marketing	\$ 94,637	\$ 54,664	\$ 143,897	\$ 146,774	\$ 91,051	\$ 150,362	\$ 153,370
5715 Commission	\$ 2,284	\$ -	\$ 15,000	\$ 15,300	\$ 2,400	\$ 2,448	\$ 2,496
<b>Total Advertising &amp; Marketing Expenses</b>	<b>\$ 115,020</b>	<b>\$ 67,205</b>	<b>\$ 185,061</b>	<b>\$ 188,761</b>	<b>\$ 113,941</b>	<b>\$ 194,221</b>	<b>\$ 198,105</b>
<b>Contracted Services / Professional Fees</b>							
5200 Operating Contracts	\$ 33,207	\$ 107,635	\$ 120,795	\$ 123,212	\$ 151,858	\$ 215,204	\$ 219,509
5364 Brinks service fees	\$ 10,478	\$ 8,645	\$ 22,817	\$ 23,275	\$ 10,875	\$ 11,170	\$ 11,394
5611 Accounting Fees	\$ 11,500	\$ 17,789	\$ 12,490	\$ 12,740	\$ 12,740	\$ 12,995	\$ 13,255
5612 Payroll service fee	\$ 4,828	\$ 5,057	\$ 3,977	\$ 4,057	\$ 3,955	\$ 4,135	\$ 4,219
5615 Legal Fees	\$ -	\$ 5,279	\$ 4,789	\$ 4,886	\$ 4,886	\$ 4,983	\$ 5,084
5623 Security Fee	\$ 11,095	\$ 9,745	\$ 15,032	\$ 15,332	\$ 15,332	\$ 15,640	\$ 15,954
5624 IT Support	\$ 6,339	\$ 10,072	\$ 12,965	\$ 13,223	\$ 6,439	\$ 6,823	\$ 6,958
5629 Contract Work	\$ 20,554	\$ 46,572	\$ 69,866	\$ 71,262	\$ 25,000	\$ 40,500	\$ 41,310
<b>Total Contracted Services / Professional Fees</b>	<b>\$ 98,001</b>	<b>\$ 210,793</b>	<b>\$ 262,731</b>	<b>\$ 267,987</b>	<b>\$ 231,085</b>	<b>\$ 311,450</b>	<b>\$ 317,683</b>
<b>Fuel Expense</b>							
5270 Fuel	\$ 586,167	\$ 426,195	\$ 704,838	\$ 716,876	\$ 623,710	\$ 742,536	\$ 757,385
<b>Total Fuel Expense</b>	<b>\$ 586,167</b>	<b>\$ 426,195</b>	<b>\$ 704,838</b>	<b>\$ 716,876</b>	<b>\$ 623,710</b>	<b>\$ 742,536</b>	<b>\$ 757,385</b>
<b>General Operating Expenses</b>							
5351 Office Supplies	\$ 17,616	\$ 13,476	\$ 18,157	\$ 18,521	\$ 9,322	\$ 12,326	\$ 12,572
5352 Bank Service Charges	\$ 9,042	\$ 7,820	\$ 9,804	\$ 9,999	\$ 9,422	\$ 9,661	\$ 9,853
5353 Janitorial Supplies & Services	\$ -	\$ 5,674	\$ 1,020	\$ 1,040	\$ 1,040	\$ 1,061	\$ 1,082
5354 Postage and Office Delivery	\$ 465	\$ 2,003	\$ 2,628	\$ 2,682	\$ 2,682	\$ 2,736	\$ 2,791
5355 Miscellaneous Expense	\$ 625	\$ 3,356	\$ 5,000	\$ 5,100	\$ -	\$ -	\$ -
5357 Cell Phone	\$ 11,867	\$ 16,098	\$ 21,333	\$ 21,759	\$ 21,606	\$ 22,190	\$ 22,633
5358 Office Phone	\$ 8,171	\$ 10,007	\$ 10,158	\$ 10,362	\$ 10,081	\$ 10,565	\$ 10,777
5359 Board meeting expense	\$ 358	\$ 1,534	\$ 1,326	\$ 1,353	\$ 1,353	\$ 1,380	\$ 1,408
5360 Cash over/short	\$ 5	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ -
5361 Bad debts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5626 Office Rent	\$ 39,243	\$ 41,908	\$ 42,410	\$ 49,363	\$ 47,783	\$ 50,549	\$ 51,559
5627 Copier	\$ 4,807	\$ 4,841	\$ 3,738	\$ 3,813	\$ 3,736	\$ 3,888	\$ 3,967
5630 Utilities	\$ 3,937	\$ 4,342	\$ 4,427	\$ 4,516	\$ 4,516	\$ 4,606	\$ 4,698
<b>Total General Operating Expenses</b>	<b>\$ 96,136</b>	<b>\$ 111,059</b>	<b>\$ 120,001</b>	<b>\$ 128,508</b>	<b>\$ 111,541</b>	<b>\$ 118,962</b>	<b>\$ 121,340</b>
<b>Infrastructure Maintenance</b>							
5430 Parks Canada Land Rent	\$ 400	\$ 392	\$ 400	\$ 406	\$ 403	\$ 411	\$ 419
5632 Infrastructure Maintenance Expense	\$ 23,474	\$ 20,720	\$ 33,489	\$ 34,158	\$ 33,693	\$ 35,132	\$ 35,834
<b>Total Infrastructure Maintenance</b>	<b>\$ 23,874</b>	<b>\$ 21,112</b>	<b>\$ 33,889</b>	<b>\$ 34,564</b>	<b>\$ 34,096</b>	<b>\$ 35,543</b>	<b>\$ 36,253</b>
<b>Insurance Expense</b>							
5310 General Liability Insurance	\$ 4,407	\$ 4,633	\$ 4,590	\$ 4,682	\$ 4,682	\$ 4,776	\$ 4,872
5320 Fleet insurance	\$ 57,466	\$ 76,050	\$ 79,373	\$ 80,960	\$ 83,443	\$ 85,112	\$ 86,814
<b>Total Insurance Expense</b>	<b>\$ 61,873</b>	<b>\$ 80,683</b>	<b>\$ 83,963</b>	<b>\$ 85,642</b>	<b>\$ 88,125</b>	<b>\$ 89,888</b>	<b>\$ 91,686</b>

**Bow Valley Regional Transit Services Commission  
2021-2023 Proposed Operating Budget**

**ALL ROUTES**

	2019 Actual	2020 Forecast	2020 Budget	2021 Previously Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>Software Fees &amp; Licences</b>							
5362 Software and License Fees	\$ 30,636	\$ 52,681	\$ 60,820	\$ 62,037	\$ 42,820	\$ 43,676	\$ 44,546
5617 Website	\$ 3,433	\$ 9,770	\$ 12,250	\$ 12,495	\$ 12,240	\$ 12,737	\$ 12,991
5620 Smart Farebox Software	\$ 34,202	\$ 55,548	\$ 62,500	\$ 63,750	\$ 63,000	\$ 64,260	\$ 65,544
5622 Bus Prediction Software	\$ 55,660	\$ 34,224	\$ 25,238	\$ 25,743	\$ 43,100	\$ 43,962	\$ 44,842
<b>Total Software Fees &amp; Licences</b>	<b>\$ 123,931</b>	<b>\$ 152,223</b>	<b>\$ 160,808</b>	<b>\$ 164,025</b>	<b>\$ 161,160</b>	<b>\$ 164,635</b>	<b>\$ 167,923</b>
<b>Training, Travel &amp; Meals</b>							
5171 Conference Fees	\$ 5,552	\$ -	\$ 7,501	\$ 7,651	\$ 5,500	\$ 7,804	\$ 7,960
5172 Meals	\$ 7,332	\$ 2,188	\$ 14,496	\$ 14,786	\$ 7,320	\$ 14,343	\$ 14,630
5173 Training	\$ 2,351	\$ 40	\$ 1,555	\$ 1,587	\$ 2,200	\$ 2,244	\$ 2,289
5180 Travel Expense	\$ 5,915	\$ 637	\$ -	\$ -	\$ 5,500	\$ 5,610	\$ 5,722
5181 Mileage	\$ 3,907	\$ 6,119	\$ 10,604	\$ 10,815	\$ 4,335	\$ 5,532	\$ 5,642
5227 Driver Training	\$ 4,433	\$ 4,201	\$ 3,247	\$ 3,312	\$ 4,400	\$ 4,565	\$ 4,655
5356 Memberships	\$ 5,248	\$ 5,319	\$ 4,909	\$ 5,007	\$ 5,007	\$ 5,107	\$ 5,209
5619 Business Hosting Expenses	\$ 75	\$ 814	\$ 1,608	\$ 1,640	\$ -	\$ 1,673	\$ 1,706
<b>Total Training, Travel &amp; Meals</b>	<b>\$ 34,813</b>	<b>\$ 19,318</b>	<b>\$ 43,920</b>	<b>\$ 44,798</b>	<b>\$ 34,262</b>	<b>\$ 46,878</b>	<b>\$ 47,813</b>
<b>Vehicle Expenses</b>							
5225 Drivers uniforms	\$ 27,269	\$ 10,369	\$ 34,355	\$ 35,043	\$ 26,076	\$ 26,985	\$ 27,525
5228 Driver recognition	\$ 5,698	\$ 1,721	\$ 2,604	\$ 2,657	\$ 4,057	\$ 4,291	\$ 4,375
5250 Parts	\$ 266,300	\$ 267,711	\$ 361,492	\$ 368,722	\$ 294,135	\$ 376,076	\$ 383,597
5251 Parts - Accident Related	\$ 450	\$ 1,256	\$ -	\$ -	\$ -	\$ -	\$ -
5252 Replacement Bus For Maintenance Days	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5255 Vehicle Supplies	\$ 35,093	\$ 35,809	\$ 56,179	\$ 57,302	\$ 45,198	\$ 69,878	\$ 71,275
5260 Maintenance Labour	\$ 376,298	\$ 449,048	\$ 583,142	\$ 594,806	\$ 515,473	\$ 668,205	\$ 681,568
5410 Bus Lease	\$ 59,250	\$ 60,321	\$ 61,380	\$ 62,608	\$ -	\$ -	\$ -
5420 Bus Storage	\$ 45,305	\$ 58,809	\$ 71,296	\$ 185,738	\$ 153,595	\$ 194,201	\$ 198,085
5628 Bus wrap repair	\$ 980	\$ 5,298	\$ 8,868	\$ 9,046	\$ 9,046	\$ 9,226	\$ 9,411
<b>Total Vehicle Expenses</b>	<b>\$ 816,643</b>	<b>\$ 890,342</b>	<b>\$ 1,179,316</b>	<b>\$ 1,315,922</b>	<b>\$ 1,047,580</b>	<b>\$ 1,348,862</b>	<b>\$ 1,375,836</b>
<b>Wages &amp; Benefits - Administrative</b>							
5110 Wages - Administrative	\$ 339,038	\$ 397,466	\$ 465,489	\$ 474,798	\$ 431,072	\$ 484,146	\$ 493,830
5131 CPP & EI	\$ 15,368	\$ 10,512	\$ -	\$ -	\$ -	\$ -	\$ -
5133 Health Benefits	\$ 11,007	\$ 4,421	\$ -	\$ -	\$ -	\$ -	\$ -
5134 LAPP	\$ 33,491	\$ 15,233	\$ -	\$ -	\$ -	\$ -	\$ -
5135 WCB - Admin	\$ 4,062	\$ 1,676	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Wages &amp; Benefits - Administrative</b>	<b>\$ 402,967</b>	<b>\$ 429,309</b>	<b>\$ 465,489</b>	<b>\$ 474,798</b>	<b>\$ 431,072</b>	<b>\$ 484,146</b>	<b>\$ 493,830</b>
<b>Wages &amp; Benefits - Customer Support</b>							
5631 Wages - Customer Centre Support	\$ 90,807	\$ 116,347	\$ 171,138	\$ 174,561	\$ 137,287	\$ 181,999	\$ 185,639
5633 Customer Centre Support - CPP&EI	\$ 6,819	\$ 1,418	\$ -	\$ -	\$ -	\$ -	\$ -
5634 Customer Centre Support - WCB	\$ 1,377	\$ 211	\$ -	\$ -	\$ -	\$ -	\$ -
5682 Customer Service - LAPP	\$ 2,128	\$ 1,534	\$ -	\$ -	\$ -	\$ -	\$ -
5683 Health Benefits - Customer Service	\$ 3,788	\$ 1,331	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Wages &amp; Benefits - Customer Support</b>	<b>\$ 104,920</b>	<b>\$ 120,841</b>	<b>\$ 171,138</b>	<b>\$ 174,561</b>	<b>\$ 137,287</b>	<b>\$ 181,999</b>	<b>\$ 185,639</b>

**Bow Valley Regional Transit Services Commission  
2021-2023 Proposed Operating Budget**

**ALL ROUTES**

	2019 Actual	2020 Forecast	2020 Budget	2021 Previously Approved Budget	2021 Proposed Budget	2022 Proposed Budget	2023 Proposed Budget
<b>Wages &amp; Benefits - Drivers</b>							
5221 Drivers Wages	\$ 1,692,505	\$ 1,317,015	\$ 2,257,073	\$ 2,367,333	\$ 1,960,218	\$ 2,460,498	\$ 2,509,707
5223 Drivers Wages - Training	\$ 114,127	\$ 58,568	\$ 159,239	\$ 162,423	\$ 100,000	\$ 160,424	\$ 163,632
5231 Drivers CPP & EI	\$ 123,920	\$ 38,043	\$ -	\$ -	\$ -	\$ -	\$ -
5232 LAPP - Drivers	\$ 89,071	\$ 40,839	\$ -	\$ -	\$ -	\$ -	\$ -
5233 Health Benefits - Drivers	\$ 63,897	\$ 27,187	\$ -	\$ -	\$ -	\$ -	\$ -
5234 WCB - Drivers	\$ 24,253	\$ 5,503	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Wages &amp; Benefits - Drivers</b>	<b>\$ 2,107,773</b>	<b>\$ 1,487,154</b>	<b>\$ 2,416,312</b>	<b>\$ 2,529,756</b>	<b>\$ 2,060,218</b>	<b>\$ 2,620,922</b>	<b>\$ 2,673,339</b>
<b>Wages &amp; Benefits - Operations</b>							
5220 Wages - Operations	\$ 240,667	\$ 333,578	\$ 389,664	\$ 397,458	\$ 355,097	\$ 405,029	\$ 413,129
5281 Operations - CPP & EI	\$ 12,177	\$ 9,747	\$ -	\$ -	\$ -	\$ -	\$ 2
5282 Operations - LAPP	\$ 22,467	\$ 12,449	\$ -	\$ -	\$ -	\$ -	\$ -
5283 Operations - Health Benefits	\$ 8,849	\$ 4,272	\$ -	\$ -	\$ -	\$ -	\$ -
5284 Operations - WCB	\$ 3,199	\$ 1,375	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Wages &amp; Benefits - Operations</b>	<b>\$ 287,359</b>	<b>\$ 361,420</b>	<b>\$ 389,664</b>	<b>\$ 397,458</b>	<b>\$ 355,097</b>	<b>\$ 405,029</b>	<b>\$ 413,131</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 4,859,477</b>	<b>\$ 4,377,654</b>	<b>\$ 6,217,130</b>	<b>\$ 6,523,656</b>	<b>\$ 5,429,174</b>	<b>\$ 6,745,071</b>	<b>\$ 6,879,963</b>
<b>SURPLUS / DEFICIENCY PRIOR TO AMORTIZATION</b>	<b>\$ 1,085,327</b>	<b>\$ (969)</b>	<b>\$ 303,523</b>	<b>\$ 303,523</b>	<b>\$ 344,882</b>	<b>\$ 344,882</b>	<b>\$ 344,882</b>
<b>Amortization Expense</b>							
5900 Amortization Exp	\$ 695,651	\$ 740,209	\$ 831,813	\$ 923,413	\$ 1,064,972	\$ 1,214,972	\$ 1,214,972
<b>Total Amortization Expense</b>	<b>\$ 695,651</b>	<b>\$ 740,209</b>	<b>\$ 831,813</b>	<b>\$ 923,413</b>	<b>\$ 1,064,972</b>	<b>\$ 1,214,972</b>	<b>\$ 1,214,972</b>
<b>NET INCOME</b>	<b>\$ 389,676</b>	<b>\$ (741,178)</b>	<b>\$ (528,290)</b>	<b>\$ (619,890)</b>	<b>\$ (720,090)</b>	<b>\$ (870,090)</b>	<b>\$ (870,090)</b>

**Requisitions - 2021 to 2023**

	2020	2021	2022	2021	2022	2023	% Change	% Change	\$ Change	\$ Change
	Budget	Previously Approved Budget		Proposed Budget			21-21	22-22	21-21	22-22
<b>Town of Banff:</b>										
Banff Local - Route 1	\$ 403,846	\$ 417,600	\$ 425,949	\$ 385,698	\$ 418,208	\$ 427,028	-7.6%	-1.8%	\$ (31,902)	\$ (7,741)
Banff Local - Route 2	\$ 470,044	\$ 481,274	\$ 490,898	\$ 386,339	\$ 474,025	\$ 377,937	-19.7%	-3.4%	\$ (94,935)	\$ (16,873)
Intercept Shuttle	\$ 62,000	\$ 190,230	\$ 194,035	\$ -	\$ -	\$ -	-100.0%	-100.0%	\$ (190,230)	\$ (194,035)
CB Regional (1/2)	\$ 142,486	\$ 154,812	\$ 157,910	\$ 157,350	\$ 160,948	\$ 164,167	1.6%	1.9%	\$ 2,538	\$ 3,038
Administrative (1/3)	\$ 142,695	\$ 145,549	\$ 148,459	\$ 146,076	\$ 153,232	\$ 156,297	0.4%	3.2%	\$ 527	\$ 4,773
	<b>\$ 1,221,071</b>	<b>\$ 1,389,465</b>	<b>\$ 1,417,251</b>	<b>\$ 1,075,464</b>	<b>\$ 1,206,413</b>	<b>\$ 1,125,429</b>	<b>-22.6%</b>	<b>-14.9%</b>	<b>\$ (314,001)</b>	<b>\$ (210,838)</b>
<b>Town of Canmore</b>										
Canmore Local - Route 5	\$ 625,202	\$ 639,876	\$ 652,673	\$ 696,954	\$ 733,226	\$ 747,892	8.9%	12.3%	\$ 57,078	\$ 80,553
CB Regional (1/2)	\$ 142,486	\$ 154,812	\$ 157,910	\$ 157,350	\$ 160,948	\$ 164,167	1.6%	1.9%	\$ 2,538	\$ 3,038
Administrative (1/3)	\$ 142,695	\$ 145,549	\$ 148,459	\$ 146,076	\$ 153,232	\$ 156,297	0.4%	3.2%	\$ 527	\$ 4,773
	<b>\$ 910,383</b>	<b>\$ 940,237</b>	<b>\$ 959,042</b>	<b>\$ 1,000,380</b>	<b>\$ 1,047,406</b>	<b>\$ 1,068,356</b>	<b>6.4%</b>	<b>9.2%</b>	<b>\$ 60,143</b>	<b>\$ 88,364</b>
<b>Improvement District No. 9</b>										
Administrative (1/3)	\$ 142,695	\$ 145,549	\$ 148,459	\$ 146,076	\$ 153,232	\$ 156,297	0.4%	3.2%	\$ 527	\$ 4,773
LLB Regional - Winter	\$ 244,946	\$ 261,276	\$ 266,499	\$ 174,897	\$ 273,710	\$ 279,183	-33.1%	2.7%	\$ (86,379)	\$ 7,211
LLB Regional - Rt 8S	\$ 48,020	\$ 50,587	\$ 50,814	\$ 69,198	\$ 59,448	\$ 59,639	36.8%	17.0%	\$ 18,611	\$ 8,634
LLB Regional - Rt 8X	\$ 137,935	\$ 147,487	\$ 148,273	\$ 157,178	\$ 164,352	\$ 165,057	6.6%	10.8%	\$ 9,691	\$ 16,079
JCB Regional - Rt 9	\$ 33,145	\$ 35,519	\$ 35,583	\$ 66,447	\$ 42,542	\$ 42,552	87.1%	19.6%	\$ 30,928	\$ 6,959
LLB Regional Reserve	\$ 79,954	\$ 87,859	\$ 92,580	\$ 38,595	\$ 46,500	\$ 51,221			\$ (49,264)	\$ (46,080)
Adjustment for over \$300K maximum for LL summer routes				-\$ 31,418						
	<b>\$ 686,695</b>	<b>\$ 728,277</b>	<b>\$ 742,208</b>	<b>\$ 620,973</b>	<b>\$ 739,785</b>	<b>\$ 753,949</b>	<b>-14.7%</b>	<b>-0.3%</b>	<b>\$ (107,304)</b>	<b>\$ (2,423)</b>

# Bow Valley *R*egional Transit Services Commission



## 2020 Budget KPI Document

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### All Routes

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 23.77	\$ 50.00	\$ 51.04	\$ 42.09	\$ 49.70	\$ 52.55
Gross Cost per Service Hour	\$ 104.74	\$ 124.70	\$ 129.52	\$ 137.90	\$ 140.41	\$ 142.79
Direct Operating Cost per Service Hour	\$ 77.48	\$ 101.08	\$ 104.09	\$ 106.88	\$ 110.82	\$ 113.04
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 19.02	\$ 15.97	\$ 17.63	\$ 22.68	\$ 21.46	\$ 21.46
Net Cost per Service Hour (CUTA)	\$ 61.94	\$ 58.73	\$ 60.85	\$ 73.12	\$ 69.25	\$ 68.77
% Cost Recovery (CUTA)	28%	46%	46%	37%	42%	43%
Ridership	638,379	1,565,789	1,581,445	1,183,137	1,613,729	1,629,867
Service Hours	21,694	55,933	55,933	46,949	56,606	56,606
Ridership per Service Hour	29	28	28	25	29	29

### Route 1 - Banff Local Sulphur Mountain

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 30.79	\$ 57.85	\$ 59.00	\$ 50.57	\$ 57.77	\$ 58.92
Gross Cost per Service Hour	\$ 94.47	\$ 113.90	\$ 120.54	\$ 131.42	\$ 131.01	\$ 133.12
Direct Operating Cost per Service Hour	\$ 66.68	\$ 91.33	\$ 93.67	\$ 98.49	\$ 97.32	\$ 99.27
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 19.55	\$ 14.91	\$ 19.07	\$ 24.59	\$ 25.57	\$ 25.57
Net Cost per Service Hour (CUTA)	\$ 44.13	\$ 41.14	\$ 42.47	\$ 56.26	\$ 47.67	\$ 48.63
% Cost Recovery (CUTA)	41%	58%	58%	47%	55%	55%
Ridership	234,920	568,572	574,257	395,276	539,609	545,005
Service Hours	4,236	11,180	11,180	8,539	11,180	11,180
Ridership per Service Hour	55	51	51	46	48	49

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 2 - Banff Local Tunnel Mountain

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 18.86	\$ 44.82	\$ 45.72	\$ 44.49	\$ 46.63	\$ 58.56
Gross Cost per Service Hour	\$ 102.63	\$ 117.30	\$ 124.34	\$ 133.21	\$ 135.50	\$ 137.64
Direct Operating Cost per Service Hour	\$ 73.38	\$ 93.39	\$ 95.45	\$ 98.92	\$ 98.93	\$ 100.91
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 21.01	\$ 16.25	\$ 21.09	\$ 25.95	\$ 28.45	\$ 28.45
Net Cost per Service Hour (CUTA)	\$ 62.75	\$ 56.22	\$ 57.54	\$ 62.77	\$ 60.41	\$ 50.62
% Cost Recovery (CUTA)	23%	44%	44%	41%	44%	54%
Ridership	183,660	453,768	458,305	307,620	422,325	426,548
Service Hours	3,685	9,599	9,599	7,619	9,599	9,599
Ridership per Service Hour	50	47	48	40	44	44

### Route 3 - Canmore / Banff Regional

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 47.17	\$ 81.64	\$ 83.27	\$ 65.63	\$ 84.92	\$ 86.62
Gross Cost per Service Hour	\$ 107.68	\$ 128.24	\$ 132.55	\$ 119.32	\$ 136.31	\$ 138.83
Direct Operating Cost per Service Hour	\$ 87.68	\$ 110.86	\$ 115.02	\$ 99.94	\$ 117.94	\$ 120.29
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 11.76	\$ 9.72	\$ 9.72	\$ 11.04	\$ 10.26	\$ 10.26
Net Cost per Service Hour (CUTA)	\$ 48.75	\$ 36.88	\$ 39.56	\$ 42.65	\$ 41.14	\$ 41.96
% Cost Recovery (CUTA)	49%	69%	68%	61%	67%	67%
Ridership	93,542	193,966	195,905	145,810	198,004	199,984
Service Hours	4,042	9,750	9,750	9,171	9,750	9,750
Ridership per Service Hour	23	20	20	16	20	21



## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 4 - Cave & Basin

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ (0.00)	\$ 11.75	\$ 11.98	\$ 8.99	\$ 12.22	\$ 12.47
Gross Cost per Service Hour	\$ 110.71	\$ 121.26	\$ 126.26	\$ 140.85	\$ 136.45	\$ 138.88
Direct Operating Cost per Service Hour	\$ 82.45	\$ 99.51	\$ 104.36	\$ 117.57	\$ 113.69	\$ 115.96
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 20.03	\$ 14.10	\$ 14.10	\$ 14.95	\$ 14.63	\$ 14.63
Net Cost per Service Hour (CUTA)	\$ 90.69	\$ 95.42	\$ 100.18	\$ 116.91	\$ 109.59	\$ 111.78
% Cost Recovery (CUTA)	0%	11%	11%	7%	10%	10%
Ridership	7,168	20,306	20,509	16,469	21,959	22,179
Service Hours	285	1,083	1,083	1,074	1,083	1,083
Ridership per Service Hour	25	19	19	15	20	20

### Route 5 - Canmore Local

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ (0.60)	\$ 14.02	\$ 14.30	\$ 1.44	\$ 1.47	\$ 1.50
Gross Cost per Service Hour	\$ 102.67	\$ 116.39	\$ 118.71	\$ 114.29	\$ 118.72	\$ 120.79
Direct Operating Cost per Service Hour	\$ 79.24	\$ 94.30	\$ 96.47	\$ 90.81	\$ 95.63	\$ 97.54
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 15.20	\$ 14.43	\$ 14.43	\$ 15.14	\$ 14.97	\$ 14.97
Net Cost per Service Hour (CUTA)	\$ 88.07	\$ 87.94	\$ 89.98	\$ 97.71	\$ 102.28	\$ 104.33
% Cost Recovery (CUTA)	-1%	14%	14%	1%	1%	1%
Ridership	60,777	137,031	138,401	108,438	143,415	144,849
Service Hours	3,722	7,787	7,787	7,798	7,787	7,787
Ridership per Service Hour	16	18	18	14	18	19

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 6 - Lake Minnewanka

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ (0.12)	\$ 15.39	\$ 15.70	\$ 9.43	\$ 16.02	\$ 16.34
Gross Cost per Service Hour	\$ 71.30	\$ 98.28	\$ 130.66	\$ 152.06	\$ 151.89	\$ 154.59
Direct Operating Cost per Service Hour	\$ 45.48	\$ 74.36	\$ 106.59	\$ 125.13	\$ 126.96	\$ 129.50
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 17.58	\$ 16.27	\$ 16.27	\$ 18.60	\$ 16.81	\$ 16.81
Net Cost per Service Hour (CUTA)	\$ 53.83	\$ 66.62	\$ 98.69	\$ 124.03	\$ 119.06	\$ 121.44
% Cost Recovery (CUTA)	0%	19%	14%	7%	12%	12%
Ridership	13,802	43,778	44,216	32,054	42,738	43,165
Service Hours	1,035	2,967	2,967	2,696	2,967	2,967
Ridership per Service Hour	13	15	15	12	14	15

### Route 7 - Banff Centre

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 2.43	\$ 4.74	\$ -	#DIV/0!	\$ 5.33	\$ 5.44
Gross Cost per Service Hour	\$ 58.52	\$ 101.48	\$ -	#DIV/0!	\$ 113.26	\$ 115.39
Direct Operating Cost per Service Hour	\$ 43.88	\$ 87.60	\$ -	#DIV/0!	\$ 98.38	\$ 100.35
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ -	#DIV/0!	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 6.40	\$ 6.23	\$ -	#DIV/0!	\$ 6.76	\$ 6.76
Net Cost per Service Hour (CUTA)	\$ 49.68	\$ 90.51	\$ -	#DIV/0!	\$ 101.17	\$ 103.19
% Cost Recovery (CUTA)	5%	5%	0%	#DIV/0!	5%	5%
Ridership	8,632	16,576	16,742	0	16,620	16,786
Service Hours	1,267	2,562	2,562	0	2,562	2,562
Ridership per Service Hour	7	6	0	#DIV/0!	6	7

## BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION

### Route 8 - Lake Louise / Banff Regional - Winter

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 69.48	\$ 52.22	\$ 53.26	\$ 57.84	\$ 54.33	\$ 55.41
Gross Cost per Service Hour	\$ 152.41	\$ 136.30	\$ 141.67	\$ 144.11	\$ 153.09	\$ 155.74
Direct Operating Cost per Service Hour	\$ 125.61	\$ 114.86	\$ 120.08	\$ 111.15	\$ 124.32	\$ 126.81
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 18.56	\$ 13.79	\$ 13.79	\$ 24.62	\$ 20.64	\$ 20.64
Net Cost per Service Hour (CUTA)	\$ 64.37	\$ 70.29	\$ 74.62	\$ 61.65	\$ 78.11	\$ 79.68
% Cost Recovery (CUTA)	52%	43%	42%	48%	41%	41%
Ridership	15,232	26,380	26,644	25,013	32,107	32,428
Service Hours	1,632	3,911	3,911	3,281	3,911	3,911
Ridership per Service Hour	9	7	7	8	8	8

### Route 8S - Lake Louise / Banff Regional - Summer Scenic

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ (0.51)	\$ 59.37	\$ 60.55	\$ 29.98	\$ 61.77	\$ 63.00
Gross Cost per Service Hour	\$ 476.23	\$ 183.80	\$ 192.03	\$ 196.42	\$ 201.40	\$ 204.43
Direct Operating Cost per Service Hour	\$ 275.13	\$ 135.96	\$ 144.04	\$ 135.28	\$ 143.47	\$ 146.34
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 192.86	\$ 40.18	\$ 40.18	\$ 52.81	\$ 49.81	\$ 49.81
Net Cost per Service Hour (CUTA)	\$ 283.88	\$ 84.25	\$ 91.29	\$ 113.63	\$ 89.82	\$ 91.62
% Cost Recovery (CUTA)	0%	41%	40%	21%	41%	41%
Ridership	795	13,091	13,222	6,587	8,757	8,845
Service Hours	98	1,258	1,258	1,190	1,258	1,258
Ridership per Service Hour	8	10	11	6	7	7

**BOW VALLEY REGIONAL TRANSIT SERVICES COMMISSION**

**Route 8X - Lake Louise / Banff Regional - Summer Express**

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ 6.88	\$ 76.89	\$ 78.43	\$ 72.31	\$ 80.00	\$ 81.60
Gross Cost per Service Hour	\$ 105.16	\$ 176.12	\$ 184.66	\$ 194.86	\$ 187.51	\$ 190.61
Direct Operating Cost per Service Hour	\$ 66.58	\$ 140.53	\$ 148.91	\$ 146.61	\$ 146.90	\$ 149.84
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 30.34	\$ 27.94	\$ 27.94	\$ 39.92	\$ 32.49	\$ 32.49
Net Cost per Service Hour (CUTA)	\$ 67.94	\$ 71.29	\$ 78.29	\$ 82.63	\$ 75.03	\$ 76.53
% Cost Recovery (CUTA)	9%	52%	50%	47%	52%	52%
Ridership	18,722	76,930	77,700	68,756	88,544	89,430
Service Hours	1,598	4,612	4,612	3,751	4,612	4,612
Ridership per Service Hour	12	17	17	18	19	19

**Route 9 - Johnston Canyon**

KPI	2020	2020	2021	2021	2022	2023
			Previously			
	YTD		Approved	Proposed	Proposed	Proposed
	Jan - June	BUDGET	Budget	Budget	Budget	Budget
Revenue per Service Hour	\$ (0.31)	\$ 90.42	\$ 92.23	\$ 32.00	\$ 94.07	\$ 95.95
Gross Cost per Service Hour	\$ 469.46	\$ 180.92	\$ 189.27	\$ 196.16	\$ 199.03	\$ 201.99
Direct Operating Cost per Service Hour	\$ 263.30	\$ 132.04	\$ 140.24	\$ 133.66	\$ 139.82	\$ 142.61
Overhead per Service Hour	\$ 8.24	\$ 7.65	\$ 7.81	\$ 8.33	\$ 8.12	\$ 8.28
Lease/Amortization per Service Hour	\$ 197.92	\$ 41.23	\$ 41.23	\$ 54.17	\$ 51.09	\$ 51.09
Net Cost per Service Hour (CUTA)	\$ 271.85	\$ 49.27	\$ 55.82	\$ 109.99	\$ 53.87	\$ 54.95
% Cost Recovery (CUTA)	0%	65%	62%	23%	64%	64%
Ridership	1,129	15,391	15,544	8,358	11,107	11,218
Service Hours	95	1,226	1,226	1,159	1,226	1,226
Ridership per Service Hour	12	13	13	7	9	9

Proposed 2021-2030 10 Year Capital Plan  
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**Commission 2021-2030 Capital Budget Summary**

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Banff</b>											
Opening Deferred Capital Contribution Balance	\$ 1,397,624	\$ 1,592,597	\$ 1,738,826	\$ 2,277,809	\$ 2,876,719	\$ 3,311,621	\$ 3,899,805	\$ 3,370,657	\$ 3,599,276	\$ 2,748,732	\$ 3,184,644
Anticipated Grant Funding	2,000,000	1,000,000	-	-	-	-	971,600	-	-	-	-
Municipal Contribution to New Assets	1,000,000	500,000	-	-	-	-	-	-	-	-	-
<b>Banff Capital Requisition</b>											
Banff Local Capital Replacement	228,400	235,500	537,200	545,200	553,400	561,600	570,000	578,600	587,200	596,000	605,000
Canmore / Banff Regional Capital Replacement	60,800	61,000	61,900	62,900	63,800	64,700	65,700	66,700	67,700	68,700	69,700
Commission Capital Replacement	31,500	31,900	32,200	32,600	33,000	33,300	33,700	34,100	34,500	34,900	35,300
<b>Total Banff Capital Requisition</b>	<b>320,700</b>	<b>328,400</b>	<b>631,300</b>	<b>640,700</b>	<b>650,200</b>	<b>659,600</b>	<b>669,400</b>	<b>679,400</b>	<b>689,400</b>	<b>699,600</b>	<b>710,000</b>
<b>Capital Projects</b>											
Banff New Capital Assets	(2,862,500)	(1,500,000)	-	-	-	-	-	-	-	-	-
Banff Local Capital Replacement	(57,662)	(87,076)	(32,841)	(24,162)	(71,527)	(1,000)	(2,080,494)	(390,558)	(1,531,390)	(252,631)	(155,862)
Canmore / Banff Regional Capital Replacement	(45,232)	(90,428)	(51,711)	(5,886)	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)
Commission Capital Replacement	(160,333)	(4,667)	(7,765)	(11,742)	(132,336)	(33,847)	(4,667)	(15,988)	(8,054)	(4,667)	(4,667)
<b>Total Capital Projects</b>	<b>(3,125,727)</b>	<b>(1,682,171)</b>	<b>(92,316)</b>	<b>(41,790)</b>	<b>(215,297)</b>	<b>(71,417)</b>	<b>(2,170,148)</b>	<b>(450,781)</b>	<b>(1,539,944)</b>	<b>(263,688)</b>	<b>(509,000)</b>
Closing Deferred Capital Contribution Balance	\$ 1,592,597	\$ 1,738,826	\$ 2,277,809	\$ 2,876,719	\$ 3,311,621	\$ 3,899,805	\$ 3,370,657	\$ 3,599,276	\$ 2,748,732	\$ 3,184,644	\$ 3,385,645

<b>Canmore</b>											
Opening Deferred Capital Contribution Balance	\$ 651,044	\$ 643,678	\$ 729,083	\$ 660,147	\$ 800,926	\$ 643,673	\$ 733,559	\$ 750,857	\$ 894,534	\$ 1,113,080	\$ 1,332,424
Anticipated Grant Funding	-	-	-	-	-	-	-	-	522,243	-	269,014
Canmore Project Capital Contributions	-	-	-	-	-	-	-	-	522,243	-	269,014
<b>Canmore Capital Requisition</b>											
Canmore Local Capital Replacement	111,900	113,600	115,300	117,000	118,700	120,500	122,300	124,100	125,900	127,800	129,700
Canmore / Banff Regional Capital Replacement	60,800	61,000	61,900	62,900	63,800	64,700	65,700	66,700	67,700	68,700	69,700
Commission Capital Replacement	31,500	31,900	32,200	32,600	33,000	33,300	33,700	34,100	34,500	34,900	35,300
<b>Total Canmore Capital Requisition</b>	<b>204,200</b>	<b>206,500</b>	<b>209,400</b>	<b>212,500</b>	<b>215,500</b>	<b>218,500</b>	<b>221,700</b>	<b>224,900</b>	<b>228,100</b>	<b>231,400</b>	<b>234,700</b>
<b>Capital Projects</b>											
Canmore Project Capital Expenditures	(5,000)	(10,000)	(30,000)	(10,000)	-	(35,000)	(30,000)	(20,000)	-	-	-
Canmore Operating Capital Expenditures	(1,000)	(16,000)	(188,861)	(44,091)	(228,983)	(23,197)	(84,749)	(1,000)	(1,045,487)	(1,000)	(539,028)
Canmore / Banff Regional Capital Replacement	(45,232)	(90,428)	(51,711)	(5,886)	(11,434)	(36,570)	(84,987)	(44,235)	(500)	(6,390)	(348,471)
Commission Capital Replacement	(160,333)	(4,667)	(7,765)	(11,742)	(132,336)	(33,847)	(4,667)	(15,988)	(8,054)	(4,667)	(4,667)
<b>Total Capital Projects</b>	<b>(211,565)</b>	<b>(121,095)</b>	<b>(278,337)</b>	<b>(71,720)</b>	<b>(372,753)</b>	<b>(128,614)</b>	<b>(204,402)</b>	<b>(81,223)</b>	<b>(1,054,041)</b>	<b>(12,056)</b>	<b>(892,166)</b>
Closing Deferred Capital Contribution Balance	\$ 643,678	\$ 729,083	\$ 660,147	\$ 800,926	\$ 643,673	\$ 733,559	\$ 750,857	\$ 894,534	\$ 1,113,080	\$ 1,332,424	\$ 1,212,986

**Proposed 2021-2030 10 Year Capital Plan  
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	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>ID#9</b>											
Opening Deferred Capital Contribution Balance	\$ 261,393	\$ 372,685	\$ 743,446	\$ 1,100,876	\$ 1,475,643	\$ 1,142,525	\$ 1,412,494	\$ 1,811,603	\$ 2,205,343	\$ 1,393,782	\$ 1,698,763
Anticipated Grant Funding	380,000	-	-	-	-	-	-	-	-	-	-
Parks Canada Capital Contribution	-	-	-	-	-	-	-	-	-	-	1
Maintenance & Replacement Contributions	306,825	314,728	319,449	324,241	329,104	334,041	339,051	344,137	349,299	354,539	359,857
ID#9 Capital Contribution	-	-	-	-	-	-	-	-	-	-	-
ID#9 Capital Requisition											
Lake Louise / Banff Regional Capital Replacement	28,300	28,799	29,231	29,669	30,114	30,566	31,025	31,490	31,962	32,442	32,928
Commission Capital Replacement	31,500	31,900	32,200	32,600	33,000	33,300	33,700	34,100	34,500	34,900	35,300
<b>Total ID#9 Capital Requisition</b>	<b>59,800</b>	<b>60,699</b>	<b>61,431</b>	<b>62,269</b>	<b>63,114</b>	<b>63,866</b>	<b>64,725</b>	<b>65,590</b>	<b>66,462</b>	<b>67,342</b>	<b>68,228</b>
<b>Capital Projects</b>											
LLB Regional Capital Expenditures	(475,000)	-	(15,685)	-	(593,002)	(94,091)	-	-	(1,219,268)	(112,233)	(324,951)
Commission Capital Replacement	(160,333)	(4,667)	(7,765)	(11,742)	(132,336)	(33,847)	(4,667)	(15,988)	(8,054)	(4,667)	(4,667)
<b>Total Capital Projects</b>	<b>(635,333)</b>	<b>(4,667)</b>	<b>(23,450)</b>	<b>(11,742)</b>	<b>(725,337)</b>	<b>(127,938)</b>	<b>(4,667)</b>	<b>(15,988)</b>	<b>(1,227,322)</b>	<b>(116,900)</b>	<b>(329,618)</b>
Closing Deferred Capital Contribution Balance	\$ 372,685	\$ 743,446	\$ 1,100,876	\$ 1,475,643	\$ 1,142,525	\$ 1,412,494	\$ 1,811,603	\$ 2,205,343	\$ 1,393,782	\$ 1,698,763	\$ 1,797,231

<b>ALL PARTNERS</b>											
Opening Deferred Capital Contribution Balance	\$ 2,310,061	\$ 2,608,960	\$ 3,211,355	\$ 4,038,832	\$ 5,153,289	\$ 5,097,819	\$ 6,045,858	\$ 5,933,117	\$ 6,699,153	\$ 5,255,594	\$ 6,215,831
Anticipated Grant Funding	2,380,000	1,000,000	-	-	-	-	971,600	-	522,243	-	269,014
Proposed Annual Contributions	1,891,525	1,410,327	1,221,580	1,239,710	1,257,919	1,276,007	1,294,876	1,314,027	1,855,505	1,352,881	1,641,800
Capital Projects	(3,972,626)	(1,807,933)	(394,103)	(125,253)	(1,313,388)	(327,969)	(2,379,217)	(547,991)	(3,821,307)	(392,644)	(1,730,784)
Remaining Unspent End of Year	\$ 2,608,960	\$ 3,211,355	\$ 4,038,832	\$ 5,153,289	\$ 5,097,819	\$ 6,045,858	\$ 5,933,117	\$ 6,699,153	\$ 5,255,594	\$ 6,215,831	\$ 6,395,862

## Banff 2021 - 2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Banff	Life Cycle	In Service Year	Replace Date	Historic Cost											
<b>NEW</b>															
Increased Frequency Phase I (3 Buses)	18	2018	2036												
Increased Frequency Phase II (2 Buses)	15	2020	2035		\$ 3,000,000										
Park N Ride Shuttles - 1 electric bus	15	2021	2036			\$ 1,500,000									
Ticket Vending Machine (1 unit)	10	2020	2030		\$ 15,000										
<b>NEW TOTAL</b>					<b>\$ 3,015,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FLEET REPLACEMENT</b>															
Wolf Bus	18	2008	2026	\$ 575,000							\$ 647,733				
Goat Bus	18	2008	2026	\$ 575,000							\$ 647,733				
Bear Bus	18	2008	2026	\$ 575,000							\$ 647,733				
Elk Bus	18	2017	2035	\$ 575,000											
Coyote Bus	18	2018	2036	\$ 575,000											
Mule Deer Bus	18	2018	2036	\$ 575,000											
Beaver Bus	18	2018	2036	\$ 575,000											
Increased Frequency Phase II (Electric Bus #1)	15	2021	2036	\$ 1,500,000											
Increased Frequency Phase II (Electric Bus #2)	15	2021	2036	\$ 1,500,000											
Park N Ride Shuttles - 1 electric bus	15	2021	2036	\$ 1,500,000											
<b>FLEET REPLACEMENT TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,943,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FLEET COMPONENT REPLACEMENT</b>															
<b>Engines: (1 replacement during lifecycle)</b>															
Wolf Engine	9	2016	2026	\$ 65,000							Bus Repl.				
Goat Engine	9	2018	2026	\$ 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			
Increased Frequency Phase II (Electric Bus #1) Engine	8	2021	2029	\$ 65,000										\$ 75,435	
Increased Frequency Phase II (Electric Bus #2) Engine	8	2021	2029	\$ 65,000										\$ 75,435	
Park N Ride Shuttles - 1 electric bus Engine	8	2021	2029	\$ 65,000										\$ 75,435	
<b>Bus Wraps:</b>															
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							\$ 13,546	
Coyote Bus Wrap	6	2018	2024	\$ 11,500				\$ 12,575						\$ 13,750	
Mule Deer Bus Wrap	6	2018	2024	\$ 11,500				\$ 12,575						\$ 13,750	
Beaver Bus Wrap	6	2018	2024	\$ 11,500				\$ 12,575						\$ 13,750	
Increased Frequency Phase II (Electric Bus #1) Wrap	5	2021	2026	\$ 11,500							\$ 12,763				
Increased Frequency Phase II (Electric Bus #2) Wrap	5	2021	2026	\$ 11,500							\$ 12,763				
Park N Ride Shuttles - 1 electric bus Wrap	5	2021	2026	\$ 11,500							\$ 12,763				

## Banff 2021 - 2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Bus Transmission:</b>															
Wolf Transmission	10	2008	2019	\$ 40,000							Bus Repl.				
Goat Transmission	10	2008	2019	\$ 40,000							Bus Repl.				
Bear Transmission	10	2008	2019	\$ 40,000							Bus Repl.				
Elk Transmission	10	2017	2027	\$ 40,000								\$ 45,736			
Coyote Transmission	10	2018	2028	\$ 40,000									\$ 46,422		
Mule Deer Transmission	10	2018	2028	\$ 40,000									\$ 46,422		
Beaver Transmission	10	2018	2028	\$ 40,000									\$ 46,422		
Increased Frequency Phase II (Bus #1)	10	2021	2031	\$ 40,000											
Increased Frequency Phase II (Bus #2)	10	2021	2031	\$ 40,000											
Park N Ride Shuttles - 1 electric bus transmission	10	2021	2031	\$ 40,000											
<b>Battery Pack:</b>															
Wolf - Hybrid Battery	10	2008	2018	\$ 55,000							Bus Repl.				
Goat - Hybrid Battery	11	2008	2019	\$ 55,000							Bus Repl.				
Bear - Hybrid Battery	12	2008	2020	\$ 55,000	\$ 56,662						Bus Repl.				
Increased Frequency Phase II (Electric Bus #1) Battery	7	2021	2028	\$ 396,900									\$ 440,497		
Increased Frequency Phase II (Electric Bus #2) Battery	7	2021	2028	\$ 396,900									\$ 440,497		
Park N Ride Shuttles - 1 electric bus Battery	7	2021	2028	\$ 396,900									\$ 440,497		
<b>Bus Refurbishment (GreenTrip Eligible)</b>															
Wolf	10	2008	2018								Bus Repl.				
Goat	10	2008	2018								Bus Repl.				
Bear	10	2008	2018								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		
Increased Frequency Phase II (Electric Bus #1)	10	2021	2031	\$ 20,000											
Increased Frequency Phase II (Electric Bus #2)	10	2021	2031	\$ 20,000											
Park N Ride Shuttles - 1 electric bus	10	2021	2031	\$ 20,000											
<b>Bus Bike Rack Replacement:</b>															
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			
Increased Frequency Phase II (Electric Bus #1)	9	2021	2030	\$ 2,000											\$ 2,356
Increased Frequency Phase II (Electric Bus #2)	9	2021	2030	\$ 2,000											\$ 2,356
Park N Ride Shuttles - 1 electric bus	9	2021	2030	\$ 2,000											\$ 2,356
<b>Bus Farebox Replacement:</b>															
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			
Increased Frequency Phase II (Electric Bus #1)	9	2021	2030	\$ 20,000											\$ 23,559
Increased Frequency Phase II (Electric Bus #2)	9	2021	2030	\$ 20,000											\$ 23,559
Park N Ride Shuttles - 1 electric bus	9	2021	2030	\$ 20,000											\$ 23,559



## Banff 2021 - 2030 Capital Budget

				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Bus Security Camera Replacement:</b>														
Wolf Camera	6	2016	2022	\$10,000		\$ 10,614				Bus Repl.				
Goat Camera	6	2016	2022	\$10,000		\$ 10,614				Bus Repl.				
Bear Camera	6	2016	2022	\$10,000		\$ 10,614				Bus Repl.				
Elk Camera	6	2017	2023	\$10,000			\$ 10,773						\$ 11,779	
Coyote Camera	6	2018	2024	\$10,000				\$ 10,934						\$ 11,956
Mule Deer Camera	6	2018	2024	\$10,000				\$ 10,934						\$ 11,956
Beaver Camera	6	2018	2024	\$10,000				\$ 10,934						\$ 11,956
Increased Frequency Phase II (Electric Bus #1)	6	2021	2027	\$10,000							\$ 11,265			
Increased Frequency Phase II (Electric Bus #2)	6	2021	2027	\$10,000							\$ 11,265			
Park N Ride Shuttles - 1 electric bus	6	2021	2027	\$10,000							\$ 11,265			
<b>FLEET COMPONENT REPLACEMENT TOTAL</b>				<b>\$ 56,662</b>	<b>\$ 36,076</b>	<b>\$ 31,841</b>	<b>\$ 23,162</b>	<b>\$ 70,527</b>	<b>\$ -</b>	<b>\$ 136,295</b>	<b>\$ 389,558</b>	<b>\$ 1,530,390</b>	<b>\$ 251,631</b>	<b>\$ 154,862</b>
<b>NON-FLEET CAPITAL REPLACEMENT</b>														
Banff - Arrival Prediction Signs	8	2013	2021		\$ 50,000									
Smart Card and Hotel Partner Card Stock	N/A	N/A	N/A	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Mobile Ticketing Software														
Ticket Vending Machine (1 unit)	10	2020	2030	\$15,000										\$ 17,408
<b>NON FLEET REPLACEMENT TOTAL</b>				<b>\$ 1,000</b>	<b>\$ 51,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>NEW CAPITAL ASSETS</b>				<b>\$ 3,015,000</b>	<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REPLACEMENT OF CAPITAL ASSETS</b>				<b>\$ 57,662</b>	<b>\$ 87,076</b>	<b>\$ 32,841</b>	<b>\$ 24,162</b>	<b>\$ 71,527</b>	<b>\$ 1,000</b>	<b>\$ 2,080,494</b>	<b>\$ 390,558</b>	<b>\$ 1,531,390</b>	<b>\$ 252,631</b>	<b>\$ 155,862</b>
<b>TOTAL</b>				<b>\$ 3,072,662</b>	<b>\$ 1,587,076</b>	<b>\$ 32,841</b>	<b>\$ 24,162</b>	<b>\$ 71,527</b>	<b>\$ 1,000</b>	<b>\$ 2,080,494</b>	<b>\$ 390,558</b>	<b>\$ 1,531,390</b>	<b>\$ 252,631</b>	<b>\$ 155,862</b>
<b>Municipal Capital Contribution</b>				<b>\$ 1,000,000</b>	<b>\$ 500,000</b>									
<b>Grant Funding (GreenTRIP 3)</b>				<b>\$ 2,000,000</b>	<b>\$ 1,000,000</b>									
<b>Grant Funding (PTIF)</b>														
<b>Grant Funding (IICP)</b>														
<b>Grant Funding (ACT)</b>														
<b>Projected Future Grant Funding</b>										\$ 971,600	\$ -	\$ -	\$ -	\$ -

## Canmore 2021 - 2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Canmore</b>	Life Cycle	In Service Year	Replace Date	Historic Cost											
<b>OPERATING CAPITAL</b>															
<b>Fleet Replacement</b>															
Cougar	12	2016	2028	\$450,000									522,243		
Lynx	12	2016	2028	\$450,000									522,243		
Summer Fox	12	2018	2030	\$450,000											538,028
Driver Swap Vehicle	5	2016	2021			15,000					16,159				
<b>Engine Replacement</b>															
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 Repl
<b>Bus Wrap Replacement</b>															
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 Repl
<b>Bus Transmission Replacement</b>															
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 Repl
<b>Bus Refurbishment</b>															
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 Repl
<b>Bus Bike Rack Replacement</b>															
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 Repl
<b>Bus Farebox Replacement</b>															
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 Repl

## Canmore 2021 - 2030 Capital Budget

				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Bus Security Cameras Replacement</b>														
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						Bus Repl
Smart Card Stock				1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Subtotal:</b>				<b>1,000</b>	<b>16,000</b>	<b>188,861</b>	<b>44,091</b>	<b>228,983</b>	<b>23,197</b>	<b>84,749</b>	<b>1,000</b>	<b>1,045,487</b>	<b>1,000</b>	<b>539,028</b>
<b>Project Capital</b>														
Bike Trailers														
Arrival Prediction signs	8years					30,000			30,000	30,000	20,000			
Mobile Ticketing Software														
Bus Stop and Transit Wayfinding Signs				5,000	10,000		10,000		5,000					
<b>Project Capital Subtotal</b>				<b>5,000</b>	<b>10,000</b>	<b>30,000</b>	<b>10,000</b>	<b>0</b>	<b>35,000</b>	<b>30,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GRANT FUNDING:</b>														
<b>Approved Grant Funding (GreenTRIP 2)</b>														
<b>Approved Grant Funding (GreenTRIP 3)</b>														
<b>Approved Grant Funding (PTIF)</b>														
<b>Projected Future Grant Funding for Bus Replacement (50%)</b>												522,243		269,014
<b>TOTAL GRANT FUNDING</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>522,243</b>	<b>0</b>	<b>269,014</b>

## Canmore / Banff Regional 2021-2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Canmore / Banff Regional	Life Cycle	In Service Year	Replace Date	Historic Cost											
<b>NEW</b>															
Ticket Vending Machine (1 unit)	10	2020	2030	15,000	15,000										
<b>NEW TOTAL</b>					<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FLEET REPLACEMENT</b>															
Moose Bus	18	2012	2030	\$ 565,000											\$ 695,942
Sheep Bus	18	2012	2030	\$ 565,000											\$ 695,942
Black Bear Bus	18	2017	2035	\$ 565,000											
<b>FLEET REPLACEMENT TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,391,884</b>
<b>FLEET COMPONENT REPLACEMENT</b>															
<b>Engines (3 replacements during lifecycle):</b>															
Moose Engine	4.5	2016	2020.5	\$ 65,000	\$ 66,965					\$ 72,140					Bus Repl.
Sheep Engine	4.5	2017	2021.5	\$ 65,000		\$ 67,969					\$ 73,222				Bus Repl.
Black Bear Engine	4.5	2017	2018	\$ 65,000			\$ 68,989					\$ 74,320			
<b>Bus Wraps:</b>															
Moose Bus Wrap	5	2016	2021	\$ 11,500		\$ 12,025					\$ 12,955				Bus Repl.
Sheep Bus Wrap	5	2016	2021	\$ 11,500		\$ 12,025					\$ 12,955				Bus Repl.
Black Bear Bus Wrap	5	2017	2022	\$ 11,500			\$ 12,206					\$ 13,149			
<b>Bus Transmission:</b>															
Moose Transmission	9	2012	2021	\$ 40,000		\$ 41,827									Bus Repl.
Sheep Transmission	9	2012	2021	\$ 40,000		\$ 41,827									Bus Repl.
Black Bear Transmission	9	2017	2026	\$ 40,000							\$ 45,060				
<b>Bus Refurbishment (GreenTrip Eligible):</b>															
Moose Refurb	7	2012	2019												Bus Repl.
Sheep Refurb	7	2012	2019												Bus Repl.
Black Bear Refurb	7	2017	2024	\$ 20,000					\$ 21,869						
<b>Bus Bike Rack Replacement:</b>															
Moose Bike Rack	9	2012	2021	\$ 2,000		\$ 2,091									Bus Repl.
Sheep Bike Rack	9	2012	2021	\$ 2,000		\$ 2,091									Bus Repl.
Black Bike Rack	9	2017	2026	\$ 2,000							\$ 2,253				
<b>Bus Farebox Replacement:</b>															
Moose Farebox	9	2017	2026	\$ 20,000							n/a				Bus Repl.
Sheep Farebox	9	2017	2026	\$ 20,000							n/a				Bus Repl.
Black Bear Farebox	9	2017	2026	\$ 20,000							\$ 22,530				

## Canmore / Banff Regional 2021-2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Bus Security Camera Replacement:</b>															
Moose Camera	6	2016	2022	\$10,000			\$ 10,614								Bus Repl.
Sheep Camera	6	2016	2022	\$10,000			\$ 10,614								Bus Repl.
Black Bear Camera	6	2017	2023	\$10,000				\$ 10,773						\$ 11,779	
<b>FLEET COMPONENT REPLACEMENT TOTAL</b>					<b>\$ 66,965</b>	<b>\$ 179,857</b>	<b>\$ 102,422</b>	<b>\$ 10,773</b>	<b>\$ 21,869</b>	<b>\$ 72,140</b>	<b>\$ 168,974</b>	<b>\$ 87,469</b>	<b>\$ -</b>	<b>\$ 11,779</b>	<b>\$ -</b>
<b>NON-FLEET CAPITAL REPLACEMENT</b>															
Regional Smart Cards stock - Replenish					1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Mobile Ticketing Software															
Ticket Vending Machine (1 unit)	10	2020	2030	\$15,000											17,408
<b>NON FLEET REPLACEMENT TOTAL</b>					<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>
<b>NEW CAPITAL ASSETS</b>					<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>REPLACEMENT OF CAPITAL ASSETS</b>					<b>\$ 67,965</b>	<b>\$ 180,857</b>	<b>\$ 103,422</b>	<b>\$ 11,773</b>	<b>\$ 22,869</b>	<b>\$ 73,140</b>	<b>\$ 169,974</b>	<b>\$ 88,469</b>	<b>\$ 1,000</b>	<b>\$ 12,779</b>	<b>\$ 1,392,884</b>
<b>TOTAL</b>					<b>\$ 82,965</b>	<b>\$ 180,857</b>	<b>\$ 103,422</b>	<b>\$ 11,773</b>	<b>\$ 22,869</b>	<b>\$ 73,140</b>	<b>\$ 169,974</b>	<b>\$ 88,469</b>	<b>\$ 1,000</b>	<b>\$ 12,779</b>	<b>\$ 1,392,884</b>
<b>Approved Funding (GreenTRIP 3)</b>					10,000										
<b>Approved Grant Funding (PTIF)</b>															
<b>Grant Funding (IICP)</b>															
<b>Grant Funding (ACT)</b>															
<b>Projected Future Grant Funding</b>															695,942

## Lake Louise / Banff Regional 2021-2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Lake Louise / Banff Regional	Life Cycle	In Service Year	Replace Date	Historic Cost											
<b>Fleet Replacement</b>															
New Bus (MCI) #1	18	2019	2037	\$ 815,000											
New Bus (MCI) #2	18	2019	2037	\$ 815,000											
New Bus (MCI) #3	18	2019	2037	\$ 815,000											
New Bus (MCI) #4	18	2019	2037	\$ 815,000											
New Bus (Nova) #1	18	2019	2037	\$ 600,000											
New Bus (Nova) #2	18	2019	2037	\$ 600,000											
New Bus (Nova) #3	18	2019	2037	\$ 600,000											
Service Vehicle	3	2019	2022	\$ 15,000			15,685			16,402			17,151		
SeaCan Container	10	2019	2029	\$ 15,000										17,408	
Ticket Vending Machine (2 units)	10	2020	2030	\$ 30,000	30,000										34,816
Driver Training Equipment	10	2020	2030	\$ 250,000	250,000										290,135
<b>NEW FLEET TOTAL</b>					<b>280,000</b>	<b>-</b>	<b>15,685</b>	<b>-</b>	<b>-</b>	<b>16,402</b>	<b>-</b>	<b>-</b>	<b>17,151</b>	<b>17,408</b>	<b>324,951</b>
<b>FLEET COMPONENT REPLACEMENT</b>															
<b>Engine Replacement</b>															
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		
<b>Bus Wrap Replacement</b>															
New Bus (MCI) #1	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (MCI) #2	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (MCI) #3	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (MCI) #4	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (Nova) #1	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (Nova) #2	5	2019	2024	\$ 11,500					12,575					13,546	
New Bus (Nova) #3	5	2019	2024	\$ 11,500					12,575					13,546	
<b>Bus Transmission Replacement</b>															
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		



## Commission 2021 - 2030 Capital Budget

					2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Commission	Life Cycle	In Service Year	Replace Date	Historic Cost											
<b>NEW CAPITAL</b>															
Bus Tools (Break pinion tool, AC tools, transmission reader)		2019													
Dispatch - Driver and Bus Scheduling Software Program		2019													
eBIKE		2019													
Spare Cutaway	15	2020			460,000										
<b>NEW CAPITAL TOTAL</b>					<b>\$ 460,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FLEET REPLACEMENT</b>															
Fox Bus	12	2012	2024	\$ 170,000					\$ 191,504						
Deer Bus	12	2012	2024	\$ 170,000					\$ 191,504						
Spare Cutaway	15	2020	2035	\$ 460,000											
Office Vehicle	6	2016	2022	\$ 8,500			\$ 9,294						\$ 10,163		
<b>FLEET REPLACEMENT TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,294</b>	<b>\$ -</b>	<b>\$ 383,007</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,163</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FLEET COMPONENT REPLACEMENT</b>															
<b>Bus Wraps:</b>															
Fox Bus	7	2012	2019	\$ 10,000					Bus Repl						
Deer Bus	7	2012	2019	\$ 10,000					Bus Repl						
Spare Cutaway	7	2020	2027	\$ 10,000								11,434			
<b>FLEET COMPONENT REPLACEMENT TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,434</b>	<b>\$ -</b>	<b>\$ -</b>
<b>NON-FLEET CAPITAL</b>															
Office Equipment, Furniture, Renovations					\$ 10,000	\$ 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,					\$ 4,000	\$ 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				\$ 21,227				\$ 22,530			
Office phones	5	2016	2021		\$ 7,000					\$ 7,541					
Fleet Arrival Prediction Replacement	5	2020	2025							\$ 80,000					
<b>NON-FLEET CAPITAL TOTAL</b>					<b>\$ 21,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 35,227</b>	<b>\$ 14,000</b>	<b>\$ 101,541</b>	<b>\$ 14,000</b>	<b>\$ 36,530</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>
<b>ALL PROJECTS TOTAL</b>					<b>\$ 481,000</b>	<b>\$ 14,000</b>	<b>\$ 23,294</b>	<b>\$ 35,227</b>	<b>\$ 397,007</b>	<b>\$ 101,541</b>	<b>\$ 14,000</b>	<b>\$ 47,964</b>	<b>\$ 24,163</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>
<b>Municipal Funding</b>															
<b>Grant Funding (Greentrip)</b>					306,667										
<b>Grant Funding (IICP)</b>															
<b>Grant Funding (ACT)</b>															
<b>Projected Future Grant Funding</b>															
									\$ 191,504	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -